



Speaker Biographies

The Civic Federation
and
The Federal Reserve Bank of Chicago
present



Beyond Parking Meters The Future of Public-Private Partnerships in Illinois

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Federal Reserve Bank of Chicago

Welcome and Opening Remarks

William Testa

Bill Testa is a vice president and director of regional research in the economic research department at the Federal Reserve Bank of Chicago. Testa has written widely in the areas of economic growth and development, the Midwest economy and state–local public finance. He directed a comprehensive long-term study and forecast of the Midwest economy, *Assessing the Midwest Economy: Looking Back for the Future*, and has fashioned a series of conferences on school reform.

Testa currently serves as economics editor of the *Chicago Fed Letter* and on the editorial board of *Economic Development Quarterly*. His weekly “Midwest Economy” web column, which can be found on the Federal Reserve Bank’s web site, has become a widely read and nationally quoted feature.

Testa also serves in an advisory or director’s capacity to a variety of professional journals, nonprofit organizations, advisory boards and economic development initiatives in the Midwest. He chairs the Board of Trustees of the Illinois Council on Economic Education and serves on the boards of the Global Chicago Center of the Chicago Council on Global Affairs and the Economic Development Council of Chicago.

Prior to joining the Chicago Fed in 1982, Testa was a visiting faculty member in the economics department at Tulane University in New Orleans and a graduate research fellow at the Academy for Contemporary Problems in Columbus, Ohio. He currently lectures at DePaul University’s College of Commerce. A native of Cleveland, Ohio, Testa received his undergraduate degree from Northwestern University in 1975 and a Ph.D. in economics from the Ohio State University in 1981.

Charles Wheelan, Ph.D.

Charles Wheelan is a senior lecturer in public policy at the Harris School of Public Policy at the University of Chicago. He teaches several courses on understanding the policy process for Master’s students. For the 2004–05 academic year, he was voted Professor of the Year in a Non-Core Course by the Harris School student body.

In the fall of 2005, Wheelan created and taught the inaugural International Policy Practicum (IPP), in which 12 students studied economic reform in India for an academic term followed by a 10-day trip to Bangalore and Delhi to meet with economists, politicians, educators, civic leaders, and other experts. Subsequent courses have visited Brazil; Jordan, Israel and the West Bank; Turkey; Cambodia; Rwanda; and Madagascar.

In March of 2009, Wheelan ran unsuccessfully for Congress as the representative from the Illinois 5th District in the special election to replace Rahm Emanuel. In its editorial assessing the race, the *Chicago Sun-Times* wrote, “Voters will find a ballot filled with impressive and thoughtful candidates . . . especially Charlie Wheelan, a University of Chicago lecturer who combines a razor-sharp mind with a boatload of charm and an impressive expertise in economics and foreign policy. We expect great things from Wheelan in the future.”

During the summer quarter, Wheelan is a visiting assistant professor of economics and public policy at Dartmouth College, his undergraduate *alma mater*. In 2010, he received the Green Key Faculty Award, an annual teaching award presented by the Dartmouth Green Key Society, an honorary service organization made up of members of the junior class. He was selected by the class of 2011 to be their faculty Commencement speaker.

Prior to joining the faculty at the University of Chicago, Wheelan was Director of Policy and Communications for Chicago Metropolis 2020, a business-backed civic group promoting healthy regional growth in the Chicago area.

From 1997 to 2002, Wheelan was the Midwest correspondent for *The Economist*. His story on America’s burgeoning ex-convict population was the August 10, 2002, cover story. He has written freelance articles for the *Chicago Tribune*, the *New York Times*, the *Wall Street Journal* and other publications.

Wheelan’s first book, *Naked Economics: Undressing the Dismal Science*, was published by W.W. Norton & Company in 2002. The book, an accessible and entertaining introduction to economics for lay readers, was released in paperback in September 2003 and is now being published in 10 languages, including Arabic and Hebrew. The *Chicago Tribune* described *Naked Economics* as “clear, concise, informative and (gasp) witty.”

Wheelan is also the author of *An Introduction to Public Policy*, a comprehensive textbook on public policy published by W.W. Norton in November of 2010. His most recent book, *10 ½ Things No Commencement Speaker Has Ever Said*, will be published in the spring of 2012.

