



## 2014 ARDA Annual Meeting



# *Navigating the Sea of Opportunity* *Finding Opportunities and Evaluating Potential*

Fairmont Palliser  
Calgary, AB, Canada  
June 1-4, 2014

Since 1906, ARDA has provided a forum for the North American railroad community to meet and effect positive change:

*“The objectives of the Association are to foster the industrial, real estate, natural resources, market development activities and environmental concerns of the North American railroads; and through the advancement of ideas and education of its members further promote the effectiveness of railway development and related work.”*

The American Railway Development Association (ARDA) is a not-for-profit educational trade association founded in 1906 to promote Economic Development, Real Estate Development, Technology, and Environmental Activities of the North American Railroads. ARDA achieves this through the advancement of ideas and education of members to further promote the effectiveness of railway development.

ARDA encourages membership from all classes of railroads throughout North America. Members also include professionals from other associations, agencies, and railroad service partners that have a direct effect on rail business today. ARDA's membership variety provides a wide perspective on issues facing the railroad industry in the 21st Century.

The **Economic Development Committee** is focused on enhancing rail business through the expansion and location of new railway and customer facilities. The **Real Estate Committee** works to address the challenges that the rail industry faces in the acquisition, sale, and lease of real property.

The **Environmental Committee** represents the environmental interests of the rail industry and provides awareness and information transfer on related topics. The **Technology Committee** promotes technology and systems that advance matters pertaining to railroad environmental, real estate, and economic development activities. The **Law Committee** focuses on legal issues affecting the railroad industry.

ARDA's committee structure and its events not only provide informative programs, but also allow members to network with their industry peers. ARDA members include representatives from all of the Class 1 railroads, several short line railroads, as well as professionals in real estate, economic development, environmental, engineering, legal, and other disciplines. The ARDA conference is an excellent educational and networking opportunity!

## Sunday, June 1

<u>9:00am - 1:30pm</u>	Early-Bird Golf Tournament at <b>River Spirit Golf Club</b> , 241155, Range Road 34, Calgary, Albert <ul style="list-style-type: none"><li>• To rent clubs on-site, proceed to the pro shop upon arrival.</li><li>• Tee times begin at 9am.</li></ul>
<u>4:00pm - 7:30pm</u>	Registration open in the Crystal Foyer at the Fairmont Palliser
<u>6:00pm - 7:30pm</u>	Welcome Reception in the Turner Valley Room
<u>7:30pm - 11:00pm</u>	ARDA Hospitality Suite open, Silent Auction opens – Oval Room

