



# 2023

Aii Annual Report

 ALLIANCE FOR INNOVATION  
AND INFRASTRUCTURE

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# Message From the Chairman

Dear Friends,

Reflecting on the past year, I am truly inspired by the remarkable achievements of the Aii team. Their unwavering dedication and commitment to excellence have propelled us to unprecedented heights. Equally, I am deeply grateful for the invaluable support extended to us by individuals and organizations who share our vision of advancing infrastructure safety and resilience and who play a pivotal role in helping Aii foster innovative solutions to current and future infrastructure challenges. Their financial contributions, expertise, insight, networking, and overall collaboration have been instrumental to our success.

As we embark on the journey towards our eagerly anticipated ten-year anniversary in 2024, I am thrilled by the momentum we have built in 2023. Aii has reached new milestones, laying a solid foundation for the transformative initiatives that lie ahead. Among our notable accomplishments you will see in this report are influential original awareness campaigns, new research partnerships, and other organizations leveraging the high-quality Aii work in media citations and regulatory comments to federal agencies considering new rules.

I hope you will join us as we continue to advance infrastructure innovation and safety.



Brigham McCown  
Founder, Chairman of the Board  
**Alliance for Innovation and Infrastructure**  
*Public Institute for Facility Safety*  
*National Infrastructure Safety Foundation*

# Organization Profile



## Who We Are

The Alliance for Innovation and Infrastructure (Aii) is an independent, national research and educational organization dedicated to identifying our nation's infrastructure needs, creating awareness of those needs, and finding solutions to critical public policy challenges. Aii strives to promote proven, innovative technology and higher safety standards in a non-partisan manner to achieve excellence nationwide.

Aii is a think tank consisting of two non-profits: the National Infrastructure Safety Foundation (NISF), a 501(c)(4) social welfare organization, and the Public Institute for Facility Safety (PIFS), a 501(c)(3) educational organization. Both non-profits are legally governed by volunteer boards of directors. These work in conjunction with the Alliance's own volunteer Advisory Council. To learn more, visit [Aii.org](http://Aii.org).

## The Aii Mission

Our mission is to help foster innovative solutions to current and future infrastructure challenges.

# Aii in Action

# Top Features

**Forbes**

**Bloomberg**

THE WALL STREET JOURNAL.

**POLITICO** **THE HILL**

**supermoney** **The Center Square** **energycentral.**

**LAW360** **RealClear Markets** **[INSIDESOURCES]**

**Snapshots**



## HIGHLIGHTED ACTIVITY LOCATIONS IN 2023

Boston, MA  
Bozeman, MT  
Calgary, Canada  
Charleston, SC  
Columbia, SC

Dallas, TX  
Hartford, CT  
Houston, TX  
Jerusalem, Israel  
London, England

New York, NY  
Seattle, WA  
Tel Aviv, Israel  
Washington, D.C.  
*and more...*

# Aii in Action

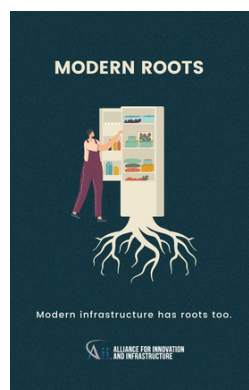
## MODERN ROOTS MARCH

When you see a tree, you know it has roots sprawling underfoot. When you pull weeds, you aim to remove all of those roots spread across the whole garden just beneath the ground. What you may not think of quite as intuitively is that modern infrastructure has roots too. This year, we put on our third annual Modern Roots March Campaign to continue our exploration into what our infrastructure looks like beneath our feet and how to safely interact with it.



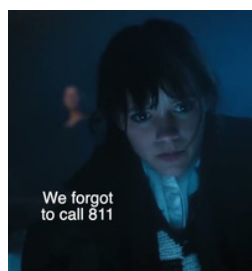
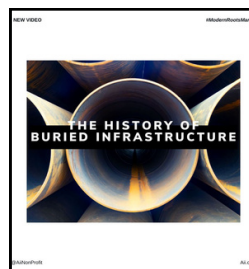
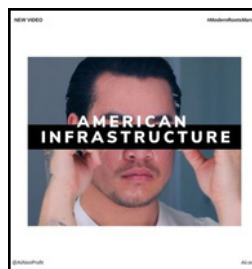
## TOOL KIT

During the **#ModernRootsMarch** campaign, our toolkit proved indispensable for utility owners/operators, excavators, locators, and others. It ensured that everyone in America understood the foundational roots of our modern infrastructure.



