



THE PUBLIC-PRIVATE PARTNERSHIP
WATER SUMMIT

MAY 4-5, 2017 • SAN DIEGO, CA - MANCHESTER GRAND HYATT HOTEL

www.p3watersummit.com

Event Schedule

Thursday, May 4, 2017

7:00 AM – 9:30 AM	Registration, Check-In, Exhibitor Set-Up <i>Grand Hall Foyer</i>		
8:00 AM – 9:30 AM	P3 101 Breakfast Workshop (Open to Public Sector Attendees Only Advanced Registration Required) <i>Grand Hall Ballroom C</i>		
9:30 AM – 10:30 AM	Summit Welcome & Opening Keynote: Jill Jamieson, JLL Public Institutions <i>Grand Hall D</i>		
10:30 AM – 12:00 PM	Interactive Roundtable Discussions <i>Grand Hall A & B</i> <i>Sponsored by Goldman Sachs</i>		
12:00 PM – 2:00 PM	Networking Lunch <i>Grand Hall B</i> <i>Sponsored by AECOM</i>		
1:00 PM – 1:45 PM	Lunch Conversation. The Role of WIFIA: Jordan Dorfman, U.S. Environmental Protection Agency <i>Grand Hall D</i>		
	Grand Hall A	Grand Hall C	Grand Hall D
2:00 PM – 3:00 PM	Applying Water Design-Build Best Practices to P3 Delivery	A Template for Instilling Confidence in the Procurement Process	Risk and Resiliency Under P3's
3:00 PM – 3:30 PM	Networking and Coffee Break <i>Expo Hall</i> <i>Sponsored by Husch Blackwell LECET Southwest</i>		
	Grand Hall A	Grand Hall C	Grand Hall D
3:30 PM – 4:30 PM	P3s for Rural Areas and Small Cities: How Can You Make the Model Work?	How Can the Traditional Engineering Industry Succeed in a P3 world?	P3s and Capital Program Solutions
4:45 PM – 5:45 PM	P3 Considerations in the Early Stages	Small P3s: Innovative Solutions for Small Communities	Leveraging P3 for Water Delivery: Vista Ridge Water Supply Project
5:45 PM – 7:00 PM	Opening Night Welcome Reception <i>Grand Hall B</i> <i>Sponsored by WSP Parsons Brinckerhoff</i>		

Event Schedule

Friday, May 5, 2017

7:00 AM - 8:00 AM	Summit Networking Breakfast <i>Grand Hall B</i> Sponsored by <i>Rutan & Tucker, LLP</i>		
	Grand Hall A	Grand Hall C	Grand Hall D
8:00 AM - 9:00 AM	Strategic Solutions for Municipal Water Challenges	Rialto: 4 Years In. Tales from the Team	The Federal Perspective: A Conservation Across Agencies
9:15 AM - 10:15 AM	The Role of P3s in Water Resilience Projects	P3s for Emerging Sustainable Water Projects	Structuring and Financing Options for Water P3's
10:15 AM - 10:45 AM	Networking and Coffee Break <i>Expo Hall</i> Sponsored by <i>Husch Blackwell LECET Southwest</i>		
	Grand Hall A	Grand Hall C	Grand Hall D
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?	Applying P3s to Stormwater	Asset Management: Owner Issues and Options
11:45 AM - 1:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by <i>Plenary Group</i>		
		Grand Hall C	Grand Hall D
1:00 PM - 2:00 PM		The Intersection of Water and Power	Using P3's for Safe and Secure Water Supply from Innovative O&M Practices
2:15 PM - 3:15 PM		P3 Questions and Answers: Where to Go from Here?	Overcoming Barriers to Advance Public-Private Partnerships
3:15 PM	Summit Ends Exhibitor Breakdown		

AGENDA: WEDNESDAY, MAY 3, 2017

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 kick-off, come see one of the largest Public-Private Partnership (P3) 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 see the facility and its operations, learn the history of the project, and hear about its 30-year water agreement with the San Diego County Water Authority to purchase 50 million gallons of desalinated seawater every day.

Tour Sponsored by:



Special Thanks to Plant Owner:



6:00 PM – 8:00 PM

Summit Check-In & Registration

Grand Hall Foyer

AGENDA: THURSDAY, MAY 4, 2017

Pre-Summit Activities

7:00 AM – 9:30 AM

Summit Check-In & Registration

Grand Hall Foyer

8:00 AM – 9:30 AM

P3 101 Breakfast Workshop (Open to Public Agency Attendees Only | Advanced Registration Required)

Grand Ballroom A

Join industry leaders and Association for the Improvement of American Infrastructure (AIAI) members for breakfast and an interactive conversation specifically tailored to the needs of water agencies evaluating P3s. This pre-Summit session is designed for those beginning to explore P3s, helping them understand where P3s can be applicable and how they can save money and time when dealing with system repairs and maintenance. Learn when P3s do or do not make sense, and what major considerations need to be made once choosing this route, including the first steps.

