



PUBLIC-PRIVATE PARTNERSHIP
**CONFERENCE
& EXPO | 2018**



THE PUBLIC-PRIVATE
PARTNERSHIP CONFERENCE & EXPO

FEBRUARY 26 - 28, 2018 • DALLAS, TX - DOWNTOWN SHERATON HOTEL

www.thep3conference.com

AGENDA: MONDAY, FEBRUARY 26, 2018

Pre-Conference Activities

9:00 AM – 11:00 AM

P3 101 Questions and Answers Breakfast Workshop (Advanced Registration Required)

Dallas Ballroom D1+D2

Join industry leaders and AIAI members for breakfast and an interactive conversation specifically tailored to the needs of agencies that are evaluating P3s. This pre-conference session is designed for those beginning to explore P3s and are seeking to better understand where alternative and accelerated project delivery methods can be applicable. Learn about when P3s do and do not make sense, what major considerations need to be made when choosing this route, how P3s can save money and time when dealing with capital repairs and deferred O&M, and what are important first steps to make when considering the P3 route.

Presenters:

Seth Gabriel-Miller, Director, District of Columbia Office of Public-Private Partnerships

Bryan Kendro, Vice President of Project Development, Star America

Sallye Perrin, Senior Vice President, WSP

Ryan Prince, Vice President of Infrastructure, John Laing

Lee Weintraub, Chair of P3 Practice Group, Becker & Poliakoff

Joe Wingerter, Vice President Project Development, Kiewit Corporation

9:00 AM – 11:30 AM

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

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



Experience firsthand one of the largest public-private partnership transportation projects in Texas!

The LBJ Express project team will host a limited number of attendees for a free, two-hour bus tour of the \$2.7 billion highway reconstruction project along Interstates 635 and 35E and Loop 12, which was completed in September 2015.

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

To reserve a spot on this tour please email karen@thep3conference.com

Sponsored by:

cintra
ferrovial
agroman

Formal Conference Activities

1:00 PM – 1:15 PM

Conference Start: Welcome & Opening Remarks

Dallas Ballroom BC

1:15 PM – 2:30 PM

A New Phase for Public-Private Partnerships

Dallas Ballroom BC



As part of P3C 2018's opening session, the executive chairman of one of North America's leading P3 investors will provide a review of the most notable events that shaped the industry landscape in the past year; and will discuss how major political, policy, and project developments are likely to define the U.S. P3 experience in 2018.

Following Mr. Bonner's opening address a distinguished panel of state and city infrastructure leaders from across the country will join us to share their expectations for and experiences with public-private partnerships. During this conversation panelists will discuss local infrastructure needs, provide an analysis of key drivers for action while considering major challenges, and detail the role of P3s in their major upcoming projects.

Presenter

Dale Bonner, Executive Chairman, Plenary Concessions

Panel

Kome Ajise, Director of Planning, Southern California Association of Governments

Ali Chaudhry, Deputy Secretary for Transportation, Office of Governor Andrew M. Cuomo (invited)

Leslie Darling, Executive Director, Chicago Infrastructure Trust

Judah Gluckman, Deputy Director and Counsel, Office of Public-Private Partnerships at DC Government

Pete Rahn, Secretary of Transportation, Maryland Department of Transportation

2:30 PM – 3:00 PM

Networking and Coffee Break

Expo Hall

Sponsored by:



3:00 PM – 4:00 PM

Could Deferred Maintenance Lead to the Next Pension Crisis?

Dallas Ballroom BC

When government entities defer maintenance to manage costs, they mostly do so without understanding the additional burden they are placing on their capital budget in the future. While politically and fiscally expedient in the near-term, deferring maintenance leads to long-term structural inefficiencies that create a drag on the economy. Case in point are the perpetually poor grades assigned our nation's infrastructure by the ASCE. The DBFOM model of procurement, with its long-term performance-based contracts, can help governments maximize their infrastructure investments over the assets lifespan, stabilize revenue volatility (a leading cause of deferred maintenance), and help reverse our national tendency to kick costs down the road. This session will be a frank discussion about measuring: (1) the true cost of deferring maintenance; and (2) the benefits P3s can provide to the wider economy. This is a follow up discussion to our panel last year, and will discuss progress on our inquiries into the impact of deferring maintenance. We will revisit why deferred maintenance is an important economic issue for local government, discuss the benefits and potential liabilities of tracking and reporting on deferred maintenance, and highlight pertinent research being led by Stanford University on the subject.

Moderator

Orion Fulton, Associate Principal, Arup

Panel

Michael Bennon, Managing Director, Stanford Global Projects Center, Stanford University
Judah Gluckman, Deputy Director and Counsel, Office of Public-Private Partnerships at DC Government
Anne Selting, Analytical Manager, Infrastructure & Renewables, S&P Global Ratings

3:00 PM – 4:00 PM

How to Ask for What You Want: Structuring a Procurement to Get the Results You Need

Dallas Ballroom D1 + D2

The RFI/RFQ/RFP processes are just some of the steps in achieving a successful procurement for public infrastructure. How can the public sector create a roadmap that gets them where they need to be and provides the information necessary to help make decisions that protect taxpayer investments? Mastering the procurement process is the secret to effective P3 delivery. Join us for a session that focuses on understanding the risks, capturing the vision, and establishing the right organization for a successful public infrastructure procurement.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Angela Clayton, Group Head, Buildings Division, Plenary Group
Angela Payne, Consultant, JMW Consultants
Stephanie Wagner, Partner, Mayer Brown
Heather Walker, Senior Legal Counsel, Cintra US
Andrea Warfield, Director of O&M, Fluor Corporation

3:00 PM – 4:00 PM

P3 Considerations in the Early Stages

Dallas Ballroom D3

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

Moderator

Lee Weintraub, Chair of P3 Practice Group, Becker & Poliakoff

Panel

Peter Isaac, Vice President, Brailsford & Dunlavey, Inc.

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

Bob Shepko, President, Balfour Beatty Campus Solutions

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

3:00 PM – 4:00 PM

How Local Agencies and Governments Are Driving P3 Innovation (Despite the Lack of Federal Leadership)

Dallas Ballroom A1+A2

The past several years have seen local agencies and governments driving PPP Innovation in the absence of Federal Leadership. In social infrastructure the California cities of Long Beach and Napa are blazing the PPP trail with innovative new Civic Center Projects. Many other cities, including Los Angeles, are planning similar projects. Local water and sanitation districts are utilizing PPP to develop new water treatment plants. City-owned airports across the country are increasingly looking to PPP for new terminal and support service facilities. All of this is happening despite the continued failure of the federal government to adopt significant infrastructure legislation. Simply put, the desperate need for innovative new infrastructure at the local level has outstripped political inertia at the federal level. This panel of industry leaders who have been involved in these ground-breaking PPP projects will discuss this phenomenon and explain how local cities and agencies have used PPP to innovate and obtain new infrastructure.