## Monday, June 2

<u>7:00am - 8:00am</u>	Continental Breakfast in the Crystal Foyer
<u>7:00am - 8:00am</u>	Registration open in the Crystal Foyer
<u>8:00am - 8:45am</u>	<p>Opening Business Session in the Crystal Ballroom North</p> <p><b>David Drach</b>, Director, Real Estate - U.S., Canadian Pacific &amp; ARDA President</p> <ul style="list-style-type: none"><li>• Safety briefing; roll call; membership report; introduction of new members; President's report; old business; new business; announcements</li></ul> <p><b>Beth Steel</b>, Real Estate Director, Kansas City Southern Railway &amp; ARDA First Vice President</p> <ul style="list-style-type: none"><li>• 2015 Executive Forum and 2015 Annual Meeting Previews</li></ul> <p><b>Alan Sisk</b>, Director Technical Services, Norfolk Southern Corporation &amp; ARDA Secretary-Treasurer</p> <ul style="list-style-type: none"><li>• Secretary-Treasurer's report</li></ul>
<u>8:45am</u>	Spouse/Guest Coffee and Pastries      Meet-Up – ARDA Hospitality Suite – Oval Room
<u>8:45am - 9:30am</u>	<p>ARDA Committee Organizational Meetings (locations for each committee to be announced):</p> <ul style="list-style-type: none"><li>• <i>Economic Development Committee</i></li><li>• <i>Environmental Committee</i></li><li>• <i>Law Committee</i></li><li>• <i>Real Estate Committee</i></li><li>• <i>Technology Committee</i></li></ul>
<u>9:30am – 10:45am</u> <i>Moderator</i> <i>Panelists</i>	<p><b>Conference Session 1: Trans-Border and Border-Crossing Issues – U.S., Canada, and Mexico</b></p> <p><b>Pam Nehring</b>, Partner, Daley Mohan Groble, P.C. &amp; ARDA Law Committee Vice-Chair</p> <p><b>Cynthia Bergmann</b>, Partner, Freeborn &amp; Peters LLP</p> <p><b>David Reeves</b>, Associate General Counsel, Kansas City Southern Railway Company</p> <p><b>Guy Smith</b>, Partner, Stinson Leonard Street</p>
<u>10:45am - 11:00am</u>	Break in Crystal Foyer
<u>11:00am – 11:30am</u> <i>Moderator</i> <i>Panelists</i>	<p><b>Conference Session 2: Mobile Data Collection for Railroad Industry Professionals</b></p> <p><b>Mike Murphy</b>, Rail Business Development Leader, Bartlett &amp; West &amp; ARDA Technology Committee Chair</p> <p><b>Allan Pickering</b>, GIS Project Manager, Bartlett &amp; West</p> <p><b>Cameron Rex</b>, Appraiser – GIS Specialist, RMI Midwest</p>
<u>11:30am – 12:00pm</u> <i>Introduction</i> <i>Speaker</i>	<p><b>Conference Session 3: Joint US-Canada Beyond the Borders Program</b></p> <p><b>David Drach</b>, Director, Real Estate, Canadian Pacific &amp; ARDA President</p> <p><b>Caron Wilson</b>, Policy Advisor, Privy Council Office – Government of Canada</p>
<u>12:00pm - 1:30pm</u> <i>Speakers</i>	<p><b>Lunch/Conference Session 4 in the Crystal Ballroom South: A Brief Overview of Canadian Pacific</b></p> <p><b>Steven Noble</b>, Manager, Internal Communications, Canadian Pacific</p> <p><b>Joshua Pender</b>, Manager Corporate Communications, Canadian Pacific</p>
<u>1:30pm - 2:30pm</u> <i>Introduction</i>	<p><b>Conference Session 5: High Voltage DC Lines on Rail Corridors</b></p> <p><b>David Drach</b>, Director, Real Estate - U.S., Canadian Pacific &amp; ARDA President</p>

<i>Speaker</i>	<b>Don Jessome</b> , CEO, Transmission Developers Inc
<u>2:30pm - 2:45pm</u>	Break in Crystal Foyer
<u>2:45pm - 3:45pm</u>	ARDA Committees Detailed Planning Sessions (locations for each committee to be announced): <ul style="list-style-type: none"> <li>• <i>Economic Development Committee</i></li> <li>• <i>Environmental Committee</i></li> <li>• <i>Law Committee</i></li> <li>• <i>Real Estate Committee</i></li> <li>• <i>Technology Committee</i></li> </ul>
<u>3:45pm - 4:00pm</u>	Announcements and Daily Wrap-Up
<u>4:00pm - 4:30pm</u>	Nominating Committee Meeting – <i>Remain in Crystal Ballroom</i>
<u>4:00pm - 4:30pm</u>	Audit Committee Meeting – <i>Location to be announced</i>
<u>5:00pm - 7:00pm</u>	<b>Networking Reception in the Canadian Pacific Railway Pavilion</b>
<u>7:00pm - 11:00pm</u>	ARDA Hospitality Suite open, Silent Auction continues – Oval Room

