

**P 3 C**  
PUBLIC-PRIVATE PARTNERSHIP  
**CONFERENCE  
& EXPO 2019**



THE PUBLIC-PRIVATE PARTNERSHIP  
**CONFERENCE & EXPO**

MARCH 4 - 6, 2019 • DALLAS, TX

[www.thep3conference.com](http://www.thep3conference.com)

# Schedule-at-a-Glance

## MONDAY, MARCH 4

8:00 AM - 1:00 PM	Registration, Check-In, Exhibitor Set-Up <i>Expo Hall</i>					
9:00 AM - 11:00 AM	P3 101 Breakfast (Open to Public Sector Attendees Only   Advanced Registration Required) <i>Dallas Ballroom A2+A3</i>					
9:00 AM - 11:30 AM	Site Tour - P3 Hits the Highway: A Tour of Dallas' LBJ Express <i>Meet in Lobby of Sheraton Hotel for Shuttle Pick Up   Advanced Registration Required</i> Sponsored by: Ferrovial Cintra					
1:00 PM - 2:00 PM	Conference Begins - Opening Remarks & Keynote Presentations <i>Dallas Ballroom BC</i>					
2:00 PM - 3:00 PM	P3s at All Levels: A Discussion with State and Local Officials <i>Dallas Ballroom BC</i>					
3:00 PM - 3:15 PM	Networking and Coffee Break <i>Expo Hall</i> Sponsored by: CohnReznick   PGAL					
	Ballroom D1	Ballroom D2	Ballroom D3	Ballroom A1	Ballroom A2	Ballroom A3
3:15 PM - 4:15 PM	P3 Considerations in the Early Stages	Public Buildings 101: The What, Why, and How	Project Delivery Process - LAX ConRAC	Comparing and Contrasting P3 Delivery Models in Higher Education	DBE Program Administration and Implementation in Alternative Contracting	Applying Design-Build Best Practices to P3 Delivery Independence
4:30 PM - 5:30 PM	The Perfect P3: Differentiators and Deterrents	P3s for Small and Mid-Sized Public Agencies	Challenges and Opportunities in 2019	Delivering Quality in P3 Infrastructure Through a Performance-Based Approach	Enabling Technological Advances in Infrastructure - the Future of P3 Projects	Financing 101 - Understanding Funding vs Financing
5:30 PM - 7:30 PM	Opening Night Networking Reception <i>Expo Hall</i> Sponsored by: Gilbane   Johnson Controls   PFAL   Winstead					
	Higher Education Networking Reception <i>Chaparral Ballroom (38th floor of Sheraton Hotel, Center Tower 2)</i> Sponsored by: Balfour Beatty Campus Solutions   Greystar   The Scion Group   Servitas					

# Schedule-at-a-Glance

**TUESDAY, MARCH 5**

7:30 AM - 8:30 AM	Networking Breakfast Sponsored by: Acciona   The Michaels Organization   Oracle   Webcor					
8:30 AM - 9:00 AM	Keynote Address: Former Congressman Bill Shuster, Chairman of the House Transportation Committee					
9:00 AM - 10:00 AM	The Health of the P3 Industry – Panel Discussion					
9:30 AM - 12:30 PM	P3 Public Building Flash Workshops (Open to Public Sector Attendees Only   Advanced Registration Required) <i>Chaparral Ballroom (38th floor of Sheraton Hotel, Center Tower 2)</i> Sponsored by: The Performance Based Building Coalition					
	Ballroom D1	Ballroom D2	Ballroom D3	Ballroom A1	Ballroom A2	Ballroom A3
10:15 AM - 11:15 AM	Prioritizing Diversity and Inclusion in the P3 Community	How Does an Owner Manage a P3 Contract?	P3 Showcase Session – LA-WA's ConRAC Project	Debunking Myths and Common Misconceptions About P3s	Key Issues and Considerations Impacting P3 Transactions	How to Get Ready to Procure a P3 Project?
10:15 AM - 11:15 AM	Networking and Coffee Break Sponsored by: Edgemoor Infrastructure & Real Estate   Ernst & Young Infrastructure Advisors, LLC					
	Ballroom D1	Ballroom D2	Ballroom D3	Ballroom A1	Ballroom A2	Ballroom A3
11:30 AM - 12:30 PM	Risk / Reward?: Challenging Issues with Design / Construction Risk Allocation	Optimizing Transportation Projects for P3 Delivery	Privately Placed Public Debt: Risk Transfer, Equity and Key Considerations in the P3 Sector	P3s in Texas – Current Trends and Topics from the Lone Star State	Case Study Spotlight: Howard County Circuit Courthouse	The Evolving Federal Role in State & Municipal Infrastructure Delivery
12:30 PM - 2:00 PM	Networking Lunch Sponsored by: Fengage   Fitch Ratings   Meridian Infrastructure   WSP					
12:45 PM – 1:45 PM	Lunch Workshop 1: Avoiding Potholes: Credit Perspectives on the US P3 Market for Investors & Grantors   <i>Ballroom A2</i> Lunch Workshop 2: Syracuse University Infrastructure Institute Think Tank (Invitation Only)   <i>Ballroom A1</i>					
	Ballroom D1	Ballroom D2	Ballroom D3	Ballroom A3	Lonestar Ballroom A (upstairs)	
2:00 PM – 3:00 PM	CSU San Marcos Extended Learning Complex - A New Paradigm in P3s	Creating a P3 Program	Avoiding Risk Allocation in a Vacuum – Aligning Risk Transfer and Incentives in P3s	The Cutting Edge of Social Infrastructure P3s; Case Studies of Successful Large and Small Projects	Interactive Roundtable Discussions	
3:00 PM – 3:15 PM	Networking and Coffee Break Sponsored by: Husch Blackwell   Public Facilities Group					
	Ballroom D1	Ballroom D2	Ballroom D3	Ballroom A1	Ballroom A2	Ballroom A3
3:15 PM – 4:15 PM	PennDOT's Rapid Bridge Replacement Project	Deconstructing P3s: Lifting the Hood and Taking the Engine Apart	Creating Successful Private-Public Partnerships	Flipping the Script On DB-FOM: A OMDBF User's Guide	Local Green Shoots: P3s at the City Level	Is Risk Transfer Frightening Off Some Key Market Players?
4:30 PM – 5:30 PM	Convergence of High Tech & Traditional Infrastructure   Keynote Address: Karl Reichelt - <i>Dallas Ballroom BC</i> Political Risk in P3s – Panel Discussion - <i>Dallas Ballroom BC</i>					
5:30 PM - 7:00 PM	Networking Reception <i>Expo Hall</i> Sponsored by: AON   Becker   Rutan & Tucker LPP   Strategic Partnerships, Inc.					

# Schedule-at-a-Glance

WEDNESDAY, MARCH 6

7:00 AM - 8:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: ARUP   KPMG   Nossaman LLP   Plenary					
7:15 AM - 8:00 AM	Owners' Roundtable Breakfast Meeting (Open to Public Sector Attendees Only) <i>Dallas Ballroom A1</i>					
8:00 AM - 8:20 AM	Keynote Address: Secretary Ben Carson, United States Secretary of Housing and Urban Development <i>Dallas Ballroom BC</i>					
8:20 AM - 9:15 AM	Affordable Housing: Greater Choice in Where to Live <i>Dallas Ballroom BC</i>					
	Ballroom D1	Ballroom D2	Ballroom D3	Ballroom A1	Ballroom A2	Ballroom A3
9:30 AM - 10:30 AM		P3's and Smart City Planning	Maryland: Big Challenges, Bold P3 Solutions	P3 Deal Day - Project Presentations	The POWER of P3: Utility Plants, District Energy, Energy Efficiency and the Positive Impact of Private Investment in Higher Education	How to Implement Airport Projects Through a P3
10:30 AM - 10:45 AM	Networking and Coffee Break <i>Expo Hall</i> Sponsored by: EllisDon   PCL Construction					
	Ballroom D1	Ballroom D2	Ballroom D3	Ballroom A1	Ballroom A2	Ballroom A3
10:45 AM - 11:45 AM		P3 and Mitigating Governmental Liability - Termination Issues	A Public-Private Partnership with a Philanthropic Component (P4)		Seizing Upon Opportunity Zones and Creating Value	LA County Vermont Corridor Development Case Study: An Integrated Approach to Best Value
12:00 PM - 12:30 PM	P3 Questions and Answers Discussion Session: What Are the Next Steps? Where to Go from Here? <i>Dallas Ballroom BC</i>					
12:30 PM	End of Conference and Expo   Exhibitor Breakdown					
1:00 PM - 4:00 PM	Site Tour - Dallas Star/Cowboys Training Facility <i>Meet in Lobby of Sheraton Hotel for Shuttle Pick Up   Advanced Registration Required</i>					

## AGENDA: MONDAY, MARCH 4, 2019

### PRE-CONFERENCE ACTIVITIES

8:00 AM – 12:30 PM

#### Conference Check In & Registration

Expo Hall

9:00 AM – 11:00 AM

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

Dallas Ballroom A2+A3

Join industry leaders and AIAI members for breakfast and an interactive conversation specifically tailored to the needs of agencies that are evaluating P3s. This pre-conference session is designed for those beginning to explore P3s and are seeking to better understand where alternative and accelerated project delivery methods can be applicable. Learn about when P3s do and do not make sense, 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 capital repairs and deferred maintenance, and what are some of the first steps to make when considering the P3 route.