Presenters:

Sanford Stokes, Western Summit, Kiewit Infrastructure

Corey Boock, Partner, Nossaman LLP

Greg Johnson, Partner, Squire Patton Boggs LLP

James Murphy III, Water Supply Planner, Halff Associates

Kamil Seidl, Vice President, Star America

Public attendees please confirm your attendance by emailing Lisa Buglione at LBuglione@aiai-infra.org

Sponsored by:



Association for the Improvement
of American Infrastructure

Together, we move P3s forward >

AGENDA: THURSDAY, MAY 4, 2017

Formal Summit Activities

9:30 AM – 9:45 AM

Summit Start: Welcome & Opening Remarks

Grand Ballroom D

9:45 AM – 10:30 AM

2017: A New Era for Water – What to Watch For

Grand Ballroom D



In our opening keynote, Jill Jamieson will provide an overview of some of the most notable developments that have recently shaped the P3 landscape; and speak to the major political, policy, and project developments that are likely to define the U.S. P3 water experience in 2017. She will address recent comments by the new 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

10:30 AM – 12:00 PM

Interactive Roundtable Discussions

Grand Ballrooms A & B

A series of interactive roundtable conversations on critical P3 topics. Each conversation will last 25 minutes, and during the 90 minute 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. Facilitators will guide discussions by bringing up case studies, targeted issues, and topics impacting the current P3 landscape.

Sponsored by:

**Goldman
Sachs**

● Table 1: Want to Seriously Consider a Water P3? Better Understand What Makes This Market Sector Tick

Water sector owners “hear the P3 buzz” created by other sectors and are looking for useful information and guidance. Unfortunately, P3 interest in the water sector is often blindsided from the depth and breadth of ongoing narrative in the larger P3 community and by precedents in other market sectors and geographies. The path forward is the water sector needs to create and lead the water P3 narrative. The water sector has some unique features that need to be fully understood, and these features are key to the best practices for the evaluation, procurement, contracting, and implementation of a water P3. This discussion will focus on these features and why they are so important.

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

● **Table 2: 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 discuss 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.

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

● **Table 3: P3 or Not to P3: Identifying the Appropriate Project Delivery Mode**

How are US public agencies determining the optimal delivery model for their projects? Not every project can or should be delivered as a P3. Before initiating procurement for a P3 project, public agencies typically undertake a business case analysis to determine whether a P3 is likely to yield a higher public benefit than a more traditional procurement method. As the US P3 industry develops, public agencies have had to adapt international evaluation methods to fit US market characteristics and regulatory requirements. We will discuss pre-procurement methods and consider the applicability of P3 methods to major categories of infrastructure projects currently in the pipeline.

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

● **Table 4: Using Tax-Exempt Bonds in P3**

For years tax-exempt financing has been the preferred means to finance public facilities. This roundtable will address the issues involved in using tax-exempt debt in public-private partnerships, and compare and contrast structures involving tax exempt debt vs. conventional debt and equity. The conversation will also examine the impacts of the financing structure on project cost, project delivery, and long term operations and maintenance.

Facilitator: George K. Miller, Partner, Mayer Brown

● **Table 5: From Idea to Implementation: The Role of a Project Champion in Building Internal Partnerships**

Between the first idea for a P3 project and the eventual ribbon-cutting lie many obstacles. P3 projects are still new and different to many people. They require new processes, new ways of thinking, new legal and financial models, and new risks. A project champion is essential to navigate those obstacles and build a team and process that will maximize the chances for success. The project champion must understand enough about both the traditional process for water development and the new opportunities offered by the P3 model to bridge those worlds and to help projects adapt and remain flexible through the design and implementation phases. This roundtable is designed to empower potential project champions to build the internal partnerships needed to take a project from idea stage to implementation.

Facilitator: Frank M. Rapoport, Partner, Peckar & Abramson

● **Table 6: Community Engagement Is Not an Afterthought**

Critical to the success of any P3 is a commitment to stakeholder engagement, communication, and transparency. Including stakeholders early in the public planning process allows for community engagement and an opportunity to facilitate a successful P3 program based on public support and involvement. We examine how both public and private partners can approach the dialogue with ratepayers, business groups, and community shareholders for the best chance at a win-win-win solution for the public partners, private partners, and the community.

Facilitator: Francesca McCann, Business Development Director, infraManagement Group [subsidiary of Black & Veatch]

- **Table 7: How to Maximize the Procurement Process**

A conversation that looks at best practices in selecting and negotiating with prospective partners. This table considers what's critical in this initial phase of public-private partnerships. We'll cover various methods that agencies can implement to use this part of the P3 process to their advantage. Not only to generate maximum interest from private entities in their projects, but to also minimize risk, costs, and avoid any negative issues associated therewith.

Facilitator: Norman Anderson, Vice President Construction, Design-Build and P3, AECOM

- **Table 8: Off Balance Sheet But on Credit**

Among the many touted benefits of potential P3 projects is the ability to keep debt off the balance sheet. But just because it is off the balance sheet, does this mean rating agencies will consider it to be off credit as well? Chat with a ratings analyst who will discuss her approach to evaluating a P3 project's impact on credit rating.