## Tuesday, June 3

<u>7:15am – 8:15am</u>	Continental Breakfast in the Crystal Foyer
<u>7:15am - 8:15am</u>	Past Presidents Breakfast (for ARDA Past Presidents only) – Canadian Pacific Boardroom
<u>8:15am – 9:00am</u>	<p>Final Business Session – Crystal Ballroom North</p> <p>Presiding: <b>David Drach</b>, Director, Real Estate, Canadian Pacific &amp; ARDA President and <b>Beth Steel</b>, Real Estate Director, Kansas City Southern Railway &amp; ARDA First Vice President</p> <ul style="list-style-type: none"><li>• Safety briefing</li><li>• Committee reports: Auditing, Nominating</li><li>• Section caucuses reports: Economic Development, Environmental, Law, Real Estate, Technology</li><li>• Proposed changes to ARDA Constitution</li><li>• Unfinished business; new business; installation of 2014-2015 ARDA Officers</li><li>• 2015 Executive Forum and 2015 Annual Meeting Previews</li></ul>
<u>9:00am - 10:15am</u>	<b><u>Conference Session 6: Crude by Rail – Working Together to Increase Capacity and Navigate Opportunities</u></b>
<i>Moderator</i>	<b>Stephanie Johnson</b> , Manager of Market Development, Arkansas Midland Railroad & ARDA Second Vice President
<i>Panelists</i>	<b>Roger Bennett</b> , Director Industrial Development, Norfolk Southern <b>Dan Gordon</b> , Vice President of Crude Supply & Trading, Delek US <b>Bill Hjelholt</b> , Senior Vice President, Americas Director, Freight Rail, AECOM
<u>10:15am – 10:30am</u>	Break in Crystal Foyer
<u>10:30am – 11:15am</u>	<b><u>Conference Session 7: Impact of Rails to Trails Supreme Court Decision on Railroads</u></b>
<i>Moderator</i>	<b>Rebeca Ortiz</b> , Senior Manager, Real Estate & Development, BNSF Railway & ARDA Real Estate Committee Chair
<i>Panelists</i>	<b>Richard Chamberlain</b> , Senior General Attorney, BNSF Railway <b>Beth Steel</b> , Real Estate Director, Kansas City Southern Railway & ARDA First Vice President
<u>11:15am - 12:00pm</u>	<b><u>Conference Session 8: Railroad Technology</u></b>
<i>Moderator</i>	<b>Mike Murphy</b> , Rail Business Development Leader, Bartlett & West & ARDA Technology Committee Chair
<i>Panelists</i>	<b>Matt Aston</b> , President, Ground Penetrating Radar Systems Inc. <b>Jason Schaff</b> , Regional Director – Mountain Region, Ground Penetrating Radar Systems Inc.
<u>12:00pm – 1:00pm</u>	<b><u>Lunch in the Crystal Ballroom South: Celebrating 100 Years of CP Railway Hotel and Fairmont Palliser History</u></b>
<i>Speaker</i>	<b>David Woodward</b> , Director of Sales & Marketing, Fairmont Palliser
<u>1:00pm – 2:30pm</u>	<b><u>Conference Session 9: Leased Property Audit Program</u></b>
<i>Moderator</i>	<b>Scott Keating</b> , Vice President, GEI Consultants & ARDA Environmental Committee Chair
<i>Panelists</i>	<b>Yves Decoste</b> , Coordinator Environmental Site Assessments, CN <b>Don Girard</b> , Manager Environmental Leases, BNSF Railway <b>John Hawkins</b> , Director - Real Estate Operations, Union Pacific Railroad <b>Pam Nehring</b> , Partner, Daley Mohan Groble, P.C. <b>Malcolm Roop</b> , Director Real Estate, Norfolk Southern <b>LeeAnn Thomas</b> , Director Environmental Remediation, Canadian Pacific

<u>2:30pm – 2:45pm</u>	Break in Crystal Foyer
<u>2:45pm -3:30pm</u> <i>Moderator</i>	<b><u>Conference Session 10: New Orleans &amp; Gulf Coast Railroad Relocation</u></b> <b>Stephanie Johnson</b> , Manager of Market Development, Arkansas Midland Railroad & ARDA Second Vice President
<i>Panelists</i>	<b>Mark Hemphill</b> , Director, Railway Consulting Services, HDR Engineering, Inc <b>Kevin Keller</b> , Vice President, HDR Engineering, Inc
<u>3:30pm – 4:00pm</u> <i>Introduction</i>	<b><u>Conference Session 11: Successfully Navigating Rail Development Project Financing</u></b> <b>Stephanie Johnson</b> , Manager of Market Development, Arkansas Midland Railroad & ARDA Second Vice President
<i>Speaker</i>	<b>Michael Sussman</b> , President, Strategic Rail Finance
<u>4:00pm – 4:45pm</u> Introduction Speaker	<b><u>Conference Session 12: Due Diligence Guidelines for Crude Oil Terminals</u></b> <b>Kevin Keller</b> , Vice President, HDR Engineering, Inc <b>Grete Bridgewater</b> , Director Environmental Programs & Regulatory, Canadian Pacific
<u>4:45pm - 5:00pm</u>	Closing Statements and Announcements <b>David Drach</b> , Director, Real Estate, Canadian Pacific & ARDA President and <b>Beth Steel</b> , Real Estate Director, Kansas City Southern Railway & ARDA First Vice President <ul style="list-style-type: none"> <li>• Meeting Adjourned</li> </ul>
<u>6:30pm - 7:30pm</u>	<b>President's Reception in the Crystal Foyer</b>
<u>7:30pm - 9:30pm</u>	<b>President's Annual Dinner in the Crystal Ballroom</b>
<u>9:30pm - 11:00pm</u>	<b><i>ARDA Hospitality Suite open - Oval Room</i></b> <i>Silent Auction concludes at 10:30pm</i> <i>Auction Pick-Up from 10:30pm-11pm</i>