Public sector attendees can confirm their attendance by emailing [lbuglione@aiai-infra.org](mailto:lbuglione@aiai-infra.org)

#### Presenters:

Sallye Perrin, Senior Vice President, WSP

Bryan Kendro, Vice President of Project Development, Star America Infrastructure Partners, LLC

Sia Kusha, P.E., FACEC, Group Head Project Development & Partnering, Plenary Group

Thomas Mulvihill, Managing Director, KeyBanc Capital Markets

Mary Scott Nabers, President & CEO, Strategic Partnerships, Inc.

Luis Palazzi, Managing Director, ACCIONA Infrastructure (USA)

Scott Zuchorski, Co-Head of US Transportation and Infrastructure, Fitch Ratings

Special thanks to:



9:00 AM – 11:30 AM

#### P3C Site Tour - P3 Hits the Highway: A Tour of Dallas's LBJ Express

Advanced Registration Required | Meet in Lobby of Sheraton Hotel for Shuttle Pickup



Experience firsthand one of the largest public-private partnership transportation projects in Texas! The LBJ Express project team will host a limited number of attendees for a free, two-hour bus tour of the \$2.7 billion highway reconstruction project along Interstates 635 and 35E and Loop 12, which was completed in September 2015.

Tour participants will get an up-close look at the roadway, including the

innovative managed lanes (known as TEXpress Lanes) which utilize real-time data to adjust toll rates to reduce congestion. This year's tour will also include a stop at the LBJ Express operations center for a look at the technology behind the 13-mile P3 project.

To reserve a spot on this tour please email [karen@thep3conference.com](mailto:karen@thep3conference.com)

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## FORMAL CONFERENCE ACTIVITIES

1:00 PM – 1:20 PM

**Conference Start: Welcome & Opening Remarks**

*Dallas Ballroom BC*

Conference delegates are welcomed with a short synopsis of this year's program, a P3 market overview, and a thank you to our sponsors and event partners.

**Presenters:** Dale Bonner, Executive Chairman, Plenary Concessions  
Tyson Iravani, Director, The P3 Conference

1:20 PM – 1:40 PM

**Keynote Address: James Ray, Former Special Advisor to the Secretary for Infrastructure, U.S. Department of Transportation**

*Dallas Ballroom BC*



Setting the stage for this year's conference, we welcome Mr. James Ray to provide a review of some of the major developments of the past year and discuss the major political, policy, and project developments that are likely to define the U.S. P3 experience in 2019.

1:40 PM – 2:00 PM

**Prospects for P3: The Probable Impact of the Midterm Elections on Federal Infrastructure Initiatives**  
**Keynote Address: Jill Jamieson, Managing Director, JLL Public Institutions**

*Dallas Ballroom BC*



In her keynote, Ms. Jill Jamieson will take a close look at the nation's infrastructure crisis, its causes and consequences, as well as the general investment requirements needed to address the crisis. Her discussion will also address infrastructure finance and delivery trends and policy initiatives at the federal, state and local levels, as well as how all of this is influencing the use of public-private partnerships.

2:00 PM – 3:00 PM

### **P3s at All Levels: A Discussion with State and Local Officials**

*Dallas Ballroom BC*

As more cities and states begin to open alternative delivery/P3 offices around the United States the interaction between those offices within a state will have to worked-out. This year's opening panel brings together the few city-state P3 office teams active in the U.S. today. What are the benefits of this dual-center situation? What are the challenges they face when working together or separately? Are they even speaking to each other? In this session we welcome public-sector leaders from across the country as they join to share their experiences and expectations.

#### **Moderator**

Seth Miller Gabriel, Director of Strategic Initiatives and Programs, AIAI

#### **Panel**

Secretary Pete Rahn, Secretary of Transportation, Maryland Department of Transportation

Dr. Joshua Schank, Chief Innovation Officer, LA Metro

Sam Beydoun, Deputy Secretary, Illinois Department of Transportation

Tom Budescu, Managing Director of Finance, Chicago Infrastructure Trust

Piper Darlington, Budget & Special Projects Manager, Colorado HPTE

Emily Hauber, Executive Director, Office of Performance Based Infrastructure, City & County of Denver

3:00 PM – 3:15 PM

### **Networking and Coffee Break**

*Expo Hall*

Sponsored by:



3:15 PM – 4:15 PM

### **P3 Considerations in the Early Stages**

*Dallas Ballroom D1*

This session reviews the major considerations to be made in the early stages of a P3 project development: including assessing the feasibility of a project and understanding what types of projects are best served by P3 delivery. And will discuss where funding can come from for a P3 and how a project will be financed, while also reviewing best practices for successful private sector project engagement and involvement. Panelists will also examine the merits and risks of P3 structures, explore specific benefits that can be achieved by owners, and consider how such elements can play out in the selection of P3 projects.

#### **Moderator**

Lee Weintraub, Co-Chair of PPP Practice, Becker

#### **Panel**

Kathryn Roos, Interim Director, DC Office of Public-Private Partnerships

Lindsay Stowell, Senior Vice President, JLL

Geoffrey Stricker, Managing Director, Edgemoor Infrastructure & Real Estate

Jared Everett, Senior Vice President of University Partnerships, Greystar

3:15 PM – 4:15 PM

### **Public Buildings 101: The What, Why, and How**

*Dallas Ballroom D2*

Although the US P3 market has been dominated by transportation projects, the backlog of dilapidated public buildings is staggering. This discussion highlights case studies and lessons learned from US P3 public building efforts as well as failed procurements. In addition we will answer key questions, including: What is the value proposition for a building P3?; What are the unique stakeholder concerns that must be anticipated?; How can you determine whether a building project is suitable for P3?; What can a public sector owner do to ensure a successful procurement and ultimately a successful project; What obstacles are hindering the US P3 public building market?; How can you join the national coalition to advance public building P3s? This will be an interactive discussion led by members of the Performance Based Building Coalition with the audience, so please come, learn, and participate!

#### **Moderator**

Samara Barend, Senior Vice President, AECOM

#### **Panel**

Barney Allison, Partner, Nossaman LLP

Claudio Andreetta, Director, P3 Business Development, Johnson Controls

Danny Giacomel, Vice President, EllisDon Capital, EllisDon

Emily Hauber, Deputy Legislative Director, City and County of Denver

Teri Jones, Building Group President, Sundt

3:15 PM – 4:15 PM

### **Project Delivery Process - LAX ConRAC**

*Dallas Ballroom D3*

Not every project is well-suited to be issued under a P3 delivery process. However, when a DBFOM P3 availability payment based structure appears to be the right solution for a project, what analysis is required by the client to confirm this decision? Once the P3 delivery program is confirmed and advertised, what steps are required from proponents to assemble the right teaming partners? And once the right team is confirmed, what efforts are required to harness the very best from all partners during the pursuit to provide best value to the client and win the competition? In this session, the successful LA Gateway Partners team and their client, LAWA, will take you through their multi-year LAX ConRAC P3 delivery experience, describing the ups, downs, and lessons learned along the way.

#### **Moderator**

Chris Rick, P3 Project Director, PCL Construction Services

#### **Panel**

Jake Adams, Airport Program Manager, Los Angeles World Airports

Jensen Clarke, Vice President, Fengate Asset Management

Jim Fuja, Director-Performance Infrastructure, Johnson Controls

Rick Patterson, President, MVI Field Services

Jeff Weiner, AIA, Executive Vice President, PGAL



3:15 PM – 4:15 PM

### **Comparing and Contrasting P3 Delivery Models in Higher Education**

*Dallas Ballroom A1*

As the use of P3s continues to expand in the U.S. higher education sector, we have seen various “P3” models being used, ranging from conventional real estate lease structures to first-time use of availability payment models. How can a public owner determine which delivery model is best suited for its project? Our panel of experts will discuss the myriad factors to be considered in selecting an optimal P3 delivery model for a project, given the varying needs and objectives of higher education institutions and their stakeholders.

