

# P3C 2016 Conference Program

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## Day 1: MONDAY, MARCH 7, 2016

8:00 AM – 1:30 PM

**Conference Check In & Exhibitor Set-Up (Expo Hall)**

9:30 AM – 11:30 AM

### ***Pre-Conference Activity***

**P3 Hits the Highway: A Tour of Dallas's LBJ Express  
(Meet in the lobby of the Sheraton Hotel at 9:15 AM)**



Before the conference kicks off, come see one of the largest public-private partnership transportation projects in Texas!

The LBJ Express project team will be hosting a limited number of P3 Conference attendees for a 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. The 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 please contact [karen@thep3conference.com](mailto:karen@thep3conference.com) or check on-site at the registration desk.

Sponsored by:



1:30 PM – 1:45 PM

**Conference Start: Welcome & Opening Remarks (Dallas Ballroom B+C)**

1:45 PM – 2:30 PM

**Keynote Address: Honorable Michael B. Hancock, City & County of Denver  
What Big City Mayors Think When Looking For P3 Opportunities (Dallas Ballroom B+C)**



Denver Mayor Michael B. Hancock will share his unique thoughts and insights on what a big city mayor thinks when looking for P3 opportunities and what successful partnerships look like from his perspective. In this opening session of the 2016 conference, Mayor Hancock will also share with us his development plans for the city of Denver and discuss how public-private partnerships can play an important and larger role in getting cities, big and small, moving.

**Keynote Address: Dale Bonner Executive Chairman, Plenary Concessions  
2016: A Year in Perspective – What to Watch (Dallas Ballroom B+C)**



As part of the opening session, the Executive Chairman of one of North America’s leading P3 investors will provide a review of the most notable developments that shaped the public-private partnership landscape in the past year; while also addressing some of the major political, policy, and project developments that will define the U.S. P3 experience in 2016.

2:30 PM – 3:45 PM

**Plenary Session Panel Discussion (Dallas Ballroom B+C)**

Our opening panel will discuss the financial closing of a recent P3 social infrastructure/non-transportation project. Hear the public sector and private partners, together with the project’s design-builder and advisor discuss the challenges and solutions, as well as the rewards of the innovative delivery arrangement being used to bring this landmark project to fruition.

**Moderator:** Dale Bonner, Executive Chairman, Plenary Concessions

**Panel:**

Orion Fulton, Senior Manager, Transaction Advice, Arup  
Miguel Santana, City Administrative Officer, City of Los Angeles  
Additional speakers coming soon

3:45 PM – 4:00 PM

**Networking Break**

4:00 PM – 5:15 PM

**Concurrent Breakout Sessions**



**Master Development P3s: A View to the Future  
(Dallas Ballroom D3)**

As public entities explore the utilization of Public-Private Partnerships for their Social Infrastructure needs, the fit of P3’s for Master Development Projects stands out. The P3 delivery method helps public entities bundle multiple buildings, parking and related facilities into a single large project, utilizing economies of scale and the expertise and financing of private developers to help make such projects a reality. A panel of private and public experts will discuss case studies of Master

Development P3 projects currently underway in several states, including a Master Development P3 Project at the University of Kansas and the Long Beach Civic Center P3 Project in California. The discussion will explore why and how the P3 method is being utilized for these transformative projects, including the financial, risk sharing and life cycle energy efficiency incentives for same.

**Moderator:** William T. Eliopoulos, Esq., Partner and Co-Chair P3/Design-Build Infrastructure Practice Group, Rutan & Tucker, LLP

**Panel:**

Orion Fulton, Senior Manager, Transaction Advice, Arup  
Shannan Nelson, Assistant Vice Provost, Business Operations, University of Kansas  
Geoffrey Stricker, Managing Director, Edgemoor Infrastructure & Real Estate

### **A Template for Instilling Confidence in the Procurement Process (Dallas Ballroom D2)**

To attract P3 consortium partners (developers, investors, contractors and service professionals), the public sector must instill confidence in the procurement process and house the necessary expertise to support a pipeline of P3 projects. One way to do this is through a dedicated institutional framework designed to manage and guide programs and projects. An example of such a centralized framework is the P3 Center of Excellence in Texas. A panel of public and private participants involved with the Texas Infrastructure Council will discuss best practices and lessons learned in the formation and implementation of the center. As more states enact P3 legislation, such centralized resources will be increasingly important in the creation of successful Metropolitan Area Public-Private Partnerships [MAP3].