Moderator

William Eliopoulos, Partner, Rutan & Tucker, LLP

Panel

Korin Crawford, Executive Vice President, Griffin | Swinerton

Mike Marasco, Chief Executive Officer, Plenary Concessions

Teri Jones, Senior Vice President, Sundt Construction

3:00 PM – 4:00 PM

Balancing and Managing the Risk – From the Design Builder’s Point of View

Dallas Ballroom A3

Successful P3s balance risk, not just shift it downstream. This session explores key risk related questions including: Should risk be borne by the party most capable of absorbing the cost or managing the risk? If the Design Builder is being asked to absorb a risk, how might that impact project costs and schedule? And is competition the way to force Design Builders to absorb risk? If it is, will that risk shift lead to a successful project? Then once risk is shifted to the Design Builder, how does is that risk managed? Can the Design Builder successfully manage a risk that it hasn’t priced? In this session we examine how the construction team, and its designer, analyze risk during the pursuit phase, and manage it through construction. Lastly our panel will review how risk allocation to the Design Builder affects price and schedule, and explore how the Design Builder can best manage the risks it has been asked to absorb.

Moderator

Paul Monte, Co-Managing Partner, Peckar & Abramson

Panel

Jack Callahan, Partner, Construction Industry Practice Leader, CohnReznick

Dan Filer, Vice President of Business Development, Ferrovial Agroman US

Mark Kempton, Project Director, Skanska Infrastructure Development North America

Carol Stark, Director, Construction Services Group, Aon Infrastructure Solutions

4:15 PM - 5:00 PM

Advancing Public Infrastructure in a Time of Change and Uncertainty

Keynote Address by Jill Jamieson, Managing Director, JLL Public Institutions

Dallas Ballroom BC



Much of our public infrastructure is nearing the end of its useful life yet we have no coordinated vision or plan for its replacement. Across the nation public agencies are struggling to maintain existing assets or plan for their replacement, let alone to make the investments necessary to support future population growth and economic needs. With an estimated infrastructure investment need of over \$7 Trillion by 2030, federal, state and local authorities are not only looking for new funding sources, but also for strategies to delivery infrastructure in the timeliest and most cost-effective manner. While discussions of a national infrastructure plan unfold in Washington, many are uncertain about what the future may hold. In her keynote address, JLL’s Jill Jamieson will explore strategies for managing project delivery decisions through these times of uncertainty, as well as discuss the anticipated role that P3 will play in federal, state and local infrastructure across sectors.

5:00 PM - 6:00 PM

A New Frontier for Developing and Managing Infrastructure

Dallas Ballroom BC

For several decades, the architectural and engineering markets in the United States have enabled the world’s most robust construction markets. Our financial system produces the world’s most efficient mar-

kets, and our tax code has fostered a tax-exempt capital market that provides benefits to state and local governments. Yet, significant issues have emerged. How will our nation address significant deferred maintenance backlogs? How will public agencies select and develop technology-enabled infrastructure? What role will data and analytics play? Can government increase speed-to-market for new projects? How will we enhance the sustainability and durability of our infrastructure over time? Can these issues be addressed despite the significant size of public debt? Policy makers are incentivizing public infrastructure managers and private sector market participants to address these questions and move towards lifecycle infrastructure management. As a result, the market for the development and management of infrastructure in the United States has been changing. Join federal, state, university and rating agency leaders in a discussion about how government is adapting to meet the challenges of the 21st century and move towards lifecycle infrastructure management.

Moderator

Daniel Feitelberg, Principal, KPMG and former Vice Chancellor of Planning and Budget at the University of California, Merced

Panel

Michael Bennon, Managing Director, Stanford Global Projects Center
Cherian George, Managing Director (Americas), Global Infrastructure & Project Finance, Fitch Ratings
Peter Luchetti, Managing Partner, Table Rock Infrastructure Partners; Vice Chair, California IBank
Jim Ray, Special Advisor to the Secretary of the United States Department of Transportation

6:00 PM - 7:00 PM

Opening Night Welcome Reception

Expo Hall

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

Sponsored by:



6:00 PM - 7:00 PM

Higher Education Networking Reception

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

A networking event intended for those involved in campus planning and higher education.

Sponsored by:



AGENDA: TUESDAY, FEBRUARY 27, 2018

7:30 AM - 9:00 AM

Networking Breakfast

Expo Hall

Sponsored by:

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Ratings

7:30 AM - 8:45 AM

Owners' Breakfast Roundtable Meeting (Open to Public Sector Attendees Only)

Dallas Ballroom A3

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

9:00 AM - 9:30 AM

Impact of the Administration's Infrastructure Plan on P3's: The Good and the Bad

Keynote Address: Martin Klepper, Former Executive Director, USDOT Build America Bureau

Dallas Ballroom BC



Mr. Klepper will open the second day of P3C with an address that identifies the key elements of the Administration's infrastructure plan that will be helpful to the P3 industry and those provisions that will be problems for the industry. In his remarks he will also outline potential modifications to the plan that would promote P3's and further achieve the Administration's infrastructure goals.

9:30 AM - 10:30 AM

P3 Leaders Across the US - What Owners Want

Dallas Ballroom BC

Join a panel of owners for an open conversation about their experiences with P3's and gain insight into the procurement process from the owner's perspective. In this session panelists will discuss lessons learned from their recent projects while also sharing examining the challenges and opportunities they see when bringing infrastructure projects to market using alternative project delivery methods.

Moderator

Seth Gabriel-Miller, Director, District of Columbia Office of Public-Private Partnerships

Panel

Sam Beydoun, Bureau Chief, Innovative Project Delivery, Illinois Department of Transportation

Joe Carpenter, Division Director of P3, Georgia Department of Transportation

Omar Marrero, Executive Director, Puerto Rico Public-Private Partnerships Authority

Tara Smith, Director - Internal Services Department, Miami-Dade County

9:30 AM - 10:45 AM

Higher Education Interactive Roundtable Discussions

Dallas Ballroom A1+A2

A series of interactive roundtable conversations on ten different P3 topics for attendees representing higher education institutions. Each conversation will last 20 minutes, and during the 75 minute session attendees can join 3 different tables. Roundtable conversations are meant to be informal, open exchanges where participants can ask their questions and concerns, share experiences, and network. Presenters will guide discussions by bringing up case studies and topics impacting the current P3 landscape.

●Table 1: How to Include More of Your Master Plan Scope Than Just Student Housing And/Or Other Revenue Producing Assets into a P3 RFP

As colleges and universities create master plans for their campus and how to finance them, they are increasingly looking at the public-private partnership model as an option. Traditionally, student housing has been the focus of P3 activity on campus, but recently a number of schools across the country have incorporated other projects into the scope of student housing RFPs. These have included athletic, academic, administrative, renovation and infrastructure portions of their master plan. Developers must be adaptive and responsive to this expanded scope, and this roundtable examines this trend and how it can be applied to a P3 RFP.

Presenter: Bob Hunt, Managing Director, JLL

●Table 2: Town-Gown-Developer Collaboration: An Emerging Partnership Model

Many cities and towns across the country are fortunate to have colleges and universities at their doorsteps. In an environment where both sides have limited resources, it often makes sense to join forces on development initiatives. This roundtable will introduce an emerging development solution – the Public-Public-Private Partnership model – highlighting the key factors that a municipal entity and its neighboring university should consider when engaging with the private development market. The discussion will emphasize collaboration during the early stages of project definition and partner selection, and it will provide case study examples of how this innovative town-gown-developer structure is being implemented. Participants will be encouraged to share ideas and challenges for the future application of this P3 option.

