



THE PUBLIC-PRIVATE PARTNERSHIP
WATER SUMMIT

APRIL 23 - 24, 2019

GRAND HYATT HOTEL
SAN DIEGO, CA

www.p3watersummit.com

Welcome

It's a pleasure to welcome you to the 2019 P3 Water Summit!

Across the nation public-private partnerships are at work. Today public water agencies are using P3s to allocate risk and capital for their critical infrastructure projects while driving innovation and efficiency.

Over the new two day you will find a program that explores how P3s are addressing some of our most significant water challenges. Through plenary sessions, panel discussions, workshops, and roundtables; this year's agenda digs into financial, technical, and legal considerations we must make when evaluating a public-private partnership.

At this year's Summit you will find a program with over 100 experienced and incredible speakers. These public and industry leaders, P3 experts, and operators will help us all better understand the value proposition of P3s, the principles behind successful partnerships, and how the delivery model is being used to maintain and improve our nation's water infrastructure.

We encourage you take advantage of the opportunities available at P3 Water Summit to connect with others and let new partnerships grow. You will find that many attending share similar capital improvement challenges, and others who have found viable solutions are here to share what they did. Numerous networking events have been incorporated into the agenda, and we hope you are able to make the most of these sessions and meet with many of the delegates in attendance.

Thank you for joining us this year. And a very special thank you to all of our speakers, sponsors, exhibitors, and event partners. We hope the next few days are a unique and rewarding experience that helps you meet all of your P3 business, educational, and networking objectives.

Sincerely,
The P3 Water Summit Team

Schedule-at-a-Glance

TUESDAY, APRIL 23, 2019

7:00 AM - 9:00 AM	Registration, Check-In, and Exhibitor Set-Up <i>Harbor Ballroom Foyer</i>				
7:30 AM - 9:00 AM	P3 101 Breakfast (Open to Public Sector Representatives Only) <i>Harbor Ballroom I</i> Sponsored by: AIAI				
9:00 AM - 10:00 AM	Summit Opening: The Role of Alternative Delivery in Our National Water Challenges <i>Harbor Ballroom A</i>				
10:00 AM - 10:45 AM	Creating a Positive Feedback Loop Through Project Success <i>Harbor Ballroom A</i>				
10:45 AM - 11:00 AM	Morning Networking Coffee Break <i>Expo Hall</i> Sponsored by: Aon Meridiam				
	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I	Expo Hall	
11:00 AM - 12:00 PM	Stormwater P3s in California	The Differences Between Water Project Funding vs. Project Financing	Innovative Ways to Avoid Construction Disputes: DRBs & Their Applications	Interactive Roundtable Discussions	
12:00 PM - 2:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Plenary WSP				
12:15 PM - 1:00 PM	Lunch Conversation for Owners <i>Harbor Ballroom I</i>				
1:00 PM - 2:00 PM	Afternoon Keynote: WIFIA Market Update and Borrowers Panel <i>Harbor Ballroom A</i>				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
2:05 PM - 3:05 PM	Preparing a Successful Procurement	Planning for Sustainability and Climate Change Adaptation	What is Due Diligence and What Role Does It Play in PPPs?	Innovative Approaches to Wastewater	Lessons Learned from MDOT's P3 Program
3:05 PM - 3:15 PM	Afternoon Networking Coffee Break <i>Expo Hall</i> Sponsored by: Ernst & Young Infrastructure Advisors PERC Water				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
3:15 PM - 4:15 PM	Stormwater Solutions: Achieving Local Economic Development	Why Do a Water P3? Building the Business Case	Leveraging Assets to Unlock Value	Preparing Your Checklist - Outsourcing 101	P3s for Rural Areas and Small Cities - How Can You Make the Model Work?
4:30 PM - 5:30 PM	The State of the Today's Market: Where the Water Hits the Ground	Best Practices in Deal Structuring & Contract Management	End of Term: Understanding Hand-Back Requirements	Planning for Disruptive Water Technologies	Paying for Performance - Stormwater P3s
5:30 PM - 7:00 PM	Evening Networking Reception <i>Expo Hall</i> Sponsored by: FitchRatings Geosyntec Consultants PCL VICO Infrastructure				

Schedule-at-a-Glance

WEDNESDAY, APRIL 24, 2019

7:00 AM – 8:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: Goldman Sachs Garney Construction				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
8:00 AM – 9:00 AM	What Does a Successful P3 Look Like Through the Public Sector Perspective?	Applying Design-Build Best Practices to Water Project Delivery	Best Practices in Risk Allocation and Surety	New Solutions for Long Term Water Project Contracting	Workshop - Building a Stormwater P3 (Public Owners Only)
9:15 AM – 10:15 AM	Applying Asset Management and Life-Cycle Planning Approaches to P3s	Picking the Right P3 Partners	The Case for Project Bundling	P3 Potential in Rural Communities	Workshop - Building a Stormwater P3 (Part 2)
10:15 AM – 10:45 AM	Morning Networking Coffee Break <i>Expo Ballroom</i> Sponsored by: Nossaman LLP PCL				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
10:45 AM – 11:45 AM	Structuring and Financing Options for Water P3s	Aging Wastewater Facilities and the Role of P3s	Understanding Water O&M Requirements	Water P3s: Moving Across the Project Lifecycle	Procurement Policy, Private Delivery and Pay-for-Performance in Stormwater
11:45 AM – 1:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Arup Rutan & Tucker, LLP				
	Harbor Ballroom A	Harbor Ballroom B		Harbor Ballroom G	
1:00 PM – 2:00 PM	Top 10 Issues When Procuring a P3	Financial and Technical Resources That Are Available - The North American Development Bank		Integrated Approaches to Building A Public Microgrid	
2:15 PM – 3:00 PM	P3 Questions & Answers: What are Next Steps? Where to Go from Here? <i>Harbor Ballroom A</i>				
3:00 PM	Summit Ends Exhibitor Breakdown				

AGENDA: MONDAY, APRIL 22, 2019

Pre-Summit Activities

1:30 PM – 4:30 PM

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

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



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

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

To reserve a spot contact sandra@thep3conference.com

Special thanks to:



5:00 PM – 8:00 PM

Summit Check-In & Registration

Harbor Hall

AGENDA: TUESDAY, APRIL 23, 2019

Pre-Summit Activities

7:00 AM – 9:00 AM

Summit Check-In & Registration

Harbor Hall

Morning coffee courtesy of:

ARUP

RUTAN
RUTAN & TUCKER, LLP

7:30 AM – 9:00 AM

P3 101 Breakfast (Open to Public Agency Attendees Only)

Harbor Ballroom E

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 they can be applicable. Learn about when P3s do and do not make sense to advance, what are the major considerations that need to be made when choosing this route, how can they can save money and time when dealing with repairs and maintenance, and what are some of the first steps to make when considering the P3 route.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

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

Bill Hvidt, Managing Partner, The Hvidt Group

Gregory V. Johnson, Partner, Squire Patton Boggs LLP

Jean Pedley, Business Line Manager, Kiewit Engineering

Special thanks to session organizer:



Formal Summit Activities

9:00 AM – 9:15 AM

Summit Start: Welcome & Opening Remarks

Harbor Ballroom A

9:15 AM – 10:00 AM

Opening Keynote - The Role of Alternative Delivery in Our National Water Challenges

Harbor Ballroom A



Water systems nationwide struggle today with operational and funding challenges that cannot be addressed solely with existing resources. What options and pathways are available? We welcome Jill Jamieson to provide an overview of some of the most notable developments that have recently shaped the P3 landscape; and speak to some of the major political, policy, and project developments that are likely to define the U.S. P3 water experience. In her remarks Ms. Jamieson will address recent advancements at the local, state, and federal levels and the growing role of partnerships for water, while evaluating how alternative delivery models are likely to influence projects contemplated around the country.

Presenter

Jill Jamieson, Managing Director, JLL Public Institutions

10:00 AM – 10:45 AM

Creating a Positive Feedback Loop Through Project Success

Harbor Ballroom A

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.