Facilitator: Kathrin Heitmann, Assistant Vice President, Moody's Investors Service, Inc

- **Table 9: Learn How a P3 Management Contract Was Structured to Successfully Help a Water Company Improve Performance, Increase Safety, and Generate Savings**

The roundtable reviews how a P3 management contract was structured and tendered; and considers risk allocation, the payment mechanism including incentive components, and KPIs. We'll examine an international example that can be applied at home. Oman's government owned water distribution company is responsible for potable water supply for the country. The water company entered into a 5-year management contract, later extended because of positive results, for the P3 technical partner to help the water company develop: (i) new business strategies and plans, (ii) policies, procedures and manuals, (iii) integrated IT systems, (iv) implementation of operational improvements to ensure better levels of service for customers and (v) training and knowledge transfer. Key focus areas were: (a) HR, (b) investment planning and asset management, (c) project delivery, (d) customer services (e) water operations, (f) QSE and (g) capex program management during 2011-2015 of over \$1.3 billion.

Facilitator: Michael Palmieri, President, P3 Point

- **Table 10: O&M Risk Issues in P3 Concessions**

This table will focus on the last costs of a P3 concession: the O&M phase and its insurance line item. We will discuss how failure to anticipate insurable coverage issues and address insurance related challenges can put the O&M concession phase at unanticipated risk. Issues such as the impact of optimism bias in anticipating future insurance costs, the insurance downsides of deferred maintenance, and the revealed coverage gaps when being jointly and severally liable with the public offtaker will all be considered in this discussion.

Facilitator: Jeffrey Welsh, Senior Vice President, Munich RE

- **Table 11: Cost of Finance - Does it Really Matter?**

This roundtable will focus on understanding the cost of financing. While some disregard P3s outright arguing that tax exempt financing can be cheaper, there are recent examples that have demonstrated otherwise. In this discussion, close consideration will be made to when the cost of finance is relevant and the role of other key factors that impact the value of money in a P3.

Facilitator: Chris Roberts, Director, Barclays

• **Table 12: 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.

Facilitator: Corey Boock, Partner, Nossaman LLP

• **Table 13: Best Practices for P3 Procurement Success**

Are you considering a P3 delivery for your new municipal asset, but not sure where/how to start? Concerned about attracting private sector interest? This roundtable will address pre-RFP activities for a municipal entity to consider, a procurement road map to then follow, and finally the individual steps to prepare and implement a P3 from procurement through award, commercial/financial close, delivery, and operations.

Facilitator: Leofwin Clark, Vice President, Brown and Caldwell

• **Table 14: Winning P3 Formulas for Water Infrastructure Projects**

P3s are moving up the agenda in the North American water market but the definition of what a P3 is can be variable and confusing. This roundtable discussion will navigate through the confusion by outlining the different P3 models and discussing the key components and attributes of successful water P3s currently underway in the U.S. With each model having its own risk/return profile, we will discuss and review the risk/reward continuum in each model and examine examples of projects that illustrate successful P3 contracts.

Facilitator: David Magahey, P3 Advisor

• **Table 15: P3s as Part of the Stormwater Solution**

Stormwater quality (clean water act compliance) and stormwater capture present both challenges to municipalities, as well as opportunities for water utilities and partnerships. There is a potential to utilize P3 frameworks to develop multi-benefit programs and solutions. While a successful track record is limited in the West, there is clarity on many specific objectives, needs, and possibilities. The discussion will focus on feasible solutions and outcomes.

Facilitator: Ken Susilo, P.E., CPSWQ, Geosyntec Consultants

• **Table 16: Implementing Environmental Cleanup and Mitigation Programs Funded by Transportation Sales Tax Revenues**

Measure M2, Orange County's half-cent transportation sales tax measure, provides revenues to improve water quality in the county from transportation-generated pollutants. Funds are allocated on a countywide competitive basis and intended to supplement, and not supplant, existing transportation-related water quality programs. These grants are awarded to priority projects improving water quality that have a nexus to transportation-related pollution consistent with the M2 Ordinance. This roundtable presents the challenges to identifying and funding projects that demonstrate clear net benefits to water quality and ways to facilitate with project readiness. And secondly looks at ways to leverage private investments (capital and/or operational) to maximize return on public dollar investments.

Facilitator: Dan Phu, Section Manager, Environmental Programs, Orange County Transportation Authority

• **Table 17: Defining and Maximizing Value in a Public-Private Partnership**

The deal structures of today are multivariable equations, not off-the-shelf deal structures that are bid on spec and valued exclusively by price. As such, the most successful projects are implemented when an institution defines project values, creates framework that prioritizes and normalizes variables, and drives competition by providing developers with sufficient information and flexibility to be innovative. This roundtable is designed to empower institutions to become the strongest owners possible by defining project requirements, weighing delivery options against risk, and selecting a development structure that best fits their goals prior to soliciting private partners.

