

THE NATIONAL  
Council For  
Public-Private  
Partnerships



PARTNERSHIPS FOR PROGRESS

# 2004 Annual Report





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# Executive Summary

The past year has been a remarkable one for the NCPPP. We have seen significant growth in a number of areas of activity and the increased strength of the Council as a voice in promoting the concept of public-private partnerships.

The most obvious development has been a dramatic increase in the number of workshops conducted by the Council. While the contracts with the U.S. Department of Transportation (U.S. DOT) have been a significant factor in this growth, this is far from the sole cause of this growth. In addition to the five workshops conducted for the U.S. DOT (and one more scheduled for December of 2004), we have continued our series of workshops on competitive sourcing, water infrastructure development and federal installations management. Along with the Annual Meeting, this makes for a total of nine meetings conducted by the NCPPP over the last 12 months, and this pace is expected to be increased in the year to come.

A major factor in this growth has been the increased activities of the three NCPPP Institutes. The Transportation Institute, formed only a little over a year ago, has become extremely active not only in the development of workshops but also in addressing issues related to the reauthorization of federal programs for transportation, with particular emphasis on the use of PPPs and expansion of authorization for the use of Private Activity Bonds.

The Water Institute (WI) has redefined and expanded its leadership and committee structure, and expanded its range of activities. In addition to the very successful Austin, Texas workshop in August, the WI has been active in dealing with the increasing activities of state commissions, state legislative initiatives and groups opposed to the use of PPPs.

The Real Estate Institute (REI) is undergoing a major revitalization, with expansion of the leadership and clear goals and targets for the coming year. In addition to a number of workshops, the REI is working toward development of an increased number of publications, in part to meeting the expanding demand in this subject area as witnessed by the activities on the NCPPP Web site.

The Council is reaching out in additional ways besides its workshops. A Senate Public-Private Partnerships Caucus is being formed. The frequency of speaking engagements and press contacts has continued to increase. And most remarkable is the continued dramatic expansion of the use of the NCPPP Web site (now averaging over 145,000 hits per month).

All of this has led to a remarkable growth in membership. The last year has seen a record net growth of 36 percent in the number of members, with a significant portion of these at the Sponsor level of support for the Council.

As this Annual Report will hopefully indicate, the NCPPP has become a clear and strong voice in support of public-private partnerships. And we expect to see this growth continue throughout the coming years.



Richard Norment  
NCPPP Executive Director





# Mission

The mission of The National Council for Public-Private Partnerships is to advocate and facilitate the formation of public-private partnerships at the federal, state and local levels, where appropriate, and to raise the awareness of governments and businesses of the means by which their cooperation can cost-effectively provide the public with quality goods, services and facilities.

# Objectives

- 1) To serve as an advocate of public-private partnerships.
- 2) To provide complete, objective, timely and useful information on the utilization of public-private partnerships to provide services and facilities to the general public.
- 3) To facilitate communication between public and private sector members with respect to issues related to the implementation of public-private partnerships.
- 4) To conduct educational, training and other activities on public-private partnerships.
- 5) To provide input to the public dialogue in support of the use of public-private partnerships and removal of impediments to their implementation.
- 6) To facilitate an international dialogue on public-private partnerships in support of the foregoing objectives.



# Key Values

- 1) Full and open participation by public and private members and encouragement of frank communication between the public and private sectors.
- 2) Assistance to both the public and private sectors in public-private partnership analysis and implementation.
- 3) Promotion of member teamwork in fulfilling the Council's mission and achieving its objectives as a non-profit, non-partisan organization.



# Educating the Public

A primary focus of NCPPP is to educate on the use of public-private partnerships through workshops. These workshops are held across the United States on a variety of subjects. The quality of NCPPP's workshops comes from the expertise of the speakers, including NCPPP Members, federal and state elected officials and public and private sector experts. Most workshops cover topics including the PPP process, implementing partnerships, procurement, finance, common barriers and case studies.

NCPPP's workshop attendees are a balance between public and private sectors, allowing for a truly educational experience for both sides. Throughout the past year NCPPP's workshops have been approximately 60 percent public sector and 40 percent private sector.

The following are the workshops and conferences held from October 2003 to October 2004.

## 2003 Annual Meeting and Awards Banquet November 12-13, 2003 Arlington, Virginia

The Annual Meeting was unique, in that it was attended by one of the highest percentage of Board Members in recent years, and was open to the entire membership of the Council. This response was the result not only of holding the Awards Banquet the evening before, but also because of the significant items for discussion at this meeting. The election of officers and new Executive Committee members was one such item.