EY and AWWA jointly conducted a survey of AWWA’s North America membership during 2018 to generate a water industry view on the relevance of public-private partnership delivery models in the US. The survey provided valuable insight as to areas of likely P3 applicability, but also the preconditions for project success and the challenges municipal utilities faced in confidently put these building blocks in place. Utilizing the extensive experience of the panel, this session focuses on how to develop these foundations for project success to create a positive feedback loop.

Moderator

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

Panel

Mike Patella, Senior Policy Advisor, Water Infrastructure and Resiliency Finance Center Office of Water, EPA
Hala Titus, Vice President, CDM Smith
Stan Williams, Vice President - Project Development, Poseidon Water

10:45 AM – 11:00 AM

Networking Coffee Break

Expo Hall

Sponsored by:



11:00 AM – 12:00 PM

Stormwater P3s in California

Harbor Ballroom G

Stormwater in California presents an intriguing combination of both need and growing opportunity for public-private partnerships of different forms and scales. Currently most pressing in Southern California, these needs and opportunities will soon expand throughout the State. The needs of industry and government (infrastructure owners) include responding to stringent stormwater permit requirements, depleted groundwater basins, climate adaptation, and mitigation to support major civil works. Opportunities include the availability of new State and local funding measures, watershed-based alternative compliance approaches, and coordination with transportation and other agencies. This panel will include representatives from the State of California, water agencies, local governments, and innovators seeking to create opportunities for accelerated implementation of multi-benefit solutions.

Moderator

Ken Susilo, Senior Principal, Geosyntec Consultants

Panel

Jeffrey Albrecht, Project Engineer, State Water Resources Control Board

Lyndsey Bloxom, Water Resources Senior Analyst, Water Replenishment District of Southern California

Wing Tam, Green Stormwater Infrastructure Project Manager, City of Los Angeles

11:00 AM – 12:00 PM

The Differences Between Water Project Funding and Project Financing

Harbor Ballroom H

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 the role of the public sector changes under the different approaches. Panelists will explore the factors that affect the rating and availability of private finance, contrasting projects with guaranteed off takers and projects taking risk on rate payers as well as looking at the impact of risk sharing between the public and private parties. Particular attention in this discussion will be paid to the impact of choices in procurement model, agreement terms and rate controls on the private financing, the public sector and the customer.

Moderator

Alistair Sawers, ATS Advisory

Panel

Will Gorham, Associate Vice President, Plenary Group

Mark Kempton, Principal, Kempton Strategies

Lindsay Taylor, Senior Associate, Meridiam

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

11:00 AM – 12:00 PM

Innovative Ways to Avoid Construction Disputes – DRBs and Their Applications

Harbor Ballroom I

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 for many years and can be applied to water projects. By having a DRB start at the beginning of a project, the DRB can often help involved parties avoid a dispute by being proactive with the parties in getting issues settled and avoiding a dispute altogether. The conversation will provide an overview of the DRB process and how it can help avoid disputes or get them settled in a timely and efficient manner.

Moderator

Elizabeth Tippin, Attorney, Tippin Law & ADR Services

Presenters

Denis O'Malley, PE, PMP, QSD

Craig Ramseyer, Partner, Procopio, Cory, Hargreaves & Savitch LLP

Ramon Ruelas, Chief Construction Engineer, SANDAG

11:00 AM – 12:00 PM

Interactive Roundtable Discussions

Expo Hall

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

Roundtable session sponsored by:



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

Frank Liu, Associate, Nossaman LLP

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

Table 2: How Do P3s and Private Project Financings Impact Credit?

Among the many touted benefits of P3 projects is the ability to keep the debt off balance sheet. But just because debt is off the balance sheet, does that mean the rating agencies consider it to be “off-credit” as well? The credit implications of P3s vary depending on the contractual obligation the public authority is committing to long term, as well as the essentiality of the asset. In this roundtable we will review key credit factors, explain the implications of different P3 structures for both a project and the public sector, and provide an overview for evaluating a P3 project’s impact on a public entity’s credit rating.

Presenter

Kathrin Heitmann, VP-Senior Analyst, Moody’s Investor Service

Table 3: Key Terms and Conditions in Construction Agreements

Construction Agreements are laden with terms and conditions that shift risks from one party to the other. Often, at least one party is not aware of the shifts or has not fully considered the potential consequences. The implications of these shifts can surprise even savvy water professionals if they are first identified during a dispute or as a result of an insurance claim. This round table will identify key deal points and discuss methods of appropriately allocating and mitigating risks associated with them.

Presenter

David Cohen, Director, Construction Services Group, Aon Infrastructure Solutions

Table 4: Delivering Sustainable Water Infrastructure

In this roundtable we review innovative measures that cities are taking to toward sustainability, water independence, and developing greener water supply programs. Specifically, we discuss projects where owners have been able to reduce energy use and greenhouse gas emissions associated with importing drinking water, recycle municipal wastewater for reuse, including future indirect potable reuse (IPR) via aquifer recharge; and also provide treatment of stormwater and/or brackish/saline-impaired groundwater for reuse. Our discussion will also speak to use of solar, sewer lift stations, and even parking structures that are harvesting stormwater.

Presenter

Steven D. Owen, Vice President, PERC Water Corporation

Table 5: What is Value for Money? A Primer

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

Presenter

Michael Palmieri, President and Founder, P3 Point

Table 6: Alternative Procurement Advantages at Small and Large Scales for Stormwater

Pay for performance is an alternative procurement approach that can (1) engage the private sector to help achieve tight compliance deadlines, (2) unlock access to private land for stormwater treatments and (3) increase pollutant load reductions achieved with existing budgets. Join our discussion to learn about the four types of pay-for-performance procurement and discuss the sample contracts available in the on-line Pay-for-Performance Toolkit. Participants will be encouraged to think about their own procurement rules and share how they do, or do not, enable pay-for-performance contracts.

Presenter

Chad Praul, Partner, Environmental Incentives

Table 7: Emerging Opportunities for Managing Urban Water Supply Risks

Public water agencies across the western United States face unprecedented water supply reliability and cost risks. Climate change, new regulation, and growth are amplifying these uncertainties. Historically, public agencies dealt with water supply risks by making large capital investments in water rights and water storage infrastructure many decades ahead of forecasted growth. In retrospect, many such public investments have used capital inefficiently and/or failed to achieve their intended outcomes. The private sector is now seeking to help improve and modernize urban water supply risk management. This roundtable will discuss emerging risk management tools that the private sector is making available to public water agencies. Such tools include take-or-pay contracts for physical water delivery, and cash-settled derivative products.

Presenter

Matthew T. Payne, Principal, WestWater Research

Table 8: What Do Investors Really Care About?

A no-nonsense assessment of what the private sector is looking for when assessing whether to bid water P3 infrastructure project opportunities. Learn what makes a project attractive to a potential P3 partner and understand the red flags for private sector bid teams, how to avoid them as a public-sector procurer, and how to get the best out of the private sector in a competitive process.

Presenter

Sean Boyd, Managing Director, Ernst & Young Infrastructure Advisors, LLC

Table 9: Construction Management on a P3 Project – How Does That Work?

What roles does a third party construction manager have on a P3 project? What are the range of responsibilities of a third party construction manager on P3 Design-Build-Finance projects? While the range of responsibilities and authority does vary significantly, the construction manager's role on the project is essential to confirming that the sponsors and owners gets what they pay for. Discuss concepts and strategies for owners to help in determining what level of oversight and approval is appropriate based on each sponsor or owner's level of comfort and desired "control".

Presenter

Christopher M. Dull, Vice President, Louis Berger U.S.

Table 10: Understanding How Federal Policies Are Likely to Impact Local Agencies

This roundtable reviews the latest developments out of Washington that are affecting the funding and financing of water infrastructure - including the expansion of federal loan programs. We will also examine developing policies and legislations, infrastructure initiatives, changes in regulation, and Congressional efforts that are likely to impact your agency and upcoming projects.

