



Services Offered

The West Coast Infrastructure Exchange (WCX) is a 501(c)(3) not-for profit formed by the Governors and Treasurers of the West Coast states and the Premier of British Columbia. WCX seeks to spur infrastructure innovation in California, Oregon and Washington through public-private partnerships. It serves as an unbiased, honest broker of information and a translation point between the public and private sectors.

To ensure its success, WCX has forged a strong relationship with Partnerships BC: a governmental agency instrumental in bringing private sector financing and operational expertise to over forty public infrastructure projects in British Columbia. Partnerships BC has spurred the investment of over \$7 billion of private funding in public infrastructure since its creation in 2002. The experience gained through these efforts is available to WCX as it works with public sector officials pursuing innovative solutions to their jurisdictions' infrastructure needs.

WCX currently offers the numerous valuable services listed below for free to government entities at the state and local level in California, Oregon and Washington.

These services are designed to assist public sector decision-makers from an infrastructure project's initial planning through to its groundbreaking. Project sponsors can access these services in any combination.

Training on the basics of public-private partnerships.

Public-private partnerships can take many forms, which often causes confusion about their very nature. Through a series of trainings and educational materials, WCX can provide public sector decision-makers—elected officials, board members, staff—with clear information on the different types of public-private partnership models available, along with their distinguishing characteristics.

Screening of potential public-private partnership projects.

Not every infrastructure project is well-suited for a public-private partnership. These partnerships work best for complex projects that are of a certain scale (more than \$50 million of

capital costs), offer opportunities for innovation in design and construction, and have significant design, construction and/or operations risks that the public sector seeks to transfer to a private party. WCX can help the public sector determine, at an early point in an infrastructure project's development, whether it could deliver additional public benefit as a public-private partnership.

Selection of expert advisors.

Jurisdictions building infrastructure through public-private partnerships need specific, highly technical legal and financial advice. WCX has extensive contacts at the law and financial advisory firms most experienced with infrastructure-related public-private partnerships. Through these contacts, we can help project sponsors solicit proposals from legal and financial experts and choose between firms.



Linkages with potential private sector partners.

WCX has fostered strong relationships with businesses focused on infrastructure development through public-private partnerships. These relationships can connect public sector project sponsors with the private sector partners best suited to bid on a particular project.

Assistance crafting and reviewing Requests for Qualifications (RFQs) and Requests for Proposals (RFPs).

Selecting the best private sector team is essential to a public-private partnership's success. WCX can help jurisdictions write RFQs and RFPs to ensure that respondents fully understand the public sector's goals for a public-private infrastructure project. Based on our knowledge of the private sector, WCX can help jurisdictions shape RFQs and RFPs to ensure the highest level of competition. WCX can also help craft these documents to elicit key distinguishing information from respondents.

Case studies from similar projects to identify lessons learned.

Education is among WCX's primary missions. Through our research and connections, WCX has identified key lessons learned from public-private partnerships across multiple infrastructure classes. We can share that knowledge to ensure that project sponsors build on the experience of previous, similar projects.

Assistance negotiating contracts with private sector counterparties.

WCX's case studies focus on the key business terms in the contracts establishing public-private partnerships. For example: how are risks allocated between the public and private sectors? What performance benchmarks are tied to the private sector's payment schedule? What happens if those benchmarks are not met? This information can help project sponsors structure their public-private partnership in a manner that best protects the public interest.

Strategic advice and guidance during the financial close process.

WCX's staff has extensive project development and private financing experience. This experience is available to project sponsors to help steer projects through the financial closing process and become realities.

To engage WCX's assistance and start an initial discussion, sponsors need only provide a basic description of themselves, their project, and its current status. Project information and inquiries about WCX's services should go to:

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