



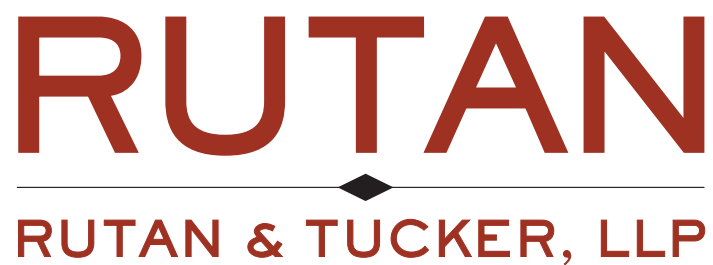
THE PUBLIC-PRIVATE PARTNERSHIP **WATER SUMMIT**

APRIL 3-4, 2018
GRAND HYATT HOTEL
SAN DIEGO, CA

www.p3watersummit.com

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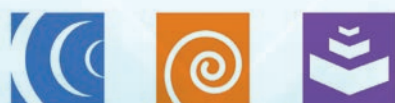
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WATER DESIGN-BUILD COUNCIL
AN ASSOCIATION OF LEADING DESIGN BUILDERS

Event Schedule

TUESDAY, APRIL 3

7:00 AM – 9:00 AM	Registration, Check-In, Exhibitor Set-Up <i>Harbor Ballroom Foyer</i>				
7:30 AM – 9:00 AM	P3 101 Breakfast (Open to Public Sector Representatives Only) <i>Harbor Ballroom I</i> Sponsored by: AIAI				
9:00 AM – 10:00 AM	Summit Opening: A New Era for Water? <i>Harbor Ballroom A+B+C</i>				
10:00 AM – 11:00 AM	Priming the Water Sector to Realize the Potential of P3s <i>Harbor Ballroom A+B+C</i>				
11:00 AM – 11:15 AM	Morning Networking Coffee Break <i>Expo Hall</i> Sponsored by: LIUNA LECET Southwest SebaMKT				
	Harbor Ballroom G		Harbor Ballroom H		Expo Hall
11:15 AM – 12:15 PM	A New Kind of "Water" P3: Linking Water and Transportation Projects		How Do P3s and Private Project Financings Impact Credit?		P3 Roundtable Discussions
12:15 PM – 2:00 PM	Networking Lunch in Expo Hall Sponsored: by WSP				
1:15 PM – 2:00 PM	Keynote Address: WIFIA Market Update <i>Harbor Ballroom B+C</i>				
	Harbor Ballroom A	Harbor Ballroom B+C	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
2:00 PM – 3:00 PM	Getting to The Bottom Line – Communicating in Actual Numbers	Understanding Indicators & Trends in Water P3s	Breaking Institutional Inertia: Moving Projects Forward	P3 Considerations in the Early Stages	Workshop: Mechanics of Rural Water Project Delivery
3:00 PM – 3:15 PM	Afternoon Networking Coffee Break <i>Expo Hall</i> Sponsored by: Goldman Sachs Inframark				
	Harbor Ballroom A	Harbor Ballroom B+C	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
3:15 PM – 4:15 PM	Value Delivery from Partnerships	Achieving Compliance with Safe Drinking Water Act and Clean Water Act	The Basics of Doing a P3 Water Procurement	Workshop: Fast and Affordable Water Financing Solutions	Contract Structures that Incentivize Outstanding Service
4:30 PM – 5:30 PM	Understanding Different P3 Project Delivery Approaches	Structuring and Financing Options for Water P3s	Getting Started: Engaging an Owner Advisor to Support P3 Success	Performance Based Metrics for Stormwater Quality & Water Resources	The Role of the Operations and Maintenance Partner in P3s
5:30 PM – 7:00 PM	Opening Night Welcome Reception <i>Expo Hall</i> Sponsored by: Aon Ernst & Young Infrastructure Advisors Nossaman LLP				

Event Schedule

WEDNESDAY, APRIL 4

7:00 AM – 8:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: Plenary			
	Harbor Ballroom A	Harbor Ballroom B+C	Harbor Ballroom G	Harbor Ballroom H
8:00 AM – 9:00 AM	Workshop: Consolidation and Regional Drinking Water Projects	International P3 Lessons for U.S. Water Project Delivery	Comparing Alternative Design-Build Project Delivery Approaches	Design and Construction Oversight in a P3
9:15 AM – 10:15 AM	Workshop: Consolidation and Regional Drinking Water Projects (cont.)	The Federal Perspective: A Conversation Across Agencies	Aging Wastewater Plants and Infrastructure as a P3 Opportunity	Harnessing Alternative Delivery for the One Water LA 2040 Plan
10:15 AM – 10:45 AM	Morning Networking Coffee Break <i>Expo Ballroom</i> Sponsored by: Garney Construction Geosyntec			
	Harbor Ballroom A	Harbor Ballroom B+C	Harbor Ballroom G	Harbor Ballroom H
10:45 AM – 11:45 AM	Good Small P3s: Key Success Factors for Small Communities	Leveraging a P3 for Water Delivery: The Vista Ridge Water Supply Project	The Realities Inherent in Performance-Based Stormwater Delivery Approaches	What Makes the Water Sector So Unique and Why Is It Important to Understand This
11:45 AM – 1:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Rutan & Tucker, LLP			
	Harbor Ballroom A	Harbor Ballroom B+C	Harbor Ballroom G	Harbor Ballroom H
1:00 PM – 2:00 PM	Sustainability and Implications for Utility Management and Financing	Political and Economic Realities for Water P3s	Environmental Impact Bonds	Workforce Issues Across the Water Industry
2:15 PM – 3:15 PM	Performance-Based Contracting by Anne Arundel County to Meet its MS4 Requirements	Understanding P3 Pitfalls and Success Factors – the Advisor Perspective	Risk Allocation in Partnerships: The View of Practitioners	
3:30 PM – 4:30 PM	P3 Questions & Answers: What are the Next Steps? Where to Go from Here <i>Harbor Ballroom B+C</i>			
4:30 PM	Summit Ends Exhibitor Breakdown			

AGENDA: MONDAY, APRIL 2, 2018

Pre-Summit Activities

1:30 PM – 4:30 PM

Site Tour - P3 in Action: A Tour of the Claude “Bud” Lewis Carlsbad Desalination Plant

Advanced Registration Required | Meet in Lobby of Manchester Grand Hyatt Hotel for Shuttle Pickup



Before the Summit kicks off, come see one of the largest public-private partnership water projects in California.

We will host a limited number of P3 Water Summit attendees for a tour of the 50 million gallon per day (56,000 acre-feet per year) desalination plant located adjacent to the Encina Power Station in nearby Carlsbad. Tour participants will get an up-close look at the facility and its operations, learn the history of the project, and hear about the 30-year water agreement finalized with the San Diego County Water Authority for the purchase of 50 million gallons per day of desalinated seawater.

To reserve a spot contact sandra@thep3conference.com

Special Thanks to:



5:00 PM – 8:00 PM

Summit Check-In & Registration

Harbor Ballroom Foyer

AGENDA: TUESDAY, APRIL 3, 2018

Pre-Summit Activities

7:00 AM – 9:00 AM

Summit Check-In & Registration

Harbor Ballroom Foyer

7:30 AM – 9:00 AM

P3 101 Breakfast Workshop (Advanced Registration Required)

Harbor Ballroom I

Join industry leaders and AIAI members for breakfast and an interactive conversation specifically tailored to the needs of water agencies evaluating the use of public-private partnerships. This pre-Summit session is designed for those beginning to explore P3s and are seeking to better understand where they can be applicable. Learn about when P3s do and do not make sense to advance, what are the major considerations that need to be made when choosing this route, how can they can save money and time when dealing with system repairs and maintenance, and what are some of the first steps to make when considering the P3 route.