Presenter

Dave Wegner, Senior Strategic Consultant, Woolpert Engineering

Table 11: The Right Financing Mix for Greenfield Versus Brownfield Developments

What is the optimal financing mix for a P3 project in the water sector? This roundtable will discuss available financing options for water sector projects involving alternative project delivery. Examining the debt capital structure of certain existing projects, we will focus on variations between project/asset type and development stage (i.e. greenfield v. brownfield). We will consider the reasons for the differences in the financing mix between projects and whether existing cases present established paradigms or whether alternate structures can be viable on a project-by-project basis. We will also distinguish between such financing when it is put in place by a private developer in a DBFOM procurement and the funding of such costs by the procuring authority.

Presenter

Paul Epstein, Partner, Shearman & Sterling LLP

12:00 PM – 2:00 PM

Networking Lunch

Expo Hall

Sponsored by:



12:15 PM – 1:00 PM

Lunch Conversation for Owners

Harbor Ballroom I

Bring your lunch and join us to discuss issues and topics that have come up so far in the program. In this session you have the opportunity to ask questions and get answers and more detail on some of the material covered in the agenda at this point. This lunch conversation is meant for public sector attendees.

1:00 PM – 2:00 PM

Afternoon Keynote Panel: WIFIA Market Update and Borrowers Panel

Harbor Ballroom A

EPA's WIFIA program has just issued its 2019 Notice of Funding Availability for \$6bn in credit, which could finance up to \$12bn of water infrastructure projects. In 2018, 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 eight loans to date and many others in advanced stages, this panel brings together the EPA and successful borrowers and advisors from earlier rounds.

This keynote session is meant to foster a greater understanding of the requirements, clarify the purpose and goals, and pave the way for successful applications for the WIFIA program. We welcome Jorianne Jernberg, Director of the WIFIA Program, to provide an update of recent activity, overview of the program, explain the process for submitting and evaluating WIFIA letters of interest, and include an update on the most recent letter of interest round. Following Ms. Jernberg's remarks we welcome our panel of WIFIA borrowers to discuss their experiences to date as they share lessons learned from their closed deals and insights for those contemplating applications in the 2019 round.

Presenter

Jorianne Jernberg, Director, WIFIA Program, U.S. Environmental Protection Agency

Moderator

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

Panel

Alex Burnett, Managing Director, JP Morgan

Randy Fick, Chief Financial Officer / Treasurer, OCWD

Brian Mandell, Debt Manager, City of San Diego

Richard Morales, Debt Manager, San Francisco Public Utilities Commission

2:05 PM – 3:05 PM

Preparing a Successful Procurement

Harbor Ballroom A

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 public agencies must consider in 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 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 Business Development, ACS Infrastructure Development, Inc.

Panel

Bruce Allender, Chief Operating Officer, iMG

Deborah Brown, Vice President, Advisory Services, WSP

James Eklund, Of Counsel, Squire Patton Boggs

2:05 PM – 3:05 PM

Planning for Sustainability and Climate Change Adaptation

Harbor Ballroom B

More frequent severe weather events and an increased focus on sustainability are changing the management of water resources across the country. The panel will discuss evolving best practices for climate change adaptation and management of scarce water resources including the impact of droughts,

storm and flood management, source water quality, and sea level rise. The discussion will explore the impact on capital needs and sustainable rate-setting strategies. It will also focus on the growing utilization and market demand for green bonds, alternative financing options and the role of the private sector and P3s in supporting a utility in adapting to climate change and achieving its sustainability objectives.

Moderator

Kathrin Heitmann, VP-Senior Analyst, Moody's Investor Service

Panel

Lisa Marie Harris, Director of Finance, San Diego County Water Authority

Megan Matson, Partner, Table Rock Capital

Ed D. Vallejo, Vice President, American Water

Janine Witko, Americas Water Business Leader, Arup

2:05 PM – 3:05 PM

What is Due Diligence and What Role Does It Play in PPPs?

Harbor Ballroom G

Most parties considering a PPP probably don't even consider due diligence an important project role. Many PPP proponents can't even describe the multiple roles due diligence efforts might play throughout the transaction. Due diligence however can determine if a PPP is feasible and can meet the sponsor's desired policy objectives (or not), help define a long-term sustainable transaction, mitigate project risks, and gauge the practical and financial reasonability of a PPP proposal. An experienced panel of PPP technical and financial due diligence practitioners will present a discussion on real world examples of where PPP due diligence has improved PPP outcomes.

Presenters

Neil Callahan, Director, Program Management, Louis Berger

Sandra L. Kerl, Acting General Manager, San Diego County Water Authority

David M. Moore, Managing Director, Clean Energy Capital

2:05 PM – 3:05 PM

Innovative Approaches to Wastewater

Harbor Ballroom H

Wastewater treatment system managers more and more are being required to increase resiliency, reduce their carbon footprint and achieve increasingly stringent regulatory requirements, all while minimizing the need for rate increases. Several municipalities are finding that the use of Public Private Partnerships and Alternative Delivery Projects are important tools to achieving their objectives. The Rahway Valley Sewerage Authority has entered into a groundbreaking project to achieve their goals that includes a long-term supply of a specified organic feedstock, enhanced production of digester gas, and the on-site production of electricity from digester gas which allows the Authority to avoid the need to purchase electricity and also increases system resiliency. Similar projects are being developed in California and other regions of the country allowing wastewater treatment facilities to realize the receipt of new revenue streams including from tipping fees, the sale of electricity and gas, and from the sale of renewable energy attributes including RECs, RINs, and LCFS. At the same time, these projects

assist local municipalities with achieving important organic waste landfill diversion requirements and goals.

Presenters

Kevin Mattson, Organics Project Development Manager, Waste Management
Rick Sapir, Partner, Hawkins Delafield & Wood LLP
Yaniv Scherson, Ph.D., P.E., Managing Director, Anaergia Inc

2:00 PM – 3:00 PM

Start Small, Dream Big: Lessons Learned from MDOT's P3 Program

Harbor Ballroom I

After closing the Michigan Street Lighting Project in 2015, the Michigan Department of Transportation (MDOT) set its sights on a larger project. In November 2018, MDOT reached Financial Close on a \$600+mm (capital) P3 widening and reconstruction project for the third section of Michigan's Interstate 75, including construction of a large storm water tunnel and a series of pump stations. This panel will highlight the key factors that led to I-75's success, some of the unique financial and technical features of the I-75 Project as well as lessons learned and implemented.

Moderator

Corey A. Boock, Partner, Nossaman LLP

Panel

Liam Kelly, Managing Director, KPMG
Sallye Perrin, Senior Vice President, WSP
James Ranger, Innovative Contracting Engineer, Michigan Department of Transportation

3:05 PM – 3:15 PM

Networking Coffee Break

Expo Hall

Sponsored by:



3:15 PM – 4:15 PM

Stormwater Solutions: Achieving Local Economic Development and Green Infrastructure through Community Based Partnerships (CBPs)

Harbor Ballroom A

In this panel we will discuss applying partnership solutions to state, municipal, and city initiatives for green infrastructure and community revitalizations such as stormwater and water quality management programs. Partnership models represent creative solutions to stormwater challenges and potential investment in green infrastructure initiatives that can provide for local economic growth, job creation and improved quality of life in urban and underserved communities. Such partnerships have demonstrated an ability to help communities optimize limited resources through agreements with private parties to help build and maintain public infrastructure by leveraging public investment with private capital at estimated rates of 10:1 or higher.

We also will examine the role of various stakeholders, as our panelists share thoughts on how such partnerships can accelerate program implementation and reduce the cost of green infrastructure solutions, while providing flexibility, access to technology, and dynamic community development. We'll further consider why the model builds a strong, long-term partnership between the municipality and the private partner; and how this leads to shared risk and greater accountability, by reinvesting cost savings and revenues to create a pool of funds for future projects. By incorporating community revitalization needs into green infrastructure, the panel will explore how community based public-private partnerships evolve the traditional P3 contractual mechanism into a partnership that is focused on improving service, providing cost advantage, transferring risk, achieving public policy goals, and raising a community's quality of life.