Facilitators: Deborah Brown, Principal, WSP | Parsons Brinckerhoff
Steven Paquette, President of U.S. Water and Environment Practice, WSP | Parsons Brinckerhoff

• **Table 18: Value Creation from Transferring Operations & Maintenance Risk**

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. In this roundtable we will discuss the role of operations and maintenance in a P3, how this risk can be transferred, and examples of where this has successfully occurred.

Facilitators: Fred Kriess, Regional Director – Western United States, Severn Trent
Chuck Moesta, VP Strategic Development, Severn Trent North America

12:00 PM – 1:00 PM

Networking Lunch

Expo Hall

Sponsored by:



1:00 PM – 1:45 PM

Working Lunch Conversation: The Role of WIFIA - An Overview of the Program

Grand Ballroom D



The Water Infrastructure Finance and Innovation Act (WIFIA) of 2014 established the WIFIA program, a federal credit program administered by EPA for eligible water and wastewater infrastructure projects. WIFIA, and the WIFIA implementation rule, outline eligibility and other requirements for prospective borrowers.

This session is designed for prospective borrowers. Mr. Dorfman 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 which closed on April 10. His 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:

Jordan Dorfman, Advisor-Attorney, U.S. Environmental Protection Agency

2:00 PM – 3:00 PM

Applying Water Design-Build Best Practices to P3 Delivery

Grand Ballroom A

The presentation with follow-up discussion, facilitated by the Water Design-Build Council, discusses the intersection of current design-build practices in the water and wastewater sector and how those practices should be adapted for P3 delivery. As some form collaborative delivery is inherently embedded in almost any P3 approach, mastering the design-build learning curve is fundamental to successfully implementing P3 projects. The presentation portion of this session will focus on identifying key issues and risk transfer considerations unique to design-build delivery in the water and wastewater sector, followed by an interactive discussion focused on several key implementation issues, including: Is your organization prepared to implement a P3 project without prior hands-on design-build experience? How does the fixed price design-build approach translate to a P3 procurement, particularly in relation to prescriptive-based versus performance-based requirements? Is there a progressive design-build option within the P3 framework? How does the risk transfer and securitization of existing DBO models compare to typical P3 practice? How can commissioning approaches and acceptance metrics for design-build and DBO projects be applied in a P3 environment?

Presenters:

Mark Alpert, Executive Director, Water Design-Build Council

Bryan Bedell, Water Division Leader, Haskell

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

2:00 PM – 3:00 PM

A Template for Instilling Confidence in the Procurement Process

Grand Ballroom C

To attract the right P3 consortium partners (developers, investors, contractors, and service professionals), the public sector must instill confidence in the procurement process and house the necessary expertise to support a pipeline of P3 projects. One way to do this is through a dedicated institutional framework designed to manage and guide programs and projects. This session explores best practices and new approaches to procurement in the context of P3s, and considers how owners can most effectively structure risk transfer in design and construction costs, surmount operational and maintenance challenges, and address factors that can impact value for money analysis.

Moderator:

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

Panelists:

Bruce Allender, Chief Operating Officer, infraManagement Group [a wholly owned subsidiary of Black & Veatch]

Simon Baker, M.Sc, P.Eng, AECOM

Jill Jamieson, Managing Director, JLL Public Institutions Group

Jorge Valenzuela, Associate Principal, Arup

2:00 PM – 3:00 PM

Risk and Resiliency under P3s

Grand Ballroom D

Water supply and compliance regulations are often combined in headlines. Municipal water systems have suffered historically from underfunded system maintenance and capital upgrades that go beyond sustainability. As such they have struggled to meet debt service liabilities and maintain compliance. Unable to raise adequate capital in the tax-exempt market, many utilities are now examining the public private partnership model. This session examines P3s as a solution for water supply, financial stability, and compliance. P3s allow access to private finance, as well as operations and maintenance to meet a community's needs. This panel will explore the risks associated with providing safe and reliable water to residents. These risks include overcoming previous unfunded maintenance, differing site conditions, unknown environmental conditions, unstable workforce, and financing variables.

In this session we will consider several case studies including Rialto and Carlsbad, and share lessons learned, issues, and challenges, as well as how risk allocation allowed partners in these projects to address the solutions facing their communities. We'll look at the risks facing public procurement officials to implement programs to meet the growing water needs of industry and communities, and provide an overview of how P3s facilitate access to safe, reliable water resources. And lastly outline the risk drivers which serve to motivate the adoption of technology to address the restoration of safe drinking water and the distribution of potable water resources to meet the needs of residents, commercial partners, and industrial partners.

Moderator:

Frank M. Rapoport, Partner, Peckar & Abramson

Panelists:

Rich Distler, Vice President, Granite Constructions

Greg Johnson, Partner, Squire Patton Boggs

Tom Mulvihill, Managing Director and Head of Infrastructure Finance and P3s, KeyBanc Capital Markets

3:00 PM – 3:30 PM

Networking Coffee Break

Expo Hall

Sponsored by:



3:30 PM – 4:30 PM

P3s for Rural Areas and Small Cities – How Can You Make the Model Work?