**Moderator:** Charles Renner, Partner, Husch Blackwell

**Panel:**

Timothy Merriweather, Executive Director, Texas Infrastructure Council

Rodney Moss, Senior Vice President, Aon

John Parkinson, Executive Director, Association for the Improvement of American Infrastructure

### **Soup to Nuts - Delivering a P3 (Dallas Ballroom D1)**

This session provides in-depth case studies of managed lanes P3 projects in the Dallas/Ft. Worth region. These mega projects are being delivered using a variety of approaches that leverage available public funds. Panelists will discuss their experiences with planning, procuring and administering P3 contracts.



**Moderator:** Patricia de la Peña, Partner, Nossaman LLP

**Panel:**

Dieter Billek, Procurement & Implementation Coordination Section Director, Texas Department of Transportation

Tony Elkins, Commercial Director Corporate & Business Development, Cintra

Rene Lamb, Strategic Projects Office Director, Texas Department of Transportation



### **How We Are Making P3s Work For Us (Dallas Ballroom A3)**

There is a lot of noise in the industry about the definition of a P3. Some argue it's only a P3 if the deal is structured as a DBFOM using availability payments. Others would argue that a P3 requires a lease/leaseback structure. Some say these deals only make sense in the US if they use tax exempt finance and others argue to the contrary. This session is designed to help a public entity considering P3 structures navigate through this confusion and understand the core components of various types of P3s currently underway in

the U.S. and their respective benefits. The session will feature a panel of public entities who are currently involved in executing P3s, each of which is using a different deal structure. Through a facilitated discussion about these projects the audience will learn specific elements of the P3 structures currently in use and how to evaluate the merits and risks of these structures against other types of P3s and traditional non-P3 development.

**Moderator:** Bob Hunt, Group Managing Director, Public Institutions, JLL

**Panel:**

Jeff Graham, Executive Director of Real Estate, University of California, San Diego

Chuck Haines, Director of Budget and Planning, University of Santa Barbara

Ysabel Trinidad, VP Business and CFO, CSU Channel Islands

Graeme Mitchell, Assistant Vice President, Facilities, University of the Pacific

5:15 PM - 5:30 PM

**Break**

5:30 PM - 6:00 PM

**Keynote Address: Deborah Flint, Executive Director of Los Angeles World Airports**



With oversight over three airports, Los Angeles International (LAX), LA/Ontario International (ONT) and Van Nuys (VNY), Flint is responsible for managing the largest public works project in the history of the City of Los Angeles. More than \$8.5-billion for capital improvement expenditures through Fiscal Year 2019 at LAX are being used to improve passenger safety, and security, while enhancing the overall guest experience at all of the airport's terminals.

6:00 PM - 7:00 PM

**Networking Reception (Expo Hall)**

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

Sponsored by:



## Day 2: TUESDAY, MARCH 8, 2016

7:00 AM - 8:00 AM

**Breakfast (Expo Hall)**

8:00 AM - 9:15 AM



### **Innovations in P3 Delivery - Best Practice Solutions for Infrastructure Needs (Dallas Ballroom B+C)**

P3s in their design are an innovative model allowing for best of breed ideas and processes. As the model is developing in the US there are opportunities to refine and create further solutions which showcase innovation and best practices. Join public sector and private industry experts and practitioners as they discuss recent ideas and results as the US embraces this alternative delivery model. Centers of excellence, availability payments, project bundling and fairness doctrines are among the innovations that will be highlighted.

**Moderator:** George Burgess, Former Miami-Dade County Manager, COO of Becker & Poliakoff LLP

**Panel:**

Mike Cheroutes, Former director of the High Performance Transportation Enterprise, Colorado Department of Transportation (CDOT)

Nuria Haltiwanger, Chief Executive Officer for ACS Infrastructure Development, Inc

Bryan Kendro, Former PennDOT P3 Director and Founder of Public Solutions and Strategies

Joe Wingerter, Vice President, Director of P3 Project Development, Kiewit Development Company

9:15 AM - 9:30 AM

**Refreshment Break**

9:30 AM - 10:30 AM

**Concurrent Breakout Sessions**

### **The State of the U.S. P3 Market (Dallas Ballroom D3)**

This session will address the number of deals that have recently failed due to stakeholder concerns with the delivery model/project, as well as whether blended financing is actually deterring optimal risk distribution and resulting in more difficulty demonstrating the value-for-money and value proposition for P3.