## Wednesday, June 4

7:00am - 10:00am Farewell Continental Breakfast in the Turner Valley Room

7:00am - 10:00am Auction pick-up available in the Oval Room



# Speaker Bios



## Matt Aston

Matt Aston is the founder and president of Ground Penetrating Radar Systems, Inc. (GPRS). Matt started GPRS in 2001 and the company is based in Toledo, OH. GPRS began its national expansion effort in 2008 and it now has technicians permanently based in 46 cities throughout the United States and is the national leader in providing ground penetrating radar services.

## Roger Bennett

Roger Bennett holds the position of Director Industrial Development for Norfolk Southern Corporation and leads NS's Mid-Atlantic Region industrial development activities in the states of Pennsylvania, New York, Delaware, New Jersey, Maryland, Virginia, and West Virginia.

Bennett holds a Bachelor of Science in civil engineering from the University of Missouri – Rolla (1986) and a Master of Business Administration (MBA) from Duke University's Fuqua School of Business (1993).

Bennett began his career with Norfolk Southern in 1986, joining the industrial development department in 1989, and has previously held industrial development positions with NS in Raleigh, NC; Birmingham, AL; and Atlanta, GA.

Roger is married to his wife Rebecca and they have been residents of Pennsylvania since 1998.

## Cynthia Bergmann

Cindy Bergmann is a Partner at Freeborn & Peters LLP in Chicago where she is Co-Leader of the Corporate Practice Group and Chair of the Firm's Transportation Industry Practice. She is also a member of Freeborn's Executive Committee.

She focuses her practice on the legal and business affairs of public and private companies, including mergers and acquisitions, financing, real estate and general corporate matters. Cindy assists large and mid-size corporations with the acquisition and sale of subsidiaries, joint ventures, development of new facilities and strategic initiatives, with a special focus on the transportation industry. She also has extensive experience in all aspects of commercial finance and real estate.

Before joining Freeborn, she was U.S. Corporate Counsel for Canadian National Railroad where she managed all legal aspects of U.S. corporate, real estate and financial matters, including mergers and acquisitions, corporate governance, the acquisition and development of new facilities, the disposition of surplus assets, financing transactions, equipment leases, credit policy and bankruptcy management.

## Grete Bridgewater

For the past 19 years, Ms. Bridgewater has been involved in developing Canadian Pacific's Environmental Program. In her current position as Director, Environmental Programs & Regulatory, she leads the development of corporate environmental policies, strategies and programs to address environmental issues and opportunities and to support the continual improvement of the overall environmental management system.

Environmental programs include regulatory compliance, corporate environmental planning and reporting, environmental and risk assessment, air and noise emissions, waste management, water and wastewater management, aquatics, vegetation, wildlife, and fuel conservation – and, most recently, CP's Sustainability and Responsible Care Programs.

Ms. Bridgewater holds a Bachelor of Science in Biochemistry from McGill University and a Master of Environmental Design from the University of Calgary. She is currently the Chair of the Association of American Railroads Environmental Affairs Committee, represents CP on the Canadian Transportation Agency's Advisory Council on Noise and Vibration and the Railway Association of



Canada's Sustainability Committee. Ms. Bridgewater was invited to participate on the newly formed Ivey Business School Network for Business Sustainability Leadership Council. This is a national council of business sustainability experts whose mandate is to identify key research questions to help bridge research in sustainability with business practice. This work in leading sustainability practice has continued since 2007.

She has been a frequent guest lecturer on environmental management at the University of Calgary and recently stepped down as Chairman of the Board of Directors of Alberta Ecotrust Foundation after 10 years working with that organization. Alberta Ecotrust builds partnerships throughout Alberta between environmental organizations, corporations and others who support environmental action to fund and support effective grassroots environmental projects and to promote the environment as the foundation of a healthy community

## Richard Chamberlain

Richard Chamberlain is a Senior General Attorney in the Regulatory and Transactional Group of the BNSF Railway Company Law Department, where he provides legal advice and counsel on economic development, real estate, and regulatory matters. Richard has been with BNSF for 6 years. Before joining the railroad, Richard was in private practice at Foster Pepper PLLC in Seattle, where he primarily represented real estate developers buying, selling, leasing, and developing property. Richard earned his J.D., with honors, from the University of Washington School of Law in Seattle, and his B.A. in Communications also from the University of Washington.

