



PUBLIC-PRIVATE PARTNERSHIP
**CONFERENCE
& EXPO** 2016

March 7-9, 2016 | Sheraton Dallas Hotel | Dallas, Texas

EVENT PROGRAM



 #P3C2016

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2016 P3C SCHEDULE

MONDAY, MARCH 7

General Session (Dallas Ballroom ABC)				
8:00 AM – 1:30 PM	Registration, Check-In, Exhibitor Set-Up			
9:15 AM – 11:30 AM	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>			
11:30 AM – 1:00 PM	Lunch Roundtable Discussion: Innovative Approaches for Public Stewardship <i>Open to Government Attendees Only Advanced Registration Required Dallas Ballroom D (Lower level)</i>			
1:30 PM – 1:45 PM	Conference Begins: Welcome & Opening Remarks			
1:45 PM – 2:30 PM	What Big City Mayors Think When Looking For P3 Opportunities Keynote Address: Honorable Michael Hancock, Mayor, City & County of Denver			
	2016: A Year in Perspective – What to Watch Keynote Address: Dale Bonner Executive Chairman, Plenary Concessions			
2:30 PM – 3:30 PM	Long Beach Civic Center – Early Lessons from a Path Breaking “Hybrid” Project			
3:30 PM – 4:00 PM	Networking and Coffee Break			
4:00 PM – 5:15 PM	Dallas ABC (Lower level)	Dallas D (Lower level)	Lone Star A3 + A4 (Upper level)	Lone Star A1 + A2 (Upper level)
	Master Development P3’s: A View to the Future	Template for Instilling Confidence in the Procurement Process	How We Are Making P3s Work for Us	Soup to Nuts: Delivering a P3
5:30 PM – 6:00 PM	Procuring California’s Largest P3 Keynote Address: Deborah Flint, Executive Director, Los Angeles World Airports			
6:00 PM – 7:00 PM	Opening Night Welcome Reception <i>Expo Hall</i> Higher Education Reception <i>Chaparral Ballroom (38th floor of Sheraton Hotel, Center Tower)</i>			

TUESDAY, MARCH 8

7:00 AM - 8:00 AM	Networking Breakfast					
7:30 AM - 9:00 AM	The Performance Based Building Coalition Breakfast Public Buildings P3s Workshop Program <i>Open to Government Attendees Only Advanced Registration Required Chaparral Ballroom (38th floor of Sheraton Hotel, Center Tower)</i>					
8:00 AM - 9:15 AM	Innovations in P3 Delivery - Best Practice Solutions for Infrastructure					
9:30 AM - 10:45 AM	Dallas D1 + D2 (Lower level)	Lone Star A4 (Upper level)	Lone Star A3 (Upper level)	Lone Star A2 (Upper level)	Lone Star A1 (Upper level)	Dallas D3 (Lower level)
	The State of the U.S. P3 Market	P3: The American Model	P3 Risk Balance and Expectation Management	Higher Ed in Focus: Is P3 The Path to Long-Term Viability?	Strategies & Success: Public/Private Champions of Hotels	Winning P3 Formulas for Water Infrastructure Projects

2016 P3C SCHEDULE

General Session (Dallas Ballroom ABC)						
10:45 AM - 11:15 AM	Networking and Coffee Break					
11:15 AM - 12:30 PM	Dallas D1 + D2 (Lower level)	Lone Star A4 (Upper level)	Lone Star A3 (Upper level)	Lone Star A2 (Upper level)	Lone Star A1 (Upper level)	Dallas D3 (Lower level)
	To P3 or Not to P3: Identifying the Appropriate Delivery Model	The Influence of Design Within the P3 Process	Social Infrastructure and Innovative P3s	The Value of Collaborative Partnerships in Higher Ed	Getting Convention Hotel Deals Done	Public Water Infrastructure P3 Case Studies
12:30 PM - 2:15 PM	Networking Lunch					
1:00 PM - 2:00 PM	Lunch Plenary Session: What's Stopping Public Officials From Launching P3s					
2:15 PM - 3:30 PM	Dallas D1 + D2 (Lower level)	Lone Star A4 (Upper level)	Lone Star A3 (Upper level)	Lone Star A2 (Upper level)	Lone Star A1 (Upper level)	Dallas D3 (Lower level)
	Making the Partnership Work: Implementing P3s	The Pennsylvania Rapid Bridge Replacement Project	The Time to Enact Comprehensive P3 Authorizing Legislation is Now	Higher Education P3 Success Story Case Studies	Creating the "Glue" to Make Sports-Entertainment-Restaurant Districts Stick	Leveraging Private Investment into Public Water Infrastructure
3:45 PM - 5:00 PM	P3s: Why Do We Need Them - Successes & Failures in P3 Public Building Projects	Availability Payment Public-Private Partnerships for Port Projects	Opportunities for Investment in Airport Infrastructure	One Year Later: A Look into the University System of Georgia's Student Housing P3	EB-5 and P3: Advantages of Alignment	How Innovative P3s are Meeting Stormwater Compliance Requirements
5:15 PM - 5:45 PM	Keynote Address: Honorable John Hickenlooper, Governor, State of Colorado					
5:45 PM - 7:00 PM	Networking Reception					

