

TITLE SPONSOR

Turner

Tim Blood, DBIA, LEED AP

Manager of Preconstruction Services

- **Capital College & Career Academy, Board of Director**
- **Sacramento CM Education Foundation Board Member**
- **Arizona State University, BS Construction**
- **3 years (Turner) / 16 years (Industry)**
- **Experience**
 - New Natural Resources HQ (\$535M)
 - Capitol Annex (\$540M)
 - CSU System (\$400M)



Turner

#1 regional
general
contractor
sacramento
business journal

FOUNDED
1902
LOCAL
FOR OVER
40
YEARS

DESIGN-BUILD CULTURE

/ sacramento

25 YEARS 14 BILLION 26 CERTIFIED

IN ALL MAJOR MARKET SEGMENTS / gov, healthcare,
public, higher edu & k-14, industrial, aviation, sports

TURNER 2030
COMMITMENT:
reduce greenhouse
gas emissions &
water consumption
by 50% by 2030.

{ #1 national
green
builder

A PROMISE MADE IS A
PROMISE DELIVERED



New Natural Resources Headquarters



SMF Terminal 2



UC Davis Health NAOB



CSU Chico Butte Hall



Placer County HHS

FEATURED SPEAKERS

Moderator: **Tim Blood, LEED™ AP, DBIA** –
Preconstruction Manager, Turner Construction Company



Shelley Whitaker, DBIA
Capital Outlay Program Manager
California Department of General Services, RESD - PMDB

Keith Lew
Deputy Director, General Services Department
County of Sonoma



Victoria Taylor
President & Chief Executive Officer
Project Finance Advisory, Ltd. (PFAL)

Colin Peppard
Director, Infrastructure Investments
Fengate Asset Management





Shelley Whitaker, DBIA

Capital Outlay Program Manager
Project Management & Development Branch
Department of General Services, California

Over 30 years of experience with the Department of General Services.

Projects of Note

Junipero Serra Office Building, Historic Renovation,
Los Angeles

Caltrans District 7 & 11 Office Buildings,
Los Angeles and San Diego

California Science Center Phase II Museum,
Los Angeles

Los Angeles Forensic Crime Lab, Los Angeles

California Veterans Homes, Skilled Nursing Facilities –
West Los Angeles, Redding, Fresno and Yountville

DBIA Western Pacific Region– Board Member

Public Private Partnership Projects

Lease Build-to-Suit
With Purchase Option (LPO)

P3 Projects

- ✓ DGS uses P3 (LPO) to deliver specialized projects for client agencies including but not limited to:
 - CHP Area Office Replacement Program
 - including 911 Dispatch Offices
 - Department of Water Resources

DGS P3 (LPO)

Typical Request for Proposal Procurement Focus:

- Best Value
- Team Experience relevant to project type, delivery method and familiarity with State of CA processes, inspections/testing and regulatory agency oversight
- Financial Strength of Developer
- Project attributes - Site location, Site development, Facility design – interior and exterior, MEP, and Sustainability
- Financial Terms

Future P3 Projects

Department of Water Resources - Joint Operations Center

Project Type - P3, approx. \$283m

Release of RFQ to Developers currently expected winter 2022

Department of Water Resources - Rio Vista Estuarine office building and Marina

Project Type - P3, approx. \$93m

Release of RFQ to Developers currently expected winter 2022

California Highway Patrol - Replacement Facility, Ventura

Project Type - P3 (LPO), approx. \$45m

Pending funding in July 2022

California Highway Patrol - Replacement Facility, Santa Barbara

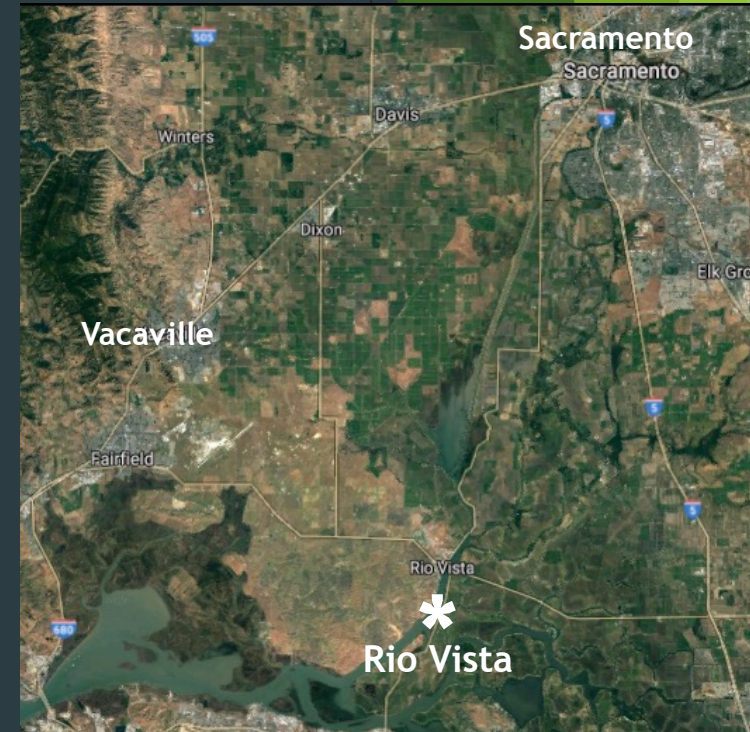
Project Type - P3 (LPO), approx. \$23m

Pending funding in July 2022

DWR Projects

Rio Vista Estuarine Research Station (RVERS)