From 2008 to 2011, Wheelan wrote a monthly column for Yahoo! Finance called “The Naked Economist” that applies basic economic analysis to issues ranging from health care costs to traffic congestion.

Charles Wheelan holds a Ph.D. in public policy from the University of Chicago, a Master’s in Public Affairs from Princeton University, and a B.A. from Dartmouth College. He lives in Chicago with his wife and three children.

Session #1: Does Managed Competition Generate Better Service?

Rick Mattoon

Rick Mattoon is a senior economist and economic advisor in the economic research department of the Federal Reserve Bank of Chicago. Mattoon's primary research focuses on issues that face the Midwest regional economy. Mattoon began his career at the Chicago Fed in 1990. In 1997, he left the bank to serve as a policy advisor for economic development, energy and telecommunications to the Governor of Washington. He later served as director of policy and legislation for the Washington Utilities and Transportation Commission. He returned to the bank in 2001.

Mattoon's work has appeared in the *National Tax Journal*, *State Tax Notes*, *Public Choice* and *Society*. He is the co-author of a chapter on state and local governments and the national economy in the *Oxford Handbook of State and Local Government Finance*.

Mattoon serves on the Board of the Chicago Manufacturing Renaissance Council, the Advisory Committee to the Chicago Workforce Investment Council, the pension committee of the Civic Federation and is a member of the Joint Advisory Board of Economists to the Governor of Virginia. He also serves as a lecturer at the Kellogg School of Management at Northwestern University.

Mattoon received a B.A. from Kenyon College and an M.A. from the University of Chicago.

William Abolt

Mr. Abolt leads Shaw's Sustainability, Energy and Carbon Management National Practice, and also directs Shaw's offices in Illinois and Wisconsin. Prior to joining Shaw, he served as Environment Commissioner, Director of the Office of Budget and Management and Chief of Management, Office of the Mayor, for the City of Chicago.

He has 28 years of experience managing complex environmental, energy and public issues including multi-stakeholder budget processes; federal and state delegated energy programs; sustainable redevelopment; critical infrastructure planning and enterprise-wide analysis of infrastructure and electrical system performance.

Mr. Abolt served on the policy staff of both the Chicago for Rahm mayoral campaign and Chicago 2011 Transition Project. He is a member of the Green Ribbon Committee of the Chicago Climate Action Plan, the Board of Directors of the United Neighborhood Organization (UNO) and UNO Charter School Network and a member of the Midwest Advisory Committee of the Natural Resources Defense Council

He is an adjunct instructor in Public Policy and Administration at the University of Illinois at Chicago. He received his B.A. in Political Science from Augustana College and his M.P.A. in Public Administration from Northern Illinois University.

Thomas G. Byrne

Commissioner Thomas G. Byrne of the Chicago Department of Streets and Sanitation has more than 40 years of experience in law enforcement and municipal government.

Byrne was selected by Mayor Richard M. Daley to be Streets and Sanitation commissioner on June 29, 2009 and his appointment was confirmed by the Chicago City Council on July 29, 2009.

As Commissioner of Streets and Sanitation, Byrne is responsible for the overall operation of the largest provider of non-emergency services in Chicago city government.

Prior to joining the Department of Streets and Sanitation, Byrne served as commissioner of the Chicago Department of Transportation where he was responsible for management of Chicago's ground transportation infrastructure and regulation of the public way. He oversaw a department of more than 1,200 staff and an annual budget of more than \$500 million.

Byrne joined Chicago Department of Transportation in 2005 as manager of Audit and Internal Control, and established the Office of Management Accountability (OMA) to oversee the department's day-to-day construction operations. The OMA implemented new systems and technologies to improve the delivery of

city services, including new procedures for scheduling, equipment and materials deployment, and job mapping. Those changes have led to significant department improvements.

Before joining the Chicago Department of Transportation, Byrne served the Chicago Police Department for more than 35 years. He rose through the ranks to hold several senior management positions, including assistant deputy superintendent for the Office of Management and Accountability, deputy chief of the Central Control Group, and deputy superintendent of the Bureau of Crime Strategy and Accountability, a position from which he retired in 2005. Among his many honors and professional awards are the Webber Seavey Award from the International Association of Chiefs of Police, the Rogers Park Man of the Year Award, and numerous commendations from the Chicago Police Department.