Grand Ballroom A

Join a panel of practitioners and industry experts who will explore how P3s can create opportunities for water resource development and sustainable water management in rural areas and small cities. This discussion will address challenges to water safety and efficiency for distribution facilities at the local level. Local business leaders and municipal officials can learn how to develop a strategy for the development of supply and treatment facilities, including specific steps to take advantage of P3 best practices in public infrastructure procurement.

Topics will include:

- How do small-sized municipalities, medium-sized municipalities, and rural communities ensure their water treatment systems are safe and built to handle dynamic and future growth?
- What regional imperatives and market forces drive the needs for safe and readily available water supply?
- What compliance mandates drive funding or access to capital to help rural and modest-scale systems keep up pace?
- How does technology play a role in providing communities with safe drinking water and efficient wastewater treatment?
- How do local requirements affect procurements?
- How do P3s address communities' needs?

Moderator:

Bill Hvidt, The Hvidt Group

Panelists:

Michael Deane, Executive Director, NAWC

Don Hunt, Principal, Antero Group

Bob Nespeca, VP Asset Management, PERC Water

3:30 PM – 4:30 PM

How Can the Traditional Engineering Industry Succeed in a P3 world?

Grand Ballroom C

P3 projects are often perceived as large and complex and they typically require a Developer to serve as an intermediary between an Owner and the Owner's traditional design Consultant. As P3 projects gain acceptance in the water and wastewater sector, the relationship between Owners and their "trusted advisors" in engineering roles may be disrupted, particularly, for smaller firms. The objective of this discussion is to explore how traditional mid- and small-size engineering firms can successfully participate in P3 delivery. From the perspective of an Owner, a Developer, and a Consultant, we'll address questions such as, "How can sound engineering practice be ensured in a monetized selection process?" and "How can long-standing owner-consulting engineering relationships be maintained in a P3 delivery structure?" and "How can a smaller firm hold their own in the midst of a Developer-led consortium?"

Moderator:

Leofwin Clark, Vice President, Brown and Caldwell

Panelists:

Adel Hagekhalil, Assistant Director - Sanitation at City of Los Angeles, City of Los Angeles

David Magahey, P3 Advisor

Shawn Sock, Senior Vice President, Integrated Project Delivery, Brown and Caldwell

3:30 PM – 4:30 PM

P3s and Capital Program Solutions

Grand Ballroom D

This session brings together the perspectives of infrastructure banks, state revolving funds, and WIFIA representatives to discuss a range of familiar and lesser known programs available to communities evaluating water system investment. Panelists will share insight on the risks and advantages of different options, while considering key issues related to submitting applications, selecting projects, leveraging WIFIA with SRF resources, analyzing credit, determining leverage, aggregating smaller projects, setting roles for P3s, funding with hybridization, implementing, and coordinating stakeholders. A key objective in this session is to explore ways P3 programs can help accelerate and foster increased investment in water and wastewater infrastructure in the U.S.

Moderator:

Peter Luchetti, Managing Partner, Table Rock Capital

Panelists:

Kevin McDonald, WIFIA Credit Program, U.S. Environmental Protection Agency

Ian Parker, Managing Director, Goldman Sachs

Christopher Stevens, Supervising Engineer, State Water Resources Control Board

Nancee Trombly, Chief Deputy Executive Director, California Infrastructure and Economic Development Bank

4:45 PM – 5:45 PM

P3 Considerations in the Early Stages

Grand Ballroom A

This panel, in conjunction with the AIAI P3 Water Infrastructure Committee, will cover a range of considerations that need to be taken into account during the early stages of a P3 project development. These 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 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 will examine the merits and risks of P3 structures and how these played out in a selection of P3 Water projects including Prince George's County and Carlsbad, California.

Moderator:

Justin Ashford, Principal, WSP | Parsons Brinckerhoff

Panelists:

Greg Cannito, Managing Director, Corvias

Steve Dye, Manager, Government Affairs, Water Environment Federation

Eric Letsinger, Founder, Quantified Ventures

Bar Littlefield, Chief Financial Officer, Poseidon Water

Brian Rapp, Kiewit Infrastructure

4:45 PM – 5:45 PM

Small P3s: Innovative Solutions for Small Communities

Grand Ballroom C

Small communities, medium-size communities, and planned communities face increasing challenges to meet federal and state regulations. Are P3s appropriate for small projects? This session will explore the tools and financing options available to 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 in advance is key to delivering a winning project and can make a small project become a big success.

Moderator:

Mark Lambert, Managing Partner, WaterMark Resource Development

Panelists:

William Brennan, Managing Director & Co-Chief Investment Officer, Ultra Capital

Matthew J. Diserio, President, Water Asset Management

Frank Martinez, Long Beach Board of Water Commissioners

4:45 PM – 5:45 PM

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

Grand Ballroom D

San Antonio, Texas needed funding for a water delivery solution that would protect the Edwards Aquifer, prepare for drought, and support future prosperity. Increasing taxes was not an option. A long-term contract between a private party and a government entity proved to be the solution. This session will discuss how the future of water delivery systems can be informed by the experiences of the public and private sectors that, working with their financing partners, came together on the innovative Vista Ridge water delivery P3. The panel will provide an analysis of the challenges, successes, and lessons learned—including how the project could have been completely shelved had the construction partner, Garney Construction, not assumed a meaningful leadership role in overseeing the design, construction, and financing of the project.

