

#### P3 OPPORTUNITIES

Public-private resource leveraging and innovation are critical to addressing our nation's water infrastructure challenges. Understanding state and local perspectives and capacity challenges are imperative to building and sustaining more workable partnerships. Nuanced collaborative skills, effective communications, and innovative financing can come together in well-structured P3s, which increase efficiency and secure private capital to address a daunting infrastructure backlog.

Successful P3s must overcome trust issues and cultural differences between partnering institutions and numerous constituencies to implement mutually acceptable contractual obligations. This requires understanding local challenges and obtaining proper alignment and structure between participants, shared risk and reward, and broad civic engagement and support.

#### UNDERSTANDING THE ISSUES

Through The Horinko Group's professional development summits, executive salons, webinars, RSS feed, and monthly newsletter, we have engaged a wide variety of perspectives in the ongoing conversation on how best to sustain our nation's aging water infrastructure. We are using this outreach platform to foster a dialogue among interested parties regarding P3s and their application to water resource challenges.

Our 2012 executive salon entitled, *Financing Water Infrastructure through Public-Private Partnerships – Finding the Right Model*, explored proven and conceptual P3 frameworks and underlying challenges and opportunities necessary to attract private capital. The salon proceedings have become a popular resource encompassing insights from over thirty thought-leaders.\*

#### CHAMPIONS NEEDED

Public-private ventures can advance much needed progress in the water and wastewater sector and tackle the most difficult fiscal and environmental compliant situations that confront many communities. The Horinko Group has built a team of practitioners who are well positioned to advance P3 opportunities as an honest broker focused on communication and education, community and stakeholder engagement, and technical partnership expertise.

#### ADVISORY AND SUPPORT SERVICES

- Communications and outreach strategies to reduce misperceptions and enhance understanding between potential public and private partners
- Convener and cultural translator between public and private entities to facilitate mutual learning
- Advisor on the prerequisites to implementation of a successful P3, including stakeholder involvement and partnership development
- Contract research with deliverables that improve knowledge of the P3 model, provide support for effective decision-making by localities, and advocate for successful P3s
- Draft public comment and prepare testimony during stakeholder review of P3 consideration
- Provide insights into state and local governance, budgetary processes, and regulatory boundaries

#### ABOUT THE HORINKO GROUP

The Horinko Group is a leading environmental consulting firm founded by former U.S. EPA Acting Administrator Marianne L. Horinko in 2008. The company has established itself as an innovator and trusted, third-party convener on the most pressing domestic and international environmental issues. Our teams of specialists bring crosscutting expertise that delivers tangible results for the complex natural resource issues that challenge our clients.

## OUR TEAM

**Sean M. McGinnis** serves as The Horinko Group's Director of Finance & Business Development. Mr. McGinnis draws on his background in finance, corporate banking, and global investment fund services. He brings a timely international perspective rooted in business development and risk-based policy, analytics and management to the team, proving invaluable to clients exploring market-based solutions. Mr. McGinnis was previously with The Northern Trust Company as an International Credit Portfolio Manager and currently serves as Finance Manager for the Water Resources Action Project, Inc., a non-profit seeking to improve public health in the Middle East through greater water stewardship.

**Andrew W. Manar** serves as Senior Advisor on Public-Private Partnerships & Stakeholder Engagement. As a former Midwest rural community mayor, County Board Chairman, and State Senate Chief of Staff, Mr. Manar brings a boots on the ground perspective on how to effectively engage local communities and state program managers and budget officers. Elected to the Illinois State Senate in 2012, his experience in state and local governance brings valuable insights into navigating fiscally challenged state budgetary processes and understanding resource constraints of local governments.

**Patrick S. McGinnis** serves as Senior Advisor on Water Resources & Sustainable Communities. As a passionate advocate for practical and sustainable solutions to water resource management challenges and over a thirty-year career with the U.S. Army Corps of Engineers, Mr. McGinnis' experience and interest focuses on a broad range of water resource solutions, economic opportunities for livable community design, strategic planning and facilitation, public/private sector interaction, and consensus building.

**Lewis D. Solomon** serves as Senior Advisor on Public-Private Partnerships, Infrastructure Finance & Development. As Professor Emeritus of Business Law at The George Washington University Law School, Mr. Solomon draws on his extensive research regarding privatization and the P3 process in the infrastructure arena. A prolific author, his recent book, *America's Water and Waste Water Crisis: The Role of Private Enterprise*, analyzes privatization, P3s, how the U.S. water and wastewater industry has operated in the past, and how it may evolve into the future.

**G. Tracy Mehan** serves as Senior Advisor on Water Resources Policy & Regulation. Mr. Mehan has been a Principal with The Cadmus Group since 2004 and Senior Advisor to The Horinko Group since 2008. Mr. Mehan served as Assistant Administrator for Water at the U.S. Environmental Protection Agency from 2001-2003. He served as Environmental Stewardship Counselor to the 2004 G-8 Summit Planning Organization (2004). Mr. Mehan also served as Director of the Michigan Office of the Great Lakes (1993-2001) and as Associate Deputy Administrator of EPA in 1992. He served as Director of the Missouri Department of Natural Resources from 1989 to 1992.

**Steven Hoffmann** serves as Senior Advisor on Water Sector Sustainability & Investment. Founder of WaterTech Capital, Mr. Hoffmann is a pioneer in the advancement of the economic value of water and specializes in water industry investment and the design of water indexes. Mr. Hoffmann is an internationally recognized strategic advisor and ecological economist and acclaimed author of *Planet Water: Investing in the World's Most Valuable Resource*. Mr. Hoffmann brings substantial consulting and operations experience in the areas of water and wastewater treatment, technology commercialization, strategic marketing, water rate design, and water resources policy and regulation.

## CONTACT US

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[www.thehorinkogroup.org/wp-content/uploads/2012/06/April2012P3SalonProceedings.pdf](http://www.thehorinkogroup.org/wp-content/uploads/2012/06/April2012P3SalonProceedings.pdf)