A lifelong Chicago resident, Byrne resides on the city's Northwest Side.

Edward M. Hogan

Edward M. Hogan has been actively involved in governmental, regulatory and legislative issues in labor, education, real estate, and commercial law, as well as litigation and alternative dispute resolution activities on behalf of the firm's clients. His experience in representing his clients' interests before state governments as well as his advocacy for the State itself makes him sensitive to the complexities of governmental agencies and their legal issues. Mr. Hogan has extensive experience in the regulatory aspects of labor organizations, labor-management cooperation committees, benefit funds and health care.

Mr. Hogan regularly counsels the firm's benefit funds and labor-management cooperation committees and has served as special counsel to those clients in complex state and federal ERISA matters, in fidelity and wage and fringe benefit bond litigation and in related bankruptcy and court proceedings.

Mr. Hogan holds a law degree from IIT-Chicago Kent College of Law and a Master's in Business Administration from Loyola University. Mr. Hogan received his bachelor's degree from the University of Notre Dame.

Mr. Hogan is a member of the Chicago Bar and Illinois State Bar Associations. He was a member of the Special Commission on the Administration of Justice (the "Solovy" or "Commerford" Commission) and has served as an officer or director of many business and charitable organizations.

Mr. Hogan was admitted to the Illinois Bar in 1977 and is a founding partner of Hogan Marren, Ltd., formed in 1993.

Alexandra Holt

Alexandra Holt was appointed Budget Director by Mayor Rahm Emanuel and confirmed by the City Council on June 8, 2011. She also serves as a key member of the mayor's Economic, Budgetary and Business Development Council.

Prior to this appointment, Alex served as the City of Chicago's Managing Deputy Budget Director and as Deputy Commissioner of the Department of Environment. Alex most recently worked as a lawyer at the firm of Baker & McKenzie where she specialized in real estate, public law and infrastructure transactions.

She received her Juris Doctorate and Master of Public Administration degrees from the University of Chicago, and earned a Bachelor's Degree at the University of Texas at Austin.

Session #2: Public-Private Partnerships Done Right

John R. Schmidt

John Schmidt is a partner in the Chicago-based international law firm of Mayer Brown LLP. In recent years his practice has focused heavily on large-scale transactions involving U.S. infrastructure, including the path-breaking lease of the Chicago Skyway for \$1.8 billion, the first privatization of major U.S. infrastructure, for which he was named 2005 “Dealmaker of the Year” by the *American Lawyer*. He has since represented states, cities and other public entities, as well as private parties, in a range of transactions involving the operation or development of major infrastructure, including the State of Indiana’s \$3.8 billion lease of the Indiana Toll Road; the Northwest Parkway Public Highway Authority’s \$600 million lease of the Northwest Parkway in Colorado; the Commonwealth of Pennsylvania’s proposed \$12.8 billion lease of the Pennsylvania Turnpike; the City of Chicago’s \$563 million lease of the Grant Park Underground Garage System (the first privatization of major U.S. parking assets); Centerpoint Properties’ proposed privatization of the Port of Virginia; and the City of Chicago and the Government of Puerto Rico in the proposed privatizations of Midway Airport and the Luis Munoz Marin Airport in San Juan. In 2010 he was recognized by the *Financial Times* as one of ten “most innovative American lawyers” for his work in pioneering new structures for the financing of U.S. infrastructure.

For many years he has been a leader in a wide range of civic and professional activities in Chicago and he has served in major public positions at the local and national levels. From 1994 to 1997 he was the Associate Attorney General of the United States, overseeing all aspects of the civil representation of the federal government, as well as the work of the Civil Rights, Antitrust, Tax and Environmental Divisions at the U.S. Department of Justice. Prior to becoming Associate Attorney General, he served from 1983 to 1994 as Ambassador and Chief U.S. Negotiator for the Uruguay Round of world trade talks under the General Agreement on Tariffs and Trade (GATT), which concluded the largest and most comprehensive trade agreement in world history in April 1994. He served as Transition Co-Chair following Richard M. Daley’s 1989 election as Mayor of Chicago and then served, without pay, as Chief of Staff for the first months of the new city administration. From 1989 to 1994 he served, by appointment of Mayor Daley and Illinois Governors James Thompson and Jim Edgar, as Chairman of the Metropolitan Pier and Exposition Authority, a joint state-city authority responsible for the redevelopment of Navy Pier and for the operations of the McCormick Place Convention Center. He was a leader in the 1978 enactment of a new Illinois mental health code and served as the first Chairman of the Illinois Guardianship and Advocacy Commission, a new agency providing advocacy services for disabled citizens, created pursuant to the reform legislation.