Incoming President Don Levine (Veolia Water North America) also presented the Business Plan for 2004-2005, noting the need to continue the process of growth seen in the last few years. The Plan included expanding the number of workshops and Leadership Dinners, and a more aggressive use of internet tools like our Web site and email system. As this report indicates, all of these goals were met or exceeded. Also, Board members discussed the budget, membership, institutes and general management topics.

The Annual Meeting concluded with a luncheon address by Jennifer Davis, Budget Director of Delaware. Davis impressed the audience not only with her grasp of budget details for her state, but also for the national trends and implications for public-private partnerships.



*Doug Herbst (CH2M HILL) presents David Seader (David Seader Associates) with a "NCPPP Has Been" hat, the token for an outgoing Chairman.*

**Partnerships in Transportation**  
**November 19, 2003**  
**Vancouver, Washington**

This was the first of the workshops conducted under a contract with the U.S. Department of Transportation's Federal Highway Administration (FHWA) and cosponsored by the Oregon Department of Transportation and the Washington State Department of Transportation. This workshop experienced a tremendous amount of public sector participants; 92 percent of attendees were from the public sector. Equally significant was the large number of state legislators who participated in the full day of this workshop.

Workshop topics included changing conditions and the impact, fundamentals of PPPs, case studies, and roundtables. One of the highlights of the workshop was Senator Bruce Starr's (R-OR) address on Oregon's new transportation legislation.

The workshop was supported by CH2M HILL and Infrastructure Management Group, Inc.



*Senator Bruce Starr (R-OR)*

**Partnerships in Transportation**  
**December 8, 2003**  
**Minneapolis, Minnesota**

This workshop was the second conducted under a contract with the U.S. Department of Transportation's Federal Highway Administration (FHWA) and cosponsored by the Minnesota Department of Transportation. An overwhelming majority of the attendees were senior public transportation and elected officials. The public sector made up about 80 percent of the attendees.

Workshop topics included fundamentals of PPPs, FAST Lanes, case studies, and roundtables. Attendees appreciated the open dialogue between Minnesota's Lieutenant Governor Carol Molnau, Congressman Mark Kennedy and Federal Highway Administration's Director of Transportation Policy Studies Sherri Alston.

The workshop was supported by AECOM Consult, CAPITAL PARTNERSHIPS, Inc., Infrastructure Management Group, Inc., Koch Performance Roads, Inc., and The Ybarra Group.



*Lieutenant Governor Carol Molnau*

**Partnerships in Transportation**  
**December 16, 2003**  
**Austin, Texas**

This workshop was the third conducted under a contract with the U.S. Department of Transportation's Federal Highway Administration (FHWA) and cosponsored by the Texas Department of Transportation. This meeting saw record attendance with about 140 attendees with 80 percent from the public sector.

Workshop topics included current fiscal environment, fundamentals of PPPs, case studies, innovative ways to structure projects and improve financial options, and roundtables. The highlight of the workshop was the amount of Texas elected officials speaking including, State Representative Mike Krusee and Congressman Michael Burgess.

The workshop was supported by AECOM Consult, CH2M HILL, HDR, Inc., Infrastructure Management Group, Inc., Koch Performance Roads, Inc., Turner Collie & Braden, and The Ybarra Group.



*This meeting saw record attendance with about 140 attendees.*

The Austin workshop was the final one conducted under the original contract with the U.S. Department of Transportation. A common feature of all of these workshops was a series of Roundtable Discussions – groups of 15-20 workshop participants exchanged experiences in dealing with particular successes and challenges of development and implementation of PPPs and developed lists of recommendations which were shared with the concluding session of that workshop.

Reaction to these three meetings was so positive that the U.S. DOT extended and expanded the contract for an additional three workshops.

## Creating Public-Private Partnerships with Government Capital Assets May 21, 2004 Washington, DC

This meeting was jointly sponsored by NCPPP and the International City/County Management Association (ICMA), cosponsored by Business Executives for National Security, and supported by HDR, Inc. and Bostonia Partners LLC.

Attendees rated the program as “one of the best” held to date. The reason was clear – NCPPP had assembled the top authorities in the fields of enhanced-use leasing (EUL), energy savings performance contracting (ESPC), military housing and partnerships for capital developments, and presented factual examples of how projects can be done.