**Moderator:** Jill Jamieson, Managing Director, JLL Public Institutions

**Panel:**

Chris Hamel, Head of U.S. Municipal Finance, RBC Capital Markets

Additional speakers coming soon

### **P3: The American Model (Dallas Ballroom D2)**

The Pros and Cons to using the nation's leading P3 approach to developing social infrastructure. This session compares and contrast the American Model (blending tax exempt financing with private delivery, operations and

maintenance) with the International Model by offering case studies, examples, and flushing out the common misconceptions to using public-private partnership for developing government buildings.

**Presenter:** John Finke, Senior Managing Director, NDC Public-Private Partnerships

### **P3 Risk Balance and Expectation Management (Dallas Ballroom D1)**

One of the hallmarks of a successful P3 project is the sharing of risk between the public and private sectors. Each sector would prefer to reduce their risk on the project, but there are serious cost impacts when the other sector absorbs more risk. Where can the balance be stricken and how can you be sure you have identified all the project risk categories for which transfer is an appropriate deal point? This session will discuss how public and private sector participants can work together to establish expectations and strike a fair balance for risk transfer between them on P3 jobs. The panel will address how risk transfer in design and construction costs, operational and maintenance risk, and political risk can impact the value for money analysis. We will discuss risk allocation between the private and public sectors, as well as amongst the various members of the private concessionaire team. Finally, once the appropriate risk categories have been identified, we will discuss the different vehicles available to implementing risk transfer.

**Moderator:** Lee Weintraub, Partner, Becker & Poliakoff

**Panel:**

Santiago Klein, Managing Director, McBains Cooper International

Jack A. Callahan, Partner, Construction Industry Practice Leader, CohnReznick



### **Higher Education In Focus: Is P3 The Path To Long-Term Viability? (Dallas Ballroom A3)**

State budget cuts, tuition pressure and growing deferred maintenance have combined to threaten the sustainability of higher education in the U.S.. These pressures are prompting universities to explore innovative service and asset delivery models to help reduce costs, better maintain facilities and create new tools to finance and construct new and modernized academic buildings, student housing and other campus facilities. The panel will discuss the underlying facility and operating pressures, models that have been employed to address them, and forecast where higher education P3s are going in the future.

**Moderator:** Jason Taylor, Vice President, Advisory Services, The Scion Group

**Panel:**

Karen Kedem, Vice President, Senior Credit Officer, Moody's Investors Service

Geoff Eisenacher, Vice President of Business Development, Corvias Campus Living

Additional speakers coming soon

### **Winning P3 Formulas for Water Infrastructure Projects (Dallas Ballroom A2)**

P3s are moving up the agenda in the North American water market but the definition of what a P3 is can be mixed and confusing. This session will navigate through the confusion by outlining the different P3 models and discussing the key components of successful water P3s currently underway in the U.S. Join a panel of industry participants as they discuss P3s in the context of the US water infrastructure market and examine examples of projects that illustrate successful P3 contracts.

**Moderator:** Michael Deane, Executive Director, National Association of Water Companies

**Strategies & Success: P3 Champions of Hotels (Dallas Ballroom A1)**

Attendees will experience first-hand the rationale, funding strategies and key decisions behind two of the most successful hotel developments in recent years involving public financing and/or subsidies. A presentation including two case studies – one representing a public project and the other a private (with public subsidy), followed by a panel discussion that addresses key issues effecting both sides of the equation. The case studies will include one of the most successful publicly-financed hotel developments, the Hyatt Regency Denver at the Colorado Convention Center, and The Marriott Marquis in Washington, DC. Panelists will discuss why the public stakeholders chose to go the route they took, lessons learned and how this operation fulfilled multiple city goals.