Moderator

Francesca McCann, Business Development Director, iMG

Panel

Greg Cannito, Managing Director, Corvias

Dominique Lueckenhoff, Senior Vice President of Sustainability, Hugo Neu

3:15 PM – 4:15 PM

Why Do a Water P3? Building the Business Case for a Water P3 and 'Selling It' to the Community

Harbor Ballroom B

What are the business considerations that a public agency 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. In this session we also discuss why including stakeholders early in the public planning process will allow for successful community engagement and facilitate P3 initiatives with public participation, local support, and elected official buy-in. Hear ideas as how to effectively communicate the business case to the community at large as we consider ways that public and private partners can approach the dialogue with community shareholders for the best chance at a win-win-win solution for public owners, private partners, and the community at large.

Moderator

Mark Hutter, Vice President, Infrastructure Group, Michels Corporation

Panel

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

Gregory V. Johnson, Partner, Squire Patton Boggs LLP

3:15 PM – 4:15 PM

Leveraging Assets to Unlock Value

Harbor Ballroom G

With over 16,000 publicly owned sewage treatment plants in the United States governments at all levels have invested billions in infrastructure assets. Drawing on current activities in Biogas capture and value creation the panel will address the opportunities, risks, issues and procurement options to leverage existing underutilized assets to create new revenue streams, cost offsets and improved utilization of existing core and non-core assets.

Presenters

Leofwin Clark, Past WDBC President and Education Committee Chair, Brown and Caldwell
David G. Magahey, Managing Director, FourCourt Advisors Ltd.

3:15 PM – 4:15 PM

Preparing Your Checklist - Outsourcing 101

Harbor Ballroom H

The session will cover issues that clients need to consider before entering a partnership. As with any change in the way a municipality services its customers, there is significant planning required to ensure a successful outcome. This is particularly true when forming a P3. This discussion will cover the advanced thinking and decision-making that should be considered for a successful procurement of outsourced services. Panelists will outline critical political, technical and financial points for clients to consider as they prepare for the procurement process and will also share their experiences and lessons learned.

Presenters

Robert C. Siemak, Assistant General Manager, United Water Conservation District
Ron Verini, Mayor, City of Ontario, Oregon
Elliott Wheeler, Vice President Operations and Maintenance | Buildings & Infrastructure, Americas, Jacobs

3:15 PM – 4:15 PM

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

Harbor Ballroom I

Join us for a presentation that explores how P3s can create opportunities for water resource development and sustainable water management in rural areas and small cities. This discussion will address challenges to water systems and facilities at the local level. Local business leaders and municipal officials can learn how to develop a strategy for the development of supply and treatment facilities, including strategies and specific steps to take advantage of P3 best practices in rural public infrastructure procurement.

Topics will include:

- How do small and medium sized municipalities and rural communities ensure their water treatment systems are built to handle dynamic and future growth?
- What compliance mandates drive funding or access to capital to help rural and modest scale systems keep pace?
- How newer technology plays a role in providing communities with safe drinking water and efficient wastewater treatment?
- How do local requirements affect procurements?
- How do P3s address communities' needs?

Presenter

Chris Matthews, PE, EXW, Arcadis U.S. Inc.

4:30 PM – 5:30 PM

The State of the Today's Market: Where the Water Hits the Ground

Harbor Ballroom A

Recent experience in the water P3 market suggests that water P3s are increasingly driven by municipal water districts, cities and counties seeking to address their infrastructure and water needs. However we are also seeing State departments of transportation dabbling in water P3 projects. This panel will highlight recent P3 projects including Michigan Department of Transportation's recently closed I-75 Modernization and Stormwater Project and the City of Lake Oswego's proposed Wastewater Treatment Project with a view to highlighting legislative, policy, financial and other factors that are influencing P3s in the water market.

Moderator

Elizabeth Cousins, Partner, Nossaman LLP

Panel

Jill Jamieson, Managing Director, JLL Public Institutions

James Ranger, Innovative Contracting Engineer, Michigan Department of Transportation

Miguel Zermano, Project Manager, City of Los Angeles Bureau of Sanitation

4:30 PM – 5:30 PM

How Do I Design a Water P3 - Best Practices in Deal Structuring & Contract Management

Harbor Ballroom B

The basis of all good public-private partnerships is in the structuring of the deal and the management/oversight of the contract. During this session both public and private sector experts will discuss the basic and best practices for P3 deal structuring. They will also share their views on the best practices for contract management for the long-term success of a P3.

Moderator

Gregory V. Johnson, Partner, Squire Patton Boggs LLP

Panel

Deborah Brown, Vice President, WSP

Terry Burgis, VP of Development P3 Project, Kiewit Development Company

Lindsay Taylor, Senior Associate, Meridiam

4:30 PM – 5:30 PM

End of Term Mechanics – Understanding Hand-Back Requirements and Ensuring A Successful P3 Conclusion

Harbor Ballroom G

What happens at the end of a P3 contract and what does each partner need to do? This session will look at those end of life questions for all water P3s that, oddly, must be addressed in the beginning with the contract terms. Experts will share guidance on community leading practices for writing effective hand-back requirements and setting-up structures to ensure a smooth end-of-term process.

Moderator

Michelle Randall, Assistant Vice President, Zurich Surety Risk Solution

Panel

Liam Kelly, Managing Director, KPMG

Robert J. Nespeca, Vice President Infrastructure Concessions, PERC Water

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

4:30 PM – 5:30 PM

Planning for Disruptive Water Technologies

Harbor Ballroom H

Water agencies face growing challenges in terms of properly planning for technologies and the demands of climate change that might stand to disrupt in fundamental ways system capacity and usage. What are some of the possible opportunities, revenue streams, and services that might be arising? While we are at an early state for many of these new changing forces, we are at a point where there appears to be sufficient data to make some analytical judgments. This panel discussion will seek to provide a framework to make relative judgments of risk for future projects and discuss the role of project delivery and water services in the context of technological change.

Moderator

Hala Titus, Vice President, CDM Smith

Panel

Vincent Lee, Associate Principal, Arup

Jean-Marc Petit, Director of Engineering, Central Contra Costa Sanitation District

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

4:30 PM – 5:30 PM

Paying for Performance - Stormwater P3s in the State of Washington: Report to Legislators on Enabling Conditions and Paying for Performance

Harbor Ballroom I

Stormwater fees are substantial and reliable in the Northwest, but additional capital and expertise are needed to achieve the scale of implementation planned. This session provides findings of a report commissioned by legislators to clarify P3 barriers and enabling conditions in the state. Findings of the report include (1) there are no policy barriers to stormwater or transportation P3s, (2) large, municipal permittees (NPDES Phase I) have the best opportunity to leverage P3 procurements like the Community-Based P3s occurring in the Chesapeake Bay region, and (3) Pay-for-Performance procurement is a small-scale approach that has been successful for smaller (NPDES Phase II) cities and counties. This session will include details about the findings, discussion by experts and an introduction to a toolkit of Pay-for-Performance resources available to all stormwater permittees interested in getting a better return on their available budgets.

Presenters

Chad Praul, Partner, Water Practice Area, Environmental Incentives

Greg Cannito, Managing Director, Corvias

Eoin Doherty, Senior Associate, Environmental Incentives

5:30 PM – 7:00 PM

Opening Night Welcome Reception

Expo Hall

An evening reception before you head out for dinner. Join us at this special evening networking event for all Summit attendees.

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AGENDA: WEDNESDAY, APRIL 24, 2019

7:00 AM – 8:00 AM

Networking Breakfast

Expo Hall

Sponsored by:



7:00 AM – 8:00 AM

Networking Breakfast

Expo Hall

8:00 AM – 9:00 AM

What Does a Successful P3 Look Like Through the Public Sector Perspective?

Harbor Ballroom A

The session will kick off by defining the various public-private-partnerships (PPP) models in use today and include the results of the NAWC's recent survey of the market, which frames the current scope of the market as measured by number of projects, annual revenue and delivery model. The panel will include public-sector officials that have engaged in various PPP models including contract-operations (Con Ops), Design Build Operate (DBO) and Concession agreements. Panelists will share their perspective on the key drivers that led them to engage the private sector to form a PPP and discuss the decision making process of the selection of the delivery model, as well as the criteria used to select their partner.