## VIDEO CONTENT

Throughout the campaign our specially crafted videos, served as a crucial resource. Each encouraged people to rethink buried infrastructure from various angles, fostering a deeper understanding and promoting safer practices.



# Aii in Action

## ENERGY MONTH

During the month of August, Aii educated on the importance of energy resources to the nation and the world with Energy Month campaign. Throughout the month, we highlighted seven primary natural and energy resources used to generate electricity in the United States. New content and briefs were also uploaded to this page throughout Energy Month.



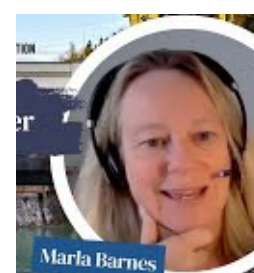
## TOOL KIT

During #AiiEnergyMonth, our toolkit provided a vital resource for promoting awareness through engaging graphics. These visuals were shared on social media to amplify the message and spark conversations about energy efficiency and sustainability.



## VIDEO CONTENT

Throughout Energy Month, we engaged industry experts in enlightening interviews. Our **50** new videos covered every aspect of energy generation from hydropower and wind to geothermal and more!



# Student OpEd Contest

*Aii hosted its first-ever Student OpEd Scholarship Contest, representing a significant opportunity for students to address critical national issues like climate change, energy sustainability, and infrastructure development.*

## The Contest

The contest was open to all enrolled college students nationwide to engage America's greatest rising minds to think about and articulate solutions to some of the nation's most pressing challenges. Aii presented students with three essay prompts and invited students to choose one. To enter the contest, students would write a well-reasoned and well-supported opinion column (like an OpEd) and submit it to a local, state, or national publication of their choosing.

The poster features the Aii logo (Alliance for Innovation and Infrastructure) at the top right. The main text reads: "WE NEED TO DECARBONIZE NOW", "YOU'RE IN CHARGE", and "HOW WOULD YOU DECARBONIZE YOUR COMMUNITY?". Below this, a central box says "Research. Write. Win \$5,000." To the right, a box titled "Student OpEd Competition" lists instructions: "Pick a Prompt from the Aii list", "Review provided materials", "Write a short essay", and "Submit as an OpEd". A large yellow button with a thumbs-up icon says "ENTER NOW Aii.ORG". At the bottom right, it says "Ends October 15" and provides the URL "https://www.aii.org/student-scholarship-contest/" along with the Aii logo.

## The Stakes

The grand prize, totaling **\$5,000**, underscored the significance of the competition, offering support to the winning student in their academic pursuits. Moreover, having the grand prize-winning article published on Aii's website provided invaluable exposure and recognition for the recipient's work, amplifying their voice in the discourse on infrastructure and sustainability. This contest not only empowered emerging leaders but also highlighted the importance of interdisciplinary dialogue and collaboration in shaping a more sustainable future.

## The Why

By engaging students in discussions about infrastructure challenges and solutions, Aii aims to cultivate a new generation of leaders equipped to tackle these complex issues. Additionally, expanding the reach of such initiatives demonstrates Aii's commitment to being a leading authority in the field of infrastructure.



# Student OpEd Contest

## The Winners

Aii awarded Ava Kalina from Miami University the grand prize and recognized finalists Mustafa Haque from Southern Methodist University and Vanessa Jimenez from Florida Atlantic University. In total, the competition distributed **\$6,500** in scholarship funds, attracting diverse submissions from various educational backgrounds nationwide.