**Moderator:** Chad Crandell, Managing Director & CEO, CHMWarnick

**Panel:**

Jan deRoos, Ph. D., HVS Professor of Hotel Finance and Real Estate, Cornell University

Bill Mosher, Senior Managing Director, Trammell Crow Company

Mark Purcell, Senior Vice President, Starwood Hotels & Resorts

10:30 AM - 10:45 AM

**Refreshment Break**

10:45 AM – 12:00 PM

**Concurrent Sessions**

**The Influence of Design Within the P3 Process (Dallas Ballroom D3)**

This session will review the role and impact design has on the outcomes of a P3 process. The impact that design has on the operations, construction and functionality of the facility will be discussed in relationship to cost, schedule and performance.

**Moderator:** Tony Gill, Partner, IBI Group

**Panel:**

Mike Marasco, Chief Executive Officer, Plenary Concessions

Chris Rick, Project Director, PCL Construction

**To P3 or Not to P3: Identifying the Appropriate Project Delivery Model (Dallas Ballroom D2)**

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 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. How are US public agencies determining the optimal delivery model for their projects? Presenters from leading public agencies in the US will discuss their pre-procurement methods, share the status of their P3 projects, and ponder the applicability of P3 methods to major categories of infrastructure projects currently in the pipeline in the US.

**Moderator:** José Luis Moscovich, Executive Vice President, Project Finance Advisory

**Panel:**

Rex Bush, Assistant Chief Engineer for Pre-Construction, Alabama DOT

Mark Linsenmayer, Director, Public-Private Partnerships, LA Metro

Jesus Nava, Chief Administrative Officer, Santa Clara Valley Water District  
Robert Slockbower, Program Director, US Army Corps of Engineers

### **Social Infrastructure and Innovative P3s (Dallas Ballroom D1)**

This session examines recent trends in social infrastructure, and will feature a panelists discussing their experiences in procuring non-transportation P3s. The panel will address the challenges, successes and lessons learned; as well as what worked, what didn't, and how the procurement process could be improved.

**Moderator:** Andrée Blais, Partner, Nossaman LLP

**Panel:**

Brian Evans, Sr. Project Manager, The Walsh Group

Dan Feitelberg, Vice Chancellor, Planning and Budget, University of California, Merced

Jeff Goodale, Director of Justice, HOK

Lindsay Stowell, Manager, Infrastructure Advisory, KPMG



### **The Value Of Collaborative Partnerships In Higher Education (Dallas Ballroom A3)**

In this environment where public officials must “do more with less,” well-placed public-private partnerships offer an attractive option to university executives. Collaborative efforts between industry and public colleges and universities offer long-term benefits to both parties. The P3 projects have been diverse. Some involved construction of new facilities, research labs, sports stadiums or student housing. Other types of P3s have resulted in revenue-producing development on university campuses.

This panel will discuss the various facility types and deal structures which have been executed in public-private partnerships on U.S. college and university campuses.

**Moderator:** Jennifer Bales Drake, Shareholder, Chair of Real Estate; Vice Chair of P3 practice, Becker & Poliakoff LLP

**Panel:**

Joseph Coyle, President, University Student Living

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

Bob Shepko, President, Balfour Beatty Campus Solutions

**Public Water Infrastructure P3 Case Studies  
(Dallas Ballroom A2)**

The University of North Carolina Environment Finance Center, working in conjunction with the West Coast Infrastructure Exchange (WCX), recently spearheaded a series of case studies of North American P3s in the water sector. The case studies focused on questions such as cost savings, risk transfer, and labor issues. For example: When compared to traditional Design-Bid-Build (DBB) or Design-Build (DB) methods, do P3s structured as DBOMs or DBFOMs lead to lower construction, operating and maintenance costs?



Qualitatively, do they lead to better asset management and long-term upkeep? What are the factors that influence the viability and performance of these options? This session will highlight the key findings from the case studies and discuss the relevance of those findings to the water sector generally.

**Moderator:** Jonathan Trutt, Executive Director, West Coast Infrastructure Exchange

**Panel:**

Russell Dykstra, Partner, Spencer Fane

Jeff Hughes, Director, Environmental Finance Center, UNC – Chapel Hill



**Getting Convention Hotel Deals Done – Pitfalls, Advice, and Lessons Learned (Dallas Ballroom A1)**

This session brings together a panel of public sector officials and their development advisors. We'll discuss what some of the biggest challenges are to executing convention hotel development projects and ways to address these potential problems. The panelists will explore various questions including: To RFP or Not to RFP? Public Financing vs. Private Financing?; What Hurdles Prevent Deals from Getting Done?; and Lessons Learned from Public Sector Officials.