Presenter: Beth Penfield, Senior Program Manager, Brailsford & Dunlavey
Carrie Rollman, Project Manager, Brailsford & Dunlavey

●Table 3: Energy System P3s and Monetizations

In the context of constrained budgets and growing demands, public agencies and universities are considering innovative ways to secure their energy requirements and best leverage existing assets. This roundtable will discuss developing trends in P3s for energy systems, and identify opportunities and considerations for agencies evaluating their approach to energy

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

● **Table 4: Mixed Use P3s in Higher Ed: How to Structure Revenue Generating and Non-Revenue Spaces Within a P3**

While housing, dining and other revenue generating uses are commonly executed in university Public-Private Partnerships, enrollment management and deferred maintenance needs have driven opportunities to include non-revenue uses within the same footprint. Structuring the financing, ownership and operations of these spaces in a P3 can be tricky. In this roundtable, we will discuss the challenges and opportunities of a mixed-use P3 arrangement sharing lessons-learned from participants' campuses and projects.

Presenter: Jared Everett, Vice President of University Partnerships, EdR
Jason Taylor, Senior Vice President, EdR

● **Table 5: University Credit Profile: Do P3s and Private Project Financings have an Impact?**

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

Presenter: Susan Fitzgerald, Associate Managing Director, Moody's Investors Service

● **Table 6: Understanding Financial Structures for P3 Projects**

One of the biggest decisions a university makes when choosing a P3 path is the financing vehicle that is used. There are many variations of financial structures with each having their own benefits and considerations. The decision depends on the project type, desired outcomes, balance sheet/credit impact, etc. The roundtable will discuss the merits of tax-exempt, availability payment, equity and concession structures and what factors a university should consider and its impact over the life of the partnership.

Presenters: Michael Baird, Managing Director, RBC Capital Markets
Mark Jennings, SVP, Head of Project Finance, North America, Balfour Beatty Investments

● **Table 7: Financing Is Not the Only Benefit: Don't Forget Risk Transfer & Leveraging Design Ingenuity**

Most public agencies turn to P3s because of the assistance they provide in financing, but that is actually only one of the benefits to be gained in a public-private partnership. Transferring project and facility operations risk to the private sector is as important a hallmark of P3s as the financing, as is the public sector's ability to capitalize on design and operations expertise the private partner can bring to the table. Learn how to identify these various benefits and maximize them through the procurement and contract negotiation phases of a project.

Presenter: Lee Weintraub, Shareholder/Chair, Public Private Partnerships Practice Group,
Becker & Poliakoff

● **Table 8: From Idea to Implementation: The Role of a Project Champion**

Between the idea for a P3 project and ribbon cutting lie many obstacles. P3 projects are still new and different to many. They require new processes, new ways of thinking, new legal and financial models, and new risks. They change the politics of building on campus. A project champion is essential to navigate those obstacles and build a team and a process that will maximize the chances for success. The project champion must understand enough about both the traditional process for campus construction and the new opportunities offered by the P3 model to bridge those worlds and to help the project adapt and

remain flexible as campus needs change 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.

Presenter: Bill Hvidt, President, The Hvidt Group

● **Table 9: P3 as a Means of Recycling Capital**

Monetizing revenues from a non-core activity such as parking can provide a useful and creative alternative source of funding to address funding challenges, deferred maintenance, or new construction. The P3 structure provides for the assets to remain under the control of the public entity while operation and risk is transferred. The concept is that monetizing parking assets / revenues can create equity capital for redeployment into endowments, other P3 projects or other deferred maintenance and can be either a standalone transaction or part of a broader P3 project. This session navigates through the benefits afforded by monetizing revenues from non-core activities and discusses the key components that exist in successful P3s currently underway.

Presenter: David Teed, Operating Partner, Oaktree Transportation Infrastructure Fund
Matthew Rinklin, Vice President, Oaktree Transportation Infrastructure Fund

● **Table 10: P3 Financial Structures: A University Perspective on Balancing Risk, Reward, and Control**

P3 projects are nothing if not flexible. Developers and underwriters offer a host of options for financing and will mix and match to meet your needs: on-book or off-book, on-credit or off-credit, equity or tax-exempt bonds. But what's right for your project? Each option has distinct impacts on the university's risk exposure, its potential for financial return, and its control over rents, quality of life, and other factors. For university administrators, this round table will provide an analytical framework to assist you in the earliest stages of project development. For industry insiders, it will provide insight into the factors that guide university decision making in P3 housing, infrastructure, and other projects.

Presenter: Patrick Martin, Assistant Vice President, Real Estate, Public Partnerships, & Compliance, Louisiana State University

● **Table 11: Design for Tomorrow: Campus Planning for an Uncertain Future**

Campus living, needs of students and the learning environment evolve over time, and planning for the modernized campus must keep pace with change and adapt to meet a future whose only constant is change.

Presenter: Max McLeod, National Business Development Manager, Siemens Building Technologies

10:30 AM – 11:00 AM

Networking and Coffee Break

Expo Hall

Sponsored by:



11:00 AM - 12:00 PM

Starting from Step One – a Roadmap to a Successful P3

Dallas Ballroom BC

This session will cover it all: from the very first step to a totally completed project. Audience members will hear experienced panelists speak to every stage of the P3 process. Guidance and advice will come from both private sector contractors and visionary public sector officials who have led successful collaborations with partners. Panelists will discuss: What questions must be asked to determine if a P3 is the

best option? How should funding sources be evaluated? Why are outside advisors needed? How should they be selected? What attracts experienced contractors and what scares them away? How are projects consolidated successfully? How is a Community Outreach Plan developed? Who does what? What is required of the political champion? What are 'Best Practices'? How are contracts written to span decades? And what should be done when the project is completed? Join us for a conversation that offers a solid foundation and framework for subsequent panels in this year's program.

Moderator

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

Panel

Sia Kusha, Group Head, Project Development and Partnering, Plenary
Belen Marcos, United States President, Cintra
Brad Noyes, Executive Vice President, Brailsford & Dunlavey
James Rubin, CEO, Meridiam Infrastructure

11:00 AM - 12:00 PM

Unsolicited Advice - an Overview of the Benefits, Drawbacks and Status of Current Unsolicited Bids in the P3 Market

Dallas Ballroom D1+D2

Unsolicited Bids are drawing more attention in the US P3 infrastructure market as a means to accelerate public agency decision making and for private parties to gain a competitive advantage. But the costs to develop bids and the uncertainty they can cause with the public agency raise the question why more unsolicited bids are being submitted and how public agencies can prepare to receive them.

Moderator

Tori Taylor, President & CEO, Project Finance Advisory, Ltd.