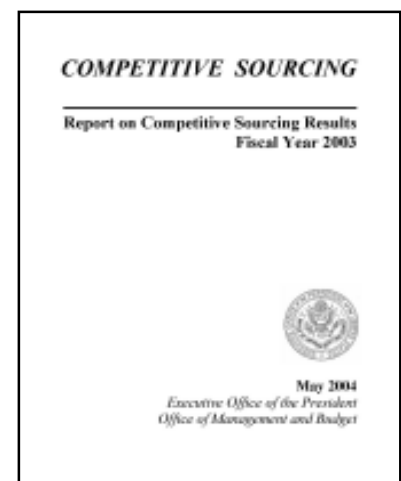
While many workshops focus on activities within the Department of Defense (DoD), this program covered a much wider spectrum. In addition to the DoD, the Department of Veterans Affairs and the U.S. Postal Service provided some excellent examples on how underutilized capital assets can become part of an effective partnership. The workshop also focused on what the impediments are to forming these partnerships.

Executive Director for Shore Installation Management, U.S. Navy, Michael Akin reported on the newly created command that combines eight former groups under this agency. This group was just beginning to grasp the options open to them through some of the capital asset management authorities. Luncheon attendees were pleased to hear Akin ask for assistance in development of new projects and programs for the Navy.

## Revisiting the Revised A-76 Circular: Evaluations After One Year June 2, 2004 Washington, DC

The tradition continued for the NCPPP by holding an annual event focusing on implementation of the Office of Management and Budget’s (OMB) Circular A-76. What made this workshop notable is that it came almost exactly one year after the substantial revision of the Circular. The workshop was cosponsored by the American Bar Association, with support by Grant Thornton and Management Analysis, Inc., in conjunction with American Water, CH2M HILL, Earth Tech, HDR, Inc., Koch Performance Roads, Inc., OMI, Southwest Water Company Services Group, United Water and Veolia Water North America.

The meeting opened with William Woods of the U.S. General Accounting Office, who was a key person in the work of the Commercial Activities Panel. Matt Blum of the Office of Federal Procurement Policy (OFPP) discussed a report just



released to Congress. OFPP's findings were echoed by a study presented by Art Smith (Management Analysis, Inc.) and prepared with the assistance of Diane Shute (Grant Thornton) and Mark Wagner (Johnson Controls). Shute also moderated a panel that included a number of agency A-76 experts, including David Childs (Department of Homeland Security), Joann Kansier (Federal Aviation Administration), Rick Rohdenburg (Food and Drug Administration) and Bill Roberts (Wiley Rein & Fielding). Robert Burton, Acting Administrator of OFPP, served as the luncheon speaker and emphasized the long-term commitment of the OMB to effectively implement competitive sourcing as part of the President's Management Agenda. The final panel which focused on the future of A-76 was moderated by Wagner, with experts such as Annie Andrews (Department of Defense), Scott Cameron (Department of the Interior), Sandy Hoe (McKenna Long & Aldridge) and Kim Moseley (National Treasury Employees Union).

## Partnerships for Water Infrastructure

August 19, 2004

Austin, Texas

The special focus of this workshop was "how to apply PPPs to the water/wastewater needs of Texas communities" with a particular emphasis being on the development of desalination projects. The workshop was held in conjunction with the Texas Water Development Board (TWDB) and the Texas Municipal League (TML) and cosponsored by American Water, CH2M HILL, Earth Tech, HDR, Inc., Koch Performance Roads, Inc., OMI, Poseidon Resources, Southwest Water Company Services Group, United Water and Veolia Water North America. This workshop was a true balance of public sector and private sector, with half of the attendees from the public sector.



*Benjamin H. Grumbles (U.S. EPA)*

Kevin Ward, TWDB Executive Administrator, gave the keynote address and directly pointed out the fact that PPPs are "something that have been uncomfortable for some public officials". He went on to emphasize that as government work has become more efficient, it has realized that "competition is good for business and likewise it can be good for government as well". Equally significant was the participation of a key political leader, Texas State Senator Kip Averitt. His credentials were indicated by his leadership in support of the use of private activity bonds. Averitt also contended, like Ward, that the attitude in the public sector are increasingly becoming more receptive to the concept of PPPs. In particular, he referenced the state's efforts in the area of development of desalination plants.

Benjamin H. Grumbles, Acting Assistant Administrator, Office of Water, United States Environmental Protection Agency, gave a special address on how EPA supports public-private partnerships.