**Moderator:** Hans Detlefsen, MPP, MAI, President, Hotel Appraisers & Advisors

**Panel:**

Dawn Bookhardt, Vice Chair of the MSU Denver Board of Trustees, Founding Partner of Bookhardt & O'Toole

Troy Schulte, City Manager, Kansas City

Bob Swerdling, Principal, RLB Swerdling

12:00 PM – 2:00 PM

**Networking Lunch (Expo Hall)**

12:45 PM – 2:00 PM

**Lunch Plenary Session: What's Stopping Public Officials From Launching P3s (Dallas Ballroom B+C)**

P3s are relatively new to many government officials in the United States. The P3 approach is highly complex and easily misunderstood. How do we bridge the knowledge gap between public and private sector officials? What concerns and misconceptions are keeping public sector officials from pursuing more infrastructure projects through the P3 delivery method? Too often, government officials and private sector firms have different perspectives and communication is difficult at best. We will discuss how these obstacles can be overcome but before P3 projects

become the norm in the U.S., both parties must be better informed, more trusting and able to communicate openly. Public-private partnerships are too nebulous at the moment and that must change. These are but a few of the questions and issues that will be discussed in this very pragmatic and informative plenary discussion.

***Panel:***

George M. Burgess, Former Miami-Dade County Manager, Vice Chairman and Chief Operating Officer of Becker & Poliakoff LLP

Mary Scott Nabers, President and CEO, Strategic Partnerships

David Spector, Director of the High Performance Transportation Enterprise, Colorado Department of Transportation

2:15 PM – 3:15 PM

**Concurrent Sessions**

**The Time to Enact Comprehensive P3-Authorizing Legislation is Now (Dallas Ballroom D3)**

This session will address the importance of P3 legislation and best practices for drafting and introducing bills to state legislatures that broadly authorize the use of public-private partnerships.

***Moderator:*** Lynnette Slater Crandall, co-chair of Public-Private Project Development Group, Partner, Dorsey & Whitney LLP

***Panel:***

Samara Barend, Senior Vice President, P3 Development Director, AECOM

**Making the Partnership Work: Implementing P3s (Dallas Ballroom D2)**

When a PPP 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. PPP contracts attempt to identify and plan for the potential events that could occur during the life of the PPP, but can rarely imagine all events into the future. Consequently, developing a strong and trustful partnership and a solid contract management approach is important to achieve the long-term objectives of the PPP. This stage spans the life of the PPP agreement beginning when the PPP contract is signed and runs until the partnership ends. This module presents the fundamentals and challenges of contract management, enforcing the PPP contract requirements and, potentially, renegotiating or terminating contracts.

***Moderator:*** Seth Merewitz, Partner, Best, Best & Krieger, LLP

***Panel:***

Claudio Andreetta, Director of Business Development, Johnson Controls

Brian Cullen, President, PERC Water

Bill Hale, Chief Engineer, TxDOT

Robert Hinkle, Director of Corporate Affairs, LBJ TEXpress Lanes



### **The Pennsylvania Rapid Bridge Replacement Project: An Introspective Look and Year One Lessons Learned (Dallas Ballroom D1)**

The Rapid Bridge Replacement (RBR) Project is a \$1.8B (\$900M Design and Construction Cost) P3 to replace 558 geographically dispersed structurally deficient bridges throughout the state of Pennsylvania in an accelerated timeframe (approximately 3 years) and includes maintenance of the replaced bridges for the next 25 years. This one of a kind project has successfully reached Financial Close and will soon be progressing into year two of the design and construction phase. The presenters will at the project from the

perspective of both PennDOT and the Development Entity, including lessons learned through year one. Discussion topics may include legislative history and authorization (Act 89), risk transfer approach differences between Early Completion Bridges (ECBs) and Regular Eligible Bridges (REBs), funding approach (State funds vs. Federal funds), PennDOT centralization process and District coordination, design phase methodology, construction phase approach, delineation of handback requirements and useful life considerations, stakeholder engagement and communication, and technology utilization (big data approach). A discussion of lessons learned may include design phase coordination expectations vs. reality, construction phase challenges, and perspectives on both PennDOT and the Development Entity's to date project successes.