- Facility for California Department of Water Resources **Interagency Ecological Program (IEP)**, with multiple tenant agencies
 - California Department of Water Resources
 - California Department of Fish and Wildlife
 - US Fish and Wildlife Service
 - National Marine Fishery Service
 - US Geological Survey
 - US Bureau of Reclamation
- The site is a repurposed vacated Army base located south of **Rio Vista California** along the Sacramento River
- RVERS complex consists of **three major components**:
 - a. **Administration/Laboratory** building
 - b. **Field Operations building**; within a secure service yard, and containing covered boat storage, , boat wash, fleet vehicle/ boat/ trailer parking
 - c. **Marina** w/ 23 vessel berths



Rio Vista Estuarine Research Station



- RVERS Site approximately 11 acres with ~ 85,000sf built area
 - Admin/ Lab Building ~ 60k sf, Field Ops Building ~25k sf
- ZNE (Zero Net Energy), LEED Silver targets

Joint Operations Center

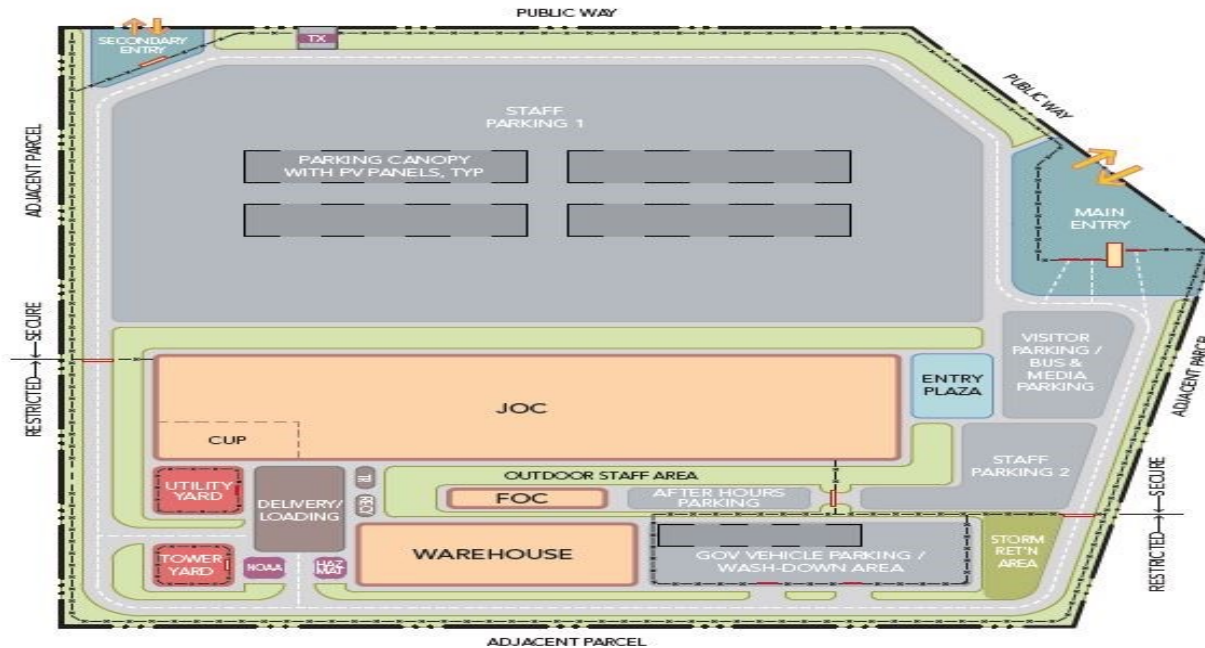


Figure 5-3: Conceptual Site Plan B

The Joint Operations Center approx. 315k s.f. The project size includes development of 29 acres, communication tower, warehouse building, Office building with a bifurcated ESA structure. Project goal of minimum LEED Silver.