## Yves Decoste

Yves Decoste is an Environmental Site Assessment Coordinator for the Canadian National Environment Department. Mr Decoste is responsible for the environmental assessment and remediation of a portfolio of over 2400 surplus and non-operating properties owned by CN, located both in Canada and the United States. He also provides expertise and assistance to the CN Real Estate department in regard with environmental compliance, acquisition and sale of properties as well as management of leased assets.

A native of Montreal, Quebec, Decoste graduated from University du Quebec in Montreal in 1976 with a bachelor's degree in Geology. He completed graduate studies in soil sciences from the University du Quebec in Montreal. He has been involved in the management of major environmental remediation projects for 18 years before joining CN in 1998. His technical expertise encompasses abandoned facilities management, human health risk assessment and risk communication.

## Don Girard

Don Girard is Manager Environmental Leases with BNSF Railway. He is a Certified Hazardous Materials Manager, a Qualified Environmental Professional, has a degree in Electronic Technology and a Masters in Business Administration. He has worked for the railroad for 37 years with the last 27 in the Environmental Department. He has ran a wastewater treatment plant, been in Program Development, was a Manager Environmental Operations and has been Manager Env. Leases for the last four years.

## Dan Gordon

Dan Gordon is Vice President of Crude Supply & Trading at Delek US. Delek operates two refineries in the United States with a combined refining capacity of 140,000 bbls/day, along with a variety of midstream and downstream assets. He has been focused in recent years on expanding Delek's crude operations and capabilities, in particular by developing its crude by rail initiative, which includes the establishment of DK Canada. Prior to this role, Dan was Vice President of Fuel Supply and Transportation for Mapco, a 370+ convenience store chain which is a wholly owned subsidiary of Delek, overseeing its refined product supply, pricing and distribution.

Prior to joining Delek, Dan has held several executive and trading positions in the industry, from President of Aska Energy, a supply chain management firm focused on biofuels and refined products, to Executive Director of Supply and Distribution for RaceTrac Petroleum, a 550+ retail convenience store chain.

Dan has earned an MBA from Georgia Tech and BS from the University of Florida.

## John L. Hawkins

John L. Hawkins, Director – Real Estate Operations, has been with UP for over 30 years, with roles in Real Estate, Joint Facilities, Finance, and Operations Analysis.

He directed the design and implementation UP's Real Estate Management System, which contains records of over 500,000 agreements. The system manages contracts/supplements, budgeting/billing/collection/disputes, document generation, document management/imaging, and tracks prospective agreements. The system's functionality and underlying data support initiatives of other groups within the Company, including Environmental Management.

## Bill Hjelholt

Bill leads a team of over 300 railway specialists providing a full range of services for freight and heavy-haul rail clientele. Clientele include all the North American Class I railroads, the resource sector, as well as intercity and passenger rail agencies. The service lines under his leadership include planning, track and civil design, bridges and structures, yards and terminals, signals, surveying and construction supervision.

Bill's 30 years of progressive experience (16 with AECOM) include the management of major infrastructure projects and programs. AECOM provides railway engineering services to clients such as Kinder Morgan, MEG Energy, Gibson Energy, Superior Gas, Keyera, Canexus, Plains Midstream and Pembina Pipeline.

## Mark Hemphill

Mark Hemphill is Vice President and Director of Railway Consulting Services for HDR Engineering, Inc. He has 32 years in the railroad industry, and eight with HDR. Prior to joining HDR he was the U.S. Government's Senior Rail Advisor in Iraq, where he assisted the Iraqi Republic Railways with its resumption to commercial service and directed the U.S. Government's \$250 million reconstruction program for the railway. Previously, he was Editor of Trains Magazine, managed a locomotive leasing company, and dispatched trains for Kansas City Southern Railway. At HDR, Mark principally consults on strategic projects for Class 1 and short line railroads, transportation service plans and freight railroad coordination for commuter and state-supported intercity and passenger rail new-starts and expansions, and economic analysis and development of rail projects for railroads, public agencies, ports, and shippers. Mark has a Master's Degree in History from the University of Illinois and lives in Camas, Washington (on weekends). Mark serves on AREMA's Operations and PTC committees, and on TRB's Railroad Operating Technology Committee.