Moderator

Mark A. Halleman, SVP Business Development, Inframark

Panel

Marcus Fuller, Assistant City Manager/City Engineer, City of Palm Springs, CA

Daniel Hernandez, Public Works Director, City of Huntington Park, CA

Richard Lewis, City Commissioner, Traverse City, MI

8:00 AM – 9:00 AM

Applying Design-Build Best Practices to Water Project Delivery

Harbor Ballroom B

In this session we will discuss the intersection of current design-build practices and how they should be adapted for water projects. With a collaborative delivery inherently embedded in almost any alternative delivery approach, mastering the design-build learning curve is fundamental to successfully implementing projects. The panel will focus on identifying key issues and risk transfer considerations unique to design-build delivery followed by an interactive discussion addressing key implementation issues. For example: what are the preparation steps needed for an to implement a project without prior hands-on design-build experience? How does the fixed price design-build approach translate to a procurement, particularly in relation to prescriptive- versus performance-based requirements? Is there a progressive design-build option within the DB framework? How does the risk transfer and securitization of existing

DBO models compare to traditional delivery? And how can commissioning approaches and acceptance metrics for design-build and DBO projects be applied in today's environment?

Presenters

Mark Alpert, Executive Director, Water Design Build Council
Leafwin Clark, Past WDBC President and Education Committee Chair, Brown and Caldwell
David G. Magahey, Managing Director, FourCourt Advisors Ltd.

8:00 AM – 9:00 AM

Best Practices in Risk Allocation and Surety

Harbor Ballroom G

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

Nicole Chen, Associate, Aon Infrastructure Solutions

Panel

Diego Aritio, Business Development Manager, Acciona Agua
Noah Jolley, Director, ACS Infrastructure Development, Inc.
Michelle Randall, Assistant Vice President, Zurich Surety Risk Solution

8:00 AM – 9:00 AM

New Solutions for Long Term Water Project Contracting

Harbor Ballroom H

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 two 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, an equity-only P3 (or wide-equity), where the equity investment component of a P3 is retained but the long-term private project debt component is replaced either partially or fully by lower interest rate, public agency debt or SRF or WIFIA loans to the public agency. A leading owner's-side legal advisor specializing in water industry alternative delivery procurements will explore the challenges and opportunities inherent in both new approaches.

Presenters

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

8:00 AM – 10:00 AM

Breakfast Workshop - Building a Stormwater P3 (Workshop for Public Owners Only)

Harbor Ballroom I

This 2-hour workshop provides an opportunity for owners exploring Stormwater P3 options to engage with industry leaders in an exclusive, interactive and focused setting. The workshop will be tailored to the individual needs and questions of participants, based on preliminary questions posed at the beginning of the session. Workshop goals will be to help assess whether Stormwater P3 frameworks are appropriate, and if so, to identify possible initial implementation steps. Building off a “Build-a-Stormwater P3” framework, the workshop will first discuss water quality, drainage, and/or flooding potential issues, risks and opportunities. Then, supported by experts in program management, stormwater compliance, project financing and legal and contractual frameworks, participants will be guided through potential agency preparation steps, followed by a discussion of the screening and formulation of programs and projects. A discussion on program and project screening criteria will include topics such as funding sources and strategies, performance metrics, co-benefits, project timelines, risk management, integration of innovation, value for money, broader policy objectives, and project sourcing approaches. Examples of successful programs and practices, as well as selected supplemental materials will be shared with workshop participants.

Presenters

Greg Cannito, Managing Director, Corvias

Elizabeth Cousins, Partner, Nossaman LLP

Ken Susilo, Senior Principal, Geosyntec Consultants

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

9:15 AM – 10:15 AM

Applying Asset Management and Life-Cycle Planning Approaches to Water P3s

Harbor Ballroom A

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

Moderator

Hala Titus, Vice President, CDM Smith

Panel

Brian Cullen, CEO, VICO Infrastructure
Sheba Hafiz, West Coast Water Leader, Arup
Jim Keene, iMG
John Muñoz, Vice President, CDM Smith
David Schneider, Vice President, Business Development Municipal & Commercial Business, Veolia North America

9:15 AM – 10:15 AM

Picking the Right P3 Partners

Harbor Ballroom B

P3 projects are still new and different to many: they require new processes, new ways of thinking, new legal and financial models, and an understanding of new risks. To attract the right P3 consortium partners (developers, investors, contractors and service professionals), the public sector must instill confidence in the procurement process. This session will consider various methods agencies can implement to use this initial phase of the P3 process to their advantage to not only generate interest from the private entities in their project but to also minimize and avoid the issues associated therewith. At the same time - building a successful procurement and delivering a project demands identifying the right partners. When running a P3 procurement, the public sector project manager may potentially spend more time with their advisors than they will with their own family – and the public sector must pick their advisors carefully. Similarly, when the public sector selects the winning private sector partner for a full-life-cycle of a project (over 30 years) it is critical to identify the right partner. Join this session for a candid discussion from both those who have made these selections and those who have been part of these partnerships and will share their experiences and lessons learned.

Moderator

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

Panel

Deborah Brown, Vice President, WSP
Will Gorham, Associate Vice President, Plenary Group
Ritch MacPherson, Director, PCL Construction Services, Inc
Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

9:15 AM – 10:15 AM

The Case for Project Bundling

Harbor Ballroom G

P3 bundling is becoming an attractive option for project owners to bring private capital and the benefits of the P3 model to smaller assets. When bundled into a single, larger procurement, a beneficial structure can be implemented to address a group of similar assets across multiple sites, an assortment of different assets at a single site, or different assets across multiple sites. P3 project bundling represents in many cases an opportunity to get more infrastructure built quicker, on budget, and with a higher degree of risk transfer. We'll discuss how agencies can help maximize success by ensuring private and public sector interests are aligned to deliver quality infrastructure that meets the long-term needs of its communities. Drawing on the expertise of market participants, the panel will review trends in bundling of infrastructure assets and review conditions for successful bundling – with specific considerations to be made to project sizes, concession length, geography, counter-party quality, and sector class.

Presenters

Mark Lambert, Managing Partner, WaterMark Resource Development
Christopher R. Joassin, Director, Fitch Ratings

9:15 AM – 10:15 AM

P3 Potential in Rural Communities

Harbor Ballroom H

In this session, United States Department of Agriculture (USDA) Rural Development Agency will provide an overview of the opportunities for financing water and wastewater infrastructure projects in rural communities through partnership with the private lending sector. More than 97% of the nation's 156,000 public water systems are small systems, serving 10,000 or fewer people. According to the most recent Infrastructure Needs Surveys conducted by the United States Environmental Protection Agency, the projected cost for drinking water and wastewater projects in United States communities with populations of 10,000 and fewer people is estimated to be almost \$600 billion in the next 20 years. To meet this financial need, USDA must partner with private lenders to creatively finance these infrastructure projects. Partnerships can include the use of private loans to pay for project design and construction until USDA can close on a permanent direct loan. USDA can also fund projects owned by municipalities and non-profits which have contracted out design, building, operating and/or management of the utility to the private sector. Private lenders can partner with USDA to provide a loan guarantee on private loans. Finally, USDA can work with private lenders to move current direct loan borrowers who have demonstrated financial capacity into the private lending sector by providing loan guarantees to lenders interested in refinancing existing debt. Through these types of public-private partnerships, USDA and lenders can improve access to clean, reliable water and waste disposal systems for households and businesses in rural areas.

Presenters

Edna Primrose, Assistant Administrator, USDA Rural Development Water and Environmental Programs
Daniel Cardona, Community Programs Specialist, USDA Rural Development California Office
Louise Torres, Community Solutions Specialist, USDA Rural Development Innovation Center

10:15 AM – 10:45 AM

Networking Coffee Break

Expo Hall

Sponsored by:



10:45 AM – 11:45 AM

Structuring and Financing Options for Water P3s

Harbor Ballroom A

P3s have long been discussed as a potential solution to the underfunding of U.S. water infrastructure needs. In this session we explore various financing structures that have been successful for delivering water projects: comparing the tax-exempt and taxable debt models, equity options, and different government programs. We also discuss how P3 financing models are evolving and how a traditional project

finance program compares to other P3 tools, such as concession agreements, that are more common in other sectors. Panelists will explore what we can expect regarding future market activity and prospects for both primary and secondary water infrastructure markets? Lastly we examine which P3 structure work best for a specific project or to meet the specific goals of an agency, delving specifically into how each structure impacts the project viability, the return to the agency; and its credit profile and balance sheet.