► Project contracting opportunities may be found at the following links:

► <https://caleprocure.ca.gov/pages/Events-BS3/event-search.aspx>

► <https://www.dgs.ca.gov/RES/RES-Resources/RES-Resources-List-Folder/Current-Bid-Opportunities-List>



Keith Lew, AIA

County of Sonoma

Deputy Director General Services Department

- Bachelor of Arts , Environmental Design, Architecture, UC Berkeley
- Licensed Architect (CA)
- Certified Project Manager
- 39th year of Design and Construction Program Management
 - NAVFAC
 - US General Services
 - County of Sonoma

Projects of Note

- US/Mexico Southern Border Construction Program
- Southern Border Projects
 - Mariposa, AZ
 - San Ysidro, CA (Master plan)
- Nuclear Carrier Homeport Program Everett, WA
- Federal Courthouse Construction
 - US Courthouse, Phoenix, AZ (District)
 - US Courthouse, Phoenix, AZ (Bankruptcy)
 - US Courthouse, Bakersfield, CA
 - US Courthouse, Yuma, AZ
 - US Post Office/Federal Building, Hilo, HI



County of Sonoma

- Population About 500,000
- 45 miles north of San Francisco
- County Seat Santa Rosa, CA
- Major Industries include hospitality, agriculture, manufacturing and healthcare

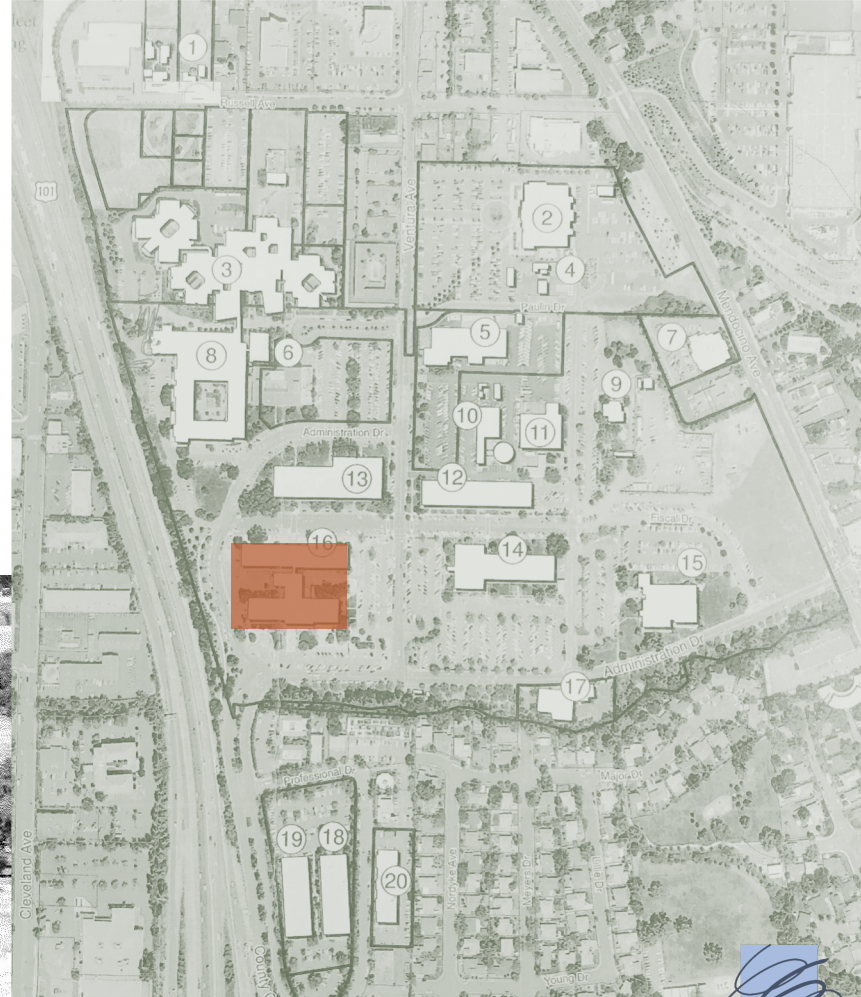
County Assets

- 2 million SF owned facilities
- Capital Program \$87 million
- 2.9 million SF Leased
- Aged buildings beyond useful life/deferred maintenance