Moderator

Steve DeWitt, Senior Vice President, Business Development, ACS Infrastructure Development, Inc.

Panelists

Paul Bottrill, Senior Vice President, Asset Development, Kiewit

Tad Guleserian, Executive Vice President, Hunt Companies

Bill Hvidt, Managing Director, The Hvidt Group

Mit Jha, Senior Advisor, Star America Capital Advisors

Steven Paquette, President of U.S. Water and Environment Practice, WSP

Special Thanks to Session Organizer:



Association for the Improvement
of American Infrastructure

Together, we move P3s forward >

Formal Summit Activities

9:00 AM – 9:15 AM

Summit Start: Welcome & Opening Remarks

Harbor Ballroom A+B+C

9:15 AM – 10:00 AM

2018: A New Era for Water?

Harbor Ballroom A+B+C



In our opening keynote, Jill Jamieson will provide an overview of some of the most notable developments that have recently shaped the public-private partnership landscape; and speak to some of the major political, policy, and project developments that are likely to define the U.S. P3 water experience in 2018. She will address recent comments by the administration regarding the role of partnerships for water infrastructure, and consider how P3s and other alternative delivery models are likely to be influencing major future projects being contemplated around the country.

Presenter: Jill Jamieson, Managing Director, JLL Public Institutions Group

10:00 AM – 11:00 AM

Priming the Water Sector to Understand and Realize the Potential of P3s

Harbor Ballroom A+B+C

In the context of a well understood US water infrastructure deficit, P3 – with its capacity to accelerate project delivery, transfer operational and performance risk, bring innovation and manage costs on a whole life basis – seems to be a natural fit to address many of the challenges facing the water sector. Low cost capital, both from WIFIA and tax exempt or taxable sources that can be utilized in a P3 delivery model, is in plentiful supply. Contractor and investor appetite for well-structured performance based projects is significant. Why then, are there still so few water P3 projects?

In this session a panel of industry and public leaders will answer that question and examine what needs to change when evaluating water partnerships to better recognize and capture the benefits of P3. Panelists will also discuss how the model can be applied beyond just large projects, what leadership needs to look like to move P3 forwards in the water sector, and what specific actions public sector sponsors can take to determine the best delivery model for both their next project and the larger needs of their community.

Moderator

Stephen J. Auton-Smith, Managing Director, Ernst & Young Infrastructure Advisors LLC

Panelists

Tony Estremera, Board Member, Santa Clara Valley Water District

Peter Luchetti, Managing Partner, Table Rock Capital

Francesca McCann, Business Development Director, infraManagment Group - Black & Veatch

Andrew D. Sawyers, Office of Wastewater Management, U.S. Environmental Protection Agency

Lan Wiborg, Deputy Director, Long-Range Planning and Water Resources, City of San Diego

11:00 AM – 11:15 AM

Networking Coffee Break

Expo Hall

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11:15 AM – 12:15 PM

A New Kind of “Water” P3: Linking Water and Transportation Projects

Harbor Ballroom H

State Departments of Transportation (DOTs) have long been delivering transportation infrastructure projects using P3s. In recent years however, DOTs have begun to pursue the delivery of hybrid transportation / water projects using P3 delivery including projects for channel diversion, storm-water tunnels and pump stations. This panel will highlight the issues and challenges associated with delivery of these new breed of water P3s.

Moderator

Fredric W. Kessler, Partner, Nossaman LLP

Panelists

Gail Lewis, Director, Office of P3 Initiatives and International Affairs, Arizona Dept. of Transportation

Liam Kelly, Principal Advisory, US Infrastructure Asset Management, KPMG

Ken A. Smith, P.E., Senior Vice President, HDR

11:15 AM – 12:15 PM

Workshop: How Do P3s and Private Project Financings Impact Credit?

Harbor Ballroom G

Among the many touted benefits of potential P3 projects is the ability to keep the debt off balance sheet. But just because it's off the balance sheet, does that mean the rating agencies consider it to be “off-credit” as well? The credit implications of P3s vary depending on the contractual obligation the public authority is committing to long term, as well as the essentiality of the asset. Moody's Investor Service senior analysts will discuss Moody's approach to evaluating a P3 project's impact on a public entity's credit rating depending on the asset and the structure of the P3, while also reviewing the credit implications different P3 structures have for both the P3 project and for the public sector.

Presenters

Helen Cregger, Vice President - Senior Credit Officer, Moody's Investors Service, Inc

Kathrin Heitmann, Vice President - Senior Analyst, Moody's Investors Service, Inc

11:15 AM – 12:15 PM

P3 Roundtable Discussions

Expo Hall

A series of interactive roundtable conversations on critical P3 topics. Each conversation will last approximately 20 minutes, and during the session attendees will be able to participate in 3 different discussions. Roundtable conversations are meant to be informal, candid exchanges where participants can ask their questions and concerns, share experiences, and network. Presenters will guide discussions by bringing up case studies, targeted issues, and topics impacting the current P3 landscape.

- **Table 1: Low-Cost Financing for Water Projects in Underserved Communities**

Municipal entities in communities with high unemployment and low median household incomes face many challenges in financing infrastructure projects, including water projects. This roundtable will consider ways to structure water project financings so as to lower the cost and address the communities more immediate and critical needs. We will consider (1) How an interested governmental entity can determine if the prospective borrower and/or proposed project are eligible for low-cost financing for up to 100% of the project, (2) How a high unemployment rate and/or low median household income can lower the financing costs, (3) How project costs that have already been expensed can be reimbursed by the financing, and (4) other water project financing questions that municipalities grapple with every day.

Presenter: Teveia Barnes, Executive Director, IBank

- **Table 2: Approaching P3 Development in Rural Communities**

Rural communities face unique critical infrastructure needs and significant funding challenges that cannot be addressed solely by public resources. Public-private partnerships must be part of the solution. United States Department of Agriculture (USDA) staff and partners will moderate the discussion to explore how public-private partnerships have been able to provide opportunities for development of critical water and wastewater infrastructure in rural areas and small cities. Participants can learn how to develop a strategy for development in their community, including specific steps to take advantage of P3 best practices in public infrastructure procurement.

Presenters:

Hiwot Gebremariam, Program Analyst, USDA Rural Development, Water and Environment Programs
Michael Himmel, Vice President and Regional Sales Manager, Business Alliance Financial Services, LLC
Kathy Pfiffner, Community Programs Director, USDA Rural Development
Pete Yribarren, Community Programs Director, USDA Rural Development

- **Table 3: A Lawyer and an Engineer Walk Into a P3 Contract...Technical Documents Best Practices**

The volume of documents that make up a P3 procurement can seem like a complex serving of alphabet soup at first glance. In particular translating technical requirements and performance specifications into sound contract documents can be a tall order and is a frequent source of frustration. Hear successful strategies employed to wrangle your technical team and produce strong technical specifications, contract drawings, and reference document packages for your project.

Presenters:

Kenneth Beehler, Esq., Consultant, WSP
Brian Shell, P.E., Senior Technical Principal, WSP

- **Table 4: A Win for Ratepayers: Honolulu's Wastewater Reclamation DBFO Project Case Study**

In 1998, the City and County of Honolulu had a problem: potable water demands on the main island were increasing with population and business growth. Potable water supplies were tight and industrial water users were seeking a solution after years of increased rates, threatening to move off island. Honolulu needed a solution that wouldn't take years to execute and wouldn't burden a stretched public budget. The City and County of Honolulu decided to partner with Veolia Water/US Filter/RCI Construction for a \$140 million, 20-year agreement to design/build/finance/operate (DBFO) the Honouliuli Water Reclamation Facility (HWRF) which produces 12 MGD of high quality R1 and R2 water that is sold to nearby industries generating more than \$4M in annual revenues for the Hawaii Bureau of Water Supply (BWS) and freeing 3.6 MGD of potable water for residential and domestic uses. This roundtable will discuss the project, why the DBFO route was chosen, and how BWS bought out the outstanding debt and invested in capacity increases at HWRF and a new 15-mile distribution network to reach additional users and more than doubling revenues.