Moderator:

Charles Renner, Partner, Husch Blackwell LLP

Panelists:

Raymond DiPrinzio, Executive Director & Team Leader, Sumitomo Mitsui Banking Corporation

Scott Parrish, COO - Western Pipe Operations, Garney Construction

Robert Puente, President and CEO, San Antonio Water System

5:45 PM – 7:00 PM

Opening Night Welcome Reception

Expo Hall

Join us at this special evening networking event for all Summit attendees. Meet with speakers, exhibitors, and Summit delegates.

Sponsored by:



7:00 AM – 8:00 AM

Summit Networking Breakfast

Expo Hall

Sponsored by:



8:00 AM – 9:00 AM

Strategic Solutions for Municipal Water Challenges

Grand Ballroom A

There is a wide spectrum of water challenges, and more often than not, it is a delicate balance for communities to manage all these challenges. The good news is there are proven and effective resources to help them solve water challenges across the spectrum. Through P3s, water companies have a solid resume of delivering strategic solutions for the water challenges facing municipalities. More than 2,000 water and wastewater facilities across the country depend on P3s to provide ready access to capital, expertise, technology, and operational acumen. This session navigates through the benefits afforded by the different P3 models and discusses the key components that exist in successful water P3s currently underway in the U.S. Join a panel of industry participants as they discuss P3s in the context of the US water infrastructure market and provide examples of successful P3 contracts.

Moderator:

Michael Deane, Executive Director, National Association of Water Companies

Panelists:

Gary Albertson, SVP, Business Development, SUEZ NA

Paul Eisenhardt, Managing Principal, Eisenhardt Group, Inc.

Chuck Moesta, VP Strategic Development, Severn Trent – North America

Elliot Wheeler, Vice President Operations and Maintenance, CH2M

8:00 AM – 9:00 AM

Rialto: 4 Years In. Tales from the Team

Grand Ballroom C

As the first municipal water-and-waster concession agreement to reach financial close in the U.S., the Rialto California P3 story is now 4.5 years operational and offers invaluable results, advice, and hard-won camaraderie from the public-private team running it.

The ongoing story will be told by the team that helped make it happen. Rialto political champion Mayor Pro Tem Ed Scott and Rialto Utility Director Tom Crowley will share their experiences on behalf of the City. While sponsor equity Table Rock's Megan Matson, the Ullico Infrastructure Fund's Jeff Murphy, and Stephen Howard of Barclays will speak from the concessionaire/investor side of the partnership. We'll also hear the labor/union voice and learn about the move from a public to private union, and what's it like to run a system under a labor-led P3. Finally on-the ground services will be presented by Rick Smith with Rialto Water Service/Veolia.

Moderator:

Megan Matson, Partner, Table Rock Capital

Panelists:

Ed Scott, Mayor Pro Tem, City of Rialto

Tom Crowley, Utility Director, City of Rialto

Stephen Howard, Director, Barclays

Jeffrey Murphy, Managing Director, Ullico Infrastructure Management Company

Rick Smith, Rialto Water Services, Veolia

8:00 AM – 9:00 AM

The Federal Perspective: A Conservation Across Agencies

Grand Ballroom D

A conversation with representatives from Federal Agencies focused on P3s. How are the USDA, EPA, Army Corps, and Bureau of Reclamation approaching water partnerships in the new administration? What sorts of P3s are likely to be encouraged? What policy direction is being developed? What are possible uses for P3s? In this discussion, panelists will discuss their agencies' policy approaches to P3s, where they perceive opportunities for the model, and what they think is likely to change under the new administration.

Moderator:

Dave Wegner, Director of Asset Management Strategies, Buildings and Infrastructure, Jacobs Engineering

Panelists:

Christina Baysinger, Senior Program Manager, US Army Corps of Engineers

Patricia Muschler, US Army Corps of Engineers

Michael Patella, Water Infrastructure and Resiliency Finance Center Office of Water, U.S. EPA

Daniel Rourke, USDA

Robert Wolf, Director, Program and Budget, Bureau of Reclamation

9:15 AM – 10:15 AM

The Role of P3s in Water Resilience Projects

Grand Ballroom A

Climate resilience and water are inextricably linked. With increasing temperatures, evolving rain and snowfall patterns, and changing demographics, resilience is moving to the top of many cities and regions agendas. Resilience projects encompass a range of water related matters, from flood defense to drought resiliency, and municipal, state, and federal stakeholders. As the infrastructure need is becoming increasingly apparent, and with federal funds ever more constrained, P3 has emerged as a possible way forward for these key projects. This session draws on lessons learned from a number of recent, high profile resilience projects to identify key issues, approaches and themes, which will be relevant to those contemplating similar projects, as well as those involved in structuring complex water related projects.