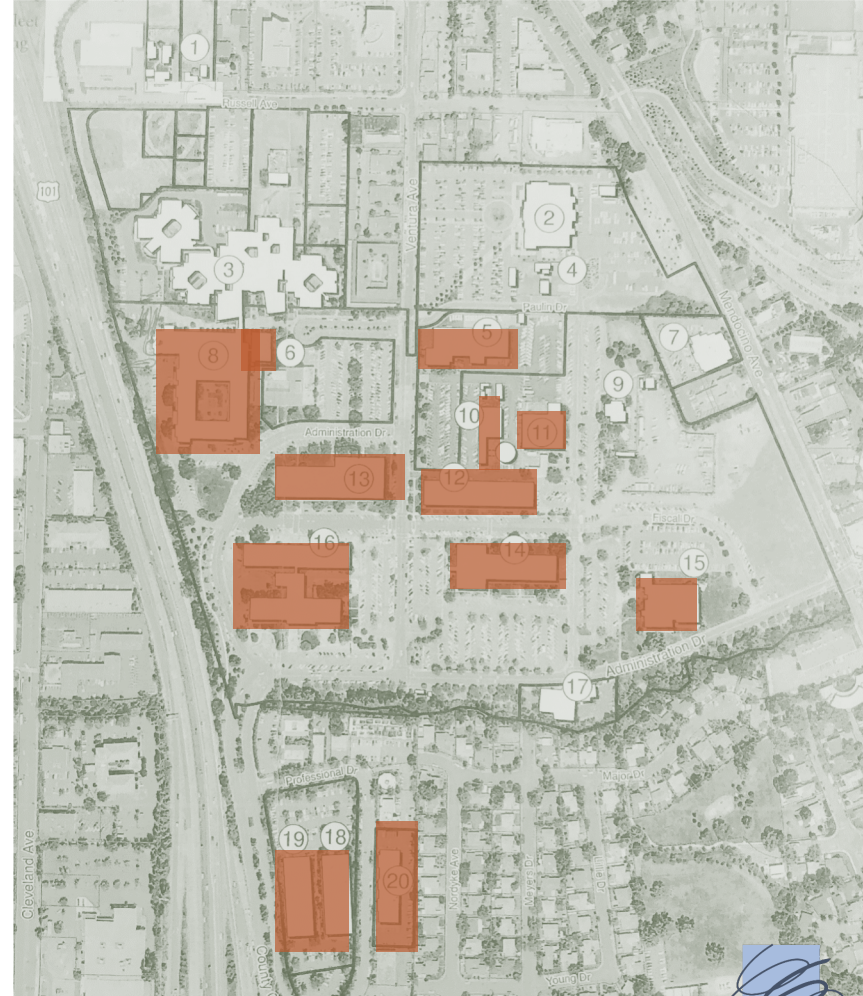
The County Administration building was built in 1958 for a county community of 103,405 people.

Source: United States Census Bureau



By 1977, 12 more buildings were built to support a booming county community of 299,681 people.

Source: United States Census Bureau





80%

of County Government Center
(Sq. Ft.) is 50-60 years old.
(470,000 total square feet)

20%

Built between
1980-2010





Case for New Facilities: Existing Conditions

Deferred maintenance backlog of **\$236 million**

Mitigation of every leaking roof on the County campus

Savings of **\$80 million** In leases over 20 years

Energy savings of **\$30 million** Over 20 years

Increase availability of housing through utilization of County property

Generate revenue from underutilized land

Risk savings in

Seismically deficient buildings

Accessibility

Safety

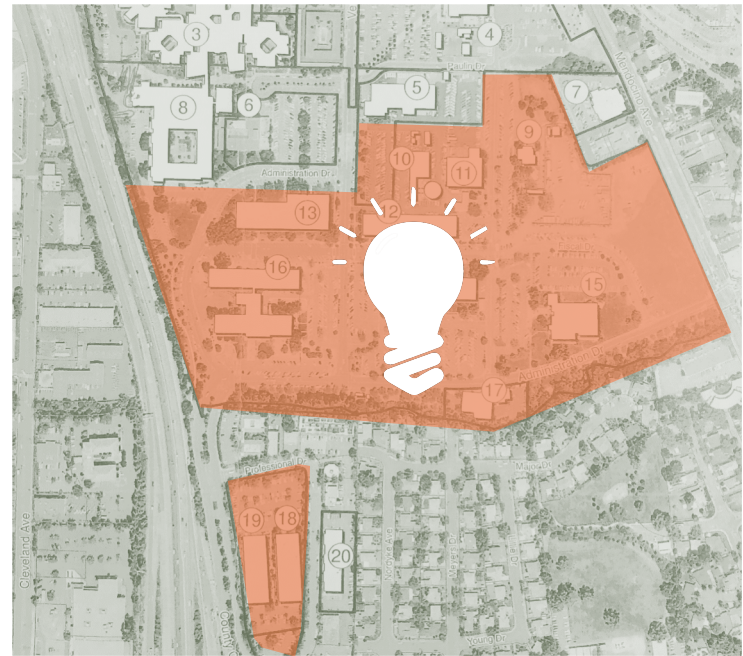


Case for New Facilities: Resilience

- Emergency preparedness and response
 - 4 major wildfires in 5 years
 - 8 Public Safety Power Shutoffs
 - Continued delivery of critical services
- Insufficient facilities to support emergency response
- Offices in a Post-COVID environment



County Campus Property





Case for New Facilities: What We Want to Achieve

- New facilities to replace aged and insufficient
- Leverage County real estate assets
- Maximize taxpayer value



Case for New Facilities: The Program

- Approximately 600,000 SF Office
- Emergency Operations Center
- Coroner's Facility
- Public Health Laboratory
- 47 Acres to be made available



What We've Done to Date

- Facilities plan completed 2013 and revalidated 2020
- Business Case for replacing aged facilities
- Close coordination with City of Santa Rosa
- Bond Finance analysis
- P3 research
- Industry Survey on potential approach
- Early engagement with Labor Unions
- Hired a Technical Advisor