#### **Moderator**

Daniel Feitelberg, Principal, Advisory, KPMG

#### **Panel**

Patrick Martin, Assistant Vice President - Real Estate, Public Partnerships, and Compliance, Louisiana State University

Angel Rivera, Vice President Development, Servitas

Phillip Ray, Vice Chancellor for Business Affairs, Texas A&M University System

Bob Shepko, Division President, Campus Solutions, Balfour Beatty Investments

Jeffrey Turner, Executive Vice President, Brailsford & Dunlavey

3:15 PM – 4:15 PM

### **Disadvantaged Business Enterprise Program Administration and Implementation in Alternative Contracting**

*Dallas Ballroom A2*

Public-private partnerships offer the opportunity to leverage participation by small businesses and regional employers. Federal funding participation mandates create a platform on which to build and restore infrastructure. P3s encourage private investment in public works and the local economy while inducing direct and indirect job growth. The Federal Highway Administration has led the way in establishing the framework for DBE participation on transportation/infrastructure projects involving Federal funds. Private sector practitioners have responded by leveraging expertise and a wealth of experiences in developing partnerships. Centered on the newly released “Disadvantaged Business Enterprise Program Administration and Oversight on Projects with Alternative Contracting and Procurement Methods” the panelists will represent different perspectives and share best practices that support successful integration of the DBE program on the P3 projects for DBE businesses, the public sponsor and the concessionaire/contractor.

#### **Panel**

Angela Berry-Roberson, Esq, Advocate for Corporate Diversity and Inclusion Compliance, Ferrovial Agroman

Leslie Martin, District Civil Rights Manager, Virginia Department of Transportation - Northern Virginia District

Michelle Randall, ESQ., Assistant Vice President, Zurich Surety Risk Solutions

Christine Thorkildsen, DBE/Contractor Compliance Program Analysis, Headquarters Civil Rights, FHWA

3:15 PM – 4:15 PM

### **Applying Design-Build Best Practices to P3 Delivery Independence**

*Dallas Ballroom A3*

This discussion examines the intersection of current design-build practices and how those practices can 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. Join us for an interactive discussion identifying key issues and risk transfer considerations unique to design-build delivery. The panel will focus on the core components that organizations need in order for a design-build project to become a P3. The panel will consider some of the following questions: What characteristics exist in design-build projects makes them worth becoming a P3? How can an organization prepare 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- versus performance- based requirements? Is there a progressive design-build option within the P3 framework? How do does the risk transfer and securitization of existing DBO models compare to typical P3 practice? And how can commissioning approaches and acceptance metrics for design-build and DBO projects be applied in a P3 environment?

### **Moderator**

Sallye Perrin, Senior Vice President, WSP

### **Panel**

James Geer, Senior Vice President, Sundt Infrastructure Development

Matt Girard, Group Head – Civil Division, Plenary

Mike Kirk, Senior Vice President - National Alternative Delivery, Louis Berger

Stephanie Wagner, Partner, Mayer Brown

Joe Wingerter, Vice President Project Development, Kiewit Corporation

4:30 PM – 5:30 PM

### **The Perfect P3: Differentiators and Deterrents**

*Dallas Ballroom D1*

Leveraging decades of delivering complex P3s across multiple continents, our panel of experts explore the differentiators that can deliver 10x the value, as well as the ugly truths of some of the most catastrophic failures.

### **Moderator**

Joshua Lalonde, Vice President, WT Partnership

### **Panel**

Ben Deeley, Vice President, EllisDon Capital

Matt Rossi, Vice President, Webcor

Guy Wilkinson, Partner, Infrastructure Advisory, KPMG

4:30 PM – 5:30 PM

### **P3s for Small and Mid-Sized Public Agencies: Is My Local-Serving, Mid-Size (\$3-300M) Project a Viable P3?**

*Dallas Ballroom D2*

A P3 approach can be tailored to local serving and community-based projects as well as regional-serving MEGA projects. A P3 is not one deal structure; it is a continuum of private involvement in public projects and public investment in private projects. This session will explore innovations in hybrid real estate/social infrastructure P3 projects and review the utility of various procurement, project delivery, and financing structures that should be considered for small- to mid-sized projects and/or local governments. The focus will be on best practices and lessons learned, presented in an engaging and lively

format. This session is designed for Public Officials that are: Still confused by the definition of a “P3” and looking for clarity, Wondering if their deal is large enough to be a “P3”, Overwhelmed by prospect of a 30-year O&M contract or a fully integrated DBFOM deal structure

### **Moderator**

Seth Merewitz, Partner; Chair P3 Working Group, Best Best & Krieger

### **Panel**

Korin Crawford, Executive Vice President, Griffin|Swinerton

Brian Cullen, President & CEO, VICO Infrastructure Company

Jose Galan, Assistant Director, Miami-Dade County/Internal Services Department

David Hart, President & CEO, Steinberg Hart

4:30 PM – 5:30 PM

### **Challenges and Opportunities in 2019**

*Dallas Ballroom D3*

As the U.S. P3 market advances, public and private participants alike face a unique set of challenges and opportunities. In 2018, certain P3 sectors including transportation and utility infrastructure scaled quickly, while others, including social infrastructure, moved forward more deliberately. With the U.S. facing an increasing \$4T+ infrastructure backlog and public or social capital becoming increasingly scarce, P3s have not been adopted as frequently domestically. This year’s panel of market-shaping investors, builders, operators, advisors and public partners will explore the trends that underpinned past success, candidly discuss what the obstacles have been and where we can go moving forward.

### **Moderator**

Darin Early, Managing Director, Gilbane Development Company

### **Panel**

Claudio Andreetta, Director, P3 Business Development, Johnson Controls

Brian Barth, Transportation Program Officer, Texas Department of Transportation

Ricardo Bosch, North American Business Development Director, Cintra

Jensen Clarke, Vice President, Fengage Asset Management

Tim Eachus, Managing Director, JLL

4:30 PM – 5:30 PM

### **Delivering Quality in P3 Infrastructure Through a Performance-Based Approach**

*Dallas Ballroom A1*

The output-based specifications within a P3 contract are structured around meeting the expectations of owners by ensuring particular performance outcomes throughout the lifecycle of the asset. The corresponding performance measures are designed to guarantee a certain level of “quality” in the delivery of the project. This session explores both the public and private sectors’ expectations and experience of delivering quality in P3 infrastructure through a performance-based approach. In addition, the session will discuss the contractual relationships and mechanisms typically put in place to effect performance and provide quality certainty.

### **Moderator**

Michael Kerrigan, Principal, Infrastructure Transaction Advisory, Mott MacDonald

**Panel**

Michael Gage, Project Manager, North Tarrant Express P3, TxDOT  
Bill Maddex, CEO Portsmouth Gateway Group, Portsmouth Bypass DBFOM Ohio  
Jeff Wagner, Vice President of Business Development, North America, Ferrovial Agroman  
Dr. Shawn Wilson, Secretary of Louisiana Department of Transportation and Development

4:30 PM – 5:30 PM

**Enabling Technological Advances in Infrastructure – the Future of P3 Projects**

*Dallas Ballroom A2*

This session will explore the future of public infrastructure and discuss the new face of the P3 market. Colleagues with experience from state, local, transit and social infrastructure will discuss those experiences and insight into new approaches to leverage private sector resources to this exciting and evolving market.

**Moderator**

Alex Seleznyov, Director, KPMG

**Panel**

John Dionisio, Business Development Director, Meridiam  
Orlando Montan, Director, Verizon Smart Communities  
Kathryn Roos, Interim Director, DC Office of Public-Private Partnerships  
Tom Schenk, former Chief Data Officer and Deputy CIO, City of Chicago  
Jeremy Shulman, Senior Account Executive, Oracle

4:30 PM – 5:30 PM

**Financing 101 - Understanding Funding vs Financing and Everything in Between**

*Dallas Ballroom A3*

This session will introduce fundamental financial topics related to public-private partnerships. We also review how public-private partnership 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. Lastly, we examine which P3 structure work best for a specific project or to meet the specific goals of an agency, delving into how each structure impacts the project viability, the return to the agency; and credit profiles and balance sheet.

**Moderator**

Alistair Sawers, Head of P3 Advisory, TranSystems

**Panel**

Benjamin Djiounas, Executive Director, J.P. Morgan Securities LLC  
Ryan Prince, Senior Vice President, John Laing  
Anne Rabin, Senior Vice President, Hochtief PPP Solutions North America, Inc.

5:30 PM - 7:30 PM

**Opening Night Welcome Reception**

*Expo Hall*

Join us at this special networking event for all conference speakers and delegates.

Sponsored by:



**Higher Education Networking Reception**

*Chaparral Ballroom (38th Floor of Sheraton Hotel, Center Tower 2)*

Enjoy the incredible Dallas skyline and join us this evening on the 38th floor for this unique networking reception for those involved in campus planning and higher education.

Sponsored by:



## AGENDA: TUESDAY, MARCH 5, 2019

7:30 AM - 8:30 AM

### Networking Breakfast

Expo Hall

Sponsored by:



8:30 AM - 9:10 AM

### Keynote Address: Former Congressman Bill Shuster, Chairman of the House Transportation Committee

Dallas Ballroom BC



We welcome Mr. William "Bill" Shuster who served as a Republican member of the U.S. House of Representatives from the state of Pennsylvania for eight terms. Mr. Shuster represented Pennsylvania's 9th Congressional District and served as Chairman of the House Transportation Committee. He joins us to discuss his experience and expectations for infrastructure focused legislation, and will share his insight and reflections on the Federal role in advancing American infrastructure.

