



THE PUBLIC-PRIVATE PARTNERSHIP
GOVERNMENT CONFERENCE

DECEMBER 3-4, 2019 • WASHINGTON, D.C.

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Schedule-at-a-Glance

TUESDAY, DECEMBER 3, 2019

7:00 AM – 9:00 AM	Registration, Check-in and Exhibitor Setup				
7:30 AM – 8:45 AM	P3 101 Breakfast Workshop <i>Liberty Ballroom B</i>				
9:00 AM – 9:30 AM	Welcome and Opening Remarks <i>Liberty Ballroom A</i>				
9:30 AM – 10:15 AM	The Future of The P3 Market <i>Liberty Ballroom A</i>				
10:15 AM – 10:30 AM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Alvarez & Marsal KeyBanc Capital Markets				
10:30 AM – 5:30 PM	Interactive Roundtable Discussions: Single Topic Group Conversations <i>Mint Room (New topic each hour. Limited to 12 Participants. Please view agenda for roundtable details.)</i>				
	Liberty Ballroom A	Liberty Ballroom B	Monument Ballroom	Archives Ballroom	Capitol Ballroom
10:30 AM – 11:15 AM	Seeing PPV's in Action	Prioritizing Diversity and Inclusion in the P3 Community	Cyber Risks to Public Infrastructure Owners & Operators	Monetizing Right-of-Ways with New Technologies	A P3 Conversation Across Agencies
11:30 AM – 12:30 PM	Advancing Transportation Projects	Funding vs. Financing and Everything in Between	Alternative Delivery to Address Failing Justice Facilities	Leveraging P3 for K-12 Public Schools	Progressive Design-Build Delivery: What It Means for P3
12:30 PM – 2:10 PM	Networking Lunch in Expo Hall Sponsored by: Goldman Sachs Plenary				
1:30 PM – 2:10 PM	Learning from Abroad: A Conversation with Ambassador Joe Hockey and Minister Laurie Scott <i>Liberty Ballroom A</i>				
	Liberty Ballroom A	Liberty Ballroom B	Monument Ballroom	Archives Ballroom	Capitol Ballroom
2:10 PM – 3:10 PM	Project Companies Role in Complex P3 Delivery and Success	Best Practices for a Successful Procurement Process	WIFIA: A Borrower Discussion	Showcase Session: NJ TRANSITGRID Project	Monetizing Strategic Assets to Support Mission Priorities
3:10 PM – 3:20 PM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Gilbane PlanGrid				
	Liberty Ballroom A	Liberty Ballroom B	Monument Ballroom	Archives Ballroom	Capitol Ballroom
3:20 PM – 4:20 PM	Public Agency Coordination	Why Do a P3? Building the Business Case	Technical Document and Third Party Best Practices	Microgrid Development (Pt. 1)	Collaboration to Meet Municipal Needs
4:30 PM – 5:30 PM	Innovative Delivery & Financing	Best Practices in Risk Allocation	DBE Oversight in Contracting	Microgrid Development (Pt. 2)	New Solutions for Project Contracting
5:30 PM – 6:30 PM	Networking Reception <i>Expo Hall</i> Sponsored by: Armand JLL PlanGrid UBS				

Schedule-at-a-Glance

WEDNESDAY, DECEMBER 4, 2019

7:30 AM – 9:00 AM	Conference Networking Breakfast <i>Expo Hall</i> Sponsored by: Fengate UBS				
8:15 AM – 9:00 AM	Breakfast Conversation with Dr. Morteza Farajian of the Build America Bureau <i>Liberty Ballroom A</i>				
9:00 AM – 3:30 PM	Interactive Roundtable Discussions: Single Topic Group Conversations <i>Mint Room (New topic each hour. Limited to 12 Participants. Please view agenda for roundtable details.)</i>				
	Liberty Ballroom A	Liberty Ballroom B	Monument Ballroom	Archives Ballroom	Capitol Ballroom
9:00 AM – 10:00 AM	Structuring and Financing Options	Top 10 Critical Issues When Procuring a P3	“OMAR” as an O&M approach for DBO and P3 Projects	Bringing More Value to Transport and Infrastructure	MWDBE Goal Achievement-Strategies
10:00 AM – 10:30 AM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Ernst and Young Infrastructure Advisors Star America				
	Liberty Ballroom A	Liberty Ballroom B	Monument Ballroom	Archives Ballroom	Capitol Ballroom
10:30 AM – 11:30 AM	The Intersection of Real Estate and P3	Picking the Right Advisors and Partners for Your P3	Pre-Development Agreements – A Silver Bullet to Managing Risks	Elective Vehicle Infrastructure Development	Public Buildings 101
11:40 AM – 12:00 PM	Keynote Address: Congressman Earl Blumenauer <i>Liberty Ballroom A</i>				
12:00 PM – 1:15 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: WSP KeyBanc Capital Markets				
12:10 PM – 12:40 PM	Lunch P3 Project Profile – The Gordie Howe International Bridge <i>Monument Ballroom</i>				
12:45 PM – 1:15 PM	Lunch Keynote: The State of the P3 Market <i>Liberty Ballroom A</i>				
	Liberty Ballroom A	Liberty Ballroom B	Monument Ballroom	Archives Ballroom	Capitol Ballroom
1:15 PM – 2:15 PM	Environmental, Social & Governance and Social Impact Investment	Best Practices in Deal Structuring & Contract Management	A Balancing Act: Challenging Issues in P3 Risk Allocation		Public-Private Partnerships and NEPA
2:15 PM – 2:30 PM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Armand Corporation Transurban				
	Liberty Ballroom A	Liberty Ballroom B	Monument Ballroom	Archives Ballroom	Capitol Ballroom
2:30 PM – 3:30 PM	Using Dispute Review Boards	How do I Keep a P3? Monitoring and Partnership for the Long Term	Leveraging P3s to Expand Cellular Coverage Outside of Metro Areas		Outlease Authorities and Opportunities for Collaboration
3:45 PM – 4:15 PM	P3 Questions & Answers Discussion Session - What are Next Steps? Where to Go from Here? <i>Liberty Ballroom A</i>				
4:15 PM	Conference Ends				

AGENDA: TUESDAY, DECEMBER 3, 2019

Pre-Conference Activities

7:00 AM – 9:00 AM

Check-In & Registration

Liberty Foyer

Coffee and Breakfast Provided by our Sponsors:

FENGATE

 **Plenary**

WSP

7:30 AM – 8:45 AM

P3 101 Breakfast Workshop (Public Sector Representatives Only)

Liberty Ballroom B

Join industry leaders for breakfast and an interactive conversation specifically tailored to the needs of local, state, and federal agencies evaluating P3s. This pre-conference breakfast workshop 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 upgrades, 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.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

John Dionisio, Director of Business Development, Meridiam

Sue Lee, Senior Managing Director/Principal, Ernst & Young Infrastructure Advisors, LLC

Sven Kottwitz, Investment Director, John Laing

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

Tom Shea, Principal & Co-Founder, The Concourse Group

Joe Wingerter, Vice President, Kiewit Infrastructure Group

P3 101 Breakfast Workshop prepared in partnership with:

AIAI

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of American Infrastructure

Together, we move P3s forward >

AGENDA: TUESDAY, DECEMBER 3, 2019

Formal Conference Activities

9:00 AM – 9:30 AM

Welcome and Opening Remarks

Liberty Ballroom A

9:30 AM – 10:15 AM

The Future of The P3 Market

Liberty Ballroom A

What is really happening with the P3 market? Today project owners are facing important industry concerns as the risk in fixed-price mega contracts continues to rise. There are strong indications that ineffective risk transfer is having a negative impact on the P3 Market. Project readiness and the role of each of the parties in these large projects can help mitigate - or magnify - the challenges of these risks.