Workshop sessions dealt with the fundamentals of PPPs, how to make PPPs happen, a series of case studies, a review of Texas statutes (looking for both impediments and opportunities), risk allocation, fundamentals of financing and roundtables. The output of the roundtables was then shared with all participants in a final "roundup" session, and provided some input for a report for the Governor that was prepared by TWDB.

## Partnerships in Transportation

October 6, 2004

Orlando, Florida

This workshop was the first conducted under a second contract by the U.S. Department of Transportation's Federal Highway Administration (FHWA), and was hosted by the Florida State Department of Transportation and the Florida Turnpike Enterprise. The attendance for this one-day session was almost a record with over 125 participants (surpassed only by the Austin, TX workshop), with a true balance of public and private sector attendees.

Of particular note for this meeting was the appearance by Mary Peters, FHWA Administrator. Ms. Peters chose this event to make a significant announcement of a new regulation for accelerating the federal approval process for projects utilizing public-private partnerships – accordingly, national and local press were involved.

Because of a special effort made by the Florida DOT, the percentage of private sector non-member participants at the workshop was unusually high (nearly 20 percent). As a result, the workshop was able to educate both public and private sector representatives that are just beginning to utilize public-private partnerships for transportation projects. This also resulted in several companies becoming members of the NCPPP.

This meeting was supported by CH2M HILL, Infrastructure Management Group, Inc., Koch Performance Roads, Inc. and cosponsored by American Water, Earth Tech, HDR, Inc., OMI, Southwest Water Company Services Group, United Water, and Veolia Water North America.



Mary Peters (FHWA)

## Partnerships in Transportation

October 20, 2004

Sacramento, California



Emil Frankel (U.S. DOT)

This workshop was the second conducted under the expanded contract by the U.S. Department of Transportation's Federal Highway Administration (FHWA), and was in the midst of a significant political shift in California's political environment. About 64 percent of the attendees were from the public sector, and (as the meeting evaluations clearly indicated) many sensed that PPPs were a tool that they had to gain a better understanding.

The meeting was cosponsored by the California Department of Transportation and included many of its senior people. Their comments before the meeting clearly illustrated the sea of change that is underway, and motivated the audience to more seriously consider PPPs as an option.

As with all of these workshops in the series supported by the FHWA, a senior DOT official was part of the program. At this workshop, it was Assistant Secretary Emil Frankel, who aggressively promoted a wide use of PPPs, in projects including funding options ranging from tolling to economic development.

The workshop was supported by CH2M HILL and cosponsored by American Water, Earth Tech, HDR, Inc., Koch Performance Roads, Inc., OMI, Southwest Water Company Services Group, United Water, and Veolia Water North America.

# Public Outreach Programs

## Department of Transportation Contract

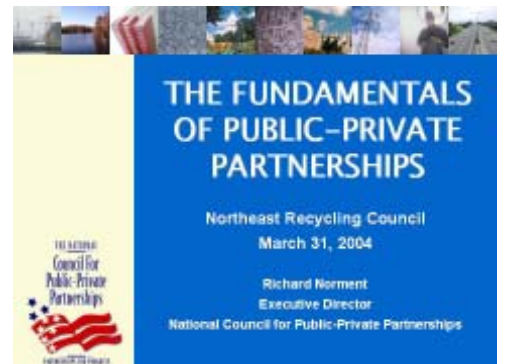
In April, the U.S. Department of Transportation's Federal Highway Administration (FHWA) expanded the original contract for NCPPP to conduct an additional three more "Partnerships in Transportation" workshops. The objective of the FHWA is to encourage the use of PPPs and set strong national examples for other states about the use of PPPs. The workshop locations included Orlando, Fla., Sacramento, Calif., and Durham, NC.



## NCPPP's Speaking Circuit

With its increasing visibility in a wide range of audiences, the NCPPP has witnessed a continued growth in the number of requests for members and staff to speak at events not conducted by the Council. Most significantly, a growing number of these requests come from state legislative bodies, seeking clarification of the role of PPPs in meeting a wide range of public needs. The following is a representative sample of these speaking engagements.