Panel

Daryl Halls, Executive Director, STA
Megan Matson, Partner, Table Rock Capital
Ryan Prince, Vice President of Infrastructure, John Laing
Jim Teixeira, Director of Parks & Recreation, City of Santa Clara

11:00 AM - 12:00 PM

Not a One-Trick Pony: A Trail-Blazing Redevelopment That Bridges the Urban and Rural Divide

Dallas Ballroom D3

The City and County of Denver, Colorado State University (CSU) and the National Western Stock Show recently broke ground on the National Western Center, a 250-acre redevelopment in Denver. This first-of-its-kind investment partnership by a city, a land grant university, and a non-profit event operator will create a place for education and research on rural agriculture, animal health, and water solutions in an urban setting and on a global stage. As a land grant university, CSU will continue build upon their mission to advance frontiers of knowledge, social responsibility and economic opportunity. The reimagined National Western Center site will also bring year-round entertainment and agri-business innovation jobs to the heart of a traditionally underserved area: creating a campus, a center and a community like no other.

The three partners are actively seeking additional trailblazers to help complete their campus vision. Join leaders from CSU, the City and County of Denver, and the National Western Stock Show as they discuss this unique partnership and future investment opportunities.

Presenters

Gretchen Hollrah, Executive Director of the Mayor's Office of the National Western Center
Amy Parsons, Executive Vice Chancellor, Colorado State University
Paul Andrews, President and CEO of the National Western Stock Show

11:00 AM - 12:15 PM

Government Interactive Roundtable Discussions

Dallas Ballroom A1+A2

A series of interactive roundtable conversations on ten different P3 topics for attendees representing a government entity or higher education institution. Each conversation will last 20 minutes, and during the 75 minute session attendees can join 3 different tables. Roundtable conversations are meant to be informal, candid exchanges where participants can ask their questions and concerns, share experiences, and network. Presenters will guide discussions by bringing up case studies, targeted issues, and topics impacting the current P3 landscape.

● **Table 1: What Are They Not Telling Me? What the Public Sector Needs to Know Before Pursuing P3**

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 off of recent relevant experience.

Presenter: Jill Jamieson, Managing Director, JLL Public Institutions

● **Table 2: Don't Start Out Without It – A Critical Guide To P3 Success**

There are many things to know...many best practices to share...but what public officials often want most is to understand exactly what to avoid and how to recover if a setback occurs. This session will point out landmines that are often not obvious and describe escape tactics guaranteed to defy failure.

Presenter: Katherine Perez-Estolano, Associate Principal, Arup

● **Table 3: Understanding Funding vs. Financing in the P3 Context**

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

Presenter: William Gorham, Senior Associate, Plenary Group

● **Table 4: Owner's Roles: How Do They Change in a P3? How Does an Owner Manage a P3 Contract?**

In P3s, owners' roles change from direction to oversight. How does that work? How can owners feel comfortable that they are getting what they are paying for? How do owners measure performance? What happens in the field? Peter Donahue has represented owners on major P3 projects such as the Port of Miami Tunnel and the LAX People Mover. Hear from him about how oversight works from a practical standpoint in the field.

Presenter: Peter Donahue, Vice President, Principal Project Manager, WSP

● **Table 5: So You've Decided to Do a P3... Now What?**

Public sector agencies have been procuring design and construction services to deliver infrastructure projects for decades, but traditional public procurement policies and processes, typically do not facilitate the risk transfer, innovation and efficiencies achievable under a well-executed P3 procurement and delivery approach. This session discusses best practices and lessons learned through the evolution of the public procurement processes for the P3 model in the U. S. Some questions to be explored include: How do the procurement approaches differ? How can an owner be best informed and prepared for this process? What are common pitfalls? What should the role be of precedent documents? How can input from the legal, financial and technical advisors be best managed and incorporated during development of the procurement documentation? This session is appropriate for individuals considering a P3 or who may be starting a P3 procurement soon.

Presenter: Deborah Brown, Vice President, U.S. Advisory Services, WSP

● **Table 6: How the Latest Developments Out of Washington Impact You**

The roundtable will discuss the latest developments out of Washington affecting P3s and infrastructure, including the TIFIA, RRIF and WIFIA programs, interstate tolling, the new tax legislation, the INFRA grant program, and anticipated White House infrastructure initiatives.

Presenter: Shant Boyajian, Associate, Nossaman LLP

● **Table 7: How Do I Determine Whether P3 is Right for My Project?**

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

Presenter: Michael Palmieri, President and Founder, P3 Point

● **Table 8: Making Partnerships Work**

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

Presenter: Suhrita Sen, Infrastructure Advisors LLC, Principal

● **Table 9: O&M Opportunities in P3 Concessions**

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

Presenter: Jim Fuja, Director, Performance Based Infrastructure, Johnson Controls

● **Table 10: P3 Negotiation Strategy for Public Agencies**

Effective negotiation strategies are critical to a successful public-private partnership. The public sector and the private sector approach negotiation differently, in part because they come to the project from vastly different work environments. When engaged in any negotiation process, it is important to have an understanding of the private sector partner and the culture that defines their industry. It is also critically important to know when a public agency has the most leverage in a P3 negotiation process to negotiate advantageous terms. Most public agencies will be new to P3 negotiation. This roundtable conversation is designed to introduce the principles and concepts public agencies should understand when preparing to negotiate.

Presenter: John Finke, President, Public Facilities Group

● **Table 11: Personalized P3 Workshops**

Learn about the Performance Based Building Coalition (PBBC), a nonprofit industry organization comprised of over 100 infrastructure firms and public officials, and how it can support your efforts to build internal and external support for a P3 project. The PBBC's mission is to facilitate the use of P3s for public buildings. As part of this mission, the group offers full-day, free workshops to select institutions which have identified P3 projects that could be suitable for advancing. These workshops are undertaken with 10-15 industry and public officials with significant P3 experience. The PBBC tailors a curriculum according to your needs and can cover topics such as P3 overview, project identification, procurement, case studies, developing a project agreement, cultivating stakeholder support, and more.

Presenters: Marv Hounjet, Senior Advisor, Performance Based Building Coalition
Jeff Purtell, Justice Architecture Business Development Director, Dewberry

12:00 PM – 1:30PM

Networking Lunch

Expo Hall

Sponsored by:



1:30 PM – 2:30 PM

The Importance of Early Market Engagement: Principles and Examples of Good Practice Through a Live Market Sounding

Dallas Ballroom BC

The first step to engaging the private sector starts early in the project implementation stage with market sounding. Market sounding offers a chance to shape the business scheme at a very early stage when this is relatively easy to do. Effective market sounding improves marketability of a partnership opportunity and may significantly reduce procurement time by bringing private sector perspective to the “design” of the business opportunity at hand. This session provides a live market sounding for three prospective project owners who are contemplating the P3 model for their upcoming capital improvement plans. Join owners and P3 industry experts for a live conversation addressing concerns, issues and conditions required for their P3 transactions.