What We've Done to Date

- Technical Advisor's scope
 - Revalidate program of requirements
 - Perform site analysis
 - Financial analysis/Value for Money
 - Staff and Community Engagement Program



What We've Done to Date Overarching Goals

- Move rapidly to avoid mounting cost escalation
- Improve access to services for constituents
- Long term value and benefit to County Taxpayers
- Flexibility for future use
- Fiscal responsibility

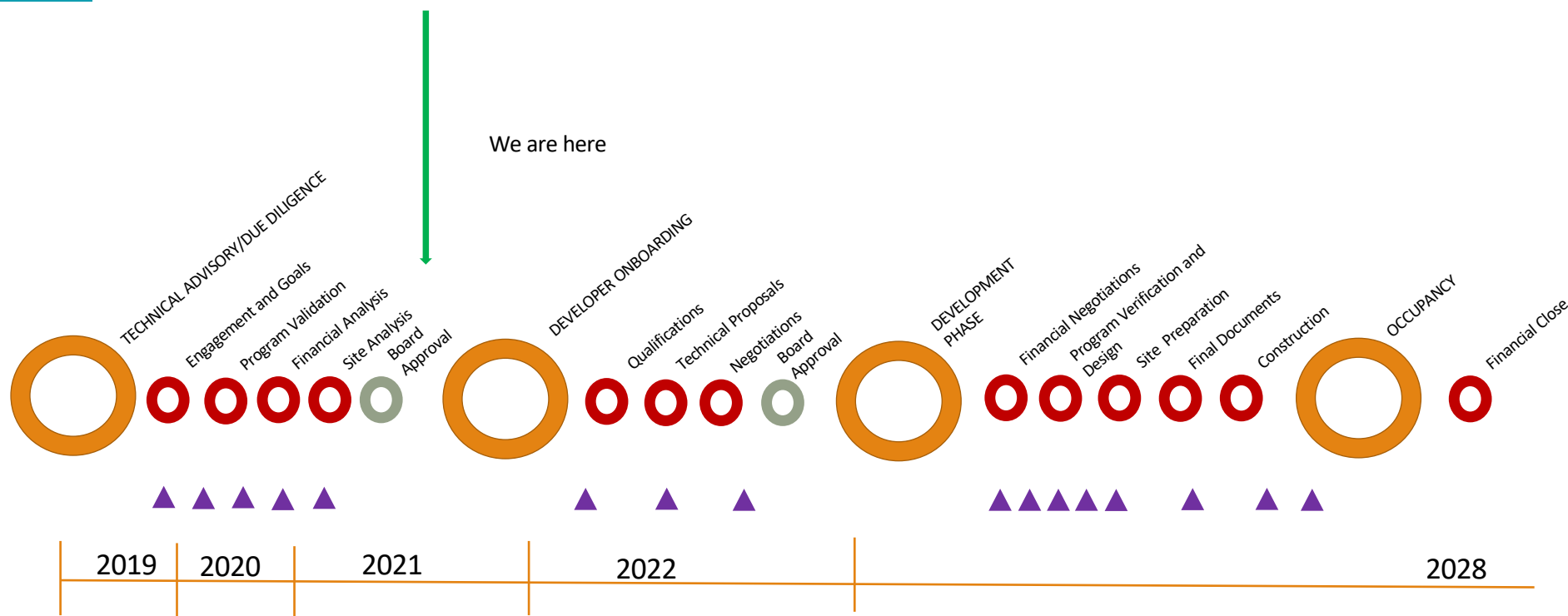


What We've Done to Date Overarching Goals (continued)

- Facilities for a modern workforce and their retention
- Triple net zero



Next Steps: Timeline





Victoria Taylor

President - Project Finance Advisory, Ltd.

- BA, UCLA; MIA, Columbia University
- 20 Years in Infrastructure and Project Financing
- Notable Projects
 - Kansas City International Airport New Terminal
 - MBTA Automated Fare Collection P3
 - Howard County Courthouse P3
 - University of Kansas Campus Expansion