9:10 AM - 10:00 AM

### The Health of the P3 Industry

Dallas Ballroom BC

Given the decisions of several large contractors to exit the P3 market and several P3 projects (Michigan Labs, Penn Fiber, George Massey) being canceled and others being delayed (Fargo Moorhead Water Diversion Project and DC Lighting), we have received a lot of questions about the long-term viability of P3 procurement model. Join us with some of the industry's leading thought-leaders on a discussion focused on highlighting: (1) the number of projects on the horizon and what is attractive to the market players; (2) why the industry remains committed to the P3 model; and (3) how the P3 model can be strengthened moving forward.

#### Moderator

Carol Stark, Director, Infrastructure Solutions, Aon

#### Panel

Sam Beydoun, Deputy Secretary, Illinois Department of Transportation

John Dionisio, Business Development Director, Meridiam

Lauren Green, VP, Asset Development, Kiewit Canada Development

Kevin Healy, Infrastructure Director, InfraRed Capital Partners

Belen Marcos, President, Cintra

Dr. Joshua Schank, Chief Innovation Officer, LA Metro

Aaron Toppston, Senior Development Manager, Walsh

10:15 AM - 11:15 AM**Prioritizing Diversity and Inclusion in the P3 Community***Dallas Ballroom D1*

Although progress has been made, there is clearly a need for greater industry inclusion. This panel will explore diversity in the P3 community -- What is it? Why is it needed? How do we promote it? Diversity initiatives, whether targeting racial, economic, gender, or cultural diversity, are needed to ensure our industry continues to evolve. We will address why everyone, whether owner, developer, construction worker or service provide, needs to prioritize to ensure we are eliminating bias and continue to make progress to achieve diversity and inclusion in hiring and in the workplace, whether at an individual's company, at mediation or in court. The panel will examine some of the challenges in accomplishing inclusion in industry, especially at the leadership level. Through an open dialogue, panel and attendees will leave this event with a better understanding of what they can do to boost inclusion and diversity in their area of the construction industry.

**Presenters**

Barbara Kushner, President &amp; CEO, Armand Corporation

Secretary Pete Rahn, Secretary of Transportation, Maryland Department of Transportation

Marlon Smith, Managing Director, JLC Infrastructure

10:15 AM - 11:15 AM**How Does an Owner Manage a P3 Contract?***Dallas Ballroom D2*

In P3s, owners' roles change from direction to oversight. How does that work? How can owners feel comfortable that they are getting what they are paying for? How do owners measure performance? What happens in the field? Hear from a panel on how oversight in P3 work from a practical standpoint in the field.

**Moderator**

Jennifer Drake, Co-Chair of PPP Practice, Becker

**Panel**

Korin Crawford, Executive Vice President, Griffin|Swinerton

Piper Darlington, Budget &amp; Special Projects Manager, Colorado HPTE

Morteza Farajian, Ph.D., Director, Office of Public-Private Partnerships, Virginia DOT

Sue Lee, Senior Managing Director, Infrastructure Advisory, EY

10:15 AM - 11:15 AM**P3 Showcase Session – LAWA's Consolidated Rent-A-Car Facility (ConRAC) Project***Dallas Ballroom D3*

LAWA recently completed the procurement of its Consolidated Rent-A-Car Facility (ConRAC) project. The project will result in the largest ConRAC in the nation and the first ConRAC delivered through an availability payment P3 model. The 5.3 million square foot ConRAC facility will include over 20,000 parking spaces, a multi-level quick turnaround facility and be the terminus of the automated people mover (APM) that will connect the project with Los Angeles International Airport. The panel will provide insight into LAWA's objectives for the ConRAC project, elements of the P3 delivery process and key issues LAWA encountered in procuring the project. These issues include changes in the rental car

market, aesthetics, key regulatory approvals and integrating rental car industry representatives into the procurement process.

### **Moderator**

Patrick Harder, Partner, Nossaman LLP

### **Panel**

Jake Adams, Airport Program Manager, Los Angeles World Airports  
 Mac Bell, Director & Head of P3 Investments, Fengage Asset Management  
 Rick Griffin, Associate Vice President, Jacobson | Daniels  
 Ryan Yakubik, Chief Financial Officer, Los Angeles World Airports

10:15 AM - 11:15 AM

### **Debunking Myths and Common Misconceptions about P3s**

*Dallas Ballroom A1*

Every society needs infrastructure to function and access to good public infrastructure defines the basic quality of life for many people across different segments of the population. The growing trend of urbanization has put into spotlight the need for better public infrastructure like never before. But many governments are faced with a deficit for investments in basic infrastructure. While there is growing demand for better infrastructure, there are also many common misconceptions about how alternative forms of delivery can bridge our ever-growing infrastructure investment deficit. As any creative approach to project delivery gains popularity and public attention, many misunderstandings of such an approach may occur. P3s are no exception, and some long-held myths exist regarding all aspects of P3 deals: for example, P3s are a way of getting the private sector to fund public sector initiatives without any obligations to the public sector to make contributions; P3s take away jobs from public sector employees and unionized workers; or, from another perspective, P3s may take away jobs from private sector employees; or even, P3s allow foreign firms to come into North America and take jobs away from Americans. Our panel of experts will discuss common misconceptions about P3s.

### **Moderator**

Guy Smith, P3 Advisory Services, Rider Levett Bucknall

### **Panel**

John Medina, Vice President – Senior Credit Officer for Global Project & Infrastructure Finance Group, Moody's Investors Service  
 Gary Moriarty, Regional Business Development Manager, Swinerton  
 Marlon Smith, Managing Director, JLC Capital  
 Scott Sumners, Vice President, Rider Levett Bucknall

10:15 AM - 11:15 AM

### **Market Movers: Key Issues and Considerations Impacting Upcoming P3 Transactions**

*Dallas Ballroom A2*

This panel will discuss key issues and considerations facing public sector representatives managing P3 projects at various stages of development (pre-procurement, procurement, closing and execution). Based upon lessons learned from several P3's in the market we will share valuable insights into public sector decision-making for projects across multiple sectors.



**Moderator**

Jill Jamieson, Managing Director, JLL Public Institutions

**Panel**

Anthony Hooper, Support Services Supervisor, City of Lake Oswego

Shawn Matlock, Director of Capital Programs, Prince George's County Public Schools

Aaron Snyder, Funding and Financing WIFIA and P3 Program Development Team Lead, USACE Infrastructure Team

10:15 AM - 11:15 AM

**How to Get Ready to Procure a P3 Project?**

*Dallas Ballroom A3*

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 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**

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

**Panel**

Claudio Andreetta, Director, P3 Business Development, Johnson Controls

Denis Braham, Shareholder, Winstead PC

Deborah Brown, Vice President, WSP

Bryan Kendro, Vice President of Project Development, Star America Infrastructure Partners, LLC

Sia Kusha, PE, FACEC, Group Head Project Development & Partnering, Plenary Group

11:15 AM - 11:30 AM

**Networking and Coffee Break**

*Expo Hall*

Sponsored by:



11:30 AM - 12:30 PM

**Risk/Reward?: Challenging Issues with Design/Construction Risk Allocation**

*Dallas Ballroom D1*

Effective and efficient risk allocation is central to any successful P3. When new or refurbished assets are involved, much of the front-end risk lies in the design and construction of the public facilities. Valuing and allocating this risk continues to challenge both the public and private sectors, particularly in light of the unique nature of each project and transaction. This session explores key risk-related questions associated with project design and construction, including: Are public owners seeking to transfer

more risk than in the past? Is competition driving successful allocations? Are design-builders properly identifying risk during the pursuit phase, pricing and scheduling projects accordingly, and managing risk effectively through construction? Are they able to pass down risk to subcontractors and designers, and how able are subs and designers to accept such risk? Are question/comment processes and one-on-one meetings proving to be effective forums for achieving viable risk allocations? Is there risk to a public owner in soliciting and accepting proposals with unreasonable risk transfers? How are sponsors, lenders and rating agencies impacting the allocation of design and construction risks? What are the “lessons learned” from recent procurements, projects either under construction or completed, and the latest market developments? Are trends developing? If so, are these trends fostering a sustainable market?

### **Moderator**

Alison Ashford, Partner, Seyfarth Shaw LLP

### **Panel**

Roberto Agudo Peregrina, Business Development, Acciona

Bryant Farland, Senior Vice President, Skanska USA

Gary Moriarty, Regional Business Development Manager, Swinerton

Mark Polston, Principal, WSP

11:30 AM - 12:30 PM

### **Paving the Way to the Future: Optimizing Transportation Projects for P3 Delivery**

*Dallas Ballroom D2*

What happens when a private sector participant wants to optimize the design of a P3 transportation project? What is the interface between the private sector, the project owner and the Federal Highways Administration? This panel will utilize case studies to discuss the risks and benefits associated with design optimization, as well as security products for these risks. Panelists include representatives from a concessionaire, a department of transportation, the Federal Highways Administration and a risk management firm. Ways to overcome the challenges associated with third party approval requirements for project changes will be examined from these various perspectives to provide a path forward for the success of P3 projects.