Presenter: Shilen Patel, Director, Strategy and Development, Veolia North America

- **Table 5: Value for Money? A Primer**

Not every infrastructure project can or should be delivered as a P3, and before initiating procurement as a P3 project, public agencies often undertake a business case analysis to determine whether a P3 is viable. The Value for Money (VfM) analysis was developed to compare the estimated total life cycle cost of a project implemented by a public agency with traditional infrastructure procurement vs. a P3 procurement. Some public agencies advocate a VfM be prepared at multiple stages of a project development and procurement, to help serve as a decision tool to ensure that the choice of a P3 procurement is the best long term value proposition for the public sector at a given point in time based on the best information available. In this roundtable we'll review how VfM analyses are performed, including assessment of risk allocation, risk analysis and quantification of risks and adjustments to create an "apples to apples" comparison.

Presenter: Michael Palmieri, President and Founder, P3 Point

- **Table 6: O&M Opportunities in P3 Concessions**

One of the biggest differences in a P3 delivery is the long-term operations and maintenance obligations the private sector is responsible for delivering. Many public sector sponsors have stated that operations and maintenance services as one of the biggest reasons for considering a P3. Join a discussion on the importance of operations in a P3 and how the right structure may improve service quality.

Presenter: Dex Brown, Partner, Sturdy Associates

- **Table 7: Understanding How Federal Policies Are Likely to Impact Local Agencies**

This roundtable will discuss the latest developments out of Washington affecting the funding and financing of infrastructure, including the expansion of the TIFIA and WIFIA loan programs, interstate tolling, the new tax legislation, the INFRA and TIGER grant programs, and how the Congressional effort to rewrite the President's infrastructure plan may impact your agency and projects.

Presenter: Matt Chiller, Vice President, Federal Government Relations at Jacobs

- **Table 8: Applying Asset Management, Life-Cycle Planning, and Sustainability Approaches to P3s**

Infrastructure focused organizations including water and wastewater utilities have discovered that applying asset management concepts and strategies at the outset of strategic capital investment projects can deliver cost savings and business efficiencies and ensure that projects deliver their intended benefits and outcomes. Specifically for P3 projects - formally documenting responsibilities, life-cycle strategies, maintenance programs and policies, performance measures, and reporting requirements can help ensure that expectations are fully documented and aligned between all parties. If done at the outset of a P3 project, it can help ensure that expectations are aligned at the start and that projects are aligned with asset management practice. For projects with a significant public profile, integrating sustainability approaches and triple bottom line frameworks (social, financial, and environmental) can also help to sell benefits to the public. This discussion is an opportunity for participants to exchange ideas about potential approaches to apply these concepts to P3 projects, and how to develop balanced agreements that ensure common objectives are fully documented, reducing risks and uncertainties for all parties. Successful P3 project require open communication and effective stakeholder engagement – with formally defined business, financial, and public objectives that can be measured through transparent reporting that properly align the incentives for all parties.

Presenter: David Sklar, Principal Consultant, Water and Utilities Asset Management Leader, WSP

- **Table 9: Applying Environmental Impact Bonds to Your Next Project**

EIBs are a relatively new model that leverage private capital to scale promising innovations in the public realm. They can be used within a P3 context or as a stand-alone financing mechanism. At its core, an EIB allow the public sector to pay for success by inviting impact capital to de-risk promising, nature-based projects that might not have otherwise moved forward. By sharing the performance risk of these interventions with private investors, governments are able to rationally advance alternative projects that deliver positive health, environmental and workforce development benefits without being forced to choose between the extreme alternatives of either privatization or pure public control. Join us for a discussion on how the EIB model can help finance your critical infrastructure and/or environmental projects.

Presenter: Eric Letsinger, Founder and CEO, Quantified Ventures LLC

- **Table 10: To P3 or not to P3 – Making the Right Decisions Early On**

With P3 not necessarily appropriate for all types of water infrastructure, how can project sponsors meaningfully evaluate the relevance and suitability of a P3 delivery model in the context of individual projects? This roundtable addresses the importance of upfront scrutiny of project objectives, scale, complexity, capital intensity and revenue risk, as some of the key characteristics that can help to determine the extent to which a P3 structure can help to deliver additional value, such as meaningful risk transfer and technological innovation. It will also explore the role of feasibility studies, market testing and value-for-money analysis in assessing the relative merits of alternative delivery for a particular project.

Presenter: Klair White, Senior Vice President, Ernst & Young Infrastructure Advisors LLC

- **Table 11: P3 and Climate Screening**

With Moody's coming out in December as the first ratings agency to tell cities to prepare for climate change or risk being downgraded, all P3 parties should be clear on their own methodologies for assessing, pricing and mitigating climate risk on their projects. A 30+ year investment return on an infrastructure P3 today demands a screening matrix out to 2050 and beyond. Learning to identify the project's sea level rise vulnerability, water supply risk, hurricane/extreme weather exposure or potential for heavy demographic shifts due to changing weather and development patterns is a new skill set, one requiring perhaps more intensive academic and NGO alignment. In this session we discuss factors relevant to the financial and risk modeling including: insurance rates that are rising in a reflection of heavy losses driven by extreme weather and fire events, water revenue vulnerability under heavy drought-response conservation measures, and the demographic realities of shifting populations post-hurricane and post-wildfires events. With all that infrastructure experts know about climate impact already, this roundtable invites anyone interested in building a stronger methodology to join.

Presenter: Megan Matson, Partner, Table Rock Capital

- **Table 12: Operating Costs Responsibility: Smarter Strategies for Risk Sharing**

Understanding how discussions take place "behind the curtains" of the private side can help better define how the P3 tendering process should take place. Of all the topics to be covered, one of the most critical is who is ultimately responsible for operating costs. Operating costs are usually defined by the equipment manufacturer who is asked to commit and guarantee specific energy, chemical, and consumable consumptions. However, once these are defined and guaranteed, costs often evolve in time depending on how assets are maintained. For instance, in the case of membrane plants, energy and chemicals consumption depend on membrane fouling rates which are determined by how well cleanings are conducted early in the life of the plant by the O&M contractor. This roundtable explores strategies for thinking about operating costs and how structures can be negotiated to prevent your project costs from running higher than they otherwise could be.

Presenter: Guillaume Clairet, Chief Operating Officer, H2O Innovation

- **Table 13: Stormwater P3s and Performance Based Infrastructure**

Stormwater and water management agencies face a variety of obligations. These include Clean Water Act requirements (often as stormwater permits with Total Maximum Daily Loads) administered by a variety of Federal, State and Regional regulatory agencies. Other challenges include infrastructure funding limitations, climate change resiliency, and risk/liability management. We'll discuss some of the pressing issues in the context of stormwater infrastructure metrics and delivery mechanisms, with a focus on knowledge sharing and broader applications. Examples of successful partnerships and governance structures that have realized multiple benefits (particularly those that can leverage resources) will also be shared.

Presenter: Ken Susilo, PE (CA), D.WRE, ENV SP, Senior Principal, Geosyntec Consultants

- **Table 14: The Right Financing Mix for Greenfield versus Brownfield Developments**

What is the optimal financing mix for a P3 project in the water sector? This roundtable will discuss available financing options for water sector projects involving alternative project delivery. Examining the debt capital structure of certain existing projects, we will focus on variations between project/asset type

and development stage (i.e. greenfield v. brownfield). We will consider the reasons for the differences in the financing mix between projects and whether existing cases present established paradigms or whether alternate structures can be viable on a project-by-project basis. We will also distinguish between such financing when it is put in place by a private developer in a DBFOM procurement and the funding of such costs by the procuring authority.