Moderator

Devin Brennan, Partner, Public Finance, Orrick

Panel

Christopher Elmore, Vice President, Goldman Sachs

Michael J. Irlbeck, BD Director, EPCOR

Megan Matson, Partner, Table Rock Capital

10:45 AM – 11:45 AM

Aging Wastewater Facilities and the Role of P3s

Harbor Ballroom B

As key components of wastewater facilities reach the end of their useful lives, it is becoming necessary to implement large facility rehabilitation projects to bring existing facilities current with modern technology and best practices. In some cases, it is necessary to construct new facilities altogether. As technology and best practices evolve over time, stakeholders often struggle to agree upon applicable best practices, the necessity of rehabilitating facilities and replacing key components, and who is responsible for paying the significant costs associated with rehabilitation and replacement of aging wastewater facilities. Additionally, state regulations for wastewater are changing, and future compliance will depend on flexible facilities that produce recycled or purified water in locations where such resources can be used. This panel will discuss the unique opportunities for innovative partnerships presented by aging wastewater treatment facilities, and the role of P3s.

Moderator

Carrie MacIntosh, Associate, Rutan & Tucker

Panel

Betty Burnett, General Manager, South Orange County Wastewater

Brian Cullen, President & CEO, VICO Infrastructure Company LLC

James Dunbar, Business Development Manager, Lystek International Ltd

Jeremy Jungreis, Partner, Rutan & Tucker

10:45 AM – 11:45 AM

Understanding Water O&M Requirements

Harbor Ballroom G

The water must continue to flow no matter who is managing the system. There is no difference in the operating and maintenance requirements of any water system, regardless of who is responsible for managing and maintenance. So, how can those requirements be appropriately incorporated into the P3 agreement? Join us for an expert panel discussion on the best practices for the O&M phase.

Moderator

Rick Sapir, Partner, Hawkins Delafield & Wood LLP

Panel

Diego Aritio, Business Development Manager, Acciona Agua

Gregory Ayres, Vice President, Sundt Construction, Inc

Mark A. Halleman, SVP Business Development, Inframark

Elliott R. Wheeler, P.E., Vice President - Operations and Maintenance, Jacobs

10:45 AM – 11:45 AM

Water P3s: Moving Across the Project Lifecycle

Harbor Ballroom H

This session will explore water P3s by moving through the project development lifecycle: pre-procurement, procurement, and post-award. The panel will include discussion from an elected official about P3 projects in a local water utility's upcoming plans. Next, the discussion will focus on a wastewater P3 currently in active procurement. The session will draw upon expertise from a project finance attorney and financial advisor to discuss past water P3 projects from a financing perspective, especially when WIFIA is employed. Finally, the panel will discuss post-award contract oversight for P3 projects and topics for consideration after it seems that "the deal is done". This panel was developed in partnership with Young Professionals in Infrastructure (YPI).

Moderator

Megan Yoo Schneider, Director, Division 7, Municipal Water District of Orange County

Panel

Scott Boardman, Executive Director, West Coast Infrastructure Exchange

Paul Epstein, Partner, Shearman & Sterling LLP

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

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

10:45 AM – 11:45 AM

Procurement Policies, Private Delivery and Pay-for-Performance in the Stormwater Context: Examples of Successful Approaches Involving the Private Sector in the Mid-Atlantic

Harbor Ballroom I

This panel will explore the evolution of stormwater delivery mechanisms throughout the Mid-Atlantic from design-bid-build to turnkey performance based contracting. The discussion will include an evaluation of the benefits of the turnkey approach, procurement methods to consider, performance standards and the elements necessary to accomplish performance goals. The panel will include inputs both from the private and public sectors and will include recommendations. Included in the discussion will be panelists from the Maryland SHA and RES to provide an expert review of stormwater innovation comparing delivery mechanisms and results in Montgomery and Prince George's County, Maryland.

Presenters

Charles Glass, Assistant Secretary, Maryland Department of Transportation

George Kelly, Board member, Resource Environmental Solutions

Tim Male, Executive Director, Environmental Policy Innovation Center

11:45 AM – 1:00 PM

Networking Lunch

Expo Hall

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1:00 PM – 2:00 PM

Top 10 Issues When Procuring a P3

Harbor Ballroom A

As you look to P3 to deliver your infrastructure needs, the procurement model brings new elements to address that differ from traditional procurement. And as you explore the value of P3 and the opportunities this innovative model can create, it's important to approach your procurement in a manner that allows for your success. What do you need to do to be successful when procuring a Public-Private Partnership? Join this panel for a step-by-step review of the 10 issues that must be addressed in a P3. Critical factors to be discussed will include Vision, Political Champions, Communication, Community, Commitment, Experience, Funding, Staff, Time, and Access.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

James Eklund, Of Counsel, Squire Patton Boggs

Bill Hvidt, Managing Partner, The Hvidt Group

Luis Palazzi, Managing Director, Acciona Infrastructure

Alistair Sawers, ATS Advisory

1:00 PM – 2:00 PM

Financial and Technical Resources - The North American Development Bank

Harbor Ballroom B

The North American Development Bank (NADB) is a bilateral financial institution established in 1994 by the Governments of the United States and Mexico with the mission to support the development and implementation of environmental infrastructure projects, as well as to provide technical and other assistance for projects, that help preserve, protect and enhance the environment of the border region. Under its charter, NADB is authorized to finance projects that will prevent, control or reduce environmental pollutants or contaminants, improve the drinking water supply, or protect flora and fauna, so as to improve human health, promote sustainable development, or contribute to a higher quality of life. In this context, NADB may finance the following types of projects, including but not limited to:

- Drinking water supply, treatment & distribution
- Wastewater collection, treatment & reuse
- Water conservation
- Storm drainage & flood control

In this session we will review NADB's 25-year record of accomplishment, lending practices, application processes, and highlight examples of projects financed by the Bank.

Presenters

Alex Hinojosa, Managing Director, North American Development Bank

Fernando Barrera, Senior Project Closing Specialist, North American Development Bank

1:00 PM – 2:00 PM

Integrated Approaches to Building A Public Microgrid

Harbor Ballroom G

Microgrids offer owners and managers an innovative and reliable solution to meet their essential, yet non-core "Utility Grid" needs, i.e. Energy (electric, thermal) plus Water Treatment & Distribution plus Wastewater Collection & Treatment. This extended presentation starts from first principles (what is a microgrid, components and configurations such as renewable and clean energy sources, energy storage systems (electric and thermal), delivery mechanism for power, thermal energy (steam, hot water, chilled water, even hot gas) and resiliency considerations. We'll then pivot to the principles of microgrid development including, but not limited to rapid concept ideation, rapid Economic analysis (CapEx, OpEx, cash flow analysis), risk identification and mitigations, contract development etc. We will also cover key FEL stage-gates from business assessment, through engineering through construction to Operations & Maintenance. An underlying objective is helping owners install microgrids quickly without or at least minimally impacting facility budgets and everyday operations. A review of lessons learned from the feasibility and design process through construction, startup and testing will be included in addition to the regulatory aspects to consider in a tactical implementation.

2:15 PM – 3:00 PM

P3 Project Delivery – Q&A Discussion Session - What are the Next Steps? Where to Go from Here?

Harbor Ballroom A

Join us for an interactive conversation specifically tailored to audience questions and answers about subjects raised during the conference. Attendees will have the opportunity to submit questions in advance and also join in the discussion of the benefits, values, and applications of alternative delivery approaches in an open dialogue.