### **Moderator**

Patricia de la Peña, Partner, Nossaman

### **Panel**

Alberto González Lalueza, Project Manager, Cintra

Scott Hall, P3 Project Manager, TxDot

Rob Hughes, Senior Vice President, Ames & Gough

11:30 AM - 12:30 PM

### **Privately Placed Public Debt: Risk Transfer, Equity and Key Considerations in the P3 Sector**

*Dallas Ballroom D3*

The use of privately placed public debt is gaining momentum as a P3 project finance option. One reason a selection committee recently chose one proposal over several others was the possibility of 100 percent financing through privately placed public debt. Proposals with equity investment came with higher interest rates; city-issued bonds required voter approval, putting the project at risk. The interest rate associated with privately placed public debt offered the most favorable cost of money. A multidis-

ciplinary panel will discuss how to evaluate the cost of money for equity investment versus public debt, inducing the use of conduit bonds.

#### **Moderator**

Charles Renner, Partner P3 Practice Chair, Husch Blackwell

#### **Panel**

Thomas Mulvihill, Managing Director and Group Head of the Infrastructure Finance and PPP, KeyBanc Capital Markets

Ian Tester, Managing Director, KPMG

Chris Vaeth, Vice President, McCownGordon Construction

11:30 AM - 12:30 PM

### **P3s in Texas – Current Trends and Topics from the Lone Star State**

*Dallas Ballroom A1*

Panelists will discuss a few of the P3 transactions currently taking place in Texas in both higher education and in local government, as well as some Texas-specific issues that both owners and developers should consider when procuring for or bidding on a P3, including how owners are dealing with unsolicited proposals, the ever-popular ground lease model, and the Texas sovereign immunity doctrine.

#### **Moderator**

Jeff Nydegger, Associate; Co-Chair, P3, Infrastructure & Project Finance Industry Group, Winstead PC

#### **Panel**

Nina Farrell, CCIM, Associate, CBRE

Lee Jackson, Former Chancellor, University of North Texas

Rob Roy Parnell, Executive Vice Chancellor, Texas State University System

Margaret Shaw, Economic Redevelopment Program Manager, City of Austin

11:30 AM - 12:30 PM

### **Case Study Spotlight: Howard County Circuit Courthouse**

*Dallas Ballroom A2*

The Howard County Circuit Courthouse will be the first P3 court project on the east coast, and the second nationally since the groundbreaking New Long Beach Court Building project. Commercial and financial close were reached concurrently in October 2018. The project agreement was structured as a DBFOM, or hybrid P3, with the project company providing all of the construction financing and approximately half the permanent financing. County general obligation bonds will finance a milestone payment for the remainder of the permanent financing at occupancy readiness. Panelists will include project leads for Howard County and for Edgemoor-Star America Judicial Partners, offering the public and private sector perspectives, along with the legal and financial advisors to the County. In a question and answer format, the panel will explore the key factors underpinning the County's decision to use a hybrid P3 approach, the efficient and timely completion of the transaction, and the balanced approach to risk allocation that guided the success of the project.

#### **Moderator**

Eric Petersen, Partner, Hawkins Delafield & Wood LLP

**Panel**

Brian Dugan, Managing Director, Edgemoor Infrastructure & Real Estate  
 Nikki Griffith, Bureau Chief for Debt Management, Howard County Maryland  
 James Littlefair, Senior Vice President, Project Finance Advisory Limited

11:30 AM - 12:30 PM

**The Evolving Federal Role in State and Municipal Infrastructure Delivery**

*Dallas Ballroom A3*

This session will take a close look at the role of infrastructure in the recent midterm elections and what we might expect in terms of federal initiatives under Trump's infrastructure plan. We will explore options for municipalities, states, and other public sector entities facing critical infrastructure needs, and draw on lessons learned to explore financing solutions for infrastructure needs in which Federal funding is uncertain or unavailable. Drawing on their experience, representatives from both the public and private sector will also compare and contrast the Trump Infrastructure Plan with those favored by Democrats with an eye towards identifying areas of overlap and commonality, and situations where a Federal role is most appropriate and those where it is not, and the role of P3 in financing infrastructure with and without Federal funding.

**Moderator**

Justine Kastan, Associate, Rutan & Tucker, LLP

**Panel**

Samara Barend, Senior Vice President, AECOM  
 Jill Jamieson, Managing Director, JLL Public Institutions  
 Karl Reichelt, President, Advisor  
 Jodie Misiak, Service Area Manager, Strategic Initiatives for Alternative Delivery Advisory, WSP

12:30 PM - 2:00PM

**Networking Lunch**

*Expo Hall*

Sponsored by:

**FENGATE**

**FitchRatings**

**meridiam**  
INVESTING FOR THE COMMUNITY

**WSP**

12:45 PM - 1:45 PM

**Lunch Workshop: Avoiding Potholes: Credit Perspectives on the US P3 Market for Investors and Grantors**

*Dallas Ballroom A2*

Fitch Ratings will host an interactive luncheon discussion sharing its perspectives having been involved in the financing of dozens of US P3 projects. Building on the fundamental overview of what P3 projects entail, Fitch will focus on key rating considerations when evaluating P3 projects as well as emerging trends in the industry. Credit considerations such as how completion, demand, cost, and grantor credit strengths are analyzed to develop an overall project rating will be a central theme of the discussion. The session will also include case study examples of financed projects that have gone well along with themes of projects that have experienced challenges.

**Speakers**

Chad Lewis, Senior Director – Co-Head US Transportation & Public Infrastructure, Fitch Ratings  
 Scott Zuchorski, Senior Director – Co-Head US Transportation & Public Infrastructure, Fitch Ratings  
 Eric Kim, Director – Public Finance, Fitch Ratings

12:45 PM – 1:45 PM

**Syracuse University Infrastructure Institute Think Tank (Invitation Only)**

*Dallas Ballroom A1*

Syracuse University has formed a unique Infrastructure Institute that is committed to developing the next generation of infrastructure leaders and professionals. Leaders of the Syracuse University Infrastructure Institute will gather with industry leaders to seek input, from the perspectives of both the Public Sector and Private Sector, regarding academic and educational offerings in infrastructure, research and commentary priorities regarding infrastructure delivery and policy, and a multi-disciplinary integration to advance Infrastructure delivery and policy.

2:00 PM – 3:00 PM

**CSU San Marcos Extended Learning Complex - A New Paradigm in P3s**

*Dallas Ballroom D1*

The new \$81 million Extended Learning Building complex represents a new paradigm in P3 projects. This is a highly unique partnership between public and private partners wherein both mutually fund, own and operate a P3 facility into perpetuity. Built on privately owned land, this new facility will not only be the largest instructional building at CSU San Marcos, but also one of the first major P3 academic facilities in the nation. This project is extraordinary in that it is expanding the boundaries of the campus footprint while merging it into the vibrant urban village of North City. Cal State San Marcos and North City will be linked virtually and physically through a developer-funded pedestrian bridge that connects the second level of the building with the campus, as well as a jointly owned parking structure. Retail and restaurants owned and operated by the private partner comprising the ground floor will further strengthen the bond between the campus and North City. And through private-sector efficiencies inclusive of project delivery risks transferred to the private partner, construction costs per square foot are reduced significantly while also meeting an accelerated schedule. Join panelists for an open discussion on the project's innovative P3 structure as well as some of the unique features, challenges, and lessons learned from undertaking such a project through this alternative delivery model.

**Moderator**

Jeff Baize, CEO, Brookhurst Development & Advisory

**Panel**

Neal Hoss, CFO & Vice President, CSU San Marcos  
 John Greenip, V.P. & General Manager, Turner Construction  
 Ricardo Rabines, Founding Partner, Safdie Rabines Architects

2:00 PM – 3:00 PM

**Creating a P3 Program**

*Dallas Ballroom D2*

As an increasing number of agencies embed P3 project delivery mechanisms in their capital programs, the need to address programmatic issues increases. This is driven by a requirement to provide clarity to the private sector while ensuring transparency is maintained for the agency's stakeholders and the public. An efficient and robust program requires rules and guidelines be in place, however agencies

are also realizing the benefits of establishing at a programmatic level scheduling and document control requirements; project criteria and procurement processes; alongside effective communications with stakeholders and the public through program websites and dashboards. This session will focus on the successes and challenges faced by agencies as they make the transition from procuring single one-off projects to developing robust P3 programs.

### **Moderator**

Grant Holland, Vice President, Mott MacDonald

### **Panel**

Bryan Kendro, Vice President of Project Development, Star America Infrastructure Partners, LLC  
 Gail Lewis, Director of Office of P3 Initiatives and International, Arizona Department of Transportation  
 Kathryn Roos, Interim Director, DC Office of Public-Private Partnerships  
 Yousef Salama, Innovation Manager for Public-Private Partnerships (PPP), LA Metro

2:00 PM – 3:00 PM

### **Avoiding Risk Allocation in a Vacuum – Aligning Risk Transfer and Incentives in P3s**

*Dallas Ballroom D3*

The effective use of the P3 model is predicated on contractually allocating risk to the party most able to effectively manage it, but such risk allocation cannot occur in a vacuum. Risk allocation between parties must be aligned with project fundamentals including performance, financing and payment obligations, to ensure that parties are sufficiently incentivized to effectively manage their respective risks once the signed concession agreement becomes effective.