The panel brings a rich perspective from federal, state, city, and private sector leaders in resilience infrastructure, both in California and nationally. Topics will include an overview of resilience infrastructure, key drivers for action while considering major challenges faced by resilience projects, and the potential roles and limitations of P3 in resilience projects (value proposition, risk, pricing, design innovation etc.).

Moderator:

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

Panelists:

Sabrina Bornstein, Deputy Chief Resilience Officer, City of Los Angeles

Alan Gordon, Deputy Treasurer, Legislation and Infrastructure Financing, California State Treasurer's Office

Francesca McCann, Business Development Director, infraManagement Group [subsidiary of Black & Veatch]

Sheri Moore, Resilience Initiative Program Manager, U.S. Army Corps of Engineers

Laurie Wayburn, Co-CEO and President, Pacific Forest Trust

9:15 AM – 10:15 AM

P3s for Emerging Sustainable Water Projects

Grand Ballroom C

As the regulatory environment has become more difficult, and affordable water supplies more scarce, there is increased public interest in P3s for a variety of water supply projects that use emerging technologies, and which support local water sustainability. These projects can be constructed and maintained utilizing P3 vehicles and include advanced wastewater treatment facilities for indirect/direct potable reuse of highly treated recycled water, groundwater storage, replenishment, injection facilities, desalination of ocean and brackish water, and even P3 approaches for water/wastewater infrastructure maintenance. Are P3s suitable for these types of projects? How do industry leaders from public, private-development, and finance sectors envision collaborating on sustainable water projects in the coming years? What are the hallmarks of successful—or unsuccessful—P3s in the water industry? Join our panel for a candid discussion about the pros and cons of P3 project delivery for sustainable and emerging water supply projects.

Moderator:

Justine Kastan, Senior Associate, Rutan & Tucker, LLP

Panelists:

Brian Adams, Senior Vice President, AECOM

Brian Cullen, President, PERC Water Corp.

Jeremy Jungreis, Partner, Rutan & Tucker, LLP

Kim Thorner, General Manager, Olivenhain Water District

9:15 AM – 10:15 AM

Structuring and Financing Options for Water P3s

Grand Ballroom D

P3s have long been discussed as a potential solution to the underfunding of U.S. water infrastructure needs. In this session panelists explore various financing structures that have been successful for delivering water projects, comparing tax-exempt and taxable debt models, equity options, and different government programs. They will 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, they will examine which P3 structures work best for a specific project or 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:

John Medina, Vice President, Project and Infrastructure Finance, Moody's Investors Service

Panelists:

Cherian George, Managing Director, Fitch Ratings

Stephen Howard, Director, Barclays

Andrew Prindle, Vice President, Goldman Sachs

Jeffrey Murphy, Managing Director, Ullico Infrastructure Management Company

Cecilio Velasco, Principal, KKR

10:15 AM – 10:45 AM

Networking Coffee Break

Expo Hall

Sponsored by:



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?

Grand Ballroom A

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. 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. The Moderators in this interactive session will recap some of the major themes addressed at this year's summit.

Topics to be discussed include:

- Funding and Financing—what is the difference?
- The true-cost-of-service dilemma—what is 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 a P3—what else goes into it besides the price tag?
- The water sector is local and P3 could be included more or less—which is better?
- Asset life, performance variability, preventive/predictive care, turnover, and other system needs—how do they apply?

Presenters:

Leofwin Clark, Vice President, Brown and Caldwell

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

10:45 AM – 11:45 AM

Applying P3s to Stormwater

Grand Ballroom C

As owners of public storm drainage systems are aware, the current generation of watershed-based stormwater permits, when including water quality standard-linked compliance requirements, have the potential to cost billions. This session will consider how cities and counties are in need not only of technically sound solutions, but also funds for implementation, which are limited by a myriad political and policy challenges (in California, Prop 218).

Despite the recent rains, continuing drought conditions potentially face many areas of the country, and with population growth, resiliency and sustainability are critical long-term needs. Stormwater, as well as recycled water, represent an option for providing low-cost commodity to the water agencies. Administratively, however, in many areas, different agencies are responsible for stormwater quality, flood control, groundwater remediation, and water supply. Our panel will examine how performance-based requirements could include the development of new, environmental infrastructure that can be coupled with appropriate levels of operations, maintenance, and asset management. We will explore how performance-based infrastructure and P3s might provide opportunities to more holistically provide solutions that meet numerous technical, financial, risk, political, and governance needs.

Moderator:

Ryan Baron, Regulatory Counsel, Best Best & Krieger LLP

Panelists:

Seth Brown, Founder and Principal, Storm and Stream Solutions, LLC
Amanda Carr, Deputy Director, OC Public Works/OC Environmental Resources
Adel Hagekhalil, Assistant Director - Sanitation at City of Los Angeles, City of Los Angeles
Dr. Cris Liban, Executive Officer, Metropolitan Transportation Authority
Chad Praul, Partner, Environmental Incentives
Ken Susilo, P.E., CPSWQ, Geosyntec Consultants

10:45 AM – 11:45 AM

Asset Management—Owner Issues and Options

Grand Ballroom D

As America's water assets age, good asset management is becoming ever more important, and ever more expensive. This discussion will focus on common issues that entities face when taking on new projects, providing lessons learned that are applicable to both P3s and traditional projects. The issues to be discussed include the unknown condition and age of the existing assets, which present challenges in budgeting for repair and replacement; the management of the relationship between the operator and the owner, particularly in scenarios of increasing budgets; and the strategies for obtaining the necessary funds, especially in the face of public opposition to rate increases. The panel will offer options for avoiding deferral of maintenance and relate other best practices for asset management based on their extensive experience in owning, operating, and investing in water and wastewater facilities.