We begin this year's conference with a lively discussion around the current state of the market as panelists share their insight into the challenges, opportunities and solutions that industry can rally around to ensure that State and local governments can continue to embrace the model and continue to look for viable opportunities to deliver on their capital plans.

Moderator

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

Panel

Andy Fraiser, Global Head of Project Finance, Ashurst

Bryan Kendro, Vice President of Project Development, Star America

Sallye Perrin, Senior Vice President, WSP

Joe Wingerter, Vice President, Kiewit Infrastructure Group

10:15 AM – 10:30 AM

Networking Coffee Break

Expo Hall

Sponsored By:



10:30 AM – 11:15 AM

Seeing PPV's in Action

Liberty Ballroom A

The Department of the Navy has recently partnered with the San Diego Association of Governments (SANDAG) in a public/public/private venture to deliver one of the largest public transportation projects in the country while providing a critical military capability. We welcome senior representatives from both organizations and the City of San Diego as they join us to discuss the intent of the venture, the accelerated timeline, and the authorities used to pursue this unique federal initiative.

Presenters

Lucian Niemeyer, Acting Assistant Secretary of the Navy
Sia Kusha, Group Head Project Development & Partnering, Plenary Group
Hassan Ikhata, Executive Director, San Diego Association of Governments
Patrick Bouteller, Director of Government Relations, City of San Diego

10:30 AM – 11:15 AM

Prioritizing Diversity and Inclusion in the P3 Community

Liberty Ballroom B

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 provider, needs to prioritize 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.

Panel

Joe Lewis, Principal, BTG
Zoe Markwick, Principal, Square Peg Infrastructure Partners
Sandra D. Norman, Civil Rights Division Administrator, VDOT
Pete K. Rahn, Secretary, Maryland Department of Transportation
Marlon Smith, Managing Partner, Loop Capital

10:30 AM – 11:15 AM

Understanding Cyber Risk to Public Infrastructure Owners and Operators

Monument Ballroom

The World Economic Forum now rates cyber-attacks as one of the five most serious risks facing the world today - by 2021, the global cost of cybersecurity is forecasted to exceed US\$6 trillion by some estimates, double that for 2015. Rapid advances in technology over the last few years have led to the digitization of many aspects of infrastructure services, making them vulnerable to such attacks too. Recent high-profile cyber-attacks on the US infrastructure sector have targeted transit services, power plants, state departments of transportations, and even entire cities. In this presentation Mr. John Hauser - who heads the EY's cyber due diligence practice and Mr. Brian Levine, Managing Director in the Transactions Cyber Group, who previously worked at the US Department of Justice serving as National Coordinator for more than 300 federal prosecutors focused on computer crime, electronic evidence gathering, privacy and digital forensics. Join us to provide a better understanding of the growing cyber risks, recent advances in the field, and actionable insights for infrastructure owners and operators to better protect their organizations.

Presenters

John Hauser, Cyber Due Diligence Leader, EY
Brian Levine, Managing Director, EY

10:30 AM – 11:15 AM

Monetizing Right-of Ways with New Technologies

Archives Ballroom

This panel will explore innovative ways to think about drones, and how they can help monetize an array of existing right-of-ways owned by critical infrastructure (e.g. highways, rail, airports, hospitals, transmission and distribution grid) to introduce new revenue streams. Various use cases will be discussed along with trends, challenges, and emerging opportunities for public agencies.

10:30 AM – 11:15 AM

A P3 Conversation Across Agencies

Capitol Ballroom

This session is a conversation with representatives from Federal Agencies focused on P3s. How are different departments approaching partnerships and addressing infrastructure? 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 going forward.

Moderator

David Wegner, Senior Strategist, Woolpert

Panel

John Coho, Senior Advisor for Environmental Compliance, US Army Corps of Engineers

Michael Patella, Senior Policy Advisor, Water Infrastructure and Resiliency Finance Center Office of Water, EPA

Robert Wolf, Director, BOR, Department of Interior

Geoff Bowman, Vice President, Van Scoyoc Associates

10:30 AM – 11:15 AM (& ALL DAY)

Interactive Roundtable Discussions

Mint Room

Throughout the program we'll be hosting small roundtable conversations on key project delivery topics. Each session is limited to just 12 participants; and conversations are meant to be informal, candid exchanges where participants can ask questions, share experiences, and network. Connect with other conference delegates and presenters as we discuss case studies, best practices, targeted issues, and topics impacting the current market landscape.

Roundtable #1: Value for Money? A Primer

Not every infrastructure project can or should be delivered as a P3, and before initiating procurement as a P3 project, public agencies often undertake a business case analysis to determine whether a P3 is viable. The Value for Money (VfM) analysis was developed to compare the estimated total life cycle cost of a project implemented by a public agency with traditional infrastructure procurement vs. a P3 procurement.

Some public agencies advocate a VfM be prepared at multiple stages of a project development and procurement, to help serve as a decision tool to ensure that the choice of a P3 procurement is the best long term value proposition for the public sector at a given point in time based on the best information available. In this roundtable we'll review how VfM analyses are performed, including assessment of risk allocation, risk analysis and quantification of risks and adjustments to create an "apples to apples" comparison.

Moderator

Michael Palmieri, President and Founder, P3 Point

11:30 AM – 12:30 PM

Advancing Transportation Initiatives – How Major Projects Are Getting Done

Liberty Ballroom A

In this session we have invited senior leaders from across the country for a conversation on their offices' approach to P3 delivery. Panelists will provide updates on their projects and also share an outlook for the application of the P3 model for future programs. Included in this discussion – we will discuss how to assess a project's suitability for P3, think through project feasibility and design; review qualifications of private entity partners; and analyze the adequacy of long-range maintenance plans.

Moderator

Jim Ray, Corporate President, HNTB

Panel

Morteza Farajian, Executive Director, Build America Bureau
Pete K. Rahn, Secretary, Maryland Department of Transportation
Shawn Wilson, Secretary of Transportation, Louisiana

11:30 AM – 12:30 PM

Understanding Funding vs. Financing and Everything in Between

Liberty Ballroom B

This session introduces fundamental financial topics related to public-private partnerships. We review how financing models are changing and how traditional project finance programs compare to other P3 tools, such as concession agreements that are more common in other sectors. Lastly, we examine which P3 structures work best for a specific project or to meet the specific goals of campus and will delve into how different structures impact project viability, the return to the institution, and credit profiles and balance sheet.

Moderator

Jeremy Ebie, CEO, Phoenix Infrastructure Group

Panel

Roger Bohnert, Director, Outreach and Project Development, Build America Bureau
Jed Freedlander, Senior Vice President, Hunt Companies
Sharon Greene, Managing Principal, Infrastrategies
Sven Kottwitz, Investment Director, John Laing
Matt Miller, Municipal Finance Partner, Ice Miller
Farhad Soltanieh, Project Development Director, Skanska

11:30 AM – 12:30 PM

Nothing but the Truth: Using Alternative Delivery to Address Failing Justice Facilities

Monument Ballroom

Courthouses and other justice facilities serve as the cornerstone of society and facilitate core functions of democracy. They are places where people are shaped and futures are decided. Despite this critical role, many municipal, state, and federal justice facilities are obsolete or suffering from deferred maintenance with no clear path to funding. This panel will explore P3 as an alternative to traditional project delivery, viewed through the lens of the recent Howard County, MD Circuit Courthouse and Travis County, TX Civil and Family Courts Facility, which are being financed and constructed using distinct alternative delivery models. Additionally, panelists will discuss the role that P3 could play in the future of US Courts and describe the common themes in successful social infrastructure projects.