- Featured speaker at the Public-Private Partnerships America Summit in Mexico City
- Featured speaker at the Performance Institute's City and County Summit in San Diego, CA
- Conducted tutorial for the University of Maryland's Institute for Global Chinese Affairs
- Provided testimony to a California State Legislature briefing on water/wastewater partnerships
- Featured panelists on economic development for Urban Land Institute in Orlando, FL
- Featured speaker at the Urban Water Council of the U.S. Conference of Mayors meeting in Sugar Land, TX
- Feature speaker at the Performance Institute's City and County Management Summit in San Diego on "Overcoming Impediments to PPPs"
- Testimony to the Maryland Senate's Committee on Education, Health and Environmental Affairs for consideration of Senate Bill 595, entitled "Public-Private Partnerships for a Strong Maryland"
- Moderated and presented at the "Ideas and Issues Retreat" organized by Virginia's Speaker of the House of Delegates William Howell
- Presented at the Joint Senate and House Natural Resources Retreat regarding proposals by the State Water Control Board
- Tampa Bay Water Authority for presentation of NCPPP Award
- Featured speaker at the Northwest Recycling Council in Northampton, MA
- Conducted a tutorial for George Mason University Graduate School of Public



## Administration

- Served as a panelists at Annual Meeting of the Florida Water Management Districts in Tampa, FL
- Conducted tutorials for numerous International Delegations of the U.S. State Department

## NCPMP in the News

- Interviews with local newspapers in California, New York, Connecticut, Vermont, Massachusetts, Virginia, Oregon, and Florida
- Interview by the Chicago Tribune for an article on partnerships for management of a new park and entertainment event facility (Jones Lang LaSalle participated in the interview)
- Supported the Water Partnerships Council and the U.S. Conference of Mayors in response to “Thirst”, a documentary opposing the use of PPPs for water/wastewater projects
- Wrote an article for Euromoney’s “Privatization and Public-Private Partnerships Review”
- Interviewed by NYSE for an article titled “The Win-Win of Public-Private Partnerships”



## PPP Caucus

Members of the U.S. Senate have agreed to spearhead an effort to organize a caucus of their fellow Senators to focus on issues related to the use of public-private partnerships with federal programs. Senator George Allen (R-VA) and Senator Ben Nelson (D-NE) agreed to serve as co-chairs of the new Senate Public-Private Partnerships Caucus.



Senator George Allen (R-VA)



Senator Ben Nelson (D-NE)

## Council Insights

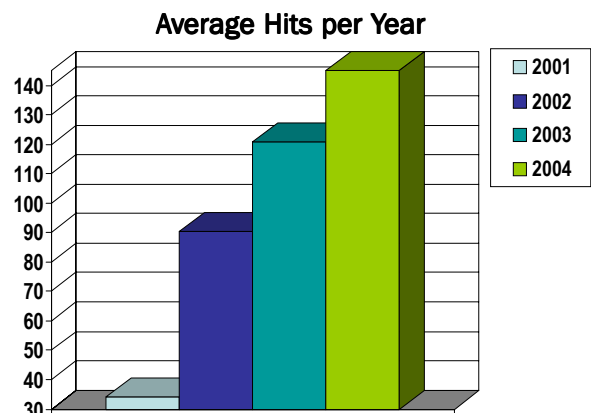
*Council Insights* is the Council’s newsletter reporting on partnership issues, programs/meetings, federal procurement and legislation, and more. There are nine issues per year that are emailed to NCPMP members and placed for public view on the Web site. While Insights is a great resource for members to relay their corporate message and capabilities, there has been a decrease in submission of articles by members – efforts are underway to increase the participation in this service to members.

## Council Updates

*Council Updates* is a monthly email bulletin to NCPMP members only. It includes topics and issues regarding NCPMP that are for members only. *Council Updates* is helpful in keeping NCPMP members informed about the actions and opportunities within the Council.

## Web Site

NCPMP’s Web site saw an increase of 24,000 hits per month since the last year, with an average now of almost 145,000 hits per month. This is credited to the amount of information on the Web site and constant updates. The most popular sections are Case Studies, Resources, How Partnerships Work, Council Members, and Publications. The growth of the Web site has aided NCPMP in positioning itself as an educational resource on PPPs.





# Council Membership

In the past year, NCPPP has seen a remarkable 36 percent growth in membership. The principal factor in the recent acceleration in growth has been the workshops held by NCPPP. Both the Water and Transportation Institutes have conducted workshops, and each individual workshop has generated at least one new member (and in several cases more than one). A second factor has been the naming of Membership Chairs for both the Water Institute and the Transportation Institute, which has resulted in additional new members.

