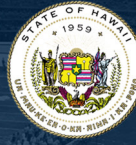


# Hawaii P3 Workshop

## The Possibilities of Public Private Partnerships

Keoni Auditorium, Hawaii Imin International Conference Center  
1777 East West Road, Honolulu, Hawaii



Presented by a partnership of

Hawaii Interagency Council  
for Transit-Oriented  
Development



8.30 am

**Welcome** Leo Asuncion, TOD Council Co-Chair

8.40 am

**Governor's Welcome** The Honorable David Ige, Governor

**AIAI Introduction to Workshop** Lisa Buglione, AIAI Director of Operations and Development

9.00 am

**The Navy's Military Housing Privatization Initiative**

Sandra Tanoue, Public Private Ventures,  
Naval Facilities Engineering Command, Pacific  
Rodney Moss, Hunt Companies

9.30 am

**Understanding Public-Private Partnerships (P3 101)**

- The Possibilities (concept explained)
- P3 Models and Types of Partnerships (benefits)
- Case Study Overview (examples of projects)
- Criteria for Viable P3 Projects
- Legislative Authority  
(P3 enabling authority and issues, including risk management)

**Moderator** Tom Mulvihill, *KeyBanc Capital Markets*

**Speakers** Seth Miller Gabriel, *OP3, District of Columbia*  
Benjamin Hall, *John Laing*  
Tuyen Mai, *Ernst & Young*  
Rodney Moss, *Hunt Companies*  
Henry Navnitlal, *Kiewit Development*

11.00 am

**What's Different about P3: Through the Lens of Case Studies**

- Rail Transit and Rail Infrastructure
- Mixed-use TOD and Commercial Uses
- Affordable Housing
- Public Buildings (social infrastructure - institutional and public facilities)

**Moderator** Tom Mulvihill, *KeyBanc Capital Markets*

**Speakers** Murray Clay, *Ulupono Initiative*  
Tuyen Mai, *Ernst & Young*  
Peter Morris, *AECOM*  
Dr. Joshua Schank, *LA Metro*

12.00 pm

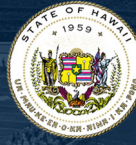
**Lunch Presentation: Island Palm Communities: An Army-Lendlease P3**

Col. Stephen E. Dawson, US Army Garrison, Hawaii  
Peter Sims, DoD Communities, Lendlease

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### 1.00 pm **Recap and Afternoon Opening Remarks**

**Dr. Joshua Schank, LA Metro**

### 1.10 pm **Financing Models and Risk Management**

- **P3 Basics (structuring debt and equity)**
- **Asset Monetization, Availability Payments**
- **Risk Transfer and Management**
- **Value for Money**
- **Typical P3 Structure**

**Moderator** Dr. Joshua Schank, *LA Metro*

**Speakers** Benjamin Hall, *John Laing*  
Tom Mulvihill, *KeyBanc Capital Markets*  
Henry Navnitlal, *Kiewit Development*  
Rodney Moss, *Hunt Companies*

### 2.00 pm **How To Do A P3 Project**

- **Getting Started (identifying and developing P3s)**
- **Expertise Needed/Assembling the Team**  
(teaming and partnering opportunities for contractors and engineers)
- **Procurement Process and Issues (sealing the deal)**
- **Project Management**

**Moderator** Tom Mulvihill, *KeyBanc Capital Markets*

**Speakers** Seth Miller Gabriel, *OP3, WDC*  
Benjamin Hall, *John Laing*  
Peter Morris, *AECOM*  
Rodney Moss, *Hunt Companies*  
Henry Navnitlal, *Kiewit Development*  
Dr. Joshua Schank, *LA Metro*

### 3.15 pm **Questions and Answers**

### 4.00 pm **Closing Remarks**

### 4.15 pm **Adjournment**

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**AIAI**  
Association for the Improvement  
of American Infrastructure



### **COLONEL STEPHEN DAWSON**

*Commander,  
US Army Garrison, Hawaii*

Col. Dawson is responsible for managing all of the Army's 22 installations, housing, and training areas on Oahu and Hawaii Island—supporting over 94,000 soldiers, family members, civilian employees, and retirees. He has over 25 years of service in numerous Army Signal Corps tactical and strategic assignments both in the US and abroad. Col. Dawson returned to Hawaii this year after serving as Operations Assistant Chief of Staff for the 7th Signal Command at Fort Gordon, Georgia. He holds a Master of Arts Degree in National Security and Strategic Studies from the Naval War College and a Master of Strategic Studies degree from the Army War College.