Moderator

Jay Brown, Managing Director, Alvarez & Marsal P3-Infrastructure-Real Estate Advisory

Panel

Melanie Gilbert, Chief, Office of Facilities and Security, Administrative Office of the United States Courts

Jim Ziglar, Principal, IMG Rebel

Jenifer Boss, Moderator, Alvarez & Marsal P3-Infrastructure-Real Estate Advisory

11:30 AM – 12:30 PM

Education Building Blocks – Leveraging P3 for K-12 Public Schools

Archives Ballroom

The deplorable state of the nation's K-12 public schools is well-documented. Schools across the country have made headlines for their dilapidated conditions, from having no heat in the winter to being plagued with roaches, rats and mold. About half of America's public-school buildings are in dire need of repairs and upgrades to fulfill their educational mission and meet student and faculty broader needs. As cities and states struggle meet these challenges, some are beginning to turn to alternative finance and delivery approaches, such as P3. This panel will look to new market entrants, such as the State of Maryland, to discuss a potential pivot to P3 and how that might help state and local government authorities meet their critical educational infrastructure needs.

Moderator

Jill Jamieson, Managing Director, JLL Public Institutions

Panel

Jim Rosapepe, State Senator, Maryland

Robert Gorrell, Executive Director, Interagency Commission on School Construction of the State of Maryland

11:30 AM – 12:30 PM

The Emerging Growth of Progressive Design-Build Delivery and What it Means for P3 Projects

Capitol Ballroom

In the past decade, resulting economic conditions and technical changes in the water and wastewater sector, along with increased demands for public and industrial water and wastewater services, have opened new avenues to infrastructure projects using a public-private partnership (P3) model. Today's P3s offer innovative approaches to financing and facility ownership. DBO and P3 projects include large-scale or complex storage, conveyance, and treatment facilities for water and wastewater, residuals, energy recovery, water reuse, and stormwater management that offer public benefits.

As in other sectors (e.g., transportation and social infrastructure), water sector P3s are built on the strengths of design-build delivery methods while affording owners innovative approaches to risk management and lifecycle costs. These attributes, which are embedded in these delivery models, address the unique characteristics of water projects that require a high degree of collaboration throughout the planning, financing, management, and operations and maintenance stages.

Subsequently, it goes without saying that because of the complex structure of P3 projects, including legal, commercial, financial, and technical components, owners or organizations pursuing a P3 project must embrace collaboration in order to achieve a successful conclusion. This session presents the most recent research conducted by the Water Design-Build Council on the growth of collaborative delivery models – why owners are pursuing them – especially the preference for progressive design-build, and a look at a potential delivery method defined as progressive P3. WDDBC's research data identifies the growth trends and the market drivers behind them. It concludes with a hypothesis as to the use of a Progressive P3 Model in the industry that may receive favorable acceptance.

Presenter

Bryan R. Bedell, Vice President, Division Leader-Water, Haskell
Leofwin Clark, Vice President, Brown and Caldwell

11:30 AM – 12:30 PM

Roundtable Discussion: From Idea to Implementation: The Role of a Project Champion in Building Internal Partnerships

Mint Room

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 project delivery challenges to identify 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.

Moderator

Michael Moran, General Manager, Planning & Environmental Services, The Port Authority of NY & NJ

12:30 PM – 2:10 PM

Networking Lunch

Expo Hall

Sponsored By:



1:30 PM – 2:10 PM

Learning from Abroad: A Conversation with Ambassador Joe Hockey and Minister Laurie Scott

Liberty Ballroom A



In this special lunch keynote session, we welcome the Ambassador of Australia to the United States, Mr. Joe Hockey, and the Minister of Infrastructure of Ontario, Ms. Laurie Scott, to share stories and lessons learned from the advancement of P3s development in their respective countries.

In this conversation we will hear discuss how international approaches to P3 may be applied locally. Ambassador Hockey and Minister Scott will share with the audience key details on unique infrastructure challenges their nations had faced, and provide insights on how innovative thinking on partnership, procurement and project delivery have served their countries in creating regional and national infrastructure programs, and how similar success can be achieved in the U.S.



Moderator

Eric Dillinger, Managing Director of Strategic Consulting, Woolpert

Speakers

Joe Hockey, Ambassador of Australia to the United States
Laurie Scott, Minister of Infrastructure, Ontario

2:10 PM – 3:10 PM

Understanding the Role of Project Companies in Complex P3 Project Delivery and Success

Liberty Ballroom A

In this session we discuss what public sector owners can realistically expect from project companies and what they should not. Importantly, how can owners incentivize more of what they want? We also explore active versus passive investing, and discuss what the major differences represent in practice. Panelists will consider key differences between independent equity and contractor/industrial equity, and also share perspectives on what an ideal SPV team looks like in terms of number of people, background, and experience. Lastly we'll cover the role of a project company when things go wrong e.g. in claims, disputes, settlements; and share what really goes on behind the scenes between a project company and the contractor/operator.

Moderator

David Wylie, Asset Director, North America, John Laing

Panel

Belen Marcos Cortes, President, Cintra US

Peter O'Neill, Executive Director, US Project Finance & Infrastructure, CIBC

Jan van de Meene, Chief Executive Officer, I-4 Mobility Partners

2:10 PM – 3:10 PM

Best Practices for a Successful Procurement Process

Liberty Ballroom B

No question is too simple when starting out. A P3 procurement model is a combination of design, construction, financing, operations, and maintenance. In this panel we discuss the key issues that owners must consider when conducting a project procurement - structuring the agreement, conducting a fair and competitive procurement process, and negotiating a final agreement that is transparent and protects the public interest. Panelists will review best practices and new approaches to procurement in the context of public-private partnerships; and consider 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 Business Development, ACS Infrastructure Development, Inc.

Panel

Ed Crooks, Founder and Senior Advisor, Greystone Infrastructure Advisors

John Dionisio, Director of Business Development, Meridiam

Tom Pelnik, Managing Director, Ernst & Young Infrastructure Advisors

Josephine Tucker, Senior Manager, Deloitte

2:10 PM – 3:10 PM

WIFIA: A Borrower's Discussion

Monument Ballroom

EPA's WIFIA program issued this year's Notice of Funding Availability for \$6 billion in credit, which has the capacity to finance up to \$12bn of water infrastructure projects. Last year EPA invited 39 projects in 16 states and D.C. to apply for loans totaling approximately \$5 billion to help finance over \$10 billion in water infrastructure investments. With the successful closing of 14 loans to date and many others in advanced stages, this panel brings

together the EPA and successful borrowers and advisors to discuss WIFIA and public-private partnerships. Topics will include recommendations for the formal application process, potential pitfalls, lessons learned, and how WIFIA can best facilitate P3 water projects.