New members from October 2003 to October 2004 include the following:

## Sustaining Members:

- CH2M HILL (increased level)
- Koch Performance Roads, Inc. (increased level)

## Sponsor/Private Members:

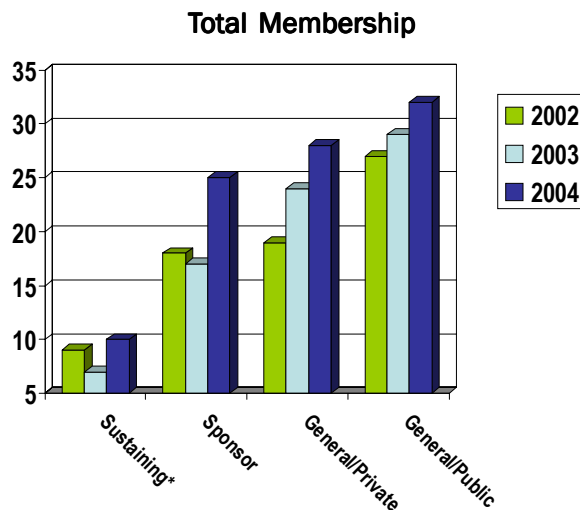
- Ambac Assurance Corporation
- Corporate Asset Advisors LLC
- EIG Hydrogen Technology, Inc.
- Hatch & Parent
- Herzog Contracting Corporation
- Insituform Technologies, Inc.
- United Trust Fund
- Venable LLP

## Sponsor/Public Member:

- Fort Bend County, Texas

## General/Private Members:

- ARINC Managed Services LLC
- Ashland Paving and Construction
- Carter & Burgess
- EF Kearney Ltd.
- Fluor Enterprise, Inc.
- HLB Decision Economics, Inc.
- Kellogg Brown & Root, Inc.
- Municipal Services Group, Inc.
- North Carolina Railroad Company
- Nossaman Guthner Knox & Elliott LLP (returning member)
- Parsons
- Parsons Transportation Group



\*Decrease in Sustaining memberships caused by member companies merging.

- PB Consult, Inc.
- PBS&J
- Peter Kiewit Sons', Inc.
- SCL Corporate Finance SA
- Strategic Alliances Resources Network LLC (returning member)

### **General/Public Members:**

- Asia Private Participation in Infrastructure Association
- Japan Private Finance Initiative Association
- Provident Group LLC (returning member)
- South Florida Water Management District
- Tampa Bay Water

### **Individual/Public Members:**

- R. David Cole (Central Texas Water Supply Corporation)
- Erik Cummings (graduate student in JD/MPA at Ohio State)
- Portia Davidson (Space and Missile Defense Command)
- Christopher Garlick (Civilized Solutions)

# Institute Reports

The Institutes are the center of a great percentage of the activity of the NCPPP. General membership in all Institutes is open to any NCPPP member in good standing. Participation on the Steering Committees of each Institute varies according to the rules established by the Institute.

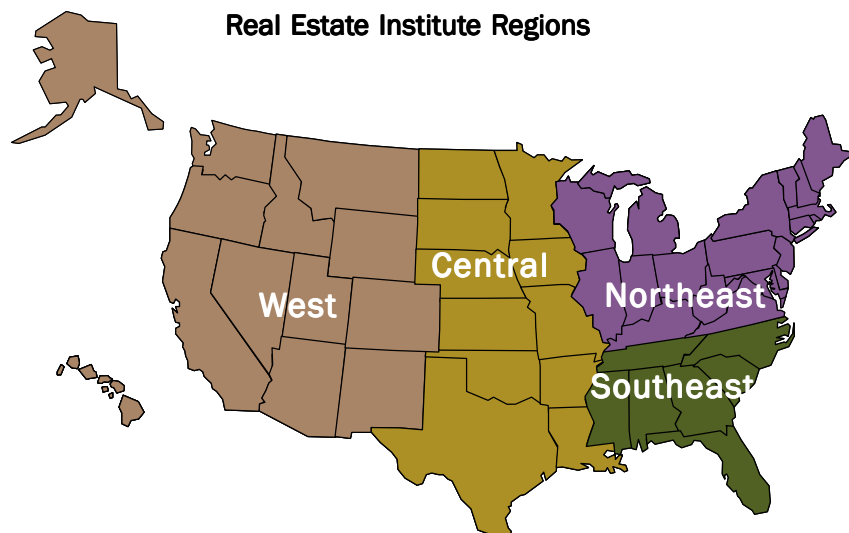
## Real Estate Institute

The Real Estate Institute (REI) of the NCPPP provides a forum for Council members with interest in the use of public-private partnerships for real estate development and value optimization of underutilized government-owned land. The REI provides an Advisory Service Program for public officials, develops educational materials, and participates in conferences with the common objective of not only to promote real estate partnerships, but also the best practices in this emerging industry.