### **PETER SIMS, P.E., LEED AP**

*Senior Vice President and General Manager,  
DoD Communities, Lendlease*

Pete is responsible for asset, property, and development operations at Island Palm Communities (IPC) in Hawaii and North Haven Communities in Alaska. IPC is one of the largest US Department of Defense Military Housing Privatization Initiative (MHPI) projects in size and scope, which includes the design and construction of 4,725 homes and renovation of 2,515 existing homes across seven Army installations on Oahu. The project's 12-year initial development plan is valued at \$2.575B, and it has an additional \$5.285B over the remaining 38-year project term.



### **SANDRA TANOUE**

*Director, Public Private Ventures,  
Naval Facilities Engineering Command, Pacific*

Sandra leads the NAVFAC Pacific AM5 team in planning, managing, and overseeing the Marine Corps and Navy PPV housing program. She served as the NAVFAC Pacific Senior PPV Specialist on the Navy Hawaii PPV project, providing planning, oversight, and management of Navy interests in the execution of multi-million dollar PPV projects through strategic partnerships.

## **Hawaii Interagency Council for Transit-Oriented Development**

### **TOD Council Co-Chairs:**

**Leo Asuncion**, Director, Office of Planning

**Craig Hirai**, Executive Director, Hawaii Housing and Finance Development Corporation

The TOD Council was established in 2016 to advise the Governor and Legislature on the facilitation and coordination of transit-oriented development (TOD) on State lands in designated areas served by transit or other public transportation systems—promoting mixed use development, affordable and rental housing, and pedestrian-friendly development.



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**MURRAY CLAY**  
*Managing Partner, Ulupono Initiative*

Murray oversees and manages all aspects of Ulupono Initiative's investments and operations. He guides the investment team on the overall strategy and process, focusing on the best way to achieve Ulupono's mission using due diligence and analysis.



**RODNEY MOSS**  
*Senior Vice President, Hunt Companies*

Rodney recently joined the Hunt Development Group, having previously been SVP in Aon's Infrastructure Solutions and regional Chief Legal Officer for Balfour Beatty. He has served AIAI for three years as the chair of the Law & Legislative committee and was instrumental in drafting the original P3 legislation in Texas and Florida.



**BENJAMIN HALL**  
*Vice President, John Laing Investments*

Ben is a project finance and infrastructure development professional, experienced in principal investment in infrastructure assets across the transportation, social, renewable energy and environmental sectors in Australia and North America.



**TOM MULVIHILL**  
*Managing Director, KeyBanc Capital Markets*

Tom is Group Head of KeyBanc's Infrastructure and Public-Private Partnerships Practice. His 20 years experience in the US Capital Markets includes transportation, social infrastructure and utilities.



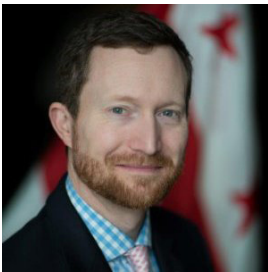
**TUYEN MAI**  
*Senior Managing Director, Ernst & Young*

Tuyen serves as financial advisor to major state and local US governments on the strategic planning and innovative delivery of large-scale infrastructure projects. He has developed transportation, higher education and public infrastructure projects in Europe and North America for the past 15 years.



**HENRY NAVNITLAL**  
*Bid Director, Kiewit Development Company*

Henry has advised public and private sector clients in structuring, procuring and financing major infrastructure projects across the US and Canada over the past 10 years.



**SETH MILLER GABRIEL**  
*Director, Office of Public-Private Partnerships (OP3) at DC Government*

Seth is the first Director of the Office of Public-Private Partnerships for the District of Columbia. He is leading the office to develop the P3 process in the nation's capital in all infrastructure classes.



**DR. JOSHUA SCHANK**  
*Chief Innovation Officer, Los Angeles County Metropolitan Transportation Authority*

Dr. Schank is the first-ever head of LA Metro's newly created Office of Extraordinary Innovation, an appointment which reflects LA Metro's commitment to innovation, accessibility and accountability in transportation for all Angelenos.



**PETER MORRIS**  
*Principal, AECOM*

Peter has over 39 years' experience in cost management, with expertise in alternative project delivery, building surveying, construction cost planning and estimating, auditing, scheduling and life cycle costing.