Presenter: Paul Epstein, Partner, Shearman & Sterling LLP

- **Table 15: P3 Risk Balance and Expectation Management**

One of the hallmarks of a successful P3 project is the sharing of risk between the public and private sectors. Each sector would prefer to reduce their risk on the project, but there are serious cost impacts when the other sector absorbs more risk. Where can the balance be stricken and how can you be sure you have identified all the project risk categories for which transfer is an appropriate deal point? We will look at how public and private sector participants can work together to establish expectations and strike a fair balance for risk transfer between them on P3 jobs. The table will address how risk transfer in design and construction costs, operation and maintenance, and politics can impact the value for money analysis. We will consider risk allocation between the private and public sectors, as well as amongst the various members of the private concessionaire team. Finally, once the appropriate risk categories have been identified, we will discuss the different vehicles available to implementing risk transfer.

Presenter: Grace Hartman, Director, Aon Infrastructure Solutions

- **Table 16: Making Partnerships Work**

When a P3 contract is signed with a private party, the work of the partnership begins, and both private and public parties have to live up to their responsibilities. Contracts attempt to identify and plan for the potential events that could occur during the life of the P3, but they can rarely imagine all events into the future. This table will present the fundamentals of and challenges to contract management; demonstrate methods for streamlining documentation; examine P3 contract requirements; discuss enforcement policies; and provide techniques for amending, renegotiating, or terminating contracts.

Presenter: Elizabeth Cousins, Infrastructure and P3 Attorney, Nossaman LLP

12:15 PM – 2:00 PM

Networking Lunch

Expo Hall

Sponsored by:



1:15PM – 2:00 PM

Keynote Address: WIFIA Market Update

Harbor Ballroom B+C

This session is designed for prospective borrowers and provides an overview of The Water Infrastructure Finance and Innovation Act of 2014 (WIFIA) established the WIFIA program, a federal credit program administered by EPA for eligible water and wastewater infrastructure projects. Our speaker will provide an overview of the program, explain the process for submitting and evaluating WIFIA letters of interest, and include an update on the most recent letter of interest round. This presentation is meant to foster a greater understanding of the requirements, clarify the purpose and goals, and pave the way for successful applications for the WIFIA program.

Presenter

Jorianne Jernberg, Director, WIFIA Program

2:00 PM – 3:00 PM

Getting to The Bottom Line – Communicating in Actual Numbers the Real Difference Between Public Funding and Private Financing Costs

Harbor Ballroom A

An often cited assertion when disavowing the use of alternative project delivery methods, including P3s as a procurement model, is that the use of municipal bonds is a cheaper way to procure infrastructure. In this session, our presenter provides a breakdown of two different projects to their capital and O&M components, while incorporating engineering design, procurement, construction, schedule and O&M cost risks factors to demonstrate the actual differences between public funding and private financing costs.

Presenter

Michael J. Irlbeck, BD Director, EPCOR

2:00 PM – 3:00 PM

Just Watching or Actually Preparing? Understanding Leading Indicators and Trends in Water P3s

Harbor Ballroom B+C

This session explores emerging trends likely to shape the P3 market for water projects needed to meet the demands of growing populations and economies. The panel will address the risks faced by civic leaders who fail to plan for and develop a readily available supply of water to meet commercial and industrial needs, and discuss how to manage the political landscape in an environment where water infrastructure faces substantive capital improvements, supply and distribution upgrades, as well as health and safety modernization needs.

Moderator

Frank M. Rapoport, Senior Partner, Peckar & Abramson

Panelists

James Eklund, Of Counsel, Squire Patton Boggs (fmr Colorado Water Conservation Board Director)

Roy Fazio, Vice President, Director US Water, Flatiron Construction

Grant R. Holland, Vice President, P3 Transaction Advisory

Brian Nicholas, Director, Business Development, ACCIONA

Jose Luis Sacyr, Valoriza

2:00 PM – 3:00 PM

Breaking Institutional Inertia – How Partnerships are Being Used to Move Projects Forward

Harbor Ballroom G

Water systems face an array of emerging challenges in providing safe, reliable, and affordable drinking water to their customers. These challenges include adapting to new regulatory standards, the need to upgrade or replace aging infrastructure, source water availability and protection issues, and increasing budgetary constraints. All of these challenges stretch the bounds of technical capacity for systems of all sizes – but the challenges are arguably most acute for small to mid-sized systems. One solution that is emerging and gaining steam is the concept of partnerships – teaming with public, private, or co-operative partners to achieve efficiencies. By tackling operational, managerial, and financial demands of a water system collaboratively systems may find relief, and strength, in numbers. The options can range from partnering with an entity to leverage relatively minor programs within a system (such as billing, communications, fleet management, etc.) to transferring ownership of a system.

However “partnerships” are not as common as one might think – and institutional inertia can work against even the most well developed approach. This panel will explore the different types of partnership opportunities that exist in the water sector – and a discussion of best practices on what has led to effective regionalization efforts.

Moderator

Judson M. Greif, Partner, Greenfield Government Strategies

Panelists

Brent Fewell, Founder, Earth & Water Law Group

Logan Olds, General Manager, Victor Valley Wastewater

Bill Teichmiller, CEO, EJ Water Cooperative, Inc.

2:00 PM – 3:00 PM

P3 Considerations in the Early Stages

Harbor Ballroom H

This panel discussion will cover a range of considerations that need to be taken into account during the early stages of a P3 project development. These will include assessing the feasibility of a project and what type of projects are best served by P3 delivery. A large consideration of P3 projects is determining where the funding will come from and how the project will be financed. What would attract the private sector to be engaged and be involved in the project? What are the benefits that would be achieved for the owner? In addition, the panel discussion will also highlight the merits and risks of P3 structures and how these played out in a selection of P3 Water projects to date; Prince George’s County, in Maryland; and two projects in California: at Central Contra Costa Sanitary District and Carlsbad.

Moderator

Justin Ashford, Vice President, Advisory Services, WSP

Panelists

Greg Cannito, Managing Director, Corvias

Steve Dye, Government Affairs, Water Environment Federation

Bar Littlefield, Chief Financial Officer, Poseidon Water
 Jean-Marc Petit, Director of Engineering and Technical Services, Central Contra Costa Sanitary District
 Jean Pedley, Business Line Manager – Water, Kiewit Engineering

2:00 PM – 3:00 PM

Workshop: Mechanics of Rural Water Project Delivery

Harbor Ballroom I

In this session, United States Department of Agriculture (USDA) staff and partner organizations will provide an overview of the opportunities for financing water and wastewater infrastructure projects in rural communities through partnership with the private lending sector. More than 97% of the nation's 156,000 public water systems are small systems, serving 10,000 or fewer people. According to the most recent Infrastructure Needs Surveys conducted by the United States Environmental Protection Agency, the projected cost for drinking water and wastewater projects in United States communities with populations of 10,000 and fewer people is estimated to be almost \$600 billion in the next 20 years.

To meet this financial need, USDA must partner with private lenders to creatively finance these infrastructure projects. Partnerships can include the use of private loans to pay for project design and construction until USDA can close on a permanent direct loan. USDA can also partner with private lenders to provide a loan guarantee on private permanent loans. Finally, USDA can work with private lenders to move current direct loan borrowers who have demonstrated financial capacity into the private lending sector by providing loan guarantees to lenders interested in refinancing exist debt. Through these types of public-private partnerships, USDA and lenders can improve access to clean, reliable water and waste disposal systems for households and businesses in rural areas.