### Ava Kalina

#### First place

Check out Ava Kalina's award-winning article on combating methane emissions! Discover how local initiatives and national infrastructure for renewable natural gas can revolutionize waste management and shape a greener future. [Read now](#)



### Mustafa Haque

#### Finalist

Check out Mustafa Haque's eye-opening article on the hidden impact of parking policy! Discover how reducing parking minimums can pave the way for a greener, more sustainable future by cutting CO2 emissions and promoting alternative transportation methods. [Read now](#)



### Vanessa Jimenez

#### Finalist

Dive into Vanessa Jimenez's insightful take on America's EV dilemma and Palm Beach County's roadmap to a greener future! From a Cabinet Secretary's journey to local solutions, discover the compelling narrative behind our transition to cleaner transportation. [Read here](#)

# By the Numbers

## SELECT PLATFORM HIGHLIGHTS

### NUMBERS

### AUDIENCE

#### LinkedIn

77% increase in following

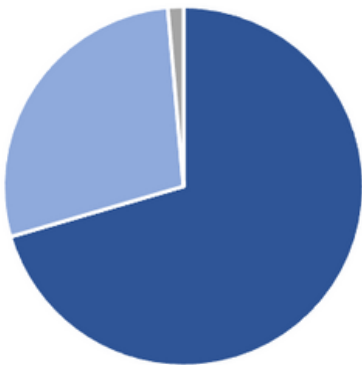
- 1,500 new followers

#### Aii.org

25,000+ new visitors  
2,000+ monthly clicks  
1,500+ subscribers

- Washington DC-Baltimore Area
- Dallas-Fort Worth Metroplex
- Greater Phoenix Area
- Greater Minneapolis-St. Paul Area
- New York City Metropolitan Area
- Los Angeles Metropolitan Area
- Greater Seattle Area
- Omaha Metropolitan Area
- Austin, Texas Metropolitan Area
- Greater Anchorage Area

How People Use Aii.org



■ Desktop ■ Mobile ■ Tablet

Aii.org Audience



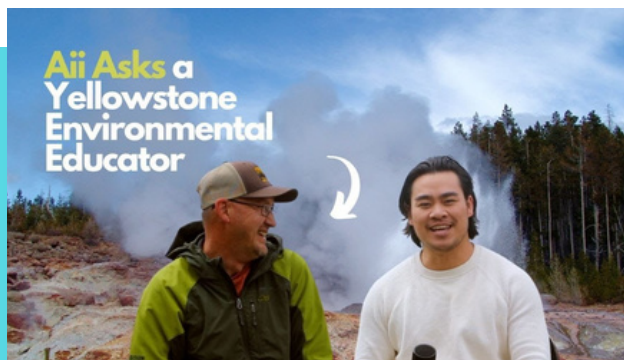
# By the Numbers

## YOUTUBE CHANNEL

Throughout 2023, Aii was pleased to release dozens of new videos, encompassing a comprehensive range of infrastructure-related subjects. These include cross-country excursions, informative educational content, and live discussions with industry experts, offering valuable insights into the multifaceted realm of infrastructure.

## VIDEOS

In the design studio, the creatives at Aii diligently strive to produce top-quality content. Our objective is twofold: to underscore our eagerness to embrace diverse perspectives and to present them in an engaging and entertaining manner.



## IMPACT SNAPSHOT

23K

Total viewership

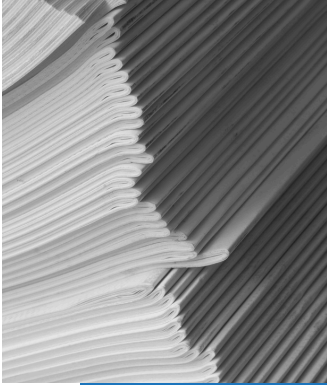
166

Channel subscribers

80

New video uploads

# Research Spotlight



## PUBLICATIONS

5 White Papers  
7 Policy Briefs  
47 Policy Blogs

**Improving Upon Our Dig Laws: Framing Out A Plan For Achieving A 50 Percent Reduction In Excavation Damage**

December 2023

**INSTITUTE FOR HOMELAND SECURITY**

Sam Houston State University

**UNSEEN THREATS TO TEXAS CRITICAL INFRASTRUCTURE: THE RISK TO SUBSURFACE AND UNDERGROUND RESOURCES TO ENERGY TIES**

Institute for Homeland Security  
Sam Houston State University

Benjamin Diener

**Improving Upon Our Dig Laws: Why Data Must Take Center Stage to Reform Damage Prevention**

January 2023

**Evaluating Train Length: Mitigating the Costs and Enhancing the Benefits of Longer Trains**

August 2023

**Pathways to Decarbonizing Heat: Establishing a Holistic Framework for Enabling and Enforcing Decarbonization Strategies for Industrial Heat**