Moderator:

Janine Witko, Associate Principal, Americas Water Business Leader, Arup

Panelists:

Ian Gray, Associate Director, Arup
Megan Matson, Partner, Table Rock Capital
Tom Smegal, VP, CFO, and Treasurer, California Water Service Company

11:30 AM – 1:00 PM

Networking Lunch

Expo Hall

Sponsored By:



1:00 PM – 2:00 PM

The Intersection of Water and Power

Grand Ballroom C

Water and Power are closely linked. Energy is needed for the delivery of water, in particular in the case of desalinated water; and water is fundamental in the generation of electricity. Investments in drinking water infrastructure, wastewater treatment facilities and the need for upgrades to storm water infrastructure are posing challenges to local communities in the U.S. as a significant portion of water and wastewater infrastructure approaches its first renewal cycle. This panel explores the linkages between water and power, and examines the benefits and challenges of a more holistic approach: Can P3's be employed to drive energy efficiency and water usage benefit? Some utilities in the US provide only water and/or sewer services, while others are multi-utilities that provide both water and power services. We will discuss the benefits and challenges of both approaches and the potential for greater regional cooperation in particular in areas with a growing population and those that face declining water use and a declining tax base. Time will be spent analyzing the funding challenge: Can the water sector learn from the power sector? Both water and energy use are usually funded ultimately through rate payers. Is a lack of willingness to increase water rates driving low investments in water infrastructure?

Moderator:

Kathrin Heitmann, Assistant Vice President, Moody's Investors Service, Inc

Panelists:

William J. Cherrier, Chief Planning & Finance Officer, Colorado Springs Utilities

John Parkinson, Executive Director, AIAI

Iain Tester, Managing Director, KPMG

1:00 PM – 2:00 PM

Using P3s for Safe and Secure Water Supply from Innovative Operational and Maintenance Practices

Grand Ballroom D

Water supply shortages and the challenges that American cities face due to aging infrastructure are impacting quality of life and safety. Many municipal water systems have suffered for decades from their underfunded system maintenance programs and their inability to perform capital upgrades. Utilizing private financing through P3s, municipalities have an opportunity to provide communities with the safe water they require through innovative technology solutions and planned O&M.

Public officials who have entered into P3 agreements have found they can create long-term value and cost savings for local residents by providing significant managerial and professional expertise in compliance with environmental standards, implementing new technologies, and meeting staffing requirements. Join industry leaders, both public and private, as they discuss what role technology plays in the processing of potable water, ensuring that it remains safe, from its source to the tap. Learn about exceptional examples of the positive impacts of technology on the reconstruction of an older plant; the ongoing operations, monitoring, and maintenance of a state-of-the-art plant; and the development of a new, innovative facility.

Moderator:

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

Panelists:

James Eklund Director Colorado Water Conservation Board

Miriam Faigon, COO, IDE Assets, IDE Technologies

Fred Kriess, Regional Director – Western United States, Severn Trent

Michael Patella, Water Infrastructure and Resiliency Finance Center Office of Water, U.S. EPA

Elliott Wheeler, P.E., CH2M

2:15 PM – 3:15 PM

Overcoming Barriers to Advance Public-Private Partnerships

Grand Ballroom D

P3s are frequently touted as one of many strategic solutions to overcome the nation's many water infrastructure challenges. Despite the numerous benefits of P3s, both municipalities and private water companies often face barriers in gaining public support for private sector involvement. A recent poll conducted by the National Association of Water Companies (NAWC) found that public perception of water being a "public good" and fear of negative voter reaction are significant factors impeding the use of P3s.

This session will demystify P3s and address the barriers that can deter communities from pursuing a P3 as a potential solution to their water challenges. Our panel will share their respective experiences in overcoming public resistance to private participation in water projects.

Moderator:

Michael Deane, Executive Director, National Association of Water Companies

Panelists:

Gary Albertson, SVP, Business Development, SUEZ NA

Kyle Butts, Research Manager, Forward Observer

Paul Eisenhardt, Managing Principal, Eisenhardt Group, Inc.

Chuck Moesta, VP Strategic Development, Severn Trent – North America

2:15 PM – 3:15 PM

P3 Questions and Answers - Where to Go From Here?

Grand Ballroom C

Join industry leaders and AIAI members for a closing conversation specifically tailored to audience questions and answers about public-private partnerships. Attendees will have the opportunity to submit questions in advance and also join in the discussion on the benefits, values, and applications of P3. This closing session will provide a helpful roadmap for next steps to consider after the Summit.

3:15 PM

Summit Ends