He is a Life Trustee of the Chicago Symphony Orchestra; a Trustee Emeritus of the Illinois Institute of Technology; Chair of the Board of Overseers of the IIT-Chicago Kent Law School; a member of the boards of Illinois Council Against Handgun Violence, the Northwestern Center on Wrongful Convictions, Navy Pier, Inc. and Access Living. Born in Chicago in 1943, he graduated from Harvard College and Harvard Law School, where he served as an editor of the *Harvard Law Review*.

Phillip A. Washington

Phillip A. Washington was unanimously selected as RTD’s General Manager in December 2009 by RTD’s Board of Directors. Phil had served as the interim General Manager for six months, and prior to that was RTD’s Assistant General Manager (AGM) of Administration for nearly ten years.

As RTD's General Manager, Phil is leading one of the most dynamic transit agencies in North America, which is implementing the FasTracks program, one of the largest transit expansion programs in the country. The Rocky Mountain Performance Excellence (RMPEX) program awarded the FasTracks project with the Foothills Award for the FasTracks Program's performance excellence. In a relatively short period of time and with the recent groundbreaking of the commuter rail line from Denver International Airport to downtown Denver, Phil has spearheaded the implementation of the first-of-its kind \$2.3 billion dollar transit Public Private Partnership (P3). American Road and Transportation Builders Association (ARTBA) awarded the FasTracks Eagle P3 project as their Project of the Year in 2011. Phil has worked to reach agreement on two major railroad deals that will pave the way for the build out of two commuter rail lines. Phil is responsible for a 2012 total agency budget appropriation in the amount of \$2.2 billion dollars and is currently managing active transit expansion projects in the amount of \$3.0 billion. RTD executed the largest one-time Full Funding Grant Agreement (FFGA) in its history. The Denver RTD system was also ranked #1 by U.S. News and World Report, placing Denver/Aurora in first place among the ten best cities for public transportation. He has also created the RTD & Community Workforce Initiative Now (WIN) Program that will identify, assess, train, and put to work thousands of people who live in communities affected by major infrastructure projects.

As RTD's AGM of Administration, he directed the Finance, Materials Management, Information Technology, Human Resources, Treasury, and Disadvantaged Business Enterprise divisions. Phil was a key member of the 2003 and 2006 management negotiating teams that resulted in collective bargaining agreements with the Amalgamated Transit Union (ATU), Local #1001, and was the Chief Negotiator for the 2009 collective bargaining agreement talks between RTD and ATU Local 1001. Phil also recently had oversight responsibility in implementing a new multi-million dollar Enterprise Resource Planning system to replace RTD's 25-year old Legacy computer systems. That project was completed ahead of schedule and \$750,000 under budget.

In October 2006, Phil was appointed by the Office of the Mayor of Denver to serve on the City's Diversity in Safety Task Force to review, discuss, and make recommendations about strategies for promoting diversity in the recruitment and hiring of fire fighters and police candidates.

In November 2007, Phil was selected to a 12-member United States transit team for the fall 2007 Transit Cooperative Research Program, International Transit Studies Program to study and report on issues and challenges facing transit agencies in Canada and Europe. Also, in 2007, Phil was appointed by the Office of the Mayor of Denver as Working Co-chair for Transportation for the 2008 Democratic National Convention. In February 2009, Phil was appointed by Governor Bill Ritter to serve on the State of Colorado's Workforce Development Council to help the State create a 21st century workforce.

Prior to Phil's transportation industry experience, he had a storied 24-year military career, retiring as a decorated Active-duty U.S. Army soldier, having attained the rank of Command Sergeant Major, (E-9). This position is not only the highest non-commissioned officer rank an enlisted person can achieve, but also requires uncompromising integrity and leadership skills. He is the recipient of numerous military honors and citations for outstanding performance of duty and leadership.