**Panel:**

Michael Bonini, Director of PennDOT's Office of Public-Private Partnerships  
 Dean H. El-Baz, Senior Program Manager, AECOM P3 Advisory Services  
 Matt Girard, Project Director, COO Plenary Concessions  
 Gary R. Kleist, P.E., RBR Project Manager, PennDOT Bureau of Project Delivery

### **Higher Education P3 Success Story Case Studies (Dallas Ballroom A3)**

One common thread in creating a successful framework for a public-private partnership is the strategic alignment of community stakeholders toward a mutually beneficial outcome. Over the past 18 months, two higher education institutions have been successful in bringing together stakeholders with common interests to move capital projects forward. Indiana University, together with the City of Evansville and other stakeholders in the region, have embarked on a new development that will advance the academic and economic platform of these entities through a creative partnership arrangement. In Central Florida, Seminole State College received and approved an unsolicited proposal to kick-start the development of a new campus in the Orlando area. These two case studies will be featured in a panel discussion among the key players who are involved in moving these initiatives forward toward completion.

**Moderator:** Robert Utsey, Senior Vice President - Business Development, Skanska USA Building

**Panel:**

Ed Hafer, Evansville Redevelopment Commission, City of Evansville  
 Dennis Norvet, Senior Vice President - Business Development, Skanska Project Development  
 Joe Sarnovsky, Executive Vice President and CFO, Seminole State College  
 Chris Yontz, Managing Partner, Century Health Realty



### **Leveraging Private Investment Into Public Water Infrastructure (Dallas Ballroom A2)**

This session provides a detailed look into the award-winning Bayonne Water Joint Venture transaction. Panelist will share their experiences in structuring a successful 40 year concession agreement joint venture for the operation, maintenance and management of Bayonne Municipal Utilities Authority's water, wastewater, and stormwater systems. Presenters from the transaction will provide the framework for ways to leverage private investment into public infrastructure while balancing local issues, such as control and rate protection.

**Moderator:** Jong Sook Nee, Partner, McManimon, Scotland & Baumann

**Panel:**

Mary Campbell, Vice President of Business Development, United Water

Stephen J. Gallo, Former Executive Director, Bayonne Municipal Utilities Authority

Dan Sugarman, Managing Director, KWP Capital LLC

### **Creating the “Glue” to Make Sports-Entertainment-Restaurant Districts Stick (Dallas Ballroom A1)**

City leaders and developers have learned that single-purpose “silver bullet” projects are no panacea. Instead, many ingredients need to be developed to create a truly compelling environment — whether in a large downtown area or a small suburban city center. How have cities and developers worked together to create such attractive districts that have a constant buzz? How have sports facilities become flexible entertainment zones? How do cities avoid that “chain” restaurant feeling and become authentic? How is this paid for? Learn from multiple case studies in small, medium and large cities from those who are designing, planning, developing and making the numbers work. You will know what to avoid and leave the session armed with a clear to-do list.

**Moderator:** Rob Hunden, President, Hunden Strategic Partners

**Panel:**

Maura Allen Gast, Executive Director, Irving Convention & Visitors Bureau

Michael Morris, Principal, Cana Development

3:15 PM - 3:30 PM

**Refreshment Break**

3:30 PM - 4:45 PM

**Concurrent Sessions**

### **Availability Payment Public-Private Partnerships for Port Projects (Dallas Ballroom D3)**

Many ports in the Americas are planning to expand and upgrade their ports. Authorities are looking to prepare for new projects including: adjusting their ports for the largest generation vessels, modernizing their road and intermodal connections and “greening” their port infrastructure. This discussion describes how availability payment public-private partnership agreements could be used by port authorities to address their capital expenditure funding gaps and improve the quality of



maritime infrastructure expansion projects. Presenters will highlight some of the funding challenges port authorities currently face, and how the P3 model can be applied as an alternative approach to funding and delivering common user facilities and port expansion projects.