### REI Members:

- Co-chairman: John Stainback, Stainback Public/Private Real Estate LLC
- Co-chairman: Steve Surprenant, HDR, Inc.
- Daniel Bevarly, Neighborhood America
- Steve Claiborn, Lehman Brothers
- Roger Feldman, Bingham McCutchen
- Martin Gold, Sidley, Austin, Brown & Wood
- Anita Molino, Bostonia Partners
- Peggy Robertson, Commonwealth Competition Council
- David Singer, Elias Group
- Kevin Wayer, Jones Lang LaSalle

The REI held one workshop in the past year: Creating Public-Private Partnerships with Government Capital Assets held in Washington, D.C.



## Transportation Institute

The Transportation Institute (TI) of the NCPPP provides a forum for Council members with interests in the use of public-private partnerships for the development of transportation projects. The TI serves as a principle resource in the execution of a series of workshops being conducted under a contract with the U.S. Department of Transportation's Federal Highway Administration (FHWA). In addition, the TI serves as the voice of NCPPP in presenting policy concepts to improve the opportunities for use of public-private partnerships at the federal, state and local levels.

### Steering Committee:

- Chairman: Ken Butler, CAPITAL PARTNERSHIPS (Va.), Inc.
- Vice-Chairman: Paul Wheeler, Koch Performance Roads, Inc.
- Steve Claiborn, Lehman Brothers
- Chip Foley, American Iron & Steel Institute
- Karen Hedlund, Nossaman Guthner Knox & Elliott
- Steve Howard, Lehman Brothers
- David Lewis, HLB Decision
- Peter Loughlin, Koch Performance Roads, Inc.
- Jennifer Macdonald, Association of American Railroads
- Jeff Mather, CH2M HILL
- Brian Oakley, Scully Capital Services
- Dorri Raposa, HDR, Inc.
- William Tolbert, CH2M HILL
- Porter Wheeler, Infrastructure Management Group
- Geoff Yarema, Nossaman Guthner Knox & Elliott
- Shirley Ybarra, The Ybarra Group



SR 16 - New Tacoma Narrows Bridge, Washington

### General Members:

- AECOM Consult, Inc.
- Bostonia Partners LLC
- Clark Construction Group, Inc.
- Elias Group
- Fluor Enterprises, Inc.
- Kellogg Brown & Root, Inc.
- Kirkpatrick & Lockhart LLP
- North Carolina Railroad Company
- Nossaman Guthner Knox & Elliott
- Parsons
- PB Consult, Inc.
- Peter Kiewit Son's, Inc.
- Washington Department of Transportation

The TI held five workshops from October 2003 to October 2004 including: Partnerships in Transportation workshops held in Vancouver, Washington; Minneapolis, Minnesota; Austin, Texas; Orlando, Florida; and Sacramento, California. All workshops were held under the DOT/FHWA contract.

## Water Institute

The Water Institute (WI) of the NCPPP provides a forum for Council members with interests in the use of public-private partnership for the design, building, operation and/or maintenance of water and wastewater systems. The WI conducts workshops for public sector officials on topics such as full cost accounting, best practices in the development of public-private partnerships and related subjects.

The WI is guided by a Steering Committee comprised of Sustaining Members of NCPPP, with oversight provided by the NCPPP Executive Committee, which includes both public and private sector representatives.

### Steering Committee:

- Chair and Membership Committee Chair: Jim Newkirk, Veolia Water North America
- Vice Chair and Education and Marketing Committee Chair: Susan Mays, OMI, Inc.
- Legislative Affairs Committee Chair: Andrew Shea, Poseidon Resources
- Patrick Cairo, United Water
- Robert Hebert, Southwest Water Company Services Group
- Doug Herbst, CH2M HILL Constructors, Inc.
- Don Levine, Veolia Water North America
- William Malarkey, American Water Works Company
- Keith Odelwurtel, Earth Tech
- Richard Splete, HDR, Inc.



*Indianapolis, Indiana Water Treatment Facility*

### General Members:

- Bingham McCutchen LLP
- Elias Group
- Hawkins Delafield & Wood
- Hicks-Richardson Associates
- National Association of Water Companies
- Scully Capital Services, Inc.
- Washington Suburban Sanitary Commission

The WI has held one workshop in the past year: Partnerships for Water Infrastructure held in Austin, Texas. In addition, the WI participated in a coordinated effort with the U.S. Conference of Mayors, the Water Partnerships Council and the National Association of Water Companies to respond to negative media (in particular the purported documentary “Thirst”).