Mr. Washington is originally from the south side of Chicago – the Chicago Housing Projects of Altgeld Gardens - where he became very familiar with public transportation as a transit-dependent rider. He holds a Bachelor of Arts degree in Business Administration from Columbia College and a Master of Arts degree in Management from Webster University.

Phil commutes to work by bus and light rail each day from his home in Aurora, Colorado.

Ted Hamer

Ted is a Director in KPMG's Global Infrastructure advisory practice and is located in the Chicago office. He joined KPMG in February of 2001 and his area of focus is in innovative infrastructure finance and the use of public-private partnerships (PPP), including assisting governments in establishing public policy objectives to effectively implement these approaches. Ted also has significant experience in operation and business improvement, risk identification and assessment, public sector information technology governance, and assisting organizations in strategic development.

While at KPMG, Ted has managed numerous projects for a variety of clients, including large-scale mandates as the principal PPP advisor, business performance improvement, strategic assessment and analysis, and risk assessment, identification and management.

- Ted is currently working with the North Carolina Department of Transportation (NCDOT) on their efforts to implement high occupancy toll lanes for the I-77 corridor in Charlotte, North Carolina.
- Ted is serving as the project director for the State of Ohio on the Ohio Turnpike options analysis, which is helping evaluate the potential for a change in governance including a long-term asset lease.
- Ted is the project director for the Indiana Department of Transportation helping establish their innovative finance and delivery program through the use of public private partnerships.
- Ted was a pro bono partner to the Transportation and Infrastructure committee for Chicago 2011; Mayor Rahm Emmanuel's transition effort.
- Ted is serving as the project manager for KPMG's mandate to provide a broad range of public private partnerships assistance to the State of Michigan's Office for Public Private Partnerships and broad based use of private sector involvement to develop and leverage Michigan's infrastructure.
- Ted is the overall program manager for KPMG's innovative finance and PPP mandate at the Regional Transportation Authority (RTA) of Chicago.
- Ted led a study of transit options as part of the I-90 rehabilitation with the RTA and Illinois Toll Highway Authority, including assessment of potential private delivery opportunities for both commuter rail and bus rapid transit.
- Prior to joining KPMG's Infrastructure Advisory Practice in 2008 Ted spent seven years in KPMG's Government Advisory services practice and led a variety of client engagements focused on the following:
 - Performance audits of large State and Local organizations including Detroit Metropolitan Airport and the New Jersey Department of Education
 - Reviews of construction and maintenance activities, including the use of Job Order Contracting, at Purdue University, the City of Chicago, and the Kansas City Missouri School District.
 - Organization and business process improvement efforts at numerous State and Local government agencies and Higher Education institutions.

Nathan Flynn

Nathan Flynn is Director in the Infrastructure Investment Banking department of William Blair & Company, a Chicago-based investment banking and asset management firm. Mr. Flynn focuses on governmental and non-profit issuers and leads the firm's efforts relating to Public Private Partnerships ("P3"), interest rate derivatives and other high level quantitative structuring engagements.

Mr. Flynn is an integral member of William Blair & Company's P3 Team. His experience in this area includes acting as lead financial advisor to the City of Chicago on the \$1.2 billion long-term concession of the Chicago Metered Parking System and the City of Chicago & Chicago Park District in connection with the \$563 million long-term concession and lease of the four underground parking garages located

beneath Chicago's Millennium and Grant Parks. Mr. Flynn is currently working on several P3 infrastructure transactions, including active engagements in the cities of Hartford and Harrisburg.

Mr. Flynn heads up William Blair & Company's Swap Advisory Team, acting as advisor and advocate to governmental and non-profit organizations regarding interest rate swaps. The firm has structured and executed a wide variety of derivative structures ranging from straightforward interest rate caps to those involving complex optionality.

Mr. Flynn joined William Blair & Company in 2003 after spending over five years at the investment banking firm of JPMorgan where he served in a similar capacity. During his professional career, Mr. Flynn has played an active role in structuring and executing a wide variety of traditional bond financed transactions ranging from new money general obligation issues to tax-increment refunding bonds. Clients he has served include a wide variety of state-level issuers, cities, local governments and non-profit organizations located throughout the Midwest and Northeast.