WEDNESDAY, MARCH 9

7:00 AM - 8:00 AM	Networking Breakfast					
8:00 AM - 8:20 AM	Ramping Up Texas's P3 Market Keynote Address: Honorable Harvey Hilderbran, Executive Director, Texas Facilities Commission					
8:20 AM - 9:45 AM	Operations & Maintenance: Transforming Public Infrastructure					
10:00 AM - 11:15 AM	Dallas D3 (Lower level)	Dallas D2 (Lower level)		Dallas D1 (Lower level)		
	Gaining and Maintaining Community Support for Your P3 Project	What are Infrastructure Exchanges and What Role Do They Play in the P3 Market		Kentucky Closes Deal on Biggest P3 for Open-Access Statewide Fiber Access		
11:30 AM - 12:45 PM	Attracting the Right Partner: Procuring P3s					

AGENDA: MONDAY, MARCH 7, 2016

Pre-Conference Activities

. 8:00 AM – 1:30 PM

Conference Check In & Exhibitor Set-Up

Expo Hall (Lower level)

. 9:15 AM – 11:30 AM

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

Advanced Registration Required | Meet in lobby of Sheraton Hotel for Shuttle Pick Up

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. On the 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 detailed look at the technology behind the 13-mile P3 project.

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. 11:30 AM – 1:00 PM

Lunch Roundtable Discussion: Innovative Approaches for Public Stewardship

Open to Government Attendees Only | Advanced Registration Required | Dallas Ballroom D (Lower level)

Join AIAI and members as they discuss case studies and the impact of P3s as a procurement option. Industry leaders will gather together to showcase real project examples and evaluate the impact P3s offer as states and municipalities deliver infrastructure. In this roundtable conversation, we will be featuring recent case studies to demonstrate a variety of creative solutions that P3s have offered when addressing complex responsibilities.

Roundtable topics will include: Bundling, Managed Lanes, Availability Payments, Communications & Community Outreach, Social Infrastructure

Sponsored by: **AIAI**
ASSOCIATION FOR THE IMPROVEMENT OF
AMERICAN INFRASTRUCTURE

AGENDA: MONDAY, MARCH 7, 2016

Formal Conference Activities

. 1:30 PM – 1:45 PM

Conference Start: Welcome & Opening Remarks

Dallas Ballroom ABC (Lower level)

. 1:45 PM – 2:30 PM

What Big City Mayors Think When Looking for P3 Opportunities

Keynote Address: Honorable Michael B. Hancock, City & County of Denver

Dallas Ballroom ABC (Lower level)



Denver Mayor Michael B. Hancock will share just 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 discuss his development plans for the city of Denver and address how public-private partnerships can play an important and larger role in getting cities, both big and small, moving.

2016: A Year in Perspective – What to Watch

Keynote Address: Dale Bonner Executive Chairman, Plenary Concessions

Dallas Ballroom ABC (Lower level)



In this extended opening session, the Executive Chairman of one of North America's leading P3 investors will provide us with a review of the most notable developments that shaped the public-private partnership landscape in the past year. In his talk, Mr. Bonner will also provide an analysis of the major political, policy, and project developments that are likely to define the U.S. P3 experience in 2016.