Presenters

Kathy Pfiffner, Community Programs Director, USDA Rural Development
 Pete Yribarren, Community Programs Director, USDA Rural Development
 Michael Himmel, Vice President and Regional Sales Manager, Business Alliance Financial Services, LLC

Special Thanks to Session Organizer:



Committed to the future of rural communities.

3:00 PM – 3:15 PM

Networking Coffee Break

Expo Hall

Sponsored by:



3:15 PM – 4:15 PM

Value Delivery from Partnerships

Harbor Ballroom A

P3's for water infrastructure have the potential to deliver significant value for municipal governments and more importantly their ratepayers. P3's can take on a variety of forms and structures to fit with project needs whether it's for existing assets in need of renewal or for greenfield infrastructure. This panel represents a variety of subject matter experts representing all facets of a successful P3 partnership including developers, finance, technical consultant, construction, and operations & maintenance. Each will provide their perspective on how to engage the private sector to drive maximum value for a P3 engagement.

Moderator

Stephen J. Auton-Smith, Managing Director, Ernst & Young Infrastructure Advisors LLC

Panelists

Gil Crozes, Partner, Carollo Engineers

Greg Johnson, Partner, Squire Patton Boggs

David Schneider, Vice President, Business Development Municipal & Commercial Business, Veolia North America

Aaron Toppston, Senior Manager, Investment Development, The Walsh Group

Stan Williams, Vice President - Project Development, Poseidon Water

3:15 PM – 4:15 PM

Achieving Compliance with Safe Drinking Water Act and Clean Water Act: How Partnerships Can Assist

Harbor Ballroom B+C

Public-private partnerships in the water sector typically are pursued to achieve specific benefits. Access to technology, management expertise, financial resources or better risk management, for example, are often cited. The ultimate community benefit, of course, is a reliable supply of safe drinking water and the assurance of public and environmental health. There is increasing attention to the difficulties many utilities face in delivering these benefits to the people they serve. As a recent study published in the Proceedings of the National Academy of Sciences notes, "[e]fforts to reduce violations are of national concern given that, in 2015, nearly 21 million people relied on community water systems that violated health-based quality standards." This session explores how water system partnerships including increased public-private collaboration can help struggling drinking water and wastewater systems achieve compliance with the Safe Drinking Water Act and Clean Water Act and maintain sustainable and efficient utility operations.

Moderator

Michael Deane, Advisor, Earth and Water Law Group

Panelists

Mayor David Carabajal, City of Beeville, Texas

Brent Fewell, Founder, Earth & Water Law Group

Michelle Frederick, California State Water Resource Control Board, Division of Drinking Water

Wendi Wilkes, Regulatory Analyst, American Water Works Association

3:15 PM – 4:15 PM

The Basics of Doing a P3 Water Procurement

Harbor Ballroom G

No question is too simple when starting out. This session explores best practices and new approaches to procurement in the context of public-private partnerships, and considers how owners can most effectively structure risk transfer in design and construction costs, operational and maintenance challenges, and factors that can impact value for money analysis.

Moderator

Bruce Allender, Chief Operating Officer, infraManagment Group - Black & Veatch

Panelists

Deborah Brown, Vice President, Advisory Services, WSP

Matt Girard, Group Head – Civil Division, Plenary Group

Michael J. Irlbeck, BD Director, EPCOR

Jill Jamieson, Managing Director, JLL Public Institutions Group

Megan Matson, Partner, Table Rock Capital

3:15 PM – 4:15 PM

Workshop: Fast and Affordable Water Financing Solutions

Harbor Ballroom H

Join the California Infrastructure and Economic Development Bank (IBank) for a look at low-cost financing options for water agencies participating in P3 projects. Workshop panelists will share insights on determining project and borrower eligibility, how long it takes to receive financing, and what elements are reimbursable. The workshop panelists will share case studies of unique water projects. Participants will be encouraged to join the discussion, relate challenges they have encountered, and work together to explore financing solutions for needed water projects.

Discussion topics to include:

- How to prepare for a financial review and materials needed.
- Eligible repayment sources including non-traditional revenue items.
- How can water agencies qualify for 100% financing?
- Getting loan approval in 90 days or less.
- Preliminary review with technical assistance.
- California Environmental Quality Act (CEQA) challenges.

Presenters

Teveia Barnes, Executive Director, IBank

Tom Dear, Loan Origination Manager, IBank

Nicole Dennis, Principal Management Analyst, City of Santa Cruz

Mark Grajeda, General Manager, Pico Water District

Reggie Lamson, General Manager, City of Big Bear Lake Department of Water and Power

Special Thanks to Session Organizer:



3:15 PM – 4:15 PM

Contract Structures that Incentivize Outstanding Service: Portable Lessons from Gulfport's P3
Harbor Ballroom I

The City of Gulfport, Mississippi's second largest city with a population of 72,000, was faced with employee accountability, efficiency, and retention issues. In 1999, Gulfport chose to privatize its streets, drainage, water and sewer departments. In 2011, the city chose Utility Partners to manage the operations of these systems based on their reputation and experience within the privatization industry. To date, the contract has been amended several times to increase the scope of services offered by the contractor and currently consists of 130 private employees working within the Public Works Department.

On this panel, you will hear from both the representatives from the city (officials and management) and the private O&M contractor. They will give their respective views on what led to a successful partnership for over six years. First, they will discuss the contract details which has a 5% annual retainage as well as quality, time, and citizen satisfaction benchmarks to insure the constant proactivity of the contractor. They will also expand on how a third party audits and quantifies what the return of retainage will be every year. Second, they will discuss certain key initiatives that Gulfport and the contractor develop together such as the APWA certification which encourages both teams to establish common goals, policies and standards. Seeking excellence with the recognition from a third party clearly motivates parties to work closely together and the individuals involved to deliver the highest results.

Moderator

Guillaume Clairet, Chief Operating Officer, H2O Innovation

Panelists

Bobby Knesal, Regional Vice-President, Utility Partners, LLC
Wayne E. Miller P.E., Director of Public Work, City of Gulfport
Brian Nelson, Area Manager, Utility Partners, LLC

4:30 PM – 5:30 PM

Understanding Different P3 Project Delivery Approaches
Harbor Ballroom A

One commonly cited source for the condition of our nation's infrastructure is the American Society of Civil Engineers' 2017 Infrastructure Report card, A Comprehensive Assessment of American's Infrastructure, ASCE (2017). The latest grades for water infrastructure are as follows: Dams (Grade D), Drinking Water (Grade D), Levees (Grade D), and Wastewater (Grade D+). Besides the aging problems, water infrastructure issues have been further compounded by the effects of climate change, funding shortages, deferred maintenance and the length of time it takes to deliver projects.

The Trump Administration's new initiatives in rebuilding America's infrastructure should offer new impetus to innovate project delivery solutions. This panel will explore the pro's and con's focused on selected criteria (equity, risk allocation, performance, schedule and funding/financing) of innovative project delivery approaches that are in use today that can expedite schedules, reduce costs, bridge funding gaps and insure long term asset management. Although one size does not fit all, if an appropriate approach is implemented, these delivery methods can help a great deal. In this session we will look closely at and compare three different projects: i) a Design-Build-Finance-Operate with water purchase agreement, ii) a Design-Build-Finance-Operate with availability payments, and iii) a Design-Build-Operate Contracting project.

Moderator

Christopher Kane, P.E., Esq., Vice President, Assistant General Counsel Head of Integrated Project Delivery, AECOM

Panelists

Marcel Ham, Principal, IMG Rebel

Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

4:30 PM – 5:30 PM

Structuring and Financing Options for Water P3s

Harbor Ballroom B+C

P3s have long been discussed as a potential solution to the underfunding of U.S. water infrastructure needs. In this session we explore various financing structures that have been successful for delivering water projects: comparing the tax-exempt and taxable debt models, equity options, and different government programs. We also discuss how P3 financing models are evolving and how a traditional project finance program compares to other P3 tools, such as concession agreements, that are more common in other sectors. Panelists will explore what we can expect regarding future market activity and prospects for both primary and secondary water infrastructure markets? Lastly we examine which P3 structure work best for a specific project or to meet the specific goals of an agency, delving specifically into how each structure impacts the project viability, the return to the agency; and its credit profile and balance sheet.