Presenters

Jamison Feheley, Managing Director, J.P. Morgan
John B. Howe, Senior Advisor, Poseidon Water
Kevin McDonald, Senior Underwriter, EPA WIFIA Program
Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

2:10 PM – 3:10 PM

Project Showcase Session – NJ TRANSITGRID Project

Archives Ballroom

We welcome project representatives from NJ Transit to discuss the NJ Transitgrid Traction Power System development. Consisting of a central, natural gas-fired power plant and transmission lines to traction power substations that electrify the tracks and operating controls on portions of the NJ Transit and Amtrak systems, the proposed facility will operate 24/7 and be sized to handle limited operations on the Northeast Corridor between New York's Penn Station and NJ Transit's Jersey Avenue Station in New Brunswick; the Morris & Essex line between Hoboken Terminal and Maplewood Station; and the Hudson-Bergen Light Rail (HBLR) Transit System.

This project will provide resilient power to key NJ Transit's facilities and portions of the Northeast Corridor, Morris & Essex Line, HBLR Transit System, and the signal system on a portion of the Main Line. Traction power and certain elements of NJ Transitgrid will be powered by a central, natural gas-fired power plant, with a proposed location in an industrial zone in Kearny, NJ, close to two substations that serve the Morris & Essex Line and the Northeast Corridor. Other elements of the project will be located at specific facilities serviced by those generation assets.

NJ TRANSITGRID will:

- Maintain and enhance mobility and regional security in the event of power outages and emergency situations;
- Minimize disruptions to the regional workforce and economy;
- Enhance electric grid reliability by providing additional sources of efficient power;
- Minimize source pollutants by replacing older, less efficient energy generation with newer, cleaner generation technologies.

Project representatives provide guidance on upcoming partnership opportunities, and be available to answer questions.

Presenters

Eric R. Daleo, Assistant Executive Director, Capital Planning and Programs, NJ Transit
Bill Viqueira, SVP, CFO & Treasurer, NJ Transit

2:10 PM – 3:10 PM

Diving Below the Tip of the Iceberg: Monetizing Strategic Assets to Support Mission Priorities

Capitol Ballroom

This panel will focus on that part of the iceberg that is ever present yet oftentimes unseen and how to realize its potential. In a context of deferred maintenance, evolving facility and technological needs, and constrained budgets, public institutions need all means available to them to deliver on their mission. The iceberg we are referring to is the value that is inherent to several types of assets that institutions own and that can be leveraged to gener-

ate new revenue, address capital needs, and allow institutions to focus on their core competencies. Our panel will discuss 1) the types of assets that can be monetized, 2) successes and lessons learned from institutions that have leveraged such assets using innovative models such as P3s, and 3) instances when it makes sense for an institution to transfer responsibility for certain services to free up capital resources and focus on teaching, research, and service to the community.

Presenters

Wyatt Shields, City Manager, City of Falls Church, Virginia

Andy Altman, Co-Founder Fivesquares Development

Jenifer Boss, Senior Director, Alvarez & Marsal P3-Infrastructure-Real Estate Advisory

2:10 PM – 3:10 PM

Roundtable Discussion: What the Public Sector Needs to Know before Pursuing P3

Mint Room

This roundtable will offer an honest perspective on key public sector considerations, such as contingent liabilities, budget considerations for P3 outlays, labor issues, transaction costs, stakeholder management and P3 governance and oversight, amongst others. The roundtable will discuss a wide variety of strategies to address these issues, drawing from recent relevant experience.

Moderator

Jill Jamieson, Managing Director, JLL Public Institutions

3:10 PM – 3:20 PM

Networking Coffee Break

Expo Hall

Sponsored By:



3:20 PM – 4:20 PM

Public Agency Coordination - "I'm From the Government and I'm Here to Help..."

Liberty Ballroom A

A frequent challenge for P3 projects is the lack of coordination among public agencies. In this session we look at a landmark P3 deal in Cambridge, Massachusetts: the 14-acre USDOT Volpe Center. Working in partnership, GSA, DOT, MIT and others are transforming the Federal Center into a vibrant mixed-use development. The panel will discuss how trusting partners built relationships that were critical to overcoming barriers in the planning and contracting for the transformational project, and how this project represents a new kind of template for coordination and future P3 development.

Moderator

Jason Klumb, Attorney

Panel

Dan Mathews, GSA Commissioner for Public Buildings Service

Robert Johns, Senior Fellow, Humphrey School of Public Affairs, University of Minnesota

Bob Zarnetske, former GSA Regional Administrator

Martine Combal, SVP, Public Institutions, JLL

3:20 PM – 4:20 PM

Why Do a P3? Building the Business Case

Liberty Ballroom B

What are the business considerations that a campus must review before starting the P3 process? Please join this session to hear a panel of experts discuss the elements that must be considered as the public builds out the business case for a public-private partnership. Also hear ideas as how to effectively communicate the business case to the community at large.

Moderator

Lori Ann Lange, Partner, Peckar & Abramson, P.C.

Panel

David Alvarez, Vice President Strategic Advisory, CPM North America

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

Mark Polston, Principal, WSP

Mariana Torres, Vice President, John Laing

3:20 PM – 4:20 PM

A Lawyer, an Engineer, and a Program Manager Walk into a P3 Contract...Technical Documents and Third Party Best Practices

Monument Ballroom

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 that satisfy the needs not only of the project sponsor but also of third parties and other stakeholders can be a tall order and is a frequent source of frustration. In some cases, third parties may not be “on board” with alternative delivery which can create issues during implementation. Hear successful strategies employed to wrangle your technical team and produce strong technical specifications, third party agreements, contract drawings, and reference document packages that are aligned and appropriate for alternative delivery projects. The panelists have worked together across transit, transportation, and social infrastructure projects deploying these approaches.

Moderator

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

Panel

Judah Gluckman, Director, Planning and Economics, Louis Berger

John Smolen, Partner, Ballard Spahr LLP

Amy Ritz, Project Manager, Major Projects Group, Arizona Department of Transportation

3:20 PM – 4:20 PM

Microgrid Developments (Part 1) – Opportunities in Rail, Transit, and Airport Infrastructure

Archives Ballroom

There are opportunities to combine significant investments in non-energy infrastructure projects with energy projects where synergies exists. Transportation is a large energy consumer and can significantly benefit from microgrids to either reduce costs or increase resilience. At the same time, Federal, state, and private funding sources are often siloed, complex, and uncoordinated. This session will discuss how to leverage innovative business models using microgrids and public private partnerships to leverage these fragmented sources of capital to simultaneously protect transit infrastructure and help modernize the grid. Regulatory, finance, and technical considerations will be specific to transit.

Moderator

Rima Kasia Oueid, Senior Policy Advisor, U.S. Department of Energy

Presenters

Nicole Geneau, Strategy & Market Development Director, Energy Storage & Solutions, Mortenson
Philip M. Jonat, PE, Mechanical Engineer, WSP

3:20 PM – 4:20 PM

Collaboration to Meet Municipal Needs

Capitol Ballroom

Local, County Regional and State Needs being met through Public Private Partnerships - Necessity as the Mother of Creativity and Collaboration. Discussions will explore how different asset classes can be redeveloped and modernized to meet the ever-changing infrastructure needs for municipalities and cities, counties and states and broader economic regional engines. Lessons learned for local job growth needs and political and community engagement and how the collaborative process helps achieve these goals.