Moderator

Tom Rousakis, Senior Managing Director, Ernst & Young Infrastructure Advisors, LLC

Panel

Claudio Andreetta, Director, Business Development, Public-Private Partnerships, Johnson Controls

Joe Carpenter, Division Director of P3, Georgia Department of Transportation

Charles (Chip) Fletcher, County Attorney, Hillsborough County Attorney’s Office

James Geer, SVP, Asset Development, Kiewit Development Corp

Mike Marasco, Chief Executive Officer, Plenary Concessions

Abigail Rider, Vice President for Administration and Finance, University of Rhode Island

1:30 PM – 2:30 PM

P3 for Small and Midsize Governments: How Any Government Entity, Regardless of Size, Can Utilize the Cost Saving Benefits of P3s

Dallas Ballroom D1+D2

P3 is commonly believed to be a development tool available only to big cities and large government entities. While the mega-projects capture headlines, P3 is an effective development tool for public agencies of all sizes including small- and mid-sized cities and community colleges. Facilities developed for these smaller government entities include police and fire stations, city halls, university facilities and student housing. In this discussion, attendees will be introduced to a variety of successful P3 Social Infrastructure projects that have been successfully delivered to smaller communities and have cost less than a \$100 million. The presentation will address the key components that lead to cost savings on smaller scale P3 projects and illustrate how smaller scale P3 projects can be built on-time, on or under budget and with a lower cost structure than if delivered using a conventional public delivery process.

Presenters

Erin Birkenkopf, Vice President, Public Facilities Group

John Finke, President, Public Facilities Group

1:30 PM – 2:30 PM

P3 Office Best Practices

Dallas Ballroom D3

This panel brings together individuals from different types of P3 offices to discuss the challenges faced by P3 offices at different scales (city, state, country); and in different infrastructure sectors, to discuss the best practices they have developed to overcome obstacles. In discussion with the panelists, topics will include: (i) why it might be worth setting up a P3 office, (ii) how the P3 office can successfully integrate with the existing agencies and the traditional procurement process and project pipeline, (iii) options for the structure of a P3 office e.g. in-house staff vs external advisors, and (iv) advice and lessons learned for those considering P3 offices.

Moderator

Jennifer de Bruijn, Infrastructure Consultant. Owners' and Lenders' P3 Advisory Services, Arup

Panel

Duane Callender, Director - Credit Programs Office, Build America Bureau

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

Steven Hobbs, Director, Strategic Planning and Partnerships, The Canadian Council for Public-Private Partnerships

Anna Shapiro, Director of Projects, District of Columbia Office of Public-Private Partnerships

1:30 PM – 2:30 PM

Risk, Reward, and Control for Higher Education Institutions

Dallas Ballroom A1+A2

As institutions seek to optimize how they conduct business and execute capital programs, issues such as risk and control are always pushed to the forefront when deciding how to unlock the value they bring to transactions. Whether selling off an asset to raise cash or entering into a complex public-private partnership to achieve mission goals, an institution must always be aware of the trade-offs between risk and reward. This session will explore the spectrum of risk tolerance and how sound business and transactional practices can help mitigate risk going forward. The relationship between risk and value will be explored from an institutional, developer and capital markets perspective, with specific project examples to explain how investors and lenders price their own risk and how these decisions impact project costs. Finally, a discussion focusing on the right balance of risk, control and value for a series of hypothetical projects will be held between members of the panel to illuminate different perspectives and help institutions account for this dynamic going forward.

Moderator

Albert E. Dotson, Jr., Partner, Bilzin Sumberg

Panel

Gordon Merklein, Associate Vice Chancellor for University Real Estate Operations, UNC Chapel Hill

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

Matt Myllykangas, Senior Vice President of Preconstruction & Development, Servitas

Julie Skolnicki, Senior Vice President of University Partnerships, EdR

1:30 PM – 2:30 PM

The United States Aren't Ready for Sports P3s

Dallas Ballroom A3

A spirited panel discussion will analyze the complex field of sports venue development and identify the barriers which currently exist for developing a considered pipeline of DBFOM venues - a model which has been very successful in other markets like Canada, Australia and Asia. So - are our sporting codes too disparate to achieve any form of efficiency? Can venues remain financially sustainable with TV revenues falling off a cliff? Or is there, in fact, a pathway to more sustainable investment in sporting venues by institutional investors to create a completely new P3 pipeline.

Moderator

Adam Shaw, Executive Vice President, WT Partnership

Panel

Representative from John Laing

Representative from Wilson Meany

Representative from Minnesota Vikings

Representative from HKS Architects

2:45 PM – 3:45 PM

How Can We Advance Projects and Attract Funding Under the New Federal Infrastructure Plan?

Dallas Ballroom BC

This panel will address how owners can advance projects and attract federal funding under the new Federal Infrastructure Plan. What can owners count on from permitting and environmental reviews? How can they make projects competitive from a funding perspective? The panel will include advisors and thought leaders who can provide insights into the provisions of the new Federal Infrastructure Plan and how this new plan will affect/enhance project viability.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Eric Beightel, PMP, Assistant Vice President, WSP

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

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

Marshall Macomber, President, Think P3

Joe Wingerter, Vice President Project Development, Kiewit Corporation

2:45 PM – 3:45 PM

New Strategies for Risk Allocation in P3s

Dallas Ballroom D1+D2

The transfer of risk is an important element of a P3, but how much is truly understood about those risks that should be transferred and which should be retained by the owner (and why)? What are the costs of transferring risks in a public works procurement, and what protections are in place for taxpayers to ensure that investments in infrastructure result in as timely and cost-effective manner as possible. Public officials and industry leaders will engage in discussions about projects which highlight the effective transfer of risk, detail cost implications of the processes to deliver much-needed public infrastructure. Discussions will showcase the impacts on the design and construction phases of public works procurements to convey the merits of collaboration in alternative and accelerated project delivery.

Moderator

Gregory Johnson, Counsel, Squire Patton Boggs

Panel

Mike Fay, SVP - Global Accounts, Zurich North America

John Friel, President - Design Build Division, HNTB

Jodie Misiak, Principal Consultant and Strategic Initiatives Manager, Advisory Services, WSP USA

Alistair Sawers, VP & Head of P3/PPP Advisory, TranSystems

2:45 PM – 3:45 PM

Social Infrastructure and Higher Education P3s: It is Not “All About the Money.” A Look At Benefits Beyond Financing

Dallas Ballroom D3

While financing for P3s can be a significant driver, a P3 approach for needed facilities offers more benefits than just financing. When properly structured, P3s can provide project consideration, implementation and operation solutions that add expertise, drive innovation and allocate risk while appropriately balancing levels of control and recognizing the complexity of certain projects. This panel will tap into the P3 benefits-beyond-financing for all types of social infrastructure assets.

Moderator

Seth Merewitz, Partner, Best, Best & Krieger, LLP

Panel

Claudio Andreetta, Director, Business Development, Public-Private Partnerships, Johnson Controls

Chris Mukai, Managing Director & Co-Head of Western Region Public Finance, Citigroup Global Markets

Abigail Rider, Vice President for Administration and Finance, University of Rhode Island

Scott Sumners, Principal, Rider Levett Bucknall

Roger Torriero, CEO and Founder, Griffin Holdings

2:45 PM – 3:45 PM

Comprehensive Capital: Financing a Successful P3 Deal

Dallas Ballroom A1+A2

The overall success of a public-private partnership project depends heavily on the financing structure. With a myriad of potential stakeholders in the project, bringing together the moving parts can make or break the project. Leveraging many federal, state and local programs, projects can be eligible for incentives that can fill funding gaps in the projects overall capital structure. This panel will describe how the financing of P3 deals comes together including available options, common pitfalls and success stories nationwide.