PFAL by the Numbers

\$150B+

Infrastructure transactions
completed

200

Transactions
completed

17

Average years of
experience

100+

Project specific
financial models

Innovative Finance

Experience working on major infrastructure financings

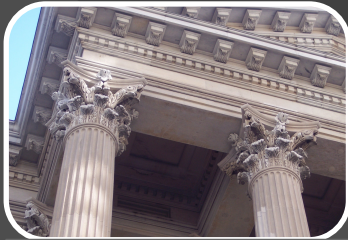
DOZENS

Of award-winning
projects in operation

DECADES

Of US and international
project delivery

PFAL Services



Project definition



**Risk assessment
and management**



Rating strategy



**Feasibility and
credit worthiness**



**Project and
program
management**



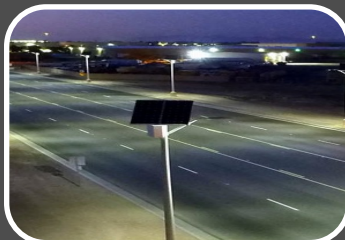
**Capital plan
management**



**Value for Money
Analysis**



**Financial plan
development**



**Procurement
strategy and advice**



**Traditional and
Innovative
Financing**



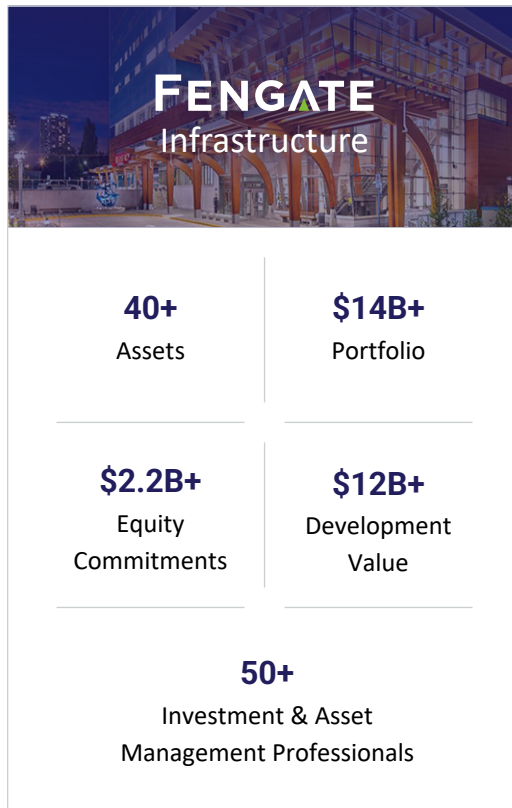
P3 Infrastructure Development

DBIA-WPR Sacramento P3 Webinar

FENGATE

Who We Are

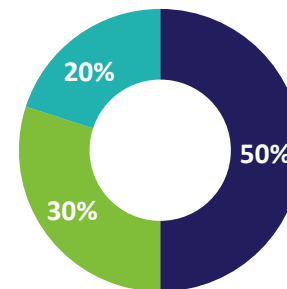
- Founded in 1974, Fengate is a Toronto-based alternative investment manager that has established itself as one of the most active real asset investors in North America with over \$4.6B in equity commitments across infrastructure, real estate, and private equity



- One of the first investors in North American public-private partnerships with over \$1 billion of equity invested in infrastructure assets totalling \$14 billion of value
- Experienced team supported by strong asset management capabilities
- Strong and diverse contractor and industry partner relationships, including access to proprietary renewable development pipelines
- North American pipeline of opportunities, totalling in excess of \$4 billion of potential equity investments
- The Fund will primarily focus on availability-based Public-Private Partnerships (PPP) in the social, transportation and environmental sectors, as well as Contracted Power Energy Utility assets

Portfolio Construction

- Public-Private Partnerships
- Contracted Power
- Contracted Energy Utilities



Development Strategy

- Fengate targets greenfield and brownfield infrastructure assets located in the United States and Canada where we can add long term value

Summary



Construct portfolio of greenfield and brownfield assets with stable, long-term cash flows



Optimize or de-risk investment portfolio to enhance value

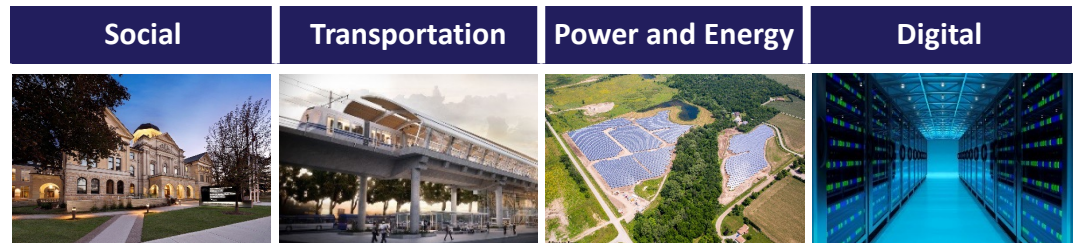


Manage investments for long duration, generating stable cash flows

Investment Characteristics

- High-quality, long-useful-life real assets with long-term sustainable cash distributions
- Revenues underpinned by contracts or favorable regulatory regimes
- Focus on greenfield assets, leveraging Fengate's track record of successful project development
- Select brownfield assets with value enhancement opportunities

Example Target Sectors





> Select Reference Projects

Prince George's County Public Schools P3 Bundle

Overview

- Fengate leads this innovative project, first of its kind for a U.S. public school system to partner with the private sector to bundle a multi-school program to build new schools faster, cutting the delivery time in half with lower construction costs and preventative maintenance.
- PGCPs has among the second oldest school facilities in Maryland and over 40% of its buildings, which were constructed nearly 60 years ago, need replacement or complete renovation.
- This Project will provide 7,200 middle school seats and 800 elementary school seats across six schools, Adelphi Area Middle School, Drew Freeman Middle School, Hyattsville Middle School, Kenmoor Middle School, Southern Area K 8 School, Walker Mill Middle School