. 2:30 PM – 3:30 PM

Long Beach Civic Center – Early Lessons from a Path Breaking “Hybrid” Project

Dallas Ballroom ABC (Lower level)

Across the country, more public officials looking to build or refurbish government buildings are considering the performance-based, availability payment delivery method that is taking hold in the transportation sector. The recently approved Long Beach Civic Center project is now the second public building project to be delivered using a design-build-finance-operate-maintain structure. With elements of infrastructure and real estate development, this “hybrid” project may serve as a model for other public buildings projects currently in the early planning stages. In this discussion, hear public and private sector experts discuss key features of this innovative public-private partnership and how it may influence future projects being contemplated around the country. The panel will address topics including: why P3 delivery best met the City's goals for the project; key features of the procurement process; the Center's financial structure; risk allocation and mitigation; how political risk was managed with community outreach and stakeholder management; potential challenges in the O&M phases; and features of this partnership that might be replicated in future projects

Moderator:

- Dale Bonner Executive Chairman, Plenary Concessions

Panel:

- Orion Fulton, Senior Manager, Transaction Advice, Arup
- Stuart Marks, Senior Vice President, Plenary Group
- Miguel Santana, City Administrative Officer, City of Los Angeles

AGENDA: MONDAY, MARCH 7, 2016

. 3:30 PM – 4:00 PM

Networking and Coffee Break

Expo Hall (Lower level)

Sponsored by:



. 4:00 PM – 5:15 PM

Concurrent Sessions

Master Development P3s: A View to the Future

Dallas Ballroom ABC (Lower level)

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, while examining the financial, risk sharing, and life cycle energy efficiency incentives realized in each.

Moderator:

- William T. Eliopoulos, 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 D (Lower level)

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. Learn why as more states enact P3 legislation, such centralized resources will be key in the creation of successful Metropolitan Area Public-Private Partnerships [MAP3].

Moderator:

- Charles Renner, Partner, Husch Blackwell LLP

Panel:

- Samuel Franco, Director, Center for Alternative Finance and Procurement, Texas Facilities Commission
- Timothy Merriweather, Executive Director, Texas Infrastructure Council
- Rodney Moss, Senior Vice President, Aon
- John Parkinson, Executive Director, Association for the Improvement of American Infrastructure

AGENDA: MONDAY, MARCH 7, 2016

How We Are Making P3s Work for Us

Lone Star Ballroom A3 + A4 (Upper level)

There's 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 hold 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 will help public entities considering P3 structures navigate through the confusion and understand the core components and benefits of various types of P3s currently underway. A panel of public entities who are currently involved in executing P3s, each of which is using a different deal structure, will discuss key details of their project. Audience members 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:

- John Gormley, Director of Planning, Design & Construction, CSU Channel Islands
- Chuck Haines, Director of Budget and Planning, University of Santa Barbara
- Graeme Mitchell, Assistant Vice President, Facilities, University of the Pacific
- Jeff Graham, Executive Director of Real Estate, University of California, San Diego

Soup to Nuts - Delivering a P3

Lone Star Ballroom A1 + A2 (Upper level)

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 Director, Texas Department of Transportation
- Tony Elkins, Commercial Director Corporate & Business Development, Cintra
- Rene Lamb, Strategic Projects Office Director, Texas Department of Transportation

. 5:30 PM - 6:00 PM

Procuring California's Largest P3

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

Dallas Ballroom ABC (Lower level)



With oversight over three airports, Ms. Flint's responsibilities involve managing the largest public works project in the history of the City of Los Angeles. Hear her plans to deliver a world-class transportation system to Los Angeles International Airport through the estimated \$6 billion P3 Landside Access Modernization Program in what will be the largest public-private partnership procurement in the history of California.

AGENDA: MONDAY, MARCH 7, 2016

. 6:00 PM - 7:00 PM

Opening Night Welcome Reception

Expo Hall (Lower level)

Our opening evening conference reception. Please join us for networking and refreshments.

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Higher Education Networking Reception

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

A networking event intended for those at P3C involved in campus planning and higher education.