Moderator

Roy Alston, Consultant, Valued Advisor Fund

Panel

John Medina, Vice President/Senior Analyst, Moody's Investors Service

Andrew Prindle, Vice President, Goldman Sachs

Mike Ross, President, Baker Tilly Capital

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

2:45 PM – 3:45 PM

Business Imperative of Public-Private Partnerships

Dallas Ballroom A3

Failure to understand and embrace the P3 project financing model may inhibit your firm's ability to compete for infrastructure and social projects. Before jumping into the market, it is important to be informed. First, recognize what makes the P3 process complex. Second, know the importance of acquiring legal, financial, legislative and political expertise to help identify, evaluate and mitigate the risks. Finally, understand the exposure when risk spills from all participants and its impact on your position within the overall project. A panel of innovative and experienced professionals will discuss lessons learned in helping public and private participants enter and compete, mitigate risks and reduce litigation exposure within this emerging market.

Moderator

Charles Renner, Partner, Husch Blackwell LLP

Panel

Bruce Allender, Associate Vice President, Black & Veatch

Josh Smith, Senior Vice President, Balfour Beatty Campus Solutions

Iain Tester, Managing Director, KPMG

Flavio Zelaya, Vice President – Infrastructure and PPPs, Siemens Financial Services

3:45 PM – 4:00 PM

Networking and Coffee Break

Expo Hall

Sponsored by:



4:00 PM – 5:00 PM

Establishing and Maintaining Momentum for a Sustainable P3 Program

Dallas Ballroom BC

While there is reason to hope that P3 project delivery will become common place, limited funding and financing options exist and other factors such as opposition to tolling and private ownership remains, making it difficult for DOTs and other public agencies to hire staff, allocate budgets, and procure consultants that will enable them to have projects that are “shovel ready” and a P3 program that is well positioned for grant and loan opportunities that may occur with relatively little advance notice. This session will focus on providing an understanding of how certain DOTs are maintaining and growing their P3 program, providing detailed knowledge of recent successful P3 project procurements, and sharing information about P3 projects that are open to traffic in order to help contractors, consultants and the DOTs work together improve their ability to maintain their P3 programs while waiting for a more robust P3 market to materialize.

Moderator

Christine Ryan, Partner, Nossaman LLP

Panel

Sam Beydoun, Bureau Chief, Innovative Project Delivery, Illinois Department of Transportation

Ben Macdonald, Director Global Infrastructure Ratings, S&P Global Ratings

John Muñoz, CPA, Vice President, CDM Smith

Michael Kerrigan, President, Delgany Infrastructure Advisory

4:00 PM – 5:00 PM

The Role of P3s in Resilience Projects

Dallas Ballroom D1 + D2

With increasing temperatures, evolving rain and snowfall patterns, and changing demographics, resilience is moving to the top of many cities and regions agendas. Resilience projects encompass a range of water related matters, from flood defense to drought resiliency, and municipal, state, and federal stakeholders. As the infrastructure need is becoming increasingly apparent, and with federal funds ever more constrained, P3 has emerged as a possible way forward for these key projects. What role can P3s play in the resiliency discussion? What are the special parameters of these projects that impact their suitability for P3 delivery? How can owners make a resilience project more attractive to developers, and what are their international best practices from which the US can take note? This session draws on lessons learned from a number of recent, high profile resilience projects to identify key issues, approaches and themes, which will be relevant to those contemplating similar projects, as well as those involved in structuring complex water related projects.

Moderator

Steve Paquette, President, Water & Environment, WSP

Panel

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

Theresa O'Donnell, Chief Resilience Officer, City of Dallas

Carol Stark, Director, Construction Services Group, Aon Infrastructure Solutions

4:00 PM – 5:00 PM

Denver International Airport's Great Hall Project – Insights into an Innovative P3

Dallas Ballroom D3

In December 2017, the City and County of Denver and Ferrovial-led Denver Great Hall LLC achieved financial close for Denver International Airport's Jeppesen Terminal redevelopment project. The project involves the relocation and modernization of security screening facilities for the post-9/11 era and the revitalization and expansion of the concessions program within the Airport's signature terminal. The panel will feature an in-depth discussion regarding the project's innovative P3 structure, which combines availability payment and revenue risk features, as well as the procurement and pre-development process that led to the selection of the Developer team and successful closing.

Moderator

Yukiko Kojima, Partner, Nossaman LLP

Panel

Ignacio Castejon, Chief Executive Officer, Denver Great Hall LLC

Gisela Shanahan, Chief Financial Officer, Denver International Airport

Daniel S. Reimer, Assistant General Counsel, Denver International Airport

4:00 PM – 5:00 PM

Is There Value in Long-term Partnerships through P3's For Small and Medium Sized Projects?

Dallas Ballroom A1+A2

Successful execution of public-private partnerships in multiple jurisdictions over the years has shown that P3's are not just a financing tool or a procurement method intended for mega-projects alone. There is inherent strength in the P3 model's risk allocation, unlocking long-term value by enabling focus on the respective parties core missions, whilst aligning incentives with proper accountability and budgetary predictability. This panel will discuss the benefits of P3s as they relate to small and medium-sized projects, primarily in the social infrastructure space. Focus will be on how a strong partnership can transfer risk and deliver customer and end-user benefits beyond the facilities themselves.

Moderator

Frederick Burman, Senior Vice President, Skanska Infrastructure Development

Panel

Barney Allison, Partner, Nossaman LLP

Tuyen Mai, Senior Managing Director, Ernst & Young Infrastructure Advisors, LLC

Paul Shadbolt, Director, Bristol LEP

Farhad Soltanieh, Investment Director, Skanska Infrastructure Development

4:00 PM – 5:00 PM

Using Condominium Structures to Maximize Value for P3 Projects

Dallas Ballroom A3

Due to their revenue-generating capability, mixed-use projects have emerged as a popular option for P3 development across the nation. Public facilities -- parks, student housing, and sports facilities -- serve as an anchor for commercial and retail development. Condominium structures have proven themselves to be an effective tool for organizing mixed-use P3s because they maximize value and increase efficiency. Our panelists will discuss their experiences in structuring, financing and developing condominium P3s and share how these projects have enhanced the interests of both public and private sector participants in terms of the feasibility, financing, and preserving long-term value.

Moderator

David Dawson, Chairman & CEO, Winstead PC

Panel

Ramiro Albarran, Managing Director, Preston Hollow Capital, LLC

Jay Brown, Managing Director, Public Sector Real Estate Advisory Services, Alvarez & Marsal

Bob Burton, Shareholder; Co-Chair, Planned Community, Mixed-Use & Condominium Practice Group, Winstead PC

John Rosato, Principal, Southwest Strategies Group

5:00 PM - 6:30 PM

Evening Networking Reception

Expo Hall

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

Sponsored by:

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Public Facilities Group


WEBCOR

WSP

AGENDA: WEDNESDAY, FEBRUARY 28, 2018

7:00 AM - 8:30 AM

Networking Breakfast

Expo Hall

Sponsored by:



7:30 AM - 8:30 AM

Procurement Readiness & Best Practices for P3 Delivery Breakfast Workshop (Open to Public Sector Attendees Only)

Dallas Ballroom A3

Join us for breakfast as P3 practitioners discuss procurement practices. Together we will explore lessons learned and address questions on P3 procurement and how to best implement the model as a powerful tool to advance your overall program. We will share proven approaches for optimizing private sector innovation and achieving on time-on budget delivery as part of our discussion of Best Practices for P3 Procurement.