September 2023

**ALLIANCE FOR INNOVATION AND INFRASTRUCTURE**

Energy Month 2023

**THE U.S. ELECTRICITY MIX**

U.S. Utility-Grade Electricity Mix

Year	Natural Gas	Coal	Nuclear	Hydroelectric	Wind	Solar	Geothermal	Biomass	Other
2014	35%	35%	20%	10%	2%	1%	1%	1%	1%
2015	35%	35%	20%	10%	2%	1%	1%	1%	1%
2016	35%	35%	20%	10%	2%	1%	1%	1%	1%
2017	35%	35%	20%	10%	2%	1%	1%	1%	1%
2018	35%	35%	20%	10%	2%	1%	1%	1%	1%
2019	35%	35%	20%	10%	2%	1%	1%	1%	1%
2020	35%	35%	20%	10%	2%	1%	1%	1%	1%

**Dividing Decarbonization by Sector: How Strategic and Targeted Net-Zero Goals and Performance Targets**

**Unseen Threats to the Environment: The Importance of Damage Prevention for mitigating environmental impact**

**Unseen Threats to the U.S. Economy: The importance of damage prevention for saving billions in preventable losses**

**Unseen Threats to Public Safety: The importance of damage prevention for protecting lives**

**Unseen Threats to U.S. Infrastructure Reliability: The importance of damage prevention for ensuring our way of life every day**

**The Top Paths to Decarbonization: Jumping National Decarbonization Strategies**

# Research Spotlight



In September, we published a major report, "Pathways to Decarbonizing Heat," which offers a comprehensive framework for assessing and prioritizing decarbonization strategies for industrial process heat.

This framework meticulously integrates considerations spanning cost analysis, environmental ramifications, and legal intricacies encompassing permitting procedures, construction timelines, and potential legal impediments.

It also presents an argument for a **cumulative cost-benefit analysis**, which includes assessing a given decarbonization strategy using the six-factor framework, and then the entire framework is applied to each contingent factor or needed infrastructure component not yet in place.



Our report ***Evaluating Train Length: Mitigating the Costs and Enhancing the Benefits of Longer Trains*** evaluates the impact of train length on railroad operations and safety. It analyzes various factors such as safety, costs, and environmental impact.



Executive director Benjamin Dierker discusses the unseen threats to critical infrastructure with the Institute for Homeland Security (IHS) at Sam Houston State University in Texas. This research report delves into vulnerabilities to public safety and infrastructure reliability among other risks that may not be immediately apparent but can have significant impacts for millions of Texans.

# Board of Directors



## Mandy Gunasekara

Mandy is a veteran climate and energy strategist, communicator, and environmental attorney who has a well-earned reputation for delivering results. She most recently served as the Chief of Staff for the EPA during the Trump-Pence administration.



## Scott Harper

An experienced attorney, Scott is a founding partner in the Dallas-based firm Harper Bates & Champion, where he focuses on innovation, technology, and intellectual property law.



## Chris Kilgore

Chris has been practicing law throughout the United States for nearly 30 years. During that time, he has been a member and managing partner at several law firms where he practiced primarily in the field of aviation and transportation law and litigation.



## Jack Reape

Jack Reape is a Texas-based leadership and management consultant, operations troubleshooter, and project manager. His areas of expertise include aviation operations, risk management, and connecting well-led teams for defined success.



## Robert Sumwalt

Robert currently serves as the executive director of the Center for Aviation and Aerospace Safety at Embry-Riddle Aeronautical University. The former Chairman of the NTSB, Robert is a fierce advocate for improving safety across all modes of transportation.