## Donald Jessome

Mr. Jessome is CEO of Transmission Developers Inc. and, along with John Douglas, is a co-founder. He earned his undergraduate degree in Electrical Engineering from the Technical University of Nova Scotia (currently referred to as Dalhousie University) in 1987 and his Masters of Business Administration, with Distinction, from Saint Mary's University in 1999.

Mr. Jessome has spent his entire career in the energy field, starting with 22 years at Emera Inc., a publicly traded company in Canada with \$5.3 billion in energy infrastructure assets centered on power and natural gas. Mr. Jessome worked in a broad range of areas while at Emera, including transmission & distribution operations and construction, integrated system planning, system operations, generation operations and fuel procurement, marketing and sales, and most recently Director of Asset Optimization and Power Trading for Emera Energy Inc. a wholly owned nonregulated trading and asset optimization company of Emera Inc. During this tenure Mr. Jessome has sat on numerous advisory boards, including his membership as one of the inaugural members of the NBSO Market Advisory Committee and a founding member of the CEA Power Marketing Committee. Mr. Jessome has extensive knowledge of the power markets in the Northeast including ISO-NE, NYISO, IESO, TransEnergie, NBSO, and PJM through his extensive marketing and trading experience with both the regulated and nonregulated business at Emera.

Prior to co-founding Transmission Developers Inc., Mr. Jessome joined Riverbank Power in 2008 as Vice President of Marketing and Trading to help the company develop its commercialization strategy for its 1,000 MW underground pump-storage technology,

referred to as Aquabank™. This strategy included the development of economic models and programs for the sale of energy, capacity and renewable attributes for both the regulated and market-based energy markets. In addition, Mr. Jessome was responsible, along with the CEO, for raising equity financing for Riverbank's development plans. Mr. Jessome is a board member of Riverbank Power.

## Kevin Keller

Kevin is a Vice President and Senior Professional Associate and directs the Railroad Environmental and Planning Services group for HDR. He has over 20 plus years of experience in the areas of strategic planning, freight logistics analyses, network planning, environmental permitting, grant development, and economics analyses for the freight and passenger railroad sectors. He is a former state regulator, and has previously worked for the federal government and commercial industry. He is a former Vice President of the Engineering Services Functional Group of the American Railway Engineering and Maintenance of Way Association (AREMA) and is currently a member of the AREMA Foundation Board of Directors. Kevin is also a Past President of the American Railway Development Association (ARDA). Kevin is also a member of the Binational Board of Directors for the U.S. – Panama Business Council. He completed his undergraduate and graduate studies in Civil Engineering, Hydrogeology, and Environmental Management at The University of South Florida.

## Pam Nehring

Pamela Nehring leads the Environmental Practice Group at Daley Mohan Groble, a Chicago-based law firm. She has over 25 years of diverse environmental counseling and litigation experience, including 19 years as Senior General Attorney with BNSF Railway Company and, prior to that with Gardner, Carton & Douglas (now Drinker Biddle). She concentrates her practice on regulatory compliance, auditing, and enforcement actions as well as transactional counseling, including permitting rail development projects. She also handles remediation and toxic tort claims and litigation. Pam is the Chair of the Environmental Committee of the National Association of Railroad Trial Counsel, Vice Chair of the Law Committee of the American Railway Development Association and a member of the American Short Line and Regional Railroad Association. She volunteers on the Veterans Recruitment Committee. She earned her B.A. from University of Illinois and her J.D. cum laude from the University of Pittsburgh School of Law, where she was an Editor of the Law Review and Mellon Fellow.

## Allan Pickering

Allan Pickering started working for the Burlington Northern in 1993 producing Emergency Response Maps of the BN system. His tenure after the merger with Santa Fe included the inception of BNSF's Engineering Geographic Information Systems and web based mapping. Coming to Bartlett & West in 2002, Allan gained a large team focused on understanding railroad problems and a commitment to solving those issues. Today Allan is tasked with providing the short line and regional railroad market with technology solutions.

Allan graduated from Texas A&M University in 1993 and earned his GIS Professional certification in 2008. In August of 2012, Allan successfully passed the Project Management Professional certification exam. His areas of expertise include Geographic Information Systems, project management and software development. Allan has been a member of ARDA for over a decade. He has also been a member of the American Short Line and Regional Railroad Association since 2008 and serves on the Technology Committee there.