Moderator

Peter Luchetti, Managing Partner, Table Rock Capital

Panelists

Sonia M. Axter Managing Director, Infrastructure Investments, Ullico Investment Advisors

Jorianne Jernberg, Director, WIFIA Program

J. Timothy Romer, Western Public Sector and Infrastructure (PSI) Banking Group Head, Goldman Sachs

Nancee Trombley, Chief Deputy Executive Director, IBank

4:30 PM – 5:30 PM

Getting Started: Engaging an Owner Advisor to Support P3 Success

Harbor Ballroom G

This presentation and follow-on discussion, facilitated by the Water Design-Build Council, discusses the unique aspects of design-build and operations practices in the water and wastewater sector and how those practices inform the use of Owner Advisors in support of P3 delivery. Since collaborative delivery is inherently embedded in almost any P3 approach, applying design-build best practices is critical to getting started on and then implementing P3 for your organization. The presentation portion of this session will focus on how to engage and scope an Owner Advisor, with a focus on the key issues and risk transfer considerations unique to the water and wastewater sector, followed by an interactive discussion focused on the practical side of engaging an Owner Advisor with the right scope to support your P3 project, including:

- What are first steps in getting your organization prepared to consider and implement a P3 project?
- How does your prior design-build experience transfer to P3?
- What might make water and wastewater P3s different than other types of infrastructure?
- Are there progressive design-build and other collaborative options available within the P3 framework? What are the right selection criteria and scope elements for an Owner Advisor?

Presenters

Mark Alpert, Executive Director, Water Design-Build Council

Leofwin Clark, Vice President, Brown and Caldwell, WDBC Education Committee Chair

David E. Kinchen, Associate Vice President/Director, Black & Veatch

4:30 PM – 5:30 PM

Performance Based Metrics for Stormwater Quality and Water Resources

Harbor Ballroom H

The establishment of clear performance metrics for regulatory compliance, valuation, and payment are essential for developing stormwater P3s and Performance Based Infrastructure (PBI). This panel will discuss the regulator, owner, funder, and P3 developer perspectives of each of these metrics, and will explore potential functional frameworks. Key topics, provided from each perspective, will include measurable and definable metrics, financial structures, risk transfer, documentation, monitoring for conformance, and constraints (including political constraints). Other topics will include opportunities and potential benefit (again, from each perspective) to explore common ground, and to establish whether a confluence of national precedent, examples of analogous utilities, and specific goals (including the establishment of new revenue sources), can provide a baseline framework to advance P3s and PBI further. This session will include prominent leaders bringing both California and nation-wide perspectives.

Moderator

Ken Susilo, PE (CA), D.WRE, ENV SP, Senior Principal, Geosyntec Consultants

Panelists

Geoff Brosseau, Executive Director, California Stormwater Quality Association

Nicole E. Granquist, Partner / Chair, Natural Resources Group, Downey Brand

Kris McFadden, Director, Transportation & Storm Water Department, City of San Diego

4:30 PM – 5:30 PM

The Role of the Operations and Maintenance Partner in Public Private Partnerships

Harbor Ballroom I

In this session we will explore the role of an O&M contractor in a variety of Public Private Partnerships. Panelists will discuss the activities and role of an O&M contractor in a DBO project as well as in a typical contract operations agreement with a municipal utility. For the DBO contract, we will discuss the suite of services an O&M contractor provides during the design and build phases, as well as the hand-off to longer term operations. The panel will speak to the scope of services in these agreements and have open discussion on lessons learned. Our discussion will also review the risk sharing and transfers during the various phases of these agreements. The panel will be represented by both the municipal sector and by design/build firms, providing perspectives from both the public and private sectors.

Moderator

Mark Halleman, Senior Vice President, Inframark

Panelists

Ramon Diaz, Project Director, GS Inima

Kevin Hunt, General Manager, Central Basin Water District

Wes Self, Vice President - Alternative Delivery, Reynolds Construction

5:30 PM – 7:00 PM

Opening Night Welcome Reception

Expo Hall

Join us at this special evening networking event for all Summit attendees.

Sponsored by:



AGENDA: WEDNESDAY, APRIL 4, 2018

7:00 AM – 8:00 AM

Summit Networking Breakfast

Expo Hall

Sponsored by:



8:00 AM – 10:00 AM

Workshop: Identifying and Overcoming Barriers to Consolidation and Regional Drinking Water Projects in California

Harbor Ballroom A

The State of California has approximately 7,400 public water systems. Approximately 75% of the State's community water systems serve less than 1,000 connections. This two-hour session will focus on identifying current barriers to both consolidation and regional drinking water projects in California. Joining our discussion will be a distinguished panel from various organizations that represent the needs and stakeholders in water partnership projects across the state, including representatives from the regulatory community, counties, cities, private investor owned utilities, and municipal water systems. This will be a technology-aided interactive session and the audience will help identify top barriers. The panel and other audience members will then provide feedback on how those obstacles have been overcome in other projects, or identify long-term structural changes that need to be made to facilitate these regional projects.

Organizers

Michelle Frederick, Consolidation Coordinator, California State Water Resource Control Board

Caitlin Juarez, Consolidation Coordinator, California State Water Resource Control Board

Bruce Burton, Principal Engineer, California State Water Resource Control Board

Panelists

John Benoit, Executive Officer, Lake LAFCo

Janet Coppinger, Administrator, Lake County

Raminder Kahlon, Water & Audits Division Director, California Public Utilities Commission

Dan Ruiz, Engineering Manager, Coachella Valley Water District

Brett Sanders, General Manager, Lakeside Water District

Kevin Tilden, Vice President, California American Water

Special Thanks to Session Organizer:



8:00 AM – 9:00 AM

International P3 Lessons for U.S. Water Project Delivery

Harbor Ballroom B+C

In this session we review international best practices for alternative delivery of water projects challenges. Join us for a discussion on how international approaches can be applied to water P3s closer to home. Panelists will share their experiences of working in both the U.S. and internationally on P3 water projects, and provide perspective on trends in partnering, procurement and project delivery that have resulted in the successful delivery of major water infrastructure programs around the globe and which can be harnessed in the U.S.

Moderator

Elizabeth Cousins, Infrastructure and P3 Attorney, Nossaman LLP

Panelists

Brian Cullen, President, PERC Water

Paul Hermann, Principal, Senior Water Engineer, GHD

Brian Nicholas, Director, Business Development, ACCIONA

Iain Tester, Managing Director, KPMG

8:00 AM – 9:00 AM

Comparing Alternative Design-Build Project Delivery Approaches (Prog.-DB, DBF, DBO) for Renewing America's Water Infrastructure

Harbor Ballroom G

At the core of every P3 project is a design-build contract. By adding one additional function to design-build such as finance or operations, an owner can gain certain benefits without giving up as much control as with a full P3. This panel explore the pros and cons of different augmented design-build contracts, focusing on selected criteria (risk allocation, performance, schedule and funding/financing). Three distinct projects will be covered with different innovative project delivery approaches that are in use today: and with many of the benefits of a full P3, these DB contracting methods have been shown to expedite schedules, reduce costs, bridge funding gaps and insure long term asset management. While one size may not fit all, this session aims to demonstrate how alternative design-build delivery methods have been able to add value in the water sector.