## Dave Venable

A former intelligence officer with the National Security Agency, David has extensive experience in Computer Network Exploitation, Information Operations, and Digital Network Intelligence, and cryptography.

The Board of Directors is committed to pursuing bi-partisan problem-solving and collaboration, and includes professionals with management and policy expertise in a wide variety of public service, non-profit, and private enterprise including military service, law, cybersecurity, and more. With a range of views and experiences, the board fosters intentional discourse and seeks to learn from others' perspectives on public policy.

Our voluntary directors sit on two separate boards: the Public Institute for Facility Safety, Aii's 501(c)(3), and the National Infrastructure Safety Foundation, Aii's 501(c)(4).

# Nonprofit Breakdown

Get to know Aii and see how your donations make an impact. The Alliance for Innovation and Infrastructure is a virtual nonprofit made up of two organizations: The National Infrastructure Safety Foundation (NISF) and the Public Institute for Facility Safety (PIFS). The Alliance exists to identify public policy challenges and produces educational policy outreach materials to encourage public debate and conversation on issues affecting infrastructure safety. Aii seeks to improve safety and efficiency by promoting proven innovative technology and higher safety standards to achieve excellence nationwide.

**N** ISF is a non-partisan entity organized as a 501(c)(4) non-profit. Our mission is to develop and promote rational public policies and best practices aimed at achieving innovative safety and efficiency solutions for national infrastructure systems and projects.

The Foundation, one of two members that form the Alliance for Innovation and Infrastructure, encourages public, community engagement, and education. Our issue advocacy is non-partisan and independent of industry.

Consistent with our obligations to provide transparency, the Foundation makes our recently filed annual information returns, as well as the organization's application for tax-exemption, available to the public upon request. Please direct any inquiries to [info@aii.org](mailto:info@aii.org) or you may call us for more information.

**P** IFS is an educational non-partisan organization pursuant to section 501(c)(3) of the Internal Revenue Code. Our mission is to provide educational materials to elected officials, public policy experts, and the community at large, in order to increase awareness of the many pressing infrastructure challenges our country faces and highlight potential innovative solutions.

The Institute focuses on researching and publishing in-depth white papers and policy briefs on relevant infrastructure-related issues. In addition to this research, the Institute aims to educate both society and industry on best practices in the areas of safety and innovative technologies.

You can make a big difference in our educational mission for children, students, policymakers, industry leaders, and the general public. Tax ID: Employer Identification Number 47-2375227

## National Infrastructure Safety Foundation

## PUBLIC INSTITUTE FOR FACILITY SAFETY

NISF does not operate for profit and exists solely to promote social welfare.

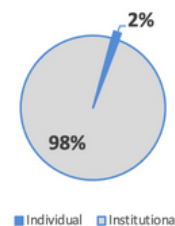
While we protect donor privacy, we are privileged to receive support and work with individuals and organizations across the United States and from a broad base of industries and backgrounds. Support for NISF work has ranged from \$5,000 to over \$100,000.

PIFS files IRS form 990-N. In 2023, PIFS received donations amounting to less than \$50,000.

Our grass-roots donors supporting Aii through PIFS help advance our general educational efforts and high quality research content. This year, donations ranged from the smallest of \$2 to the highest of \$3,500.



Aii Support Profile



The Alliance for Innovation and Infrastructure (Aii), "The Alliance", or simply "Aii" are not registered entities. The Alliance is the brand name for our whole group, with two nonprofit entities. In order to donate, you need to send your contribution to the Public Institute for Facility Safety, a 501(c)(3), or the National Infrastructure Safety Foundation a 501(c)(4).

# Looking Forward



In 2023, we leveraged strategic partnerships and professional networks to bring expert insights to our audience. We began working on new written material - some of which is still in the works. Now, as we enter our 10th year, we plan to unveil a major initiative that will reshape the infrastructure dialogue forever.



- **Aii Executive Director**  
Benjamin Dierker





# ALLIANCE FOR INNOVATION AND INFRASTRUCTURE

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