Moderator

John Parkinson, Columbia University, School of Professional Studies

Panel

Sandra McQuain, Executive Director, England Airpark / Alexandria International Airport
Michael Moran, General Manager, Planning & Environmental Services, The Port Authority of NY & NJ
Rodney Moss, Sr. Vice President, Hunt Companies
Matthew Neuringer, Attorney, Orrick, Herrington & Sutcliffe LLP

3:20 PM – 4:20 PM

Roundtable Discussion: Developing Your P3 Checklist

Mint Room

P3 has great appeal to both the public and the private sector. But how do you get started, and what should you do to stay on the right track? Join our round-table discussion for a checklist of issues you should keep in mind as you embark on a P3 project. This roundtable conversation is designed to help both the public and private sector representatives define the issues they should bear in mind in starting a P3 project and learn how to evaluate key risks in the first stages of a P3 project. Take away some best practices and lessons-learned that can be integrated into your planning and procurement to make your future P3 project a success.

Moderator

Kaveh Badiei, Partner, Ralls Gruber & Niece LLP

4:30 PM – 5:30 PM

The Role of the Build America Bureau in the Future of Innovative Delivery and Financing Methods at the Federal and State Levels

Liberty Ballroom A

Delivery of Infrastructure projects across the United States has largely been driven by State and local governments, with support from the Federal government's existing financing and grant programs. As a result, this conversation will focus on both the Federal and State perspectives on opportunities that exist at State and local level and how the Build America Bureau (BAB) can further stimulate the innovative delivery and financing markets for infrastructure across the United States. Panelists will engage in discussion and seek audience participation on where BAB been historically successful, and what areas exist for improvement. BAB leadership will discuss future

plans for the organization, particularly diversification of the loan programs and providing technical assistance to emerging markets. Other panelists will provide real-time reaction to these proposals from a State implementation perspective.

Moderator

Morteza Farajian, Executive Director, Build America Bureau

Panel

Ryan Drajewicz, Chief of Staff, Governor of Connecticut
Joshua Hollins, Executive Counsel, Louisiana Department of Transportation
Matthew Neuringer, Attorney, Orrick, Herrington & Sutcliffe LLP
Daniel Schned, Project Development Lead, Build America Bureau

4:30 PM – 5:30 PM

Best Practices in Risk Allocation

Liberty Ballroom B

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. A diverse panel representing multiple perspectives will offer real world examples, and insights into 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.

Moderator

Josephine Tucker, Senior Manager, Deloitte

Panel

Deborah Brown, VP, Director Alternative Delivery Advisory Services, WSP
Rodney Moss, Sr. Vice President, Hunt Companies
Jaime Díaz Pérez, Head of Business Development, ACCIONA
Ryan Kohut, San Diego Association of Governments

4:30 PM – 5:30 PM

DBE Oversight in Alternative Contracting

Monument Ballroom

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 and inducing direct and indirect job growth.

The Federal Highway Administration has led the way in establishing the framework for DBE participation for public works 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 panelist will share best practices and the requirements of P3s focusing on keys to success for the project, the DBE businesses, the public sponsor and the concessionaire. Panelists will share their experiences and insights as they promote community engagement and demonstrate the value of collaboration.

Moderator

Michelle Randall, Assistant Vice President, Surety Risk Solutions, Zurich North America

Panel

Angela Berry-Roberson, Esq, Advocate for Corporate Diversity and Inclusion Compliance, Ferrovia Agroman
Leslie Martin, District Civil Rights Manager, VDOT
Christine Thorkildsen, DBE/Contractor Compliance Program Analysis FHWA, Headquarters Civil Rights

4:30 PM – 5:30 PM

Microgrid Developments (Part 2) – Opportunities for Cities, Campuses and Public Building Infrastructure

Archives Ballroom

There are opportunities to combine significant investments in non-energy infrastructure projects with energy projects where synergies exist. Cities/campuses/buildings are large energy consumers and can significantly benefit from microgrids to either reduce costs or increase resilience. At the same time, Federal, state, and private funding sources are often siloed, complex, and uncoordinated. This session will discuss how to leverage innovative business models using microgrids and public private partnerships to leverage these fragmented sources of capital to simultaneously protect cities / campuses / buildings and help modernize the grid. Regulatory, finance, and technical considerations will be specific to these asset types.

Moderator

Rima Kasia Oueid, Senior Policy Advisor, U.S. Department of Energy

Presenters

Nicole Geneau, Strategy & Market Development Director, Energy Storage & Solutions, Mortenson
Philip M. Jonat, PE, Mechanical Engineer, WSP

4:30 PM – 5:30 PM

New Solutions for Long Term Project Contracting

Capitol Ballroom

Two forms of life-cycle contracting have been predominant over the last 20 years in the water sector: DBOM and P3 (DBFOM). Both offer a single point of accountability for contract performance over the long term, a key requirement for public agencies. In a DBOM, a guaranty is provided by the operator's parent company. In a P3, an equity contribution is made to a special purpose project company, accompanied by a private project finance loan (P3). This session will explore potential new solutions that also can achieve one point of long-term accountability. First, a successor guarantor structure similar to a DBOM, under which a design-builder's guaranty is replaced by the operator's guaranty following project acceptance. Second, equity-only P3 and hybrid P3's, where some or all of the long-term debt is provided from public sources. Third, "progressive" DBOM's and P3's, using a staged process to get to lump sum DB, O&M and financing pricing. A leading owner's-side legal advisory firm specializing in alternative delivery procurements for public infrastructure will explore the challenges and opportunities inherent in these new approaches.

Presenters

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

4:30 PM – 5:30 PM

Roundtable: Who's in Control? Negotiating the Right Controls for Your P3 Project

Mint Room

Some institutions fear that signing a P3 contract will result in a loss of control over their assets and facilities, many of which serve mission-critical or revenue-generation purposes. Control over decisions such as when to reinvest in capital improvements, what fees to assess, and how to deliver student life programs are critical to define early in a

public-private partnership. This roundtable will empower institutions to negotiate a variety of financial, programmatic, and operational responsibilities with private partners based on key features of their proposed projects.

Moderator

Jay Brown, Managing Director, Alvarez & Marsal P3-Infrastructure-Real Estate Advisory

5:30 PM – 6:30 PM

Networking Reception

Expo Hall

An evening reception before you head out for dinner. Please join us for this special networking event for all attendees.

Sponsored By:



AGENDA: WEDNESDAY, DECEMBER 4, 2019

7:15 AM – 8:00 AM

Conference Networking Breakfast

Expo Hall

Sponsored By:

FENGATE



8:15 AM – 8:45 AM

Breakfast Conversation: Moving Transportation Forward with Dr. Morteza Farajian from the Build America Bureau



For this year's breakfast conversation, we welcome Dr. Morteza Farajian, Executive Director, of The Build America Bureau who will join us to discuss ongoing and upcoming initiatives at the Bureau that are expanding and modernizing both rural and urban transportation and transit infrastructure. Dr. Farajian will discuss credit opportunities, grants, and recently launched programs, while also speaking to some of the technical assistance resources and best practices in project planning, financing, delivery, and monitoring that the Bureau is able to provide prospective borrowers.