Further, while much of the focus around P3 procurement is centered on the transfer of risk from the public sector to the private sector, private sector bidders should also consider how risk allocation within their consortiums can strengthen their bids. A diverse panel representing multiple perspectives will offer real world examples and insights on the critical links between effective risk transfer and incentives impacting both the private partner selection process and the successful implementation of the project concession agreement. This session was developed in partnership with Young Professionals in Infrastructure, YPI.

### **Moderator**

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

### **Panel**

Judah Gluckman, Advisor  
 William Gorham, Assistant Vice President, Project Development & Partnering, Plenary Group  
 Sara Hess, Counsel, Mayer Brown  
 Jodie Misiak, Service Area Manager, Strategic Initiatives for Alternative Delivery Advisory, WSP  
 Wilson Ortiz Vega, Vice President, Marsh

2:00 PM – 3:00 PM

### **The Cutting Edge of Social Infrastructure P3s; Case Studies of Successful Large and Small Projects**

*Dallas Ballroom A3*

Replacing aging local government buildings like Police Stations, City Halls, Courthouses and University Facilities present the majority of opportunity in the United States P3 market. A properly structured P3 can deliver large and small social infrastructure projects on a faster timeline and at less cost to the public agency, all the while, reducing construction risk, financing risk, and operations and maintenance

risk for the local government. By presenting case studies and a step-by-step approach, this session will introduce a cutting edge P3 delivery model that expedites timeline and produces significant savings for the public agency. Attendees will learn how to combine privately issued tax-exempt debt with a developer-led incentivized delivery model that outperforms other delivery models.

### **Presenters**

Erin Birkenkopf, Vice President, Public Facilities Group  
John Finke, President, Public Facilities Group

2:00 PM – 3:00 PM

### **Interactive Roundtable Discussions**

*Lonestar Ballroom*

A series of interactive roundtable conversations on P3 topics for attendees representing a government entity or higher education institution. Each conversation will last 25 minutes, and during the 60 minute session attendees can join 2 different tables. 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: 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**

Barney Allison, Partner, Nossaman LLP  
Brian Shell, P.E., Senior Technical Principal, WSP

#### **Table 2: Creating Connections with Experienced P3 Professionals**

AIAI's P3Direct is a complimentary program run by public sector experts for the public sector as a means to create a connection between experienced P3 professionals and those looking to gain more information on the model, across agencies at every level. Join us at the AIAI table to discuss how you can utilize P3 Direct to help your procurement efforts.

### **Presenters**

Lisa Buglione Executive Director, AIAI  
Seth Miller Gabriel, Director of Strategic Initiatives and Programs, AIAI

#### **Table 3: Asset Management Strategies for Deferred O&M**

O&M is a mounting challenge faced by facility managers across the country, and many have stated that operations and maintenance services are one of the biggest reasons for considering alternative delivery. Today administrators are evaluating delivery model structures that include long-term operations and maintenance obligations to address their deferred maintenance challenges and realize better asset management oversight. This roundtable will discuss contracted deliverables that can keep facilities in good repair and improve operating efficiency.

### **Presenter**

Claudio Andreetta, Director, P3 Business Development, Johnson Controls

#### **Table 4: Qualified Opportunity Zones: Explosive New Potential for the P3 Community**

The new Qualified Opportunity Zones program created in 2017's Tax Cuts and Jobs Act will unlock new funding mechanisms for investing in large-scale infrastructure development projects around the country, and will also be a critical tool to scores of projects to catalyze neighborhood revitalization through public private partnerships. That designated Opportunity Zones are designed around communities, infrastructure development will necessarily include related projects inside and outside these zones, the perfect catalyst for public private partnerships. This roundtable will look at the Opportunity Zones program and consider some of its most promising applications.

##### **Presenter**

Clarence Williams, Senior Government Relations Consultant, Becker

#### **Table 5: What is the Cost of Incorporating Carbon Emissions Mitigation and Sustainability Investments into Energy P3 Contracts?**

The nation's universities spend over \$14 billion annually on energy, which is expected to dramatically increase as the median life of energy infrastructure pass 50 years. As an example, the deterioration of campus steam and condensate return networks are expected to lead to significant unavoidable costs unless urgent investments are undertaken. As universities consider upgrading their energy infrastructure, careful consideration will need to be given to confluence of stakeholder's demands for carbon neutrality, legislative efforts to implement national emissions pricing, and the investments required to reduce campus energy demand through energy efficiency investments. This round table discussion will focus on how these strategic considerations can impact the structuring of P3 agreements to address campus wide energy asset renewal.

##### **Presenter**

Fred Morris, Director, KPMG Infrastructure

#### **Table 6: Capturing the Telecom P3 Opportunity to Enable Smart Cities**

Because of the advent of 5G telecommunications, growth in fiber demand, emergence of Connected Automated Vehicles, Intelligent Transportation Systems and other "Smart City" applications, there is pent-up demand for access to the right of way owned by cities and states. This creates the opportunity to create win/win P3s. EY will give a brief overview of the opportunity and demonstrate an economic valuation interactive tool that it has created to quantify the opportunity and drive a rapid evaluation of the P3 potential. It will show real examples of how it has applied this analysis in crafting successful projects for several cities and states.

##### **Presenters**

Marc Powell, Senior Managing Director, Strategy Leader | Infrastructure Advisory  
Ernst & Young Infrastructure Advisors, LLC

#### **Table 7: Project and Procurement Readiness**

We will discuss what is involved in preparing your organization for a successful P3 project and procurement. Projects need solid foundations on which to be built or they won't stand. Similarly, the process to getting the approval to move forward with the project utilizing the P3 approach and the procurement of the advisory team and ultimately the development partner needs a solid foundation as well or it will not stand. This session will be an interactive collaborative discussion on the elements involved in designing and building the foundation for the project process and approach to stand on. Developing "The Story"; the role of the project Champions; the make-up of the project team; internal and external stakeholder engagement; project governance; funding and financing options; procurement require-



ments and design; and market sounding are just a few of the nuances that define successful process structures and which we'll review.

**Presenter**

Bill Hvidt, President, The Hvidt Group

**Table 8: Land-Rich, Cash-Poor: Local Government P3s and Paying for Infrastructure with Real Estate**

For many local governments with infrastructure needs, leveraging existing real estate holdings to pay for that infrastructure is more appealing than budgeting for decades of availability payments. As a result, P3s at the local-government level are increasingly offering real estate development rights in lieu of cash payments to facilitate the private financing of public infrastructure—particularly social infrastructure. This roundtable focuses on these opportunities, with an eye towards identifying and managing the challenges and risks unique to this model of delivery.

**Presenter**

Eric Singer, Partner, Bilzin Sumberg

**Table 9: P3s and the Smart Building of Tomorrow**

How can investments in today's high-performance buildings impact tomorrow's triple bottom line (people, planet, and profit)? Learn how building technology has evolved from meeting the demands of energy, safety, and operational efficiency to directly contributing to occupant health & wellness, retention, staff productivity, and enhanced learning. Understand how an intelligent infrastructure, IoT applications and early planning with a technology partner can positively impact the design, construction, and operation of higher-education and government facilities through the P3 model.

**Presenter**

Michael White, Business Development Manager, Siemens Building Technologies

**Table 10: Funding vs. Financing in the P3 Context**

The terms "funding" and "financing" are often used interchangeably in the realm of public infrastructure, but they are not the same. While P3s offer alternative ways to finance projects—that is, lend money to pay for things like design and construction—they don't inherently solve the need to ultimately pay for those loans. One way or another, funding needs to be identified. This roundtable addresses the difference between funding and finance, and takes a look at various mechanisms for creating new funding sources and/or maximizing existing sources to achieve a positive and sustainable outcome for all involved.

**Presenter**

Steve Park, Partner, Ballard Spahr LLP

**Table 11: Street Lights: City vs Utility vs Smart City Technology Platform**

The costs for a city's street lights may be the largest utility bill the city has, yet despite the well-known significant energy and maintenance savings of LED street lights compared to older technologies, why aren't cities implementing such conversions immediately? Are the local utilities taking advantage of a captive customer by restricting efforts to lower the city's utility bill? Can P3 structures help deliver those savings and other benefits, sooner and/or better? What about smart city technologies for controls, safety, security and revenue generation opportunities? Can a city leverage its street light assets to help pay for other municipal needs?