Moderator

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

Panel

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

Will Gorham, Associate Vice President, Plenary Group

Bill Hvidt, Managing Partner, The Hvidt Group

Alistair Sawers, ATS Advisory

3:00 PM

Summit Ends

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The Association for the Improvement of American Infrastructure is a non-profit, action-driven, member-led organization comprised of respected industry leaders committed to strengthening American infrastructure through Public-Private Partnerships. AIAI is the one organization with the ability to represent and promote the P3 industry, because AIAI members ARE the industry – leaders from a broad range of disciplines, including construction engineering, legal, finance, operations, logistics, legislation, public policy, academia, maintenance, planning and design. Built upon a foundation of extensive experience and knowledge, AIAI serves as a national proponent to facilitate education, raise awareness and develop legislation through targeted advocacy. AIAI is dedicated to moving P3s forward.

Lisa Buglione

Director of Operations and Development

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Aon Infrastructure Solutions (AIS) is dedicated to providing risk advisory services to alternative project delivery (APD) market participants. Our AIS practice is a highly integrated team of advisors with wide-ranging expertise including risk management, corporate strategy, law, procurement, public policy, finance, and project management. Our team collaborates with Aon risk specialists on five continents who have worked on over 475 APD projects over the last 25 years.

Carol Stark

Director

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Arup is an independent firm of designers, planners, engineers, consultants and technical specialists. Our award-winning team advises lenders, sponsors and public authorities on complex alternative procurements and PPP transactions worldwide. We have worked with educational institutions around the world for more than 50 years. Arup adds value to clients by integrating financial and commercial advisory services with our planning, design and engineering services. By translating technical and commercial issues into financial analysis and clear recommendations, we enable our clients to fully evaluate investment opportunities, creating a competitive edge for investors or delivery certainty for asset owners.

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Baker Manufacturing Company, LLC, located in Evansville, WI and founded in 1873, consists of three divisions: the Baker Casting Division which pours gray and ductile iron castings, the Haight Pump Division which produces gear pumps, and the Baker Water Systems Division which produces products for residential, municipal/industrial, and environmental use. Baker Manufacturing Company, LLC acquired Campbell Manufacturing in 2008.

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CCMI is a trusted legal and compliance partner to publicly funded construction projects. Founded in 2002, our firm is nationally renowned for its expertise in prevailing wage law and labor compliance programs. Unique among labor compliance vendors, we combine in-house legal counsel with a penetrating understanding of industry and government. Our nuanced expertise fosters the most efficient ways to administer labor compliance programs for even the most complex projects.

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Deborah E.G. Wilder

President

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In North America, Dragados has been ranked number 6 on the 2017 ENR Top Transportation Contractors and number 7 on the 2017 ENR Top 50 Domestic Heavy Contractors.

DRAGADOS has the size, financial muscle and technological innovation necessary to take on an integrated management of infrastructures: conception, financing, design, construction, operation and maintenance.

Andres Trauttmansdorff

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Ernst & Young Infrastructure Advisors, LLC (EYIA) advises clients on financial, procurement, strategic and public-private partnerships (PPP) issues for large-scale infrastructure projects and programs. We provide support from the earliest stages of analysis, from project evaluation to procurement, financial close, construction and operations. We can assist our clients in devising and comparing financial plans and delivery approaches for projects that involve public, federal or private financing, project revenues and/or grants – and provide support to our clients in their implementation of those plans. EYIA is a registered municipal advisor. For governmental clients considering new systems, major expansions, significant renewal work and/or PPP initiatives, we can assist in the development of long-term investment plans, as well as agency-wide programs and policy frameworks.

Stephen J. Auton-Smith

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Saavan Gatfield

Senior Director, Business & Relationship Management

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Garney is a 100% employee owned company specializing in the construction of water and wastewater pipelines, treatment facilities, pump stations, and water storage tanks. Garney has enjoyed 55 years of success in the water/wastewater industry. Our crews perform work in 35 states across the nation with consistent owner satisfaction.

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Geosyntec is a specialized consulting and engineering firm that works with private and public sector clients to address new ventures and complex problems involving our environment, natural resources, and civil infrastructure. We deliver solutions through Geosyntec and our seamlessly integrated divisions: MMI Engineering, SiREM, Savron, Green Harbor Energy, and Geosyntec Europe. With a combined staff exceeding 1,200 engineers, scientists, and related technical and project support personnel, we serve our clients from more than 80 offices in the United States, Canada, the United Kingdom, Ireland, and Australia.

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The Goldman Sachs Group, Inc. is a leading global investment banking, securities and investment management firm that provides a wide range of financial services to a substantial and diversified client base that includes corporations, financial institutions, governments and individuals. Founded in 1869, the firm is headquartered in New York and maintains offices in all major financial centers around the world.

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The California Infrastructure and Economic Development Bank (IBank) was created in 1994 to finance public infrastructure and private development that promote a healthy climate for jobs, contribute to a strong economy and improve the quality of life in California communities. IBank operates pursuant to the Bergeson-Peace Infrastructure and Economic Development Bank Act contained in the California Government Code Sections 63000 et seq. IBank is located within the Governor's Office of Business and Economic Development and is governed by a five-member Board of Directors.

IBank has broad authority to issue tax-exempt and taxable revenue bonds, provide financing to public agencies, provide credit enhancements, acquire or lease facilities, and leverage State and Federal funds. IBank's current programs include the Infrastructure State Revolving Fund (ISRF) Loan Program, California Lending for Energy and Environmental Needs (CLEEN) Center, Small Business Finance Center and the Bond Financing Program.

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Meridiam is a global investor and asset manager specializing in public and community infrastructure with a long-term view. Founded in 2005, the company is an independent player committed to aligning the interests of all stakeholders. Meridiam develops projects in OECD countries and Africa by working closely with public authorities at every stage of their projects, from design through long-term management (up to 25 years). Meridiam promotes a hands-on approach with a strong focus on technical, environmental and social aspects as well as an active engagement with project stakeholders.

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Munich Re is one of the world's leading providers of reinsurance, primary insurance and insurance-related risk solutions. The group consists of the reinsurance and ERGO business segments, as well as the capital investment company MEAG. Munich Re is globally active and operates in all lines of the insurance business. Since it was founded in 1880, Munich Re has been known for its unrivalled risk-related expertise and its sound financial position. It offers customers financial protection when faced with exceptional levels of damage – from the 1906 San Francisco earthquake to the 2017 Atlantic hurricane season. The company is playing a key role in driving forward the digital transformation of the insurance industry, and in doing so has further expanded its ability to assess risks and the range of services that it offers. Its tailor-made solutions and close proximity to its customers make Munich Re one of the world's most sought-after risk partners for businesses, institutions, and private individuals.

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The National Association of Water Companies (NAWC) is the voice of the private water industry—the organization exclusively representing this group of quality service providers, innovation drivers and responsible partners. We are an association defined by our members, and by working together we can leverage our strengths to more effectively address the opportunities and challenges facing our nation.

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Nossaman LLP is the law firm that project owners and developers turn to when they need experienced attorneys and advisors to assist in the delivery, financing and administration of complex projects, including education facilities, courthouses, correctional facilities, water/wastewater projects, toll roads and managed lanes, bridges, tunnels and highways. Our internationally recognized Infrastructure Practice Group has worked on the successful delivery and implementation of major infrastructure projects in more than 30 states and several foreign countries. With more than two decades of precedent-setting work behind us, we have unmatched experience with public-private partnerships (P3s), design-build, design-build-operate-maintain, construction management at-risk and other delivery methods.

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CONSTRUCTION

PCL is a leader in Public-Private Partnership project delivery that carries out work across Canada, the United States, the Caribbean, and in Australia. Our diverse operations in the buildings, civil infrastructure, and heavy industrial markets are supported by a strategic presence in 31 major centers. With an annual construction volume of \$8 billion, PCL is the largest contracting organization in Canada and one of the largest in North America.

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PERC Water is an innovative water infrastructure company that develops, designs, builds, operates, and manages water infrastructure throughout the United States. Established in 1998, our unique project approach results in certainty of cost, schedule, and water quality for our clients. PERC Water can uniquely provide such certainty at an early stage of a project by leveraging our Customized Design Report (CDR™). Our trademarked and award-winning designs allow for an efficient and environmentally-sensitive solution to water recycling. PERC Water is an industry expert in the utilization of public-private partnerships, and developed the first 100% privately funded water recycling facility in the United States.