Presenters

Dr. Morteza Farajian, Executive Director, The Build America Bureau
Marshall Macomber, President, Think P3

9:00 AM – 10:00 AM

Structuring and Financing Options

Liberty Ballroom A

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

Moderator

Michael Lexton, Managing Director, UBS

Panel

Vincent Casey, Partner, Orrick
Adam Hesketh, VP Development, Transurban
Martin Klepper, Chairman, Fengate Asset Management
James Littlefair, Senior Vice President, PFAL
Brent Tasugi, Investment Director, AMP Capital

9:00 AM – 10:00 AM

Top 10 Critical Issues When Procuring a P3

Liberty Ballroom B

To attract the right P3 consortium partners, college and university project owners 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. Join this panel for a step-by-step review of 10 critical issues that must be addressed in a P3. Those issues include Vision, Political Champions, Communication, Community, Commitment, Experience, Funding, Staff, Time, and Access.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Jennifer Bales Drake, Shareholder, Vice Chair of Public-Private Partnerships Practice Group, Becker

Mike Kirk, Senior Vice President; SE Alternative Delivery Director, WSP

Luis Palazzi, Managing Director, ACCIONA Infrastructure USA

Anna Shapiro, Senior Vice President, Craddock Local Solutions

9:00 AM – 10:00 AM

A Better Mousetrap? "OMAR" as an alternative O&M approach for DBO and P3 Projects

Monument Ballroom

Operations and Maintenance (O&M) for water and wastewater projects can represent fifty percent (50%) or more of a project's lifecycle cost. For P3s, obtaining long-term O&M performance commitments is a fundamental challenge. Typically, design and construction scope is combined with O&M in a design-build-operate (DBO) model.

However, despite the clear performance risk transfer and lifecycle benefits of DBOs, their success in the water and wastewater sector is constrained by a limited competitive landscape, and the complexity of combining competing design-build and O&M business interests within a single contract structure. However, a new concept, defined as Operations and Maintenance At-Risk (OMAR), is emerging that leverages the benefits of the legacy DBO approach with the commercial realities of risk transfer in the water and wastewater sector. Modeled after the Construction Management At-Risk (CMAR) concept, this approach supports the full integration of O&M expertise during the design and construction process, while implementing long-term, performance-based O&M services as a stand-alone contract.

This session will describe the OMAR concept in detail based on in-progress implementation for the private-sector and government. The discussion will focus on how the OMAR model is procured and how it is implemented to replicate the lifecycle efficiency and risk transfer benefits of a DBO while simultaneously supporting broader O&M market participation.

Presenters

Leafwin Clark, Past Vice President, Brown and Caldwell

Elizabeth Minyard, Design Build Owner Advisor, Brown and Caldwell

9:00 AM – 10:00 AM

Understanding Value and Performance – Bringing More Value To Transport And Infrastructure

Archives Ballroom

In every public works investment sector, there is growing demand and increasing pressure on resources. In this challenging balance, considering net Value of a project or program is important. This session will consider expanded ways to look at and understand Value in transportation and infrastructure projects, and how Value

and Performance can come together to achieve and sustain better investment outcomes. P3 frameworks can be a natural fit for this approach. Presentation and panel discussion will include the value-driven march of transportation technologies, new ways to consider environmental value transportation and infrastructure investments, and value-based approaches for asset management.

Moderator

Tom Boast, Principal, THB Advisory

Presenters

Biju George, Executive Vice President, Operations and Engineering, DC Water

Jim Ray, Corporate President, HNTB

Richard Record, Principal, RL RECORD LLC Consultants

9:00 AM – 10:00 AM

MWDBE Goal Achievement-Strategies for Successfully Meeting or Exceeding MWDBE Goals on Public Sector Projects

Capitol Ballroom

How can the public sector close the gap between the MWDBE goal expectations and outcomes? How the procurement process be leveraged to position your agency for success pre-procurement? Learn how financial and management advisory, legal services, equity and other services can significantly impact project utilization outcomes.

This panel will explore how MWDBE utilization can be increased by a reconsideration of the following:

1. Innovative uses of business, legal and financial advisory services to impact utilization outcomes
2. Examining how traditional procurement approaches have hindered utilization outcomes
3. Review how MWDBE equity can add significant value to goal outcomes
4. Review how good faith efforts must evolve beyond outreach to achieve project outcomes
5. How innovatively using non-construction services can lead to a significant MWDBE outcomes

Join experienced thought leaders with deep understanding of public procurement and the intersection of MWBE, SDVOB and DBE programs as we discuss best practices, policies and processes utilized by best-in-class MWBE and supplier diversity programs.

Moderator

Brian Ansari, President and CEO, Brian Ansari & Associates Inc

Panel

Jeremy Ebie, President, Phoenix Infrastructure Group

Adam Giuliano, Partner at Kaplan Kirsch & Rockwell LLP

Michael Massiah, Chief Diversity and Inclusion Officer, Port Authority of New York and New Jersey

Mike Parker, Americas Infrastructure Leader, EY Transaction Advisory Services, Ernst and Young Infrastructure Advisors, LLC

Yolanda Sullivan-Hernandez, President, Sullivan-Hernandez Agency

9:00 AM – 10:00 AM

Roundtable: Future of Power Infrastructure

Mint Room

With increasing reliance on renewable energy, climate change, and the integration of new technologies such as battery storage and electric vehicles, the long-standing electric utility business model is being put into question.

This roundtable will discuss some of the changes being seen in the power sector along with the technical, financial and procurement-related factors affecting the future of power infrastructure development.

Topics to be discussed:

- How to plan for the electrification of transportation (e.g., electric vehicles, mass transit, light duty, freight, delivery vehicles, etc.)
- The use of microgrids to improve reliability
- Leveraging existing assets like transportation ROW and government-owned facilities to build new power infrastructure
- The role of public-private partnerships

Presenters

Julian Gonsalves, Consultant, Advisory Services, WSP
Adrienne Heller, Senior Economist, WSP
Philip M. Jonat, PE, Mechanical Engineer, WSP
Darcie Soltis, Consultant, WSP

10:00 AM – 10:30 AM

Networking Coffee Break

Expo Hall

Sponsored By:



10:30 AM – 11:30 AM

The Intersection of Real Estate and P3: how P3s are Being Used to Capture Underlying Asset Value to Provide Mission Critical Support to the Public Sector

Liberty Ballroom A

In this session we will explore the intersection of real estate and public-private-partnerships, highlighting how elements of both can be leveraged and combined to deliver maximum value to the public sector. We will delve into a variety of recent P3 examples that demonstrate how the underlying value of real estate is unlocked via a P3. Further, these examples will demonstrate the creativity in utilizing this value in a P3 to provide critical goods and services of support the mission of the public sector entity.

Moderator

Brian Oakley, Executive Vice President, JLL

Panel

Michael F. McGhee, P.E., Executive Director, U.S. Army Office of Energy Initiatives Office (OEI)
Nina Albert, Vice President Real Estate and Parking, Washington Metropolitan Area Transit Authority
Dina Shaher, Senior Financial Policy Advisor, The Build America Bureau, U.S. Department of Transportation

10:30 AM – 11:30 AM

Picking the Right Advisors and Partners for Your P3

Liberty Ballroom B

Building a successful procurement and delivering a project demands the right partners. When running a P3 procurement, the public sector project manager may end up spending more time with their advisors than they will with their own family – so it stands that you should pick your advisor carefully. Similarly, when the public sector selects the winning private sector partner for the full lifecycle of a project (which may be over 30 years) - it is like picking a life partner and you should be sure you have picked your private partner carefully and for the long haul. Join us for this candid conversation from both those who have had to make these selections and been part of these partnerships.