Moderator

Norm Anderson, Vice President Business Development, AECOM

Panelists

Bob Granberg, Assistant Director of Municipal Utilities, City of Stockton

Ernie Maschner, Vice President Project Management, AECOM

Hala Z. Titus, P.E., PMP, Vice President, CDM Smith

8:00 AM – 9:00 AM

Design and Construction Oversight in a P3

Harbor Ballroom H

After a successful P3 procurement, the work isn't over for project sponsors: formulating an approach to oversight during design and construction requires careful coordination. Oversight must be carefully considered and detailed in the early procurement documents, and finding the operational definition of owner oversight is a good way to begin the process. In this session we ask what's oversight really involve? Is it monitoring? Tracking? Auditing? Managing? How much is too little or too much? Our discussion will showcase the important considerations and help owners start the process of developing a sound approach. Perspectives will include those of the contract lawyer, concessionaire, technical advisor, and project sponsor.

Moderator

Terry Marcellus, Principal Consultant, Advisory Services, WSP

Panelists

Kelly Huffman, Senior Vice President and General Counsel, Poseidon Water
Aaron Toppston, Senior Manager, Investment Development, The Walsh Group

9:15 AM – 10:15 AM

The Federal Perspective: A Conversation Across Agencies

Harbor Ballroom B+C

How are the USDA, EPA, Bureau of Reclamations approaching water partnerships today? This session invites agency representatives for a conversation on the growing role of public-private partnerships. We will discuss what policy direction is being currently developed and what sorts of P3s are likely to be encouraged. In this conversation panelists will share their agencies' policy approaches to P3s, where they perceive opportunities for the model, discuss policies supportive of water project delivery, and provide guidance and information on assistance programs currently in operation or development.

Moderator

Dave Wegner, Buildings and Infrastructure, Jacobs Engineering

Panelists

Jordan Dorfman, Attorney-Advisor, US EPA
Hiwot Gebremariam, Program Analyst, USDA Rural Development
Robert Wolf, Director, Program and Budget, Bureau of Reclamation

9:15 AM – 10:15 AM

Aging Wastewater Plants and Infrastructure as a P3 Opportunity

Harbor Ballroom G

As wastewater facilities reach the end of their useful life and as municipalities require additional capacity, it is becoming necessary to implement large facility rehabilitation projects or construct new facilities altogether. Although wastewater P3s are not yet widely implemented, wastewater treatment facilities

provide a unique opportunity for innovative partnerships. This panel will discuss the opportunities and challenges associated with using P3s as a means for upgrading and replacing wastewater treatment facilities, including the use of advanced treatment for expanded reuse opportunities, and will discuss lessons learned from water P3 projects that can translate to wastewater P3 projects.

Moderator

Morgan Gallagher, Associate, Rutan & Tucker, LLP

Panelists

Jim Crabtree, Managing Partner, WaterMark Resource Development

Eric Owens, Technical Resources Manager, West Basin

Kenneth Rubin PhD, Managing Director, American Infrastructure Holdings LLC

9:15 AM – 10:15 AM

Harnessing Alternative Delivery for the One Water LA 2040 Plan

Harbor Ballroom H

The City of Los Angeles One Water LA 2040 Plan (Plan) sets the tone for strategic water planning solutions across Los Angeles. The Plan relies on collaboration and planning between agencies and stakeholders to identify sustainable programs and projects that will yield long-term water supplies for Los Angeles. This panel will discuss projects being procured or and under consideration for procurement using alternative delivery methods by the City, including how the City of LA is identifying projects, determining the appropriate delivery model and successfully delivering projects across the Plan.

Moderator

Nancy Smith, Partner, Nossaman LLP

Panelists

Liz Crosson, Deputy Chief Sustainability Officer, City of Los Angeles

Gil Crozes, Partner, Carollo Engineers

10:15 AM – 10:45 AM

Networking Coffee Break

Expo Hall



10:45 AM – 11:45 AM

Good Small P3s: Key Success Factors for Small Communities

Harbor Ballroom A

Small and medium size communities can benefit the most from P3 projects, but have they been left out of the P3 market? How does the new infrastructure program affect these communities? What are the key success factors for small and medium size communities to implement and benefit from a P3 project?

This session will explore the tools and financing options available to small community stakeholders to evaluate, plan and execute a successful P3 project. Whether upgrading an existing facility, building a new facility or planning for anticipated growth, establishing the right partners and capitalizing on proven success factors in advance is key to delivering a winning project and can make a small project become a big deal.

Moderator

Mark Lambert, Managing Partner, WaterMark Resource Development

Panelists

William Brennan, Senior Advisor, Equilibrium Capital

Brian Cullen, President, PERC Water

Mark Donovan, Program Manager, GHD

David Moore, Managing Director, CEO, Clean Energy Capital

10:45 AM – 11:45 AM

Leveraging a P3 for Water Delivery: The Vista Ridge Water Supply Project

Harbor Ballroom B+C

San Antonio, Texas, was exploring options to diversify its water supply while continuing its successful history of providing sustainable, affordable water services for its growing region. A long-term contract between a private party and a governmental entity was the solution. Implementing innovative strategies, the San Antonio Water System undertook its first P3 initiative. Hear how the future of water delivery systems can be informed by the experiences of the public and private sectors, working with their financing partners, coming together on the Vista Ridge Regional Water Supply Project. The panel will provide an analysis of the challenges, successes and lessons learned including the expansion of the role of the construction partner, Garney Construction, assuming the leadership role in the design, construction and financing of the project.

Moderator

Charles Renner, Partner, Husch Blackwell LLP

Panelists

Nancy Belinsky, Vice President and General Counsel, San Antonio Water System

Scott A. Parrish, Chief Operating Officer Western Pipe, Garney Construction

Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

10:45 AM – 11:45 AM

The Realities Inherent in Performance-Based Stormwater Delivery Approaches

Harbor Ballroom G

Building off an early discussion on stormwater performance based metrics, this panel focuses on linkage of specific metrics to alternative delivery mechanisms, and presents lessons learned from initiatives and programs already under way (including P3s, CBP3s, and PBC). Our panel will discuss different financial

structures, and the benefits and drawbacks of each structure, with a focus on governance, transactional acceptance, risk management, and contractual obligations. Examples and case studies from across the country will be discussed, providing insights to financial and regional considerations.

Moderator

Ken Susilo, PE (CA), D.WRE, ENV SP, Senior Principal, Geosyntec Consultants

Panelists

Dr. Jacqueline Ashmore, Director of Research and Outreach Activities, Institute for Sustainable Energy, Boston University

Seth Brown, Principal, Storm and Stream Solutions, LLC

Greg Cannito, Managing Director, Corvias

Edward Fanter, Infrastructure & Capital Projects, Deloitte Advisory

Sanjiv Sinha, Vice President, Environmental Consulting & Technology (ECT), Inc.

10:45 AM – 11:45 AM

What Makes the Water Sector So Unique and Why Is It Important to Understand This in the Water P3 World?

Harbor Ballroom H

The water sector has unique features that are central to the consideration of best practices in the evaluation, procurement, contracting and execution of a P3 approach. Before a water sector P3 can be considered, it is important that these unique water-focused features are fully understood. Recognizing – and addressing – the challenges presented by these water-focused features will enable the integration of the P3 approach into the broad spectrum of delivery models available to the water sector. The application of best practices, continuity within the spectrum of delivery models, and recognition of water's unique place in public infrastructure will provide the foundation for water and wastewater projects to grow commensurate with past performance in other sectors.

Topics to be discussed include:

- Funding and Financing- what is the difference?
- True cost of service dilemma and its role in a Water P3.
- Financing and the Water P3 – is it necessary?
- Impact of O&M to a Water P3– is the P3 model different than the DBO model?
- Selection of the P3- it isn't just the price tag. You need to consider risk transfer.
- Water sector is local and P3 could include more or less- which is better?
- Asset life, performance variability, preventive / predictive care, turnover and other system needs that merit recognition.