8:30 AM - 9:30 AM

Cage Match – Cost of Capital

Dallas Ballroom BC

An often cited assertion when disavowing the use of alternative project delivery methods, including P3s as a procurement model, is that the use of municipal bonds is a cheaper way to procure infrastructure. Is it really? Join industry professionals from both sides of the discussion as they work through the notion of whether or not traditional bond financing is cheaper. The gloves are apt to come off in this hotly-debated, engaging and all-important topic as professionals defend their claims on the benefits of traditional bond financing vs. the use of the P3 model.

Moderator

Marshall Macomber, President, Think P3

Panel

Antony Elkins, Commercial Director, Corporate & Business Development, Cintra US

Mary Francoeur, Managing Director, PFM

Rodney Moss, Senior Vice President, Hunt Companies

Michael Palmieri, President and Founder, P3 Point

8:30 AM - 9:30 AM

The Future of P3s – Driving Diversity and Depth of the U.S. P3 Workforce

Dallas Ballroom D1+D2

As the U.S. moves toward an increasingly robust P3 pipeline, how can we ensure that ample people are trained in the relevant fields to support projects within that pipeline (in the public sector, private sector and advisory communities)? Also how do we ensure that our industry, at all levels, comes to reflect the diversity of the communities that these projects serve? Young Professionals in Infrastructure (YPI) has helped organize this discussion on driving increased depth and diversity among the workforce in the P3 space. This panel will explore these issues and will look to help formulate the basis for an initiative that YPI and the industry more broadly can pursue over the next year to further understanding of and best practices with respect to these topics.

Presenters

Ed Trumbull, Vice President, ICF

Angela Berry Roberson, Director of Diversity Contract Compliance, Ferrovial US Construction

Katayoun Sadeghi, Senior Associate, Ashurst

Yousef Salama, Manager, Innovation (P3) Office of Extraordinary Innovation, LA Metro

Denise Turner Roth, Chief Development Officer, WSP

8:30 AM - 9:30 AM

Local P3 Mixed-Use Development Success – Two Case Studies

Dallas Ballroom D3

This session provides a closer look at two recently completed P3 projects in the Dallas-Fort Worth metroplex. The first is The Star in Frisco: an unprecedented partnership among the Dallas Cowboys, the City of Frisco, and Frisco independent School District, where the Dallas Cowboys' Headquarters, Ford Center, and Omni Frisco Hotel serve as the heart of the complex. The second project this session reviews is the Toyota Music Factor: a unique 16-acre entertainment district combining amphitheater, retail, office, and public plaza in a one-of-a-kind destination that was developed by Ark Group with the City of Irving as a financial partner. In discussing these projects our panelists will share their experiences through the contracting and development process. Panelists will represent the local governments, development teams, and designers who were involved in both projects and instrumental in setting a new benchmark for successful P3 mixed-use developments.

Moderator

Barry Hand, Principal and Studio Director, Gensler

Panel

Noah Lazes, President, ARK Group

Allan Meagher, City Councilman, City of Irving

Ron Patterson, Assistant City Manager, City of Frisco, Texas

9:30 AM – 9:45 AM

Networking and Coffee Break

Expo Hall



9:45 AM - 10:45 AM

How to Implement Airport Projects Through a P3

Dallas Ballroom BC

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

Moderator

Dolly Mirchandani, Partner, White & Case

Panel

David Kagan, Chief Commercial Officer, Aviation, The Port Authority of New York and New Jersey

Amit Rikhy, President and CEO, CAG Holdings LLC

Geoffrey Stricker, Managing Director, Edgemoor Infrastructure & Real Estate

9:45 AM - 10:45 AM

P3 Advisory - Is it Always a P3 for Higher Education?

Dallas Ballroom D1+D2

While P3 is a potential delivery method, is it always the most appropriate? How, when and why do we answer this very important question? What are the major contributing factors when determining if P3 is right for my needs? How do I determine if the support of institutional mission may be upheld in a P3? This session will provide the key questions to ask and a deliberate process to inform this early decision-making.

Presenters

Charlie Johnson, President and CEO, Johnson Consulting

Jeff Korpi, Director, Northern Michigan University

Ann Volz, Vice President, The Scion Group

9:45 AM - 10:45 AM

The Evolution of P3s in Transportation

Dallas Ballroom D3

This presentation will discuss the lessons learned that have shaped today's P3s in transportation and the variation in expectations and requirements based on the project characteristics – revenue generation v. non-revenue generated, managed lanes v. toll project; and what partnerships look like and marketing soundbite to justify P3s but that unintentionally undermine the public sector expertise.

Presenters

Kimberly Daily, Senior Program Manager, Jacobs

Marcelle Jones, Esq., Senior Transportation Policy, Procurement and Operations Advisor, Jacobs

9:45 AM - 10:45 AM

P3's for Smart Cities and Universal Broadband

Dallas Ballroom A1+A2

Broadband internet is the seminal infrastructure of the 21st Century. Our 5G wireless future, the internet of things, and the economies of entire regions, states, cities, and neighborhoods will rely upon expansive fiber networks and distributed facilities across the urban and rural landscape. The history of broadband infrastructure has been defined largely by private investment, shaped in part by government regulation. This history has often led to inequitable outcomes, with large segments of the population and entire sections of cities, let alone rural areas, left behind, unable to participate in the modern economy through reliable, high-speed internet service. Over recent years, more municipalities, states, and regions have begun to consider and execute public-private partnerships to address this challenge, and the trend is expected to increase rapidly in the years to come. In this session, we'll hear from a diverse group of some of the preeminent thought leaders in broadband infrastructure development, government policy, and public-private partnerships to discuss what cities have to offer and how the private sector can participate.

Moderator

Danny Fuchs, Moderator, Managing Partner, HR&A Advisors, Inc.

Panel

Jordana Barton, Senior Advisor, Federal Reserve Bank of Dallas

Jen Hensley, President, Link, Intersection

Joanne Hovis, President, CTC Technology & Energy

Blair Levi, Nonresident Senior Fellow - Metropolitan Policy Program, Brookings Institution

11:00 AM - 11:30 AM

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

Dallas Ballroom BC

After three days of P3 conversations, where do you go from here? In this session industry leaders and AIAI members will join us for an interactive conversation specifically tailored to audience questions and answers about P3s and the information presented in this year's program. Attendees will have the opportunity to submit questions in advance and join in the discussion of the benefits, values, and applications of P3s in an open dialogue. If you're already thinking about next steps and planning your course of action but still have questions, be sure to attend this closing session to the 2018 conference.

Panel

Sidney Florey, Director North America Business Development - VINCI Concessions

Bill Hvidt, President, The Hvidt Group

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

Luis Palazzi, Managing Director, ACCIONA Infrastructure (USA)

Russell Zapalac, Chief Strategy Officer, Halff

11:30 AM

End of Conference and Expo. Exhibitor Breakdown.