Moderator

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

Panel

Sam Beydoun, Build America Bureau

Darin Early, Managing Director of Public Private Partnerships, Gilbane Development Company

Martin Klepper, Chairman, Fengate Asset Management

Rodney Moss, Sr. Vice President, Hunt Companies

10:30 AM – 11:30 AM

Pre-Development Agreements – A Silver Bullet to Managing Risk?

Monument Ballroom

With recent high profile industry participants withdrawing from the P3 market with concerns over the level of risk required under many P3 structures, greater focus is being given to development structures that seek to allow for greater industry participation, definition of risk and mitigation strategies to secure greater industry interest and drive competition for delivery of critical public services. The panel will explore the range of solutions being utilized and the benefits and constraints to parties including government agencies, contractors, operators and investors.

Moderator

Jon Godsmark, Senior Vice President, Ernst & Young Infrastructure Advisors

Panel

Grace Hartman, Senior Underwriter, Surety, Berkshire Hathaway Specialty Insurance.

Zoe Markwick, Square Peg Infrastructure Partners

Thomas Sherman, Deputy Director, Virginia Office of Public Private Partnerships

10:30 AM – 11:30 AM

Electric Vehicle Infrastructure Development

Archives Ballroom

This panel will explore innovative ways to think about electric vehicle infrastructure and bidirectional batteries. More specifically, the session will discuss how these technologies can provide value to the grid, such as resilience, and introduce new revenue streams to support capital investment. Argonne National Lab will present GIS mapping capabilities that will overlay the U.S. transit system and electric grid to demonstrate these synergies and highlight tools to help decision makers with planning and execution.

Moderator

Rima Kasia Oueid, Senior Policy Advisor, U.S. Department of Energy

Panel

David Slutzky, President, CEO, Fermata Energy
Nicole Geneau, Strategy & Market Development Director, Energy Storage & Solutions, Mortenson
Philip M. Jonat, PE, Mechanical Engineer, WSP

10:30 AM – 11:30 AM

Public Buildings 101: The What, Why, and How

Capitol Ballroom

Although the US P3 market has been dominated by transportation projects, the backlog of dilapidated public buildings is staggering. This discussion will highlight case studies and lessons learned from US P3 public building efforts as well as failed procurements. In addition, we will answer key questions, such as: 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

Jensen Clarke, Director, Fencgate Asset Management

Panel

Shelley Doran, Senior Vice President, Webcor
John Fleming, VP & GM P3, Johnson Controls
Ken Jandura, Civic Design Leader, DLR
Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

10:30 AM – 11:30 AM

Roundtable: Moving Your Project to Reality – Key Considerations for Early Milestones

Mint Room

Once you've identified an idea for a P3 project – what steps need to be taken to make this idea become a reality? This roundtable explores best practices and challenges that governmental entities should consider in advance of and during the development of Requests for Proposals, what private sector entities should consider in their responses, and what both should consider during the negotiation and implementation of project agreements.

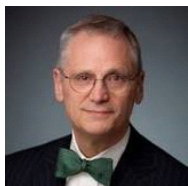
Moderator

Hilary A. Jackler, Regional Managing Partner, Kutak Rock LLP

11:40 AM – 12:00 PM

Congressman Earl Blumenauer

Liberty Ballroom A



We welcome Congressman Earl Blumenauer from Oregon to provide an update from the Hill. Congressman Blumenauer has worked to introduce bipartisan P3 legislation, and we're honored to have him join us to discuss the current status of legislation bills as well as his view of the role of public-private partnerships in improving transportation, public building, water, education, and social infrastructure across the nation.

12:00 PM – 1:15 PM

Networking Lunch

Expo Hall

Sponsored By:



12:10 PM – 12:40 PM

Lunch P3 Project Profile – The Gordie Howe International Bridge

Monument Ballroom

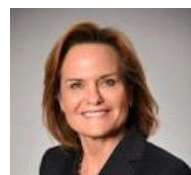
This international bridge, which when completed will be the longest cable-stayed bridge in North America and the first major trade link developed between the United States and Canada in four decades, is one of the largest recent private financings of a P3 with a total project cost of approximately \$4.3 billion USD.

Bring your lunch in and join us for a conversation with the Windsor-Detroit Bridge Authority, who will share lessons learned so far from the binational project. The Authority will walk us through some of the unique challenges created when working with two different sets of codes, regulations, standards, taxation systems and currencies to environmental issues and border security. And also share details on the step-up step-down security package financial structure, which was one of the first to use a non-traditional foreign exchange risk framework to balance fluctuating currency prices; and setting a new example for future cross-border public-private partnerships.

12:45 PM – 1:15 PM

Lunch Keynote: The State of the Market

Liberty Ballroom A



In this keynote we welcome Ms. Jamieson who will take a closer look at the current state of the P3 market for federal, state and local government projects, identifying both opportunities and trends, as well as policy initiatives at the federal, state and local levels that are influencing public-private partnerships across a range of sectors.

Presenter

Jill Jamieson, Managing Director, JLL Public Institutions

1:15 PM – 2:15 PM

Environmental, Social, and Governance (ESG) and Social Impact Investment

Liberty Ballroom A

Increasingly, investors are demanding that their funds be placed in investment vehicles that meet a level of positive, non-monetary impact or achieve a measure of social-good along with a return on investment. More and more so this directive focuses on the environment, social impact, and good governance (ESG); and social impact investment stands to significantly change the way and places institutional equity is invested. In this session we will discuss how the P3 procurement and risk model can do more than just deliver infrastructure projects – and how it can also be a tool for positive externalities. This segment of the P3 field is growing fast as governments seek to achieve more, at a better value-for-money, from their budgets all while the funds available in the social impact market increases. Please join our expert panel as they discuss the future of P3, and traditional actors in the P3 space can enter the social impact market.

Moderator

Matt Miller, Partner, Ice Miller

Panel

Amanda Baxter, Development Director, Transurban
Eric Letsinger, Founder and CEO, Quantified Ventures
John Medina, Vice President, Senior Credit Officer, Moody's
Victoria Stackwick, Principal Legislative Analyst, San Diego Association of Governments

1:15 PM – 2:15 PM

Best Practices in Deal Structuring & Contract Management

Liberty Ballroom B

The basis of all good public-private partnerships is in the structuring of the deal and the management and oversight of the contract. During this session a panel of developers, P3 experts, and builders will discuss the basics and best practices for deal structuring, contract management, and the long-term success of a P3.

Moderator

John Smolen, Partner, Ballard Spahr LLP

Panel

Sam Chai, President, Kiewit Development Company
Tad Guleserian, Managing Director, CRC Companies
Sia Kusha, Group Head Project Development & Partnering, Plenary Group
Jodie Misiak, Assistant Vice President and Strategic Initiatives Manager, WSP

1:15 PM – 2:15 PM

A Balancing Act: Challenging Issues in P3 Risk Allocation

Monument Ballroom

The focus of this panel is the current state of risk allocation in P3s and the accompanying opportunities and obstacles. This is a topic of central importance to public- and private-sector clients alike, and it is relevant to all asset classes (including transport and social infrastructure), projects of all sizes, and all levels of government (Federal, state and local). Finding the right balance in allocating risk challenges even the most sophisticated P3 participants -- government owners, investors, lenders, design-builders, O&M providers and P3 practitioners. The unique nature of each project only compounds the complexities and nuances of obtaining an effective allocation. While including a discussion on market trends and hot issues, and digging into current challenges, this panel will provide insights on solutions: the role effective and efficient risk allocation can play in helping to turn an identified need -- through a collaborative approach -- into a real, financeable and successful project. The panel will explore how risk allocations can be successfully negotiated, and why some projects/procurements may struggle more than others. Also, the panel will look ahead to address how the market is changing and what is likely to impact risk allocation discussions in 2020.