**Presenter**

Michael Palmieri, President and Founder, P3 Point

### **Table 12: Key Aspects of a P3: Its Pros and Cons and Several Case Studies**

P3s are an excellent method of financing and developing important local government projects. Often, a governmental agency needs to construct a new public facility, such as a police station, parking garage or city hall, but does not have the funds to do so (and/or residents have no desire to pay for such a facility with higher taxes). In these circumstances, a public-private project can be of significant benefit. Moreover, because engaging in new construction is not a typical government function, the development of such a project can usually be accomplished with better quality and more cost-effectively by a private developer with substantial experience in such projects. In this session, we will explore the key aspects of a P3, its pros and cons and several case studies.

#### **Presenter**

Alexander Tachmes, Partner, Shutts & Bowen LLP

### **Table 13: Leveraging Real Estate Transactions for Administrative Headquarter Projects**

Government entities nationwide face familiar challenges of being asset rich but cash poor, with significant deferred maintenance needs, as they manage underutilized, expensive buildings. From administrative headquarters sites, to courts, to public safety complexes, CBRE is advising and representing state, local, and federal clients to leverage their existing assets to obtain new facilities, meet civic objectives, stimulate economic development, develop affordable housing, and improve citizen service. In this roundtable we describe creative approaches to unlock value in these assets and access developer-led solutions to occupancy needs through P3s.

#### **Presenter**

Peter Jansen, Southwest Regional Manager, Public Institutions & Education Solutions, CBRE

### **Table 14: Lessons Learned in Transit P3s and Similar Structures**

Several US and Canadian transit projects have utilized a DBFOM structure to utilize private sector expertise to develop, finance, and operate the project. We see many additional US cities looking at the procurement and development option for future transit build out. This roundtable discusses lessons learned from existing structures, and addresses topics that includes optimizing risk allocation, procurement options analysis, financial mechanisms, and flexibility for future expansion.

#### **Presenter**

Edward Fanter, Deloitte Advisory, Infrastructure & Capital Projects

3:00 PM – 3:15 PM

### **Networking and Coffee Break**

*Expo Hall*

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Public Facilities Group

3:15 PM – 4:15 PM

### **What Happens Once the Ink Dries? A Detailed Look into PennDOT's Rapid Bridge Replacement Project from Various Angles**

*Dallas Ballroom D1*

The Rapid Bridge Replacement (RBR) Project is a \$1.8B (\$899M design and construction cost) Public-Private Partnership (P3) to replace 558 geographically dispersed, poor bridges throughout the state of Pennsylvania in an accelerated timeframe (approximately 4 years) and includes maintenance of the replaced bridges for the next 25 years. This one of a kind project is currently reaching the conclusion of the design and construction phases of the project, with hundreds of the bridges now in the maintenance phase. The presenters will be taking an introspective look at the project from the perspective of both PennDOT and the Development Entity, as well as that of the rating agency. Discussion topics will include key take-aways the project achieved, lessons learned up through the construction phase, as well the views of the rating agency at both the bid phase and construction period.

### **Presenters**

Michael Bonini, Director, Public-Private Partnerships, PennDOT  
 Matt Girard, Group Head, Civil Division, Plenary  
 Gary Kleist, P.E., RBR Project Manager, PennDOT  
 Anne Selting, Analytical Manager, S&P Global Ratings

3:15 PM – 4:15 PM

### **Deconstructing P3s: Lifting the Hood and Taking the Engine Apart**

*Dallas Ballroom D2*

Over the past decade, the easy-to-say and innovative-sounding 'P3' acronym has been central to raising awareness in the US of non-traditional ways to improve public infrastructure delivery and performance. The underlying term 'public-private partnership' has evolved to cover a vast range of non-traditional approaches and transaction forms. But as we move beyond awareness and into actual decision-making and implementation, there's increasing recognition that broad descriptions and general statements about value are not enough. It's time to lift the hood and take the P3 engine apart. This panel explores ways to deconstruct and demystify P3s by considering their easier-to-understand parts: functional components, development and implementation steps, accessible analytical concepts and more precise definitions. Deconstruction sets the stage to 'reassemble' valuable parts into P3s that can be characterized as customized solutions tailored to the specific needs of each project – something that's likely to be especially relevant in the emerging 2019 legislative landscape.

### **Presenters**

Stephen Auton-Smith, Managing Director, Ernst & Young Infrastructure Advisors LLC  
 Ed Crooks, Infrastructure Advisor  
 Marcel Ham, Principal, IMG Rebel  
 Jennifer Hara, Director of PPP Services and The Institute for Public-Private Partnerships, A Tetra Tech Company  
 Gregory Johnson, Partner, Squire Patton Boggs (U.S.) LLP  
 Mike Patella, Senior Policy Advisor, EPA

3:15 PM – 4:15 PM

### **Creating Successful Private-Public Partnerships**

*Dallas Ballroom D3*

This panel of private developers will offer insight into what made their private-public partnerships successful. Panelists will provide tips for private developers on how to best manage the challenges of a partnership with a public entity, including: strategies for forging a lasting partnership; techniques for creating effective business models; and how to successfully navigate curveballs and headwinds.

**Moderator**

Ted Hunter, Partner, Chair, Real Estate Practice, Lowenstein Sandler LLP

**Panel**

Tony Elkins, Commercial Director Corporate & Business Development, Cintra

Shawn Kerachsky, Strategist, Corvias

Josh Smith, Senior Vice President, Balfour Beatty Campus Solutions, Balfour Beatty Investments

3:15 PM – 4:15 PM

**Flipping the Script On DBFOM: A OMDBF User's Guide**

*Dallas Ballroom A1*

DBFOM marries an Owner to an O&M provider for 35 years, prior to any relationship being formed or an understanding of how an Owner operates their existing assets. Ever wondered why? A panel of experts will consider the conceptual approach of OMDBF and the early engagement of an O&M provider with existing assets prior to project execution.

**Moderator**

Adam Shaw, Executive Vice President, WT Partnership

**Panel**

Veronica Mendez, Vice President for Business Affairs, University of Texas San Antonio

Jensen Clarke, Vice President, Fergate Asset Management

Daniel Feitelberg, Principal, Advisory, KPMG

3:15 PM – 4:15 PM

**Local Green Shoots: P3s at the City Level**

*Dallas Ballroom A2*

With many cities considering their own entities, passing legislation, and developing projects, this panel discusses new approaches being taken at the municipal level. What types of projects are they taking on? What can states and the Federal governments do to help? In this session our panelists explore these questions in the context of several current projects, ranging from civil and social infrastructure to innovative technology.

**Moderator**

Jason Klumb, Attorney

**Panel**

Jill Jamieson, Managing Director, JLL Public Institutions

Kathryn Roos, Interim Director, DC Office of Public-Private Partnerships

Troy Schulte, City Manager, City of Kansas City, Missouri

3:15 PM – 4:15 PM

**Is Risk Transfer Frightening Off Some Key Market Players?**

*Dallas Ballroom A3*

Please refer to our conference mobile up for session and speaker updates!

4:30 PM – 4:45 PM

**Convergence of High Tech & Traditional Infrastructure****Keynote Address: Karl Reichelt***Dallas Ballroom BC*

To deliver resilient, adaptable, sustainable, future-proofed infrastructure, greater partnership among the P3 community and the technology sector is required. Whether it's SmartUtilities, SmartCities or SmartRoads, the likes of Google, Amazon, Tesla, and Verizon require a seat at the table with engineers, advisors, contractors, investors and operators in the development of public policy, procurement practices, technical requirements and commercial standards - especially so in P3s. In his address Mr. Karl Reichelt will argue how for the betterment of future infrastructure projects, a convergence of High Tech and traditional is essential.

4:45 PM – 5:30 PM

**Political Risk in P3s***Dallas Ballroom BC*

Political risk is a key consideration when private sector firms consider pursuing a P3. Political risk is also a hot topic for public officials as they consider a P3 project. In fact, political risk is such a critical issue, this panel will discuss it from the perspective of both sectors - public and private. The conversation will cover how politics and political risk impacts decisions made by all parties interested in P3 projects.

**Moderator**

Mary Scott Nabers, President &amp; CEO, Strategic Partnerships, Inc.

**Panel**

Ali Chaudhry, SVP &amp; Chief Development Officer, AECOM

Emily Hauber, Deputy Legislative Director, City and County of Denver

Martin Klepper, Chairman, Fengate US Infrastructure

Kathryn Roos, Interim Director, DC Office of Public-Private Partnerships

Yousef Salama, Innovation Manager for Public-Private Partnerships (PPP), LA Metro

5:30 PM - 7:00 PM

**Evening Networking Reception***Expo Hall*

Join us at this special networking event for all speakers and delegates.

Sponsored by:



## AGENDA: WEDNESDAY, MARCH 6, 2019

7:00 AM - 8:00 AM

### Networking Breakfast

Sponsored by:



7:15 AM - 8:00 AM

### Owners' Roundtable Breakfast Meeting

*Dallas Ballroom A1*

This breakfast session will allow government officials at the local, state and federal level to discuss a diverse range of topics with their peers from across the country in an informal atmosphere. Whether you're a seasoned professional who's completed dozens of P3 projects or are just beginning to consider P3s as an option, there will be an issue of interest at these breakout table discussions where you can set the agenda. So bring your ideas!