Event Schedule

MONDAY, FEBRUARY 26

8:00 AM – 1:00 PM	Registration, Check-In, Exhibitor Set-Up <i>Expo Hall</i>				
9:00 AM – 11:00 AM	P3 101 Questions and Answers Breakfast Workshop <i>Open to Public Sector Attendees Only Advanced Registration Required</i> <i>Dallas Ballroom D1+D2</i>				
9:00 AM – 11:30 AM	Site Tour - P3 Hits the Highway: A Tour of Dallas's LBJ Express <i>Meet in Lobby of Sheraton Hotel for Shuttle Pick Up Advanced Registration Required</i> Sponsored by: Cintra Ferrovial Agroman				
1:00 PM – 1:15 PM	Conference Welcome & Opening Remarks <i>Dallas Ballroom BC</i>				
1:15 PM – 2:30 PM	A New Phase for Public-Private Partnerships <i>Dallas Ballroom BC</i>				
2:30 PM – 3:00 PM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Husch Blackwell LLP				
	Dallas Ballroom BC	Dallas Ballroom D1+D2	Dallas Ballroom D3	Dallas Ballroom A1+A2	Dallas Ballroom A3
3:00 PM – 4:00 PM	Could Deferred Maintenance Lead to the Next Pension Crisis?	How to Ask for What You Want: Structuring a Procurement to Get the Results You Need	P3 Considerations in the Early Stages	How Local Agencies and Governments Are Driving P3 Innovation	Balancing and Managing the Risk – From the Design Builder's Point of View
4:15 PM – 5:00 PM	Advancing Public Infrastructure in a Time of Change and Uncertainty Keynote Address: Jill Jamieson, Managing Director, JLL Public Institutions <i>Dallas Ballroom BC</i>				
5:00 PM – 6:00 PM	A New Frontier for Developing and Managing Infrastructure <i>Dallas Ballroom BC</i>				
6:00 PM – 7:00 PM	Opening Night Networking Reception <i>Expo Hall</i> Sponsored by: Armand Johnson Controls PFAL Winstead Higher Education Networking Reception Chaparral Ballroom (38th floor of Sheraton Hotel, Center Tower 2) Sponsored by: Balfour Beatty Campus Solutions Brailsford & Dunlavey EdR The Scion Group Servitas				

Event Schedule

TUESDAY, FEBRUARY 27

7:30 AM - 9:00 AM	Conference Networking Breakfast <i>Expo Hall</i> Sponsored by: CohnReznick S&P Global Ratings				
7:30 AM - 8:45 AM	Owners' Roundtable Breakfast (Open to Public Sector Attendees Only) <i>Dallas Ballroom A3</i>				
9:00 AM - 9:30 AM	Impact of the Administration's Infrastructure Plan on P3's: The Good and the Bad Keynote Address: Martin Klepper, Former Executive Director, USDOT Build America Bureau <i>Dallas Ballroom BC</i>				
	Dallas Ballroom BC		Dallas Ballroom A1+A2		
9:30 AM - 10:45 AM	P3 Leaders Across the US – What Owners Want		Higher Education Interactive Roundtable Discussions		
10:30 AM - 11:00 AM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Goldman Sachs				
	Dallas Ballroom BC	Dallas Ballroom D1+D2	Dallas Ballroom D3	Dallas Ballroom A1+A2	
11:00 AM - 12:00 PM	Starting from Step One – a Roadmap to a Successful P3	Unsolicited Advice – An Overview of the Benefits, Drawbacks and Status of Current Unsolicited Bids in the P3 Market	Not a One-Trick Pony: A Trail-Blazing Redevelopment That Bridges the Urban and Rural Divide	Government Interactive Roundtable Discussions	
12:00 PM - 1:30 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Meridiam Infrastructure PCL Construction				
	Dallas Ballroom BC	Dallas Ballroom D1+D2	Dallas Ballroom D3	Dallas Ballroom A1+A2	Dallas Ballroom A3
1:30 PM - 2:30 PM	The Importance of Early Market Engagement: Principles and Examples of Good Practice Through a Live Market Sounding	P3 for Small and Midsized Governments: How Any Government Entity, Regardless of Size, Can Utilize the Cost Saving Benefits of P3s	P3 Office Best Practices	Risk, Reward, and Control for Higher Education Institutions	The United States Aren't Ready for Sports P3s
2:45 PM - 3:45 PM	How Can We Advance Projects and Attract Funding Under the New Federal Infrastructure Plan	New Strategies for Risk Allocation in P3s	Social Infrastructure and Higher Education P3s: It is Not "All About the Money"- Benefits Beyond Financing	Comprehensive Capital: Financing a Successful P3 Deal	Business Imperative of Public-Private Partnerships
3:45 PM - 4:00 PM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Goldman Sachs				
	Dallas Ballroom BC	Dallas Ballroom D1+D2	Dallas Ballroom D3	Dallas Ballroom A1+A2	Dallas Ballroom A3
4:00 PM - 5:00 PM	Establishing and Maintaining Momentum for a Sustainable P3 Program	The Role of P3s in Resilience Projects	Denver International Airport's Great Hall Project – Insights into an Innovative P3	Is There Value in Long-term Partnerships through P3's For Small and Medium Sized Projects?	Using Condominium Structures to Maximize Value for P3 Projects
5:00 PM - 6:30 PM	Networking Reception <i>Expo Hall</i> Sponsored by: Huitt-Zollars Public Facilities Group Webcor WSP				

Event Schedule

WEDNESDAY, FEBRUARY 28

7:00 AM - 8:30 AM	Networking Breakfast Expo Hall Sponsored by: Rutan & Tucker, LLP Swinerton			
7:30 AM - 8:30 AM	Procurement Readiness & Best Practices for P3 Delivery Breakfast Workshop (Open to Public Sector Attendees Only) Dallas Ballroom A3			
	Dallas Ballroom BC	Dallas Ballroom D1+D2	Dallas Ballroom D3	
8:30 AM - 9:30 AM	Cage Match – Cost of Capital	The Future of P3s – Driving Diversity of Participants and Asset Classes	Local P3 Mixed-Use Development Success – Two Case Studies	
9:30 AM – 9:45 AM	Networking Coffee Break Expo Hall Sponsored by: AON			
	Dallas Ballroom BC	Dallas Ballroom D1+D2	Dallas Ballroom D3	Dallas Ballroom A1+A2
9:45 AM - 10:45 AM	How to Implement Airport Projects Through a P3	P3 Advisory - Is It Always a P3 for Higher Education?	The Evolution of P3s in Transportation	P3's for Smart Cities and Universal Broadband
11:00 AM - 11:30 AM	P3 Questions and Answers Discussion Session - What Are the Next Steps. Where to Go from Here? Dallas Ballroom BC			
11:30 AM	End of Conference and Expo Exhibitor Breakdown			

Solving Water Challenges Through Partnerships



The P3 Water Summit presents an integrated discussion on system management and the role of partnerships by uniting leaders from water agencies, utilities, public works, state and federal departments, with industry. The program explores the challenges faced by both large and small community operated water systems; and how innovations in project delivery, procurement, life cycle management, and technology can help solve them.



April 3-4, 2018
San Diego, CA
Manchester Grand Hyatt



CONTACT US
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