Moderator

Charles E. Wall, Partner, Seyfarth Shaw LLP

Panel

Duane Callender, Director, Credit Programs Office, Build America Bureau
Brian Kirby, General Counsel - North America, Sacyr
Sue Lee, Senior Managing Director, Ernst & Young Infrastructure Advisors, LLC,

1:15 PM – 2:15 PM

Public-Private Partnerships and NEPA

Capitol Ballroom

Many project proponents are seeking advice on how to address environmental requirements on projects delivered through design-build (D-B) and Public Private Partnership (P-3) approaches. Join this panel of experts who will present an overview of the fundamental requirements of environmental review under the National Environmental Policy Act and then present “successful practices” for how environmental commitments are kept in P-3 and D-B contracts. The information presented and discussed is based on a research conducted for the AASHTO Standing Committee on Environment and Sustainability.

Presenters

Manisha Patel, Vice President - Environmental Policy Practice, WSP
Larry Pesesky, Senior Vice President, WSP
Adrienne Heller, Senior Economist, WSP

1:15 PM – 2:15 PM

Roundtable: P3 Project Support

Mint Room

The federal government has provided significant support to P3 projects throughout the US, directly and indirectly, actively and passively, at the procurement stage and the operation stage. At this roundtable, we will explore this multi-faceted role and discuss how it has evolved and where it may be headed. Discussion points may include: (1) how are federal funds optimally applied to a P3 project and in what amount/percentage; (2) what form should such assistance take (e.g, grant, loan, guarantee); (3) what are the possible sources of such funds (Highway Trust Fund (HTF), SRF, WIFIA, TIFIA, INFRA, etc.); (4) in what other ways can the federal government support projects (technical support; outreach; legislation, etc.); (4) what have been some of the key challenges related to federal involvement and how to address them; (5) how will the federal role evolve in the near term; and (6) what are steps the federal government and state-level project owners can take to further optimize the federal role.

Moderator

Paul Epstein, Partner, Shearman & Sterling LLP

2:15 PM – 2:30 PM

Networking Coffee Break

Expo Hall

Sponsored by:



2:30 PM – 3:30 PM

Advanced Methods for Risk Management to Prevent and Resolve Disputes During Construction Using Dispute Review Boards

Liberty Ballroom A

Disputes and claims have been a part of construction projects for many years and oftentimes drag out well after the completion of the project, tying up valuable resources and adding costs. Actively managing the dispute or claim or, even better yet, helping avoid the claim or dispute entirely, saves time and money for all the parties involved. This workshop discusses how Dispute Review Boards (DRBs) have been used by complex construction projects to reduce and eliminate disputes. By having a DRB start at the beginning of a construction project, the DRB can often help involved parties avoid a dispute by being proactive with the parties in getting issues and disputes resolved while the project is on-going, so at the end of the project there are no remaining disputes. This panel will present best practices for developing DRBs for P3 Projects and other project delivery methods.

Presenters

Chris Kane P.E., J.D. P3 Collaborative LLP
Ann Russo, Executive Director, Dispute Resolution Board Foundation
Sidney Scott III, Partner, HKA Global

2:30 PM – 3:30 PM

How Do I Keep a P3? Monitoring and Partnership for the Long Term

Liberty Ballroom B

The real work of a public-private partnership lies in the O&M phase – when the owner must step into the monitoring role, the true test of the partnership begins. This session will focus on this long-term relationship phase with tips and ideas from those who have lived and are still living a P3 agreement.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Dan Dennis, PE, Vice President, Public-Private Partnerships, PILLAR, Inc.
John Smolen, Partner, Ballard Spahr LLP
Simon Shekleton, Director, Project Development, Transurban

2:30 PM – 3:30 PM

Can You Hear Me Now? Leveraging P3s to Expand Cellular Coverage Outside of Metro Areas

Monument Ballroom

Recently, there has been significant focus on bridging the digital divide by increasing broadband and cellular access. Providing stable cellular network coverage in rural areas, however, has been an overlooked issue faced by municipalities and governmental entities across the country, which impedes public safety and hinders economic activity. This session explores current state and municipal activities underway to measure cellular coverage gaps, identify regulatory issues that may hinder coverage, and develop P3 models to efficiently deploy telecommunications infrastructure.

Presenters

Jeffrey Nordhaus, Executive Vice President of Innovation and Broadband, Empire State Development – Broadband Program Office
Chris Fisher, Advisor and Former President, New York State Wireless Association
Jay Brown, Managing Director, Alvarez & Marsal

2:30 PM – 3:30 PM

Outlease Authorities and Opportunities for Private Sector Collaboration

Capitol Ballroom

The panel session will provide an overview of outleasing authorities, including their history and use, to promote R&D collaborations at Federal laboratories. This presentation also reveals how private sector partners have contributed to the modernization and revitalization of underutilized land and real property at Federal laboratories. In addition, the session will present alternative approaches for achieving a more balanced allocation of risk between public and private partners in P3s than is possible using traditional user fee or availability payments models. By broadening the scope for contract negotiations, such arrangements can potentially increase the attractiveness of infrastructure projects to a wider set of investors and project sponsors with diverse risk preferences.

Presenters

Vanessa Peña, Science and Technology Policy Institute (STPI)

Jennifer Shieh, Chief Scientist and Senior Technology Policy Advisor, U.S. Small Business Administration, Office of Investment and Innovation

Neal Stolleman, Economist, Office of Economic Policy, U.S. Department of the Treasury

2:30 PM – 3:30 PM

Roundtable: Addressing Impediments to P3 Projects in the Water Sector

Mint Room

What are the obstacles that managers commonly encounter when pursuing a P3? What do owners truly need to ensure a successful project? While all of the solutions to this topic cannot be addressed adequately in a roundtable, we will use this forum to initiate suggestions, share experiences and highlight owner responses from Water Design-Build Council's "Impediments" and "Lessons-Learned" research. A sample of prevalent topics to be discussed will include: i) budget and financial expectations of organizations considering a P3 project; ii) contract development and procurement; and iii) first-time inexperience – how to manage uncertainty about now and why to start.

Moderator

Linda Hanifin Bonner, Ph.D, Executive Operations Manager, Water Design-Build Council

3:45 PM – 4:15 PM

P3 Questions and Answers Discussion Session – What are the Next Steps. Where to Go from Here?

Liberty Ballroom A

Join industry leaders and AIAI members for an interactive conversation specifically tailored to audience questions and answers about P3s. Attendees will have the opportunity to submit questions in advance and also join in the discussion of the benefits, values, and applications of P3s in an open dialogue.

Moderator

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

Panel

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

Tad Guleserian, Managing Director, CRC Companies

Mike Schneider, Managing Principal, InfraStrategies

Closing Sessions Prepared in Partnership with:



Association for the Improvement
of American Infrastructure

Together, we move P3s forward >

4:15 PM

Conference Ends

Please join us again next year, December 1 – 2, 2020 here in Washington DC for the 2020 P3 Government Conference.