# Public-Private Partnership Awards

Each year NCPPP recognizes companies and organizations that have successfully completed a unique and innovative public-private partnership. This prestigious award recognizes projects and programs, illustrating some of the best practices and applications in the field of public-private partnerships.

The 2004 NCPPP Public-Private Partnership Award Recipients are:

- City of Indianapolis and Veolia Water North America for City of Indianapolis and Veolia Water Partnership (Service Award)
- Town of Keystone and ECO Resources, Inc., Southwest Water Company Services Group for Keystone, SD, Wastewater Treatment Services Partnership (Infrastructure Award)
- Port of Galveston and CH2M HILL, Royal Caribbean International and Carnival Cruise Lines for Port of Galveston Cruise Terminal Development (Infrastructure Award)
- Virginia Economic Development Partnership (VEDP), Division of International Trade and Active Media for Virginia Leaders in Export Trade (VALET) Program (Innovation Award)
- The Highway 63 Transportation Corporation and Koch Performance Roads, Inc. for The Highway 63 Transportation Corporation (Innovation Honorable Mention Award)



# NCPPP Leadership

## Board of Directors

The Council is governed by its Board of Directors, which is comprised of a representative of each Sustaining and Sponsor member. This is the largest Board of Directors in NCPPP's history. Members of the Board of Directors currently include:

- Ken Butler, CAPITAL PARTNERSHIPS, Inc.
- Patrick Cairo, United Water
- Steve Claiborn, Lehman Brothers
- Jon Cole, EIG Hydrogen Technology, Inc.
- Michael Deane, Fort Bend County, Texas
- Dan Elias, Elias Group
- Roger Feldman, Bingham McCutchen, LLP
- Walter Foley, American Iron & Steel Institute
- Edward Hamberger, Association of American Railroads
- Robert Hebert, Southwest Water Company Services Group
- Karen Hedlund, Nossaman Guthner Knox & Elliott
- Douglas Herbst, CH2M Hill
- Howard Hoffman, Corporate Asset Advisors LLC
- Joseph Kneib, Herzog Contracting Corporation
- Don Levine, Veolia Water North America
- David Lewis, HLB Decision Economics, Inc.
- Susan Mays, OMI, Inc.
- William Malarkey, American Water
- John Milliken, Venable LLP
- James Nolan, United Trust Fund
- Brian Oakley, Scully Capital Services
- Keith Oldewurtel, Earth Tech
- Scot Pearson, Insituform Technologies, Inc.
- Eric Petersen, Hawkins Delafield & Wood
- Anne Rabin, Ambac Assurance Corporation
- Andrew Shea, Poseidon Resources Corporation
- Diane Shute, Grant Thornton, LLP
- Art Smith, Management Analysis, Inc.
- Richard Splete, HDR, Inc.
- John Stainback, Stainback Public/Private Real Estate LLC
- C. Wesley Strickland, Hatch & Parent
- Mark Wagner, Johnson Controls, Inc.
- Kevin Wayer, Jones Lang LaSalle
- Paul Wheeler, Koch Performance Roads Inc.
- Porter Wheeler, Infrastructure Management Group



## Executive Committee

The daily operations of the Council are overseen by the Executive Committee, which is elected by the Board of Directors. Members of the Executive Committee currently include:

- Chairman: Robert Hebert, Southwest Water Company Services Group
- President: Don Levine, Veolia Water North America
- President Elect: Art Smith, Management Analysis, Inc.
- VP, Finance/Secretary: Ken Butler, CAPITAL PARTNERSHIPS, Inc.
- VP, Information: John Stainback, Stainback Public/Private Real Estate LLC
- VP, Marketing: Brian Oakley, Scully Capital Services
- VP, Membership: Steve Surprenant, HDR, Inc.
- VP, Policy: Michael Deane, Fort Bend County, Texas
- VP, Programs: Mark Wagner, Johnson Controls, Inc.
- At-Large Member: Jerry Ellis, Washington Department of Transportation
- At-Large Member: Janice Menker, Concurrent Technologies, Inc.
- At-Large Member: Eugene Schiller, Southwest Florida Water Management District
- At-Large Member: Diane Shute, Grant Thornton
- At-Large Member: Laura Swisher, Washington Suburban Sanitary Commission





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