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Plenary Group is an independent long-term investor, sponsor and operator of public infrastructure. We have become North America's leading specialized developer of long-term partnership projects, with a project portfolio of more than CAD\$17 billion across both Canada and the United States. We adopt a holistic approach to delivering our projects by embracing finance, planning, design, construction, complementary commercial development and asset management operations. Plenary creates community assets that offer value for money for governments and taxpayers, and we actively manage the performance of our projects with an uncompromising focus on lifecycle performance. Governments and public sector agencies look to our team to be a trusted and authoritative voice in undertaking public infrastructure that meets the genuine needs and aspirations of a community. With 19 operational projects, our reputation is built on having delivered diverse and challenging privately-financed public infrastructure projects, and we pride ourselves on innovation and finding new ways to overcome traditional obstacles. We bring infrastructure to life.

Sia Kusha

Group Head, Project Development and Partnering

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With offices in Costa Mesa and Palo Alto, Rutan& Tucker is California's largest full-service law firm headquartered in Orange County, California. Rutan's Infrastructure/Public-Private Partnerships (P3) practice group is an industry leader in guiding its clients through some of the country's most complex and innovative public building, transportation, transit, power and water infrastructure projects. Rutan has over a century of expertise in government and regulatory law, real estate banking and finance, and construction law, which makes it uniquely suited to advise its clients on every detail of taking a project from pre-bid to completion. Rutan has extensive experience in P3 and design-build, with deep and recent involvement advising industry participants concerning all facets of projects, including but not limited to financing, procurement, risk analysis and mitigation, contract drafting, contract management, and life-cycle energy efficiency incentives.

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We provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on public policy, the best available science, and effective management. We have a vision to provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our Nation's natural resources through conservation, restored forests, improved watersheds, and healthy private working lands. Our strategic goals serve as a roadmap for the Department to help ensure we achieve our mission and implement our vision.

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Combining creativity, knowledge, experience and transparency into every living infrastructure project.



Our mission is what enables us to solve infrastructure challenges by partnering with our clients in a strategic and transparent manner. We team with talented people, best-in-class companies and smart technologies on projects that improve quality of life, enhance communities and provide attractive returns to investors. Our leadership has developed and managed over 25 infrastructure projects over the past 20 years.

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Our mission is to evolve best practices for successful implementation of water projects through collaborative delivery methods, by facilitating thought leadership with stakeholders through research, education, and communication. Chartered in 2006, the Water Design-Build Council is a 501(c)(6) not-for-profit corporation, established as an educational industry advocate for the value of collaborative delivery methods for water and wastewater infrastructure projects; and to promote best practices in design-build and CMAR procurement and implementation through education and outreach.

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WSP USA is the U.S. operating company of WSP, one of the world's leading engineering and professional services firms. Dedicated to serving local communities, we are engineers, planners, technical experts, strategic advisors and construction management professionals. We design lasting solutions in the water and environment, energy, buildings and transportation markets. WSP USA is committed to solving challenges in water through innovative planning and design, extensive knowledge of regulatory environments, and a unique understanding of alternative delivery methods. With more than 9,500 employees in 150 offices across the U.S., we partner with our clients to help communities prosper. wsp.com

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The mission of Young Professionals in Infrastructure (YPI) is to transform the future of US infrastructure by inspiring and supporting young professionals. The organization accomplishes this mission through three pillars: (I) increasing knowledge transfer and information sharing within the industry; (II) cultivating fun and meaningful relationships among professionals across sectors and disciplines; and (III) promoting awareness of public-private partnerships and other alternative delivery methods.

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Schedule-at-a-Glance

TUESDAY, APRIL 23, 2019

7:00 AM – 9:00 AM	Registration, Check-In, and Exhibitor Set-Up <i>Harbor Ballroom Foyer</i>				
7:30 AM – 9:00 AM	P3 101 Breakfast (Open to Public Sector Representatives Only) <i>Harbor Ballroom I</i> Sponsored by: AIAI				
9:00 AM – 10:00 AM	Summit Opening: The Role of Alternative Delivery in Our National Water Challenges <i>Harbor Ballroom A</i>				
10:00 AM – 10:45 AM	Creating a Positive Feedback Loop Through Project Success <i>Harbor Ballroom A</i>				
10:45 AM – 11:00 AM	Morning Networking Coffee Break <i>Expo Hall</i> Sponsored by: Aon Meridiam				
	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I	Expo Hall	
11:00 AM – 12:00 PM	Stormwater P3s in California	The Differences Between Water Project Funding vs. Project Financing	Innovative Ways to Avoid Construction Disputes: DRBs & Their Applications	Interactive Roundtable Discussions	
12:00 PM – 2:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Plenary WSP				
12:15 PM – 1:00 PM	Lunch Conversation for Owners <i>Harbor Ballroom I</i>				
1:00 PM – 2:00 PM	Afternoon Keynote: WIFIA Market Update and Borrowers Panel <i>Harbor Ballroom A</i>				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
2:05 PM – 3:05 PM	Preparing a Successful Procurement	Planning for Sustainability and Climate Change Adaptation	What is Due Diligence and What Role Does It Play in PPPs?	Innovative Approaches to Wastewater	Lessons Learned from MDOT's P3 Program
3:05 PM – 3:15 PM	Afternoon Networking Coffee Break <i>Expo Hall</i> Sponsored by: Ernst & Young Infrastructure Advisors PERC Water				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
3:15 PM – 4:15 PM	Stormwater Solutions: Achieving Local Economic Development	Why Do a Water P3? Building the Business Case	Leveraging Assets to Unlock Value	Preparing Your Checklist - Outsourcing 101	P3s for Rural Areas and Small Cities – How Can You Make the Model Work?
4:30 PM – 5:30 PM	The State of the Today's Market: Where the Water Hits the Ground	Best Practices in Deal Structuring & Contract Management	End of Term -Understanding Hand-Back Requirements	Planning for Disruptive Water Technologies	Paying for Performance - Stormwater P3s
5:30 PM – 7:00 PM	Evening Networking Reception <i>Expo Hall</i> Sponsored by: FitchRatings Geosyntec Consultants PCL VICO Infrastructure				

Schedule-at-a-Glance

WEDNESDAY, APRIL 24, 2019

7:00 AM – 8:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: Goldman Sachs Garney Construction				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
8:00 AM – 9:00 AM	What Does a Successful P3 Look Like Through the Public Sector Perspective?	Applying Design-Build Best Practices to Water Project Delivery	Best Practices in Risk Allocation and Surety	New Solutions for Long Term Water Project Contracting	Workshop - Building a Stormwater P3 (Public Owners Only)
9:15 AM – 10:15 AM	Applying Asset Management and Life-Cycle Planning Approaches to P3s	Picking the Right P3 Partners	The Case for Project Bundling	P3 Potential in Rural Communities	Workshop - Building a Stormwater P3 (Part 2)
10:15 AM – 10:45 AM	Morning Networking Coffee Break <i>Expo Ballroom</i> Sponsored by: Nossaman LLP PCL				
	Harbor Ballroom A	Harbor Ballroom B	Harbor Ballroom G	Harbor Ballroom H	Harbor Ballroom I
10:45 AM – 11:45 AM	Structuring and Financing Options for Water P3s	Aging Wastewater Facilities and the Role of P3s	Understanding Water O&M Requirements	Water P3s: Moving Across the Project Lifecycle	Procurement Policy, Private Delivery and Pay-for-Performance in Stormwater
11:45 AM – 1:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Arup Rutan & Tucker, LLP				
	Harbor Ballroom A	Harbor Ballroom B		Harbor Ballroom G	
1:00 PM – 2:00 PM	Top 10 Issues When Procuring a P3	Financial and Technical Resources That Are Available - The North American Development Bank		Integrated Approaches to Building A Public Microgrid	
2:15 PM – 3:00 PM	P3 Questions & Answers: What are Next Steps? Where to Go from Here? <i>Harbor Ballroom A</i>				
3:00 PM	Summit Ends Exhibitor Breakdown				