8:00 AM - 8:20 AM

### Keynote Address: Secretary Ben Carson, United States Secretary of Housing and Urban Development

*Dallas Ballroom BC*



Dr. Benjamin S. Carson, Sr., M.D., was sworn in as the 17th Secretary of the U.S. Department of Housing and Urban Development on March 2, 2017. Appointed by the President, and a member of his Cabinet, the Secretary advises the President on housing issues, creates and implements policy, and oversees all programs in the Department. We welcome Secretary Carson as he joins us to discuss HUD's mission in creating strong, sustainable, inclusive communities and quality affordable homes and how public-private partnerships programs are able to play a vital role.

8:20 AM - 9:15 AM

### Affordable Housing: Greater Choice in Where to Live

*Dallas Ballroom BC*

Join a discussion on how Federal, local, and private parties are working together to preserve our country's public housing stock. This panel will examine the U.S. Department of Housing and Urban Development's Rental Assistance Demonstration (RAD)—a public-private partnership program that has proven to be a powerful tool to preserve public housing properties and address the \$26 billion nationwide backlog of deferred maintenance.

#### **Moderator**

John Parkinson, Advisor

#### **Panel**

Michael Gerber, President & CEO, Housing Authority of the City of Austin

Patrick Jordan, VP, Enterprise Advisors, Enterprise Community Partners, Inc.

Beth Van Duyne, HUD Regional Administrator (Region VI), U.S. Department of Housing and Urban Development

9:30 AM - 10:30 AM

**P3's and Smart City Planning**

*Dallas Ballroom D2*

While the long-envisioned cities of tomorrow still remain a distance way, we are in a time that fast-changing technologies are beginning to converge and link traditionally isolated public assets in unexpected ways that stand to improve quality of life, sustainability and economic competitiveness. We look at some of these projects and consider the role and opportunity for public-private partnerships to harness and apply technological disruptions to local government services, public spaces, buildings, and advance the public good. In this panel discussion we look at multi-modal transit systems projects, street lighting initiatives, self-sustaining energy grids designs, and other examples of smart projects and the challenges, complexities, and opportunities represented with each.

**Moderator**

Jason Nelson, Executive Director, Smart Cities Council

**Panel**

Trey Bowles, Co-Founder, Dallas Innovation Alliance

Max McLeod, Business Development Manager, Siemens Building Technologies

Suhrita Sen, Principal, Infrastructure Advisors LLC

9:30 AM - 10:30 AM

**Maryland: Big Challenges, Bold P3 Solutions**

*Dallas Ballroom D3*

Maryland is a rapidly developing market for public-private partnerships. Working to bring to reality multi-billion dollar transit and highway P3 projects, the state is building a strong program utilizing P3 to complement their existing procurement methods by availing themselves of every tool in the toolbox. Join us for an exciting discussion with key agency leaders as they share their approach to P3 and community engagement.

**Moderator**

Marshall Macomber, President, ThinkP3

**Panel**

Lisa Choplin, OP3 Director, MDOT State Highway Administration

Greg Slater, Administrator, Maryland State Highway

9:30 AM - 10:30 AM

**P3 Deal Day Session**

*Dallas Ballroom A1*

Presenters unveil insightful information about unreleased development projects and procurement opportunities. Sessions are designed for industry partners looking to develop new relationships with local governments and agencies interested in broadening their visibility and attracting new development partners for upcoming projects.

9:30 AM - 10:30 AM

## **The POWER of P3: Utility Plants, District Energy, Energy Efficiency and the Positive Impact of Private Investment in Higher Education**

*Dallas Ballroom A2*

In the context of constrained budgets and growing demands, public agencies and universities are considering innovative ways to secure their energy requirements and best leverage existing assets. This panel will discuss developing trends in P3s for energy systems, and identify opportunities and considerations for agencies evaluating their approach to energy. We will also cover how private sector innovation and investment is being utilized to connect and leverage products, services and energy to create value.

### **Moderator**

Thomas Mulvihill, Managing Director, KeyBanc Capital Markets

### **Panel**

Randy Clark, Vice President, NORESKO  
John Dionisio, Business Development Director, Meridiam  
Joshua Keniston, Chief of Staff, Dartmouth College  
George Spakouris, Managing Director, KPMG

9:30 AM - 10:30 AM

## **How to Implement Airport Projects Through a P3**

*Dallas Ballroom A3*

Airport authorities are increasingly looking to the private sector for funding and expertise to upgrade terminals, build transit links and generally bring the travelling experience through US airports up to international standards. A few airport authorities are leading the way with innovative structures that will mobilize private capital to fund infrastructure improvements and improve the customer experience while at the same time retaining overall control and responsibility for their public mandate to provide a safe and efficient environment for the travelling public. This session navigates through the benefits afforded by the different P3 models and discusses the key components that exist in successful airport infrastructure P3s currently underway in the U.S. Join a panel of industry participants as they discuss P3s in the context of the US airport infrastructure market and provide examples of options available to stakeholders to evaluate, plan, and execute a successful P3 airport project.

### **Moderator**

Paul Blundy, Partner, Bennett Jones LLP

### **Panel**

Earl Heffintrayer, Vice President - Senior Analyst, Moody's Investors Service  
Clay Paslay, President, Paslay Management Group  
Daniel Piñan, Head of Corporate Development, North America, Ferrovial Airports  
Amit Rikhy, CEO, CAG Holdings  
Steve Siseros, Managing Director of Airport Affairs, Southwest Airlines  
Marlon Smith, Managing Director, JLC Capital



10:30 AM - 10:45 AM

**Networking and Coffee Break**

*Expo Hall*

Sponsored by:



10:45 AM - 11:45 AM

**P3 and Mitigating Governmental Liability - Termination Issues**

*Dallas Ballroom D2*

One of the most controversial provisions in P3 projects is termination liability. The session will highlight what termination provisions are in recent transactions, what steps specific governmental entities have taken to try to mitigate the potential liabilities and the key issues the lenders and developers need to protect their interest when financing P3 transactions.

**Moderator**

Seth Kirshenber, Partner, Kutack Rock

**Panel**

Matt Bezanson, Associate Director, Meridiam

Anna Shapiro, Director of Projects, DC Office of Public-Private Partnerships

Victoria Taylor, President & CEO, Project Finance Advisory Limited

10:45 AM - 11:45 AM

**A New and Innovative Approach to Funding Higher Education Projects: A Public-Private Partnership with a Philanthropic Component (P4)**

*Dallas Ballroom D3*

We will challenge the core assumptions about capital project funding for academic buildings by bringing together public higher education, private development, and donor philanthropy in order to deliver a transformational business school facility, while exploring a shift in core business education strategies involving learning, working and engagement. This session will explore changes happening within business education and facilities management that involve the integration of learning, workplace, and engagement. We will provide an understanding of the innovative P4 funding model for higher education capital projects, and offer an overview for leveraging philanthropic support that reinforces an institution's brand, embraces community partnership opportunities and creates business school affinity while enabling capital improvements.

**Presenter**

Jeff Ziebarth, Principal and Higher Education Regional Practice Leader, Perkins+Will

10:45 AM - 11:45 AM

**Seizing Upon Opportunity Zones and Creating Value**

*Dallas Ballroom A2*

Join a discussion on the Opportunity Zones Program, created by the Tax Cuts and Jobs Act of 2017. This program has the ability to incentivize the investment of billions of dollars into infrastructure in the

United States. Our panelists will answer key questions including: What is the impact on cost of funds? What does an opportunity zone project look like? How will it work within the P3 model, what are the benefits? and how can it impact the need to restore infrastructure for underserved communities?

10:45 AM - 11:45 AM

**LA County Vermont Corridor Development Case Study: An Integrated Approach to Best Value**

*Dallas Ballroom A3*

The Vermont Corridor P3 includes three separate sites spanning three city blocks of the Koreatown neighborhood in the City of Los Angeles. This includes a new 21-story HQ for the LA County Department of Mental Health and associated parking; the adaptive reuse of the existing 12 story building into 172 market rate housing units, and a new community center and six story senior affordable housing complex. The panel will highlight the County's "Alhambra Model" 63/20 P3 procurement process, our team's innovative approach to phasing, and how the pre-development phase was structured to ensure flexibility in O&M over time, and that best value was delivered to the County.

**Moderator**

Peter Barsuk, AIA, DBIA, LEED AP, Principal, Gensler

**Panel**

Greg Ames, Managing Director, Trammell Crow Company

Antoinette Chandler, Assistant Treasurer & Tax Collector, County of Los Angeles

John Finke, President, Public Facilities Group

12:00 PM - 12:30 PM

**P3 Questions and Answers Discussion Session - What Are the Next Steps? Where to Go from Here?**

*Dallas Ballroom BC*

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.

**Speakers**

Dan Dennis, PE, Vice President of P3 Advisory, Pilar, Inc.

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

Tom Shea, Principal, The Concourse Group

Mariana Torres, Vice President, John Laing

12:30 PM

**End of Conference and Expo | Exhibitor Breakdown.**