Sponsored by:



TUESDAY, MARCH 8, 2016

. 7:00 AM - 8:00 AM

Networking Breakfast

Expo Hall (Lower level)

Sponsored by:



. 7:30 AM - 9:00 AM

The Performance Based Building Coalition Breakfast

Open to Government Attendees Only | Advanced Registration Required | Chaparral Ballroom (38th floor of Sheraton Hotel Center Tower)

Join this breakfast discussion to learn more about P3s for public buildings and how your state/municipality can apply to participate in the PBBC's national P3 Workshop Program. PBBC is looking for states or municipalities who are interested in the P3 delivery and financing approach and whether it is suitable for their project/program needs. Our engaging workshops will be either 1 or 2 days and occur locally so that the state/municipality can include all relevant agency and executive branch officials. Workshops cover topics ranging from P3 basics, project screening, value for money assessment, procurement process, project financing and risk allocation and drafting a project agreement.

Please RSVP to Samara.Barend@aecom.com

Sponsored by:



AGENDA: TUESDAY, MARCH 8, 2016

. 8:00 AM - 9:15 AM

Innovations in P3 Delivery - Best Practice Solutions for Infrastructure Needs

Dallas Ballroom ABC (Lower level)

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 M. Burgess. Former Miami-Dade County Manager, Vice Chairman and COO, Becker & Poliakoff LLP

Panel:

- Mike Cheroutes, High-Performance Transportation Enterprise, Colorado Department of Transportation
- Steve DeWitt, 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 - 10:45 AM

Concurrent Sessions

The State of the U.S. P3 Industry: What are we getting right and what are we getting wrong?

Dallas Ballroom D1 + D2 (Lower level)

This session is a cross-sector open forum discussion on the US alternative finance and delivery market. Discussion and debate will focus on:

- An overview of the current federal, state and municipal p3/p4 markets. And a look at the current market status: anemic, robust or a matter of definition?
- Is the industry erring by pivoting to "imported" project finance models (like DBFOM)? Why are non-imported P3 models so often overlooked by industry watchers?
- Are concessionary finance mechanisms (such as TIFIA, PABs, etc.) helping or hurting the case for P3?
- Is industry rhetoric pushing public authorities and other stakeholders away from P3?
- Sector-specific challenges and opportunities for P3 and other forms of Alternative Finance & Delivery
- Forecasting the future of the US P3 and Alternative Finance Industry

Presenter: Jill Jamieson, Managing Director, JLL Public Institutions

P3: The American Model

Lone Star Ballroom A4 (Upper level)

A look at 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:

- Dan Marsh, Executive Vice President for Policy, Programs and Communication and President, NDC Public-Private Partnerships

AGENDA: TUESDAY, MARCH 8, 2016

Higher Education in Focus: Is P3 the Path to Long-Term Viability?

Lone Star Ballroom A2 (Upper Floor)

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:

- Geoff Eisenacher, Vice President of Business Development, Corvias Campus Living
- Charles Johnson, President and CEO, Johnson Consulting
- Karen Kedem, Vice President, Senior Credit Officer, Moody's Investors Service

P3 Risk Balance and Expectation Management

Lone Star Ballroom A3 (Upper level)

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 consider the different vehicles available to implementing risk transfer.

Moderator:

- Lee Weintraub, Partner, Becker & Poliakoff

Panel:

- Jack A. Callahan, Partner, Construction Industry Practice Leader, CohnReznick LLP
- Santiago Klein, Managing Director, McBains Cooper International
- Suhrita Sen, President, Infrastructure Advisors

Strategies & Success: P3 Champions of Hotels

Lone Star Ballroom A1 (Upper level)

Attendees will experience first-hand the rationale, funding strategies and key decisions behind successful hotel developments in recent years involving public financing and/or subsidies. The panel discussion will address key issues effecting both sides of the equation, as well as best practices in selecting a brand and deal terms unique to publicly-funded hotel management agreements. The discussion will include why public stakeholders chose to go the route they took (public or private development), lessons learned and success in fulfilling multiple city goals.