Mr. Flynn holds a B.A in Economics from Northwestern University and an M.B.A. from the Kellogg School of Management.

Keynote Address and Adjournment

Robert S. Rivkin

Robert S. Rivkin was sworn in on May 18, 2009 as the 21st General Counsel of the U.S. Department of Transportation, following unanimous confirmation of his appointment by the United States Senate.

Rivkin is counsel to Secretary Ray LaHood and serves as the Department's Chief Legal Officer, with authority to resolve all legal questions concerning the Department's policies and programs and its over 55,000 employees and \$78 billion budget. Rivkin oversees the activities of more than 500 lawyers in the Department and its ten operating administrations, safeguarding the integrity of the decision making process and promoting compliance with all applicable laws. He is responsible for the Department's regulatory program, including airline consumer protection, its litigation and enforcement activities, and the preparation of transportation legislation. In addition to his other duties, in August and September of 2009, Rivkin directed the \$3 billion Cash for Clunkers ("CARS") auto rebate program. He is a member of the Administrative Conference of the United States, the Obama Administration's Regulatory Working Group and General Counsel Forum, and the DOT Credit Council. In 2010, Rivkin received the Secretary's Gold Medal Award for Outstanding Achievement.

Before becoming General Counsel, from 2004 to 2009, Rivkin was Vice President and Deputy General Counsel of Aon Corporation, a Chicago-based global risk management and insurance brokerage firm. In that capacity, he was responsible for the business counseling, litigation, regulatory affairs, employment law and government affairs functions that supported all of Aon's businesses across the Americas. From 2001 to 2004, Rivkin served as General Counsel of the Chicago Transit Authority, America's second-largest transportation system, with over 4,000 buses and rail cars serving Chicago and 40 suburbs. Previously, Rivkin practiced law as a partner at the Chicago law firm now known as Schiff Hardin, L.L.P., served as Director of Programs and Policy for the City of Chicago's Law Department, and prosecuted federal criminal cases as an Assistant United States Attorney for the Northern District of Illinois. Rivkin also has worked at the British Parliament and at the European Commission in Brussels, Belgium. He graduated magna cum laude from Harvard College, received his J.D. from Stanford Law School, where he was an associate editor of the Stanford Law Review, and clerked for Judge Joel M. Flaum of the U.S. Court of Appeals for the 7th Circuit.

Mr. Rivkin previously served on the Transportation Committee and as a Director of the Chicago-based Metropolitan Planning Council. He was also a director of the Illinois Chamber of Commerce, City Year Chicago, and Leadership Greater Chicago. Rivkin is a member of the Chicago Inn of Court, the Economic Club of Chicago, and the Chicago Council on Global Affairs. He and his wife, Cindy Moelis, have two daughters (Stephanie and Claire) and a son (Alexander).

Laurence J. Msall

Laurence Msall has served as President of the Civic Federation since January 2002. The Civic Federation is an independent, non-partisan government research organization founded in 1894 whose membership includes business and professional leaders from a wide range of Chicago area corporations, professional service firms and institutions. The Civic Federation seeks to assist public policy opinion leaders in the Chicago area and State of Illinois to advance issues such as property tax reform, tax simplification, privatization and joint purchasing with the objective of improving governmental efficiency and financial accountability.

Before joining the Civic Federation, Msall was the Senior Advisor for Economic Development for Illinois Governor George H. Ryan. Msall was responsible for the oversight of eleven of the state's economic development and infrastructure-related agencies including the Departments of Commerce and Community Affairs, Revenue, Transportation and the state's housing and other development authorities. Appointed as Senior Advisor in February 1999, Msall worked closely with the governor and his staff on issues related to business climate, tax and transportation policy. Before joining the governor's staff in 1999, Msall served as the Vice President of the Commercial Club of Chicago, a non-profit group of Chicago's senior business and civic leaders. Msall is a licensed attorney trained at the Loyola University Chicago School of Law Evening Program and a graduate of Knox College in Galesburg, Illinois and St. Ignatius College Prep in Chicago.