Presenters

Leofwin Clark, Vice President, Brown and Caldwell, WDBC Education Committee Chair

Douglas Herbst, DBIA, Freese and Nichols, DBIA Water/Wastewater Liaison to DBIA P3 Committee

11:45 AM – 1:00 PM

Networking Lunch

Expo Hall

Sponsored by:



1:00 PM – 2:00 PM

Sustainability and Implications for Utility Management and Financing

Harbor Ballroom A

This panel will explore characteristics of a sustainable utility in an ever changing global environment, focusing on various perspectives including rate setting management, debt financing and financial policy, consumer transparency and investor interests. Panelists will discuss best practices, professional excellence and stand-out leaders, examine how the sector's approach to sustainability has evolved and what future changes might be required. The discussion will explore the growing utilization and market demand for green bonds, sustainability efforts from the standpoint of affordability and capital investment, managing competing demands, sustainable rate-setting and debt financing structures, and the role of the private sector and P3s in supporting a utility in achieving its sustainability goals.

Moderator

Kathrin Heitmann, Vice President - Senior Analyst, Moody's Investors Service, Inc

Panelists

Helen Cregger, Vice President - Senior Credit Officer, Moody's Investors Service, Inc

John Mastracchio, Vice President, Raftelis

Ed D. Vallejo, Vice President, American Water

1:00 PM – 2:00 PM

Political and Economic Realities for Water P3s

Harbor Ballroom B+C

Industry professionals will explore the possibilities and the realities of dealing with political subdivisions, regional growth, and other challenges. The need to provide fresh water to communities and companies is as meaningful in urban population centers as it is for the rural economy. We will discuss opportunities for regional consolidation, and the combination of services, including common services to address water and wastewater treatment needs across the country. Our panel will highlight opportunities, based on practical experiences drawn from best of class projects and best practices in policy implementation, to convey the possibilities of managing the political and economic realities facing communities with water infrastructure needs.

Moderator

Bill Hvidt, Managing Director, The Hvidt Group

Panelists

Frederic Brassard, President, Alma Global Infrastructure
Mark Ellison, Sales Director, IDE Americas, Inc
Tad Guleserian, Executive Vice President, Hunt Companies
James Murphy III, Water Supply Planner, Halff Associates

1:00 PM – 2:00 PM

Environmental Impact Bonds

Harbor Ballroom G

Environmental Impact Bonds represent a new, catalytic opportunity to drive private capital towards environmental innovations in the public sector. The growth of impact capital is enabling governments to de-risk and invest in promising, nature-based interventions that might have otherwise been overlooked. By sharing the performance risk of these interventions with private investors, governments are able to rationally advance alternative projects that deliver positive health, environmental and workforce development benefits without being forced to choose between the extreme alternatives of either privatization or pure public control. There exists a real opportunity to blend the Environmental Impact Model with other models and this session features practitioners who are advancing these concepts across the U.S.

Presenter

Eric Letsinger, Founder, Quantified Ventures

1:00 PM – 2:00 PM

Workforce Issues Across the Water Industry

Harbor Ballroom H

Water utilities are struggling with workforce issues around the country. The industry has an aging population and the potential loss of institutional knowledge presents a major challenge for many utilities. Adapting to a workforce that makes heavier use of technology is both an opportunity and challenge. Meanwhile, the industry's focus is further shifting to resource recovery. P3s are able to address some of these workforce issues if integrating changes in workforce staff and organization is addressed appropriately. Young Professionals in Infrastructure (YPI) has helped organize this discussion to focus attention across the P3 industry and work together to develop solutions to workforce issues. This panel will feature utility leaders, water district directors, and union representative to represent all viewpoints.

Moderator

Brian Shell, P.E., Senior Technical Principal, WSP

Panelists

Salil Kharkar, P.E., BCEE, Director, Operations, District of Columbia Water and Sewer Authority
Melody LaBella, P.E., Resource Recovery Program Manager, Central Contra Costa Sanitary District
Megan Yoo Schneider, M.S., P.E., Seven Management and Consulting, Inc

2:15 PM – 3:15 PM

Performance-Based Contracting by Anne Arundel County to Meet its MS4 Requirements

Harbor Ballroom A

This panel will involve a discussion of how one Maryland County, Anne Arundel County, evolved to a performance-based delivery model for meeting some of their MS4 permitting requirements. It will include a discussion of the background MS4 obligations, the permit metrics and available regulatory practices and accounting tools. In addition, the panel will discuss how the delivery of solutions evolved to the performance-based model over time and why. This will include a discussion on the pros and cons of such a model, the comparative costs and representative procurement approaches. The panel will also discuss different ways water agencies can achieve their objectives, effectively plan for future efforts and ways to improve the performance-based model process.

Presenters

Ryan Baron, Of Counsel, Best Best & Krieger

George W. Kelly, Chief Markets Officer, RES

Erik Michelsen, Administrator, Anne Arundel County

2:15 PM – 3:15 PM

Understanding P3 Pitfalls and Success Factors – the Advisor Perspective: A Practical View of How to Move Projects Forward from People Who Have Done It Before

Harbor Ballroom B+C

In this session representatives from leading financial, legal, engineering and public relations advisory firms will share practical insights and key lessons learned on what it takes to implement water P3 projects. The panel will draw on its collective experience to offer perspectives on what success means in water P3, why the drivers of success are different from those of traditional procurement and contracting models, and to provide procuring authorities with guidance on matters such as how to:

1. Secure stakeholder commitment by embedding engagement and communication strategies into the P3 process
2. Build a robust technical and economic foundation for a successful project through the feasibility study process
3. Build and sustain credibility with the private sector Design and implement an effective tender process while avoiding procurement and legal pitfalls
4. Manage your advisory team to get the best value out of them

Moderator

Klair White, Senior Vice President, Ernst & Young Infrastructure Advisors LLC

Panelists

Matt Girard, Group Head – Civil Division, Plenary Group

Sapna Mulki, Director, Hahn Public

Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

Hala Z. Titus, P.E., PMP, Vice President, CDM Smith

2:15 PM – 3:15 PM

Risk Allocation in Partnerships: The View of Practitioners

Harbor Ballroom G

Communities challenged with aging water and wastewater infrastructure, increasingly complex regulatory requirements, and budgetary constraints are seeking alternative solutions available through partnering with water management companies. These partnerships offer flexible solutions based upon a municipality's specific needs. The key benefit of these arrangements can be summarized as the transfer to the private sector of performance, regulatory, staffing and other risks. Properly defining and allocating risk between the public and private sector is critical to a successful contract, and in this session panelists will give real world examples of how contract operations companies and municipalities use public-private partnerships to allocate and manage risk.

Moderator

Brent Fewell, Founder, Earth & Water Law Group

Panelists

Andy Appleton, Jacobs

James Good, Vice President, Sales, SUEZ NA

Mark Halleman, Senior Vice President, Inframark

Grace Hartman, Director, Aon Infrastructure Solutions

Michael J. Irlbeck, BD Director, EPCOR

3:30 PM – 4:30 PM

P3 Questions and Answers Discussion Session - Where to Go from Here?

Harbor Ballroom B+C

After two days of P3 conversations, where do you go from here? What are the next steps to take back home? Join industry leaders and AIAI members for an interactive conversation specifically tailored to audience questions and answers about P3s. Attendees will have the opportunity to submit questions in advance and also join in the discussion of the benefits, values, and applications of P3s in an open dialogue.

Moderator

Steve DeWitt, Senior Vice President, Business Development, ACS Infrastructure Development, Inc.

Panelists

Tad Guleserian, Executive Vice President, Hunt Companies

Brian Nicholas, Director, Business Development, ACCIONA

4:30 PM

Summit Ends | Exhibitor Breakdown