Presenters:

- Chad Crandell, Managing Director and CEO, CHMWarnick
- Mark Purcell, Vice President of Development, Starwood Hotels & Resorts Worldwide, Inc.
- Peter J. Phillippi, Managing Director, Hospitality Group, Piper Jaffray & Co.
- Ellis Katz, Director, Project Management Consultants LLC

AGENDA: TUESDAY, MARCH 8, 2016

Winning P3 Formulas for Water Infrastructure Projects

Dallas Ballroom D3 (Lower level)

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

Panel:

- Patrick Cairo, Senior Vice President, Corporate Development, United Water, Suez Environment
- Bill Malarkey, Senior Vice President, Strategy & Market Development, Severn Trent
- Steve Meininger, Senior Vice President, Operations Management Services, CH2M

. 10:45 AM - 11:15 AM

Networking and Refreshment Break

Expo Hall (Lower level)

Sponsored by:



. 11:15 AM - 12:30 PM

Concurrent Sessions

To P3 or Not to P3: Identifying the Appropriate Project Delivery Model

Dallas Ballroom D1 + D2 (Lower level)

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 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. 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

AGENDA: TUESDAY, MARCH 8, 2016

The Influence of Design Within the P3 Process

Lone Star Ballroom A4 (Upper level)

This session explores the impact design has on the outcomes of a P3 process. Our speakers will share their extensive experience on this subject and discuss the different and significant ways that design influences the operations, construction and the functionality of the facility; points which 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

Social Infrastructure and Innovative P3s

Lone Star Ballroom A3 (Upper level)

This session examines recent trends in social infrastructure, and will feature panelists discussing their experiences in procuring 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
- Daniel 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

Lone Star Ballroom A2 (Upper level)

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

AGENDA: TUESDAY, MARCH 8, 2016

Getting Convention Hotel Deals Done – Pitfalls, Advice, and Lessons Learned

Lone Star Ballroom A1 (Upper level)

A session bringing together 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 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, Attorney Butler Snow LLP
- Paul Kratz, City Attorney, City of Omaha
- Troy Schulte, City Manager, Kansas City
- Bob Swerdling, President & CEO, Swerdling & Associates

Public Water Infrastructure P3 Case Studies

Dallas Ballroom D3 (Lower level)

Drinking and wastewater utilities are increasingly using P3s and public-public partnerships to manage risk and meet emerging needs. This panel presents a series of case studies from water sector P3 and public-public transactions with a focus on emerging themes, innovative project components, and lessons learned.

Moderator:

- Jonathan Trutt, Executive Director, West Coast Infrastructure Exchange

Panel:

- Russell Dykstra, Partner, Spencer Fane
- Eric Petersen, Partner, Hawkins Delafield & Wood LLP
- Carol Rosenfeld, Senior Finance Analyst, Environmental Finance Center, UNC Chapel Hill

. 12:30 PM – 2:15 PM

Networking Lunch

Expo Hall (Lower level)

Sponsored by:  **JLL**  **ALLEN & OVERY**

. 1:00 PM – 2:00 PM

Lunch Plenary Session: What's Stopping Public Officials From Launching P3s

Dallas Ballroom ABC (Lower level)

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 COO, Becker & Poliakoff LLP
- Norman Dong, Commissioner, Public Buildings Service
- Mary Scott Nabers, President and CEO, Strategic Partnerships
- David Spector, Director of the High Performance Transportation Enterprise, Colorado Department of Transportation

AGENDA: TUESDAY, MARCH 8, 2016

. 2:15 PM – 3:30 PM

Concurrent Sessions

Making the Partnership Work: Implementing P3s

Dallas Ballroom D1 + D2 (Lower level)

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 are vital to achieving 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:

- Bill Hale, Chief Engineer, Texas Department of Transportation
- Brian Cullen, President, PERC Water
- Robert Hinkle, Corporate Affairs Director, NTE Mobility Partners & LBJ Infrastructure Group
- Mark McClenaghna, Director, P3 Operations Americas, Johnson Controls

The Pennsylvania Rapid Bridge Replacement Project: An Introspective Look & Year One Lessons Learned

Lone Star Ballroom A4 (Upper level)

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. Presenters will share perspectives from 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 will 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

AGENDA: TUESDAY, MARCH 8, 2016

The Time to Enact Comprehensive P3-Authorizing Legislation is Now

Lone Star Ballroom A3 (Upper level)

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
- Jay Lindgren, Co-chair of Public-Private Project Development Group, Partner, Dorsey & Whitney LLP
- Kevin Pula, Research Analyst, National Conference of State Legislatures

Higher Education P3 Success Story Case Studies

Lone Star Ballroom A2 (Upper level)