Key Information

Item	Description
Location	<ul style="list-style-type: none">▪ Maryland, outside Washington D.C.
Project Value	<ul style="list-style-type: none">▪ \$544 million
Role on Project	<ul style="list-style-type: none">▪ Lead Developer, SPV Manager, Equity Investor (25%)
Current Status	<ul style="list-style-type: none">▪ Under construction, 2023 completion▪ Financial Close: December 2021
Contract Term	<ul style="list-style-type: none">▪ Construction: 2 years; Operations: 30 years
Relevance	<ul style="list-style-type: none">▪ The PGCPs P3 demonstrates Fengate's recent success as lead developer in an innovative P3 "design-build-finance-maintain" project.

Project Photos



LAX Consolidated Rent-A-Car (“ConRAC”) Facility

Overview

- LA Gateway Partners, LLC (LAGP) was selected in September 2018 by LAWA to lead the project including design, construction, financing, commissioning, operations and maintenance costs over the 28-year concession period
- LAGP: Fengate and PCL Investments as co-developers and PCL Construction as the design-build contractor
- The new 5.3 million sq. ft. facility will consolidate the operations of rental car agencies at LAX, which are currently spread across 23 separate properties surrounding the airport and will be the largest ConRAC facility built to date
- The LAX ConRAC is a key component of LAWA’s US\$5.5 billion Landside Access Modernization Program (LAMP); a comprehensive roster of capital improvement projects focused on a greatly enhanced LAX passenger experience, reduced traffic congestion, increased operational efficiencies, and improved land use

Key Information

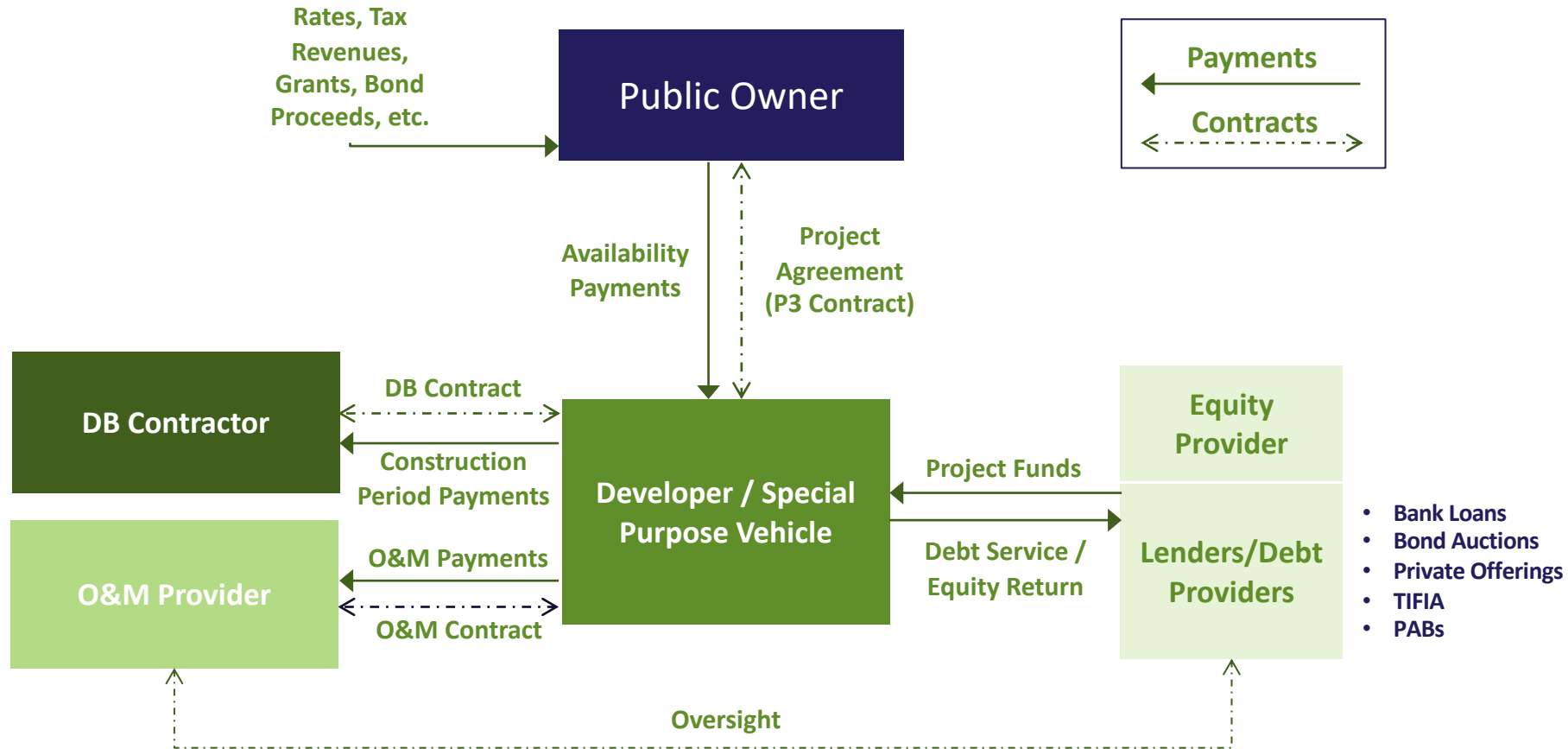
Item	Description
Location	<ul style="list-style-type: none">Los Angeles, California, USA
Project Value	<ul style="list-style-type: none">\$1.3 billion
Role on Project	<ul style="list-style-type: none">Lead Developer, Lead Equity Investor (87%)
Current Status	<ul style="list-style-type: none">Under Construction, Financial Close: December 2018
Contract Term	<ul style="list-style-type: none">28 years
Payment Mechanism	<ul style="list-style-type: none">Substantial Completion + Availability Payment
Relevance	<ul style="list-style-type: none">The LAX project demonstrates Fengate’s ability to perform the role of lead developer for a large scale “design-build-finance-maintain” project.