**Moderator:** Albert Dotson, Parnter, Bilzin Sumberg Baena Price & Axelrod LLP

**Panel:**

David C. Miller, Partners, Public Financial Management:

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

Additional speakers coming soon

**Federal P3 Projects - Getting to Closing (Dallas Ballroom D1)**

The session identifies recent trends in P3 projects and focus on how the federal agencies, developers and lenders are able to get from concept, RFI/RFP, source selection to negotiation, closing and financing. The session will include insights into the process from each parties perspective and keys to reaching “partnership” and closing the transaction. The speakers will share the realities of the process and key issues that everyone needs to focus on when negotiating these deals. The examples will cover leases, exchange agreements, lodging/housing, energy production facilities, energy efficiency and other projects.

**Moderator:** Seth Kirshenberg, Managing Partner, Kutak Rock LLP

**Panel:**

Rich Butterwort, Senior Assistant General Counsel, GSA

Philip Korot, Managing Director, Bank of America Merrill Lynch B of A/Merrill Lynch

Additional speakers coming soon

**How Innovative P3s are Meeting Stormwater Compliance Requirements (Dallas Ballroom A2)**

Learn how P3s are providing solutions to stormwater compliance while helping communities create new jobs, support local and minority owned businesses and achieve regulatory compliance & long-term maintenance faster, better and at a significantly lower cost.

**EB-5 and P3: Advantages of Alignment (Dallas Ballroom A1)**

In recent years, the U.S. immigrant investor program – known as the “EB-5 Program” – has emerged as a flexible financing source that is used in diverse economic development projects all around the country to boost local economies, improve communities, and create American jobs – and quite often in a P3 model. In FY2013 alone, the EB-5 Program accounted for over \$3.5 billion in GDP, supported over 41,000 U.S. jobs, and generated over \$800 million in federal/state/local tax revenue – all at no cost to the American taxpayer. Knowing the various cross-sector interests involved in EB-5 in a P3 model is essential to being successful and using the P3 structure as an advantage. P3 models in EB-5 vary, but involve various layers of interests, from the Regional Center and immigrant investor, to the public entities involved, to the developer, all the way down to the community the project will serve. It is essential that these interests are properly aligned to ensure EB-5 capital is being deployed into projects that not only meet the requirements of the Program, but also the needs of the communities where the investment is taking place. During this session, attendees will hear from leading industry experts with proven success in the applying P3 models to EB-5 and learn how EB-5 financing and a P3 relationship contribute to the necessary alignment of interests to be successful in utilizing the EB-5 Program to improve or revitalize your community.

4:45 PM - 5:00 PM

**Refreshment Break**

5:00 PM - 5:30 PM

**Keynote Address: Honorable John Hickenlooper, State of Colorado (Dallas Ballroom B+C)**



Hear from Governor Hickenlooper on how Colorado plans to leverage P3 investments for strategic projects across the state and how public-private partnerships will keep Colorado's economy growing.

5:30 PM - 7:00 PM

**Networking Reception (Expo Hall)**

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

Sponsored by:



**Day 3: WEDNESDAY, MARCH 9, 2015**

7:00 AM - 8:00 AM

**Breakfast**

8:00 AM - 8:20 AM

**Keynote Address: Honorable Harvey Hilderbran, Executive Director, Texas Facilities Commission Ramping Up Texas' P3 Market (Dallas Ballroom B+C)**



Harvey Hilderbran is a former lawmaker who served 13 terms in the Texas House of Representatives. He now manages the daily activities of Texas Facilities Commission (TFC), and the newly opened Center for Alternative Finance and Procurement which provides an array of services to assist governmental entities in Texas with P3s. In his keynote address, Mr. Hilderbran will provide an overview of the political context and content of the new Center for Alternative Finance and Procurement and offer his seasoned insights of the Texas P3 landscape and the role of P3s for global companies to compete successfully for these projects.

8:20 AM - 9:30 AM

**Operations & Maintenance – Transforming Public Infrastructure (Dallas Ballroom B+C)**

Getting there from here. Operations & Maintenance is the glue that binds partners over the long-term contractual relationship of a P3. Join a panel of experts as they share their insights on what is working, what we can do better and how we can shape the future of P3s. The focus will be on the innovation and life-cycle efficiencies when O & M is brought to the table adding intrinsic value from bid to completion.