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 of 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
- Blanding Beatty, Vice President, Century Investment Partners

Creating the “Glue” to Make Sports-Entertainment-Restaurant Districts Stick

Lone Star Ballroom A1 (Upper level)

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. How have cities and developers worked together to create such attractive districts that enjoy 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 designing, planning, developing and making the numbers work. You’ll 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

AGENDA: TUESDAY, MARCH 8, 2016

Leveraging Private Investment into Public Water Infrastructure

Dallas Ballroom D3 (Lower level)

This session takes a detailed look at 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

. 3:30 PM - 3:45 PM

Refreshment Break

. 3:45 PM - 5:00 PM

Concurrent Sessions

P3s: Why Do We Need Them - Successes & Failures in P3 Public Building Project

Dallas Ballroom D1+ D2 (Lower level)

Although the US P3 market has been dominated by transportation projects, the backlog of dilapidated schools, courthouses, prisons, and other public buildings is staggering. This discussion will highlight case studies of successful P3 projects and lessons learned from failed P3 US building efforts. In addition, we will answer key questions, such as: What is the value proposition for a building P3? What are the unique stakeholder concerns that must be anticipated? How can you determine whether a building project is suitable for P3? What obstacles are hindering the US P3 public building market? And how can you join the national coalition to advance public building P3s. This session is designed to be interactive with an open discussion with the audience.

Presenters:

- Samara Barend, Founder, Performance Based Building Coalition, Senior Vice President - Public-Private Partnership Development Director, AECOM Capital
- Mike Marasco, CEO, Plenary Concessions
- Claudio Andretta, Business Development Director, Performance Based Infrastructure, JCI
- Ignacio Barandiaran, Principal, Arup

Availability Payment Public-Private Partnerships for Port Projects

Lone Star Ballroom A4 (Upper level)

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 inter-modal 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, Partner, Bilzin Sumberg LLP

Panel:

- Jon Godsmark, Senior Vice President, Ernst & Young Infrastructure Advisors
- John LaRue, Executive Director, Port of Corpus Christie
- Philippe Rapin, Strategy and Technical Transaction Advisory Americas - P3/PPP, Mott MacDonald
- Jeff Parker, President, Parker Infrastructure Partners, LLC

AGENDA: TUESDAY, MARCH 8, 2016

Opportunities for Investment in Airport Infrastructure

Lone Star Ballroom A3 (Upper level)

Airport authorities are increasingly looking to the private sector for funding and expertise to up-grade terminals, build transit links and generally bring the traveling experience through US airports up to international standards. The Port Authority of New York and New Jersey, LAWA and other 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 traveling public. The panel will discuss the various opportunities for investment in airport infrastructure, from full privatization under the FAA pilot program to terminal redevelopment through long-term leases to private airport operators that can be done outside of the FAA program.

Moderator: :

- Kent Rowey, Partner, Allen & Overy

Panel: Please check conference mobile app or website for speaker updates

One Year Later: An Introspective Look into the University System of Georgia's Student Housing P3

Lone Star Ballroom A2 (Upper level)

In 2013 the University System of Georgia (USG) made an unprecedented move and announced their decision to privatize most of the state's on-campus housing over the course of multiple phases. In 2014, the USG and Board of Regents announced they selected Corvias Campus Living as their partner for the first phase which includes 6,195 existing beds and 3,758 new beds across nine campuses. As a first-of-its-kind P3, the partnership represents new ground broken in student housing – and a potential model to transform the industry forever. Join us as we review the lessons learned after 16 months from all perspectives of this P3 – the University System's, the advisor's, the private partner's, and the financier's – and hear what advice they have for both current and future P3s as well as what myths they will dispel.

Presenters:

- Susan Ridley, Associate Vice Chancellor for Fiscal Affairs/Finance Director, University System of Georgia
- Geoff Eisenacher, VP, Partnership Development, Corvias Campus Living
- Pat Russell, Managing Director, Wells Fargo Securities | Education and Nonprofit Group
- Will Pickens, Associate, Sutherland Asbill & Brennan LLP

EB-5 and P3: Advantages of Alignment

Lone Star Ballroom A1 (Upper level)

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. 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 communities.