Project Photos



How does a P3 development structure create value?

➤ P3 contract structure integrates accountability for outcomes across project lifecycle



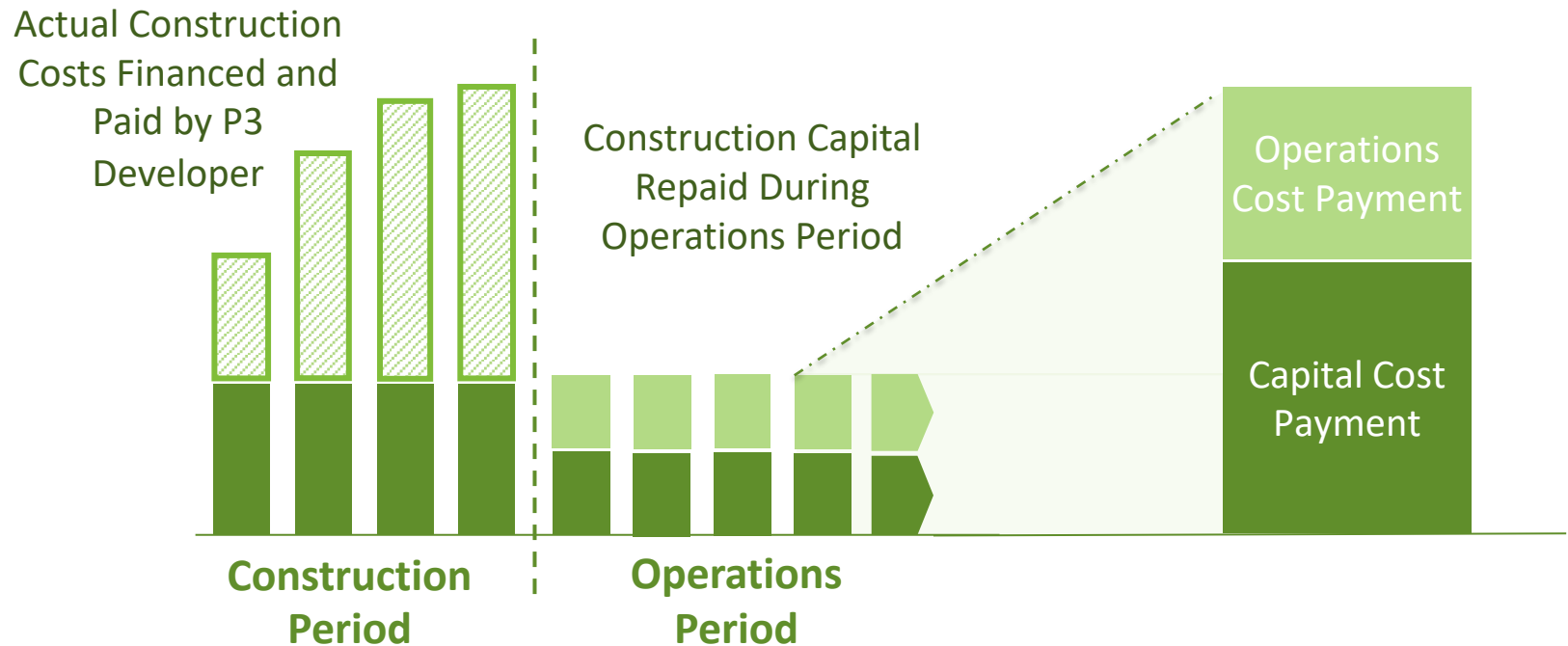
Availability: Payment for Performance

Construction Period Payments

Earned value, milestone, etc.

Availability Payments

Paid regularly; Subject to performance



Payment for Performance

- Public Owner makes Availability Payments to Developer when the facility is “available” for regular use, and if predetermined performance standards are met.