**Moderator:** Frank Rapoport, Partner, Peckar & Abramson

**Panel:**

Ray Hallquist, Estimating Director, Kiewit

Brandon Kelley, Vice President, US Facilities

Ramon Villaamil, Chief Operating Officer, ACS Infrastructure Development

Andrea Warfield, Director of O&M, Fluor Enterprise

9:30 AM - 9:45 AM  
**Networking Break**

9:45 AM - 10:45 AM  
**Concurrent Sessions**



**Kentucky Closes Deal on Biggest Public-Private Partnership for Open-Access Statewide Fiber Access (Dallas Ballroom D3)**

The partnership of Macquarie Capital and infrastructure manager First Solutions recently closed on a monumental \$232 million public-private partnership fiber project to bring high-speed internet to all 120 counties across the Commonwealth of Kentucky. The offering, which was recognized as the 2015 Bond Buyer Deal of the Year, forged new territory in the P3 market with its unique, first-of-its-kind approach to broadband connectivity on a statewide basis, and was the first non-transportation P3 to use a tax-exempt governmental purpose

bond structure that achieved full risk transfer. The bonds were also issued in a fixed-rate structure with quarterly principal amortization to further reduce annual interest expense, another first for a P3 deal. Officials from all perspectives of the deal (private developers, public authorities, lenders, construction contractors and service providers) will be engaging in this informative panel discussion to provide insight into the success of this large-scale deal and explain how the groundwork has been laid for implementation in additional states, further fueling broadband accessibility, job creation, health access and education.

**Moderator:** Patrick Hughes, Partner, DBL Law

**Panel:**

Nicholas Hann, Executive Director at Macquarie Group

Ed Crowston, CEO at First Solutions

Steve Rucker, Executive Director of the Kentucky Communications Network Authority

Ryan Barrow, Executive Director at Commonwealth of Kentucky, Office of Financial Management

**Gaining and Maintaining Community Support for Your P3 Project (Dallas Ballroom D2)**

Whether you are a government official or contractor, we all know that having the local community behind your project is one of the key measures to getting the project off the ground and having a successful project. How is your P3 project going to break the barriers to ensure the inclusion of disadvantaged/small businesses and minority/women workforce? Come learn about how to implement a diversity strategy to prepare and ensure the inclusion of the local businesses and workforce.

**Presenter:** Brian Jiguere, Senior Compliance Consultant/Project Manager, Landon & Rian Enterprises



**What are Infrastructure Exchanges and What Role Do They Play in the P3 Market (Dallas Ballroom D1)**

Regional Infrastructure Exchanges / Accelerators are becoming increasingly active participants in P3 discussions. These organizations are working to improve public understanding of the P3 model and lay the groundwork for a pipeline of successful P3 projects. This panel will describe the recent experiences of the West Coast Infrastructure Exchange, the Intermountain Infrastructure Exchange and others with an emphasis on their efforts to date, their goals, and lessons

learned. As well explore the niches these organizations can fill including: The need for honest brokers of information; How exchanges can complement Centers of Expertise; and Identifying projects that, but for regional exchanges, may not be realized.

**Moderator:** Jonathan Trutt, Executive Director, West Coast Infrastructure Exchange

**Panel:**

Donald Hunt, Executive Director, Intermountain Infrastructure Exchange

Samuel Franco, Director, Center for Alternative Finance and Procurement Texas Facilities Commission

10:45 AM - 11:00 AM

**Networking Break**

11:00 AM - 12:15 PM

**Attracting the Right Partner: Procuring PPPs (Dallas Ballroom B+C)**

Being able to engage the right private sector partner starts with a well-prepared, commercially sustainable project. This session begins with a discussion about what is needed to demonstrate the “business case” to take forward a project as a PPP and the importance of structuring the PPP arrangements to ensure an appropriate risk allocation between the private sector sponsor, the financiers of the project, and the government. The discussion will then review the public and private capital markets, credit trends in P3s, the state of the municipal markets, and how Investment from capital market participants can play a critical role in the success of a P3.

**Moderator:** Michael Zetlin, Senior Partner, Zetlin & De Chiara LLP

**Panel:**

Amy Lloyd, Senior Vice President, ACS Infrastructure Development, Inc.

John Medina, Vice President – Senior Analyst, Global Project & Infrastructure Finance Group, Moody's Investors Service

Mark Melson, Chief Operating Officer, Star America Infrastructure Partners

Dan Stoppenhagen, Vice President, Sales at Fluor

12:15 PM

**End of Conference and Expo: Exhibitor Breakdown**