Presenters:

- Bob Honts - President/CEO, Texas Lone Star Enterprises Regional Center
- Peter D. Joseph - Executive Director, IIUSA
- Bob Slopovsky - Senior Vice President, Signature Bank
- Beth Zafonte - Director of Economic Development Services, Akerman LLP

AGENDA: TUESDAY, MARCH 8, 2016

How Innovative P3s are Meeting Stormwater Compliance Requirements

Dallas Ballroom D3 (Lower level)

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

Presenters:

- Jeff Miller, SVP Partnership Development, Corvias Group
- Eben Smith, President, ThreeE Consulting Group, LLC

. 5:00 PM - 5:15 PM

Refreshment Break

. 5:15 PM - 5:45 PM

Keynote Address: Honorable John Hickenlooper, State of Colorado

Dallas Ballroom ABC (Lower level)



In this afternoon keynote session, Governor Hickenlooper will take to the main stage and share his perspective on the use and benefits of P3's. The Governor will explain how he believes that public-private partnerships and their conventional as well as non-conventional applications can be used to benefit communities, stimulate investment, employment, and contribute to Colorado's growing economy. In his address, the Governor will also share with the audience his long term vision and plan to leverage P3 investments for strategic projects across his state.

. 5:45 PM - 7:00 PM

Networking Reception and Expo

Expo Hall (Lower level)

Join us for a second evening of networking and refreshments, and take the opportunity to meet with exhibitors in the P3C Expo Hall.

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AGENDA: WEDNESDAY, MARCH 9, 2016

. 7:00 AM - 8:00 AM

Networking Breakfast

Expo Hall (Lower level)

Sponsored by: **COHN REZNICK**
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. 8:00 AM - 8:20 AM

Ramping Up Texas's P3 Market

Keynote Address: Honorable Harvey Hilderbran, Executive Director, Texas Facilities Commission

Dallas Ballroom ABC (Lower level)



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 speech, Mr. Hilderbran will give 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 - 9:45 AM

Operations & Maintenance – Transforming Public Infrastructure

Dallas Ballroom ABC (Lower level)

Getting there from here. Operations & Maintenance is the glue that binds partners over the long-term contractual relationship of a P3. This panel of experts will 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

. 10:00 AM - 11:15 AM

Concurrent Sessions

Gaining and Maintaining Community Support for Your P3 Project

Dallas Ballroom D3 (Lower level)

Whether you are a government official or contractor, having the local community behind you is one of the key measures to getting your project off the ground and on the road to success. 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.

Presenters:

- Brian Jiguere, Senior Compliance Consultant/Project Manager, Landon & Rian Enterprises
- Joe Lewis, Principal, Business Transformation Group
- Angela Berry Roberson, Corporate Diversity and Contract Compliance Director, Ferrovia Agroman
- LaVonja Horne-Williams, Chief Executive Officer, Horne-Williams Management Consulting, LLC

AGENDA: WEDNESDAY, MARCH 9, 2016

What are Infrastructure Exchanges and What Role Do They Play in the P3 Market

Dallas Ballroom D2 (Lower level)

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. The conversation will also 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:

- Judson Greif, Government Affairs Analyst, K&L Gates
- Donald Hunt, Executive Director, Intermountain Infrastructure Exchange
- Korin Crawford, FUSE Executive Fellow | Office of the City Administrative Officer, City of Los Angeles

Kentucky Closes Deal on Biggest Public-Private Partnership for Open-Access Statewide Fiber Access

Dallas Ballroom D1 (Lower level)

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

. 11:15 AM - 11:30 AM

Refreshment Break

AGENDA: WEDNESDAY, MARCH 9, 2016

. 11:30 AM - 12:45 PM

Attracting the Right Partner: Procuring PPPs

Dallas Ballroom ABC (Lower level)

Engaging the right private sector partner starts with a well-prepared, commercially sustainable project. This session begins with a discussion about what's needed to demonstrate the "business case" and take forward a project as a P3. Attention will be paid to the importance of structuring the P3 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 – Global Project & Infrastructure Finance Group, Moody's Investors Service
- Mark Melson, Chief Operating Officer, Star America Infrastructure Partners
- Dan Stoppenhagen, Vice President, Fluor

. 12:45 PM

End of Conference and Expo: Exhibitor Breakdown