## David Reeves

David Reeves is an Associate General Counsel with The Kansas City Southern Railway Company in Kansas City, MO. Prior to joining KCS in-house in 2006, David worked with several law firms in the Washington, DC area handling a variety of transportation regulatory issues. David's principal areas of focus are federal regulatory matters, contracts and real estate issues.

David holds a Bachelor of Arts with Honors from the University of North Carolina at Chapel Hill and a Juris Doctor degree from Duke University School of Law.

David is married to Cynthia Coleman and they have two adult daughters.

## Cameron Rex

Cameron Rex is an Appraiser/GIS Analyst at RMI Midwest with 14 years of experience involving corridor real estate and track improvement valuation. He was instrumental in the integration of GIS within all work performed by RMI Midwest. Cameron is currently a Candidate for Designation with the Appraisal Institute, and has completed all requirements for his MAI designation. He graduated from Northeastern Illinois University in 2004 with a degree in geography and received his GIS Professional certification in 2013. He joined ARDA in 2010 and currently serves as the vice-chair of the technology committee. Cameron lives in the Chicago area with his wife and daughter. He is an avid sailor and has twice completed the 333-mile Race to Mackinac.

## Malcolm G. Roop

Malcolm is a 1984 graduate of Bluefield College in Bluefield Virginia. He graduated Cum Laude with a degree in Business Administration and began his career with Norfolk & Western Railway Company on June 6, 1984 in Roanoke, Virginia. He worked several agreement/union positions in the Roanoke area before landing a non-agreement position in the Real Estate Department in the fall of 1987 in Atlanta, Georgia. He has progressed from his initial position as a Property Agent to his most recent promotion to Director Real Estate in 2010. This progression has spanned almost 30 years and has involved moving his family 7 times to lead several field office locations. His current position which is located in the Atlanta, Georgia office involves oversight of all real estate transactions for one half of the Norfolk Southern system. He initially joined ARDA in 2011 and is a past presenter at the 2010 Annual Conference in Savannah, Georgia.

## Jason Schaff

Jason Schaff is the regional director for the Mountain Region of Ground Penetrating Radar Systems, Inc. (GPRS). Jason started with the company in 2008 and is responsible for opening and overseeing GPRS offices in Denver, Phoenix, Salt Lake City, Albuquerque, Kansas City, and Omaha.

## Guy Smith

Guy Smith is a seasoned corporate and transactional attorney with more than twenty-five years of experience. He has worked on numerous acquisitions, divestitures and financings, as well as complex commercial transactions, in the United States and overseas, and has considerable experience with general corporate matters and compliance-related initiatives.

Guy also possesses a significant background in international business transactions and international trade regulation. He has, among other things, acted as lead counsel on numerous cross-border business deals and advised clients on international trade regulatory issues related to their business, including export controls, Foreign Corrupt Practices Act (FCPA), sanctions and customs-related matters.

While Guy's work spans a broad variety of manufacturing and service industries, his primary industry focus is in energy, where he represents oil and gas companies, oilfield service providers, independent power producers, renewable energy project (e.g., wind and solar) developers, utilities, electric cooperatives, clean technology companies, equipment manufacturers, energy-related service providers, and construction companies.

Guy also brings a strong business orientation to his legal work. In addition to serving as in-house counsel at the IPP, he spent several years in a senior business role where he was the vice president in charge of the company's Latin American and European operations and the company's asset divestiture program, and served as a board member on the boards of directors of a variety of the company's subsidiaries and international joint ventures.

Guy began his legal career in Washington, D.C., where he worked initially as an attorney for the U.S. Department of Commerce and later joined the Washington, D.C. office of the international law firm of Dewey Ballantine. Raised in Latin America (Ecuador, Venezuela, Peru and Colombia), Guy is fluent in Spanish and possesses good proficiency in French.

## Michael Sussman

Michael Sussman is the owner and president of Strategic Rail Finance, a North American rail industry-consulting firm he started in 1994. Strategic Rail Finance has coordinated financing for rail-related projects in 32 states, expanding capitalization through effective integration of private- and public-sector funding sources. In 2007, Mr. Sussman founded OnTrackAmerica Inc., a 501c3 transportation policy development organization, dedicated to improving the continent's freight transportation system through public- and private sector collaboration and cooperation.

During his many years of advocacy with the federal and state governments, Mr. Sussman has preserved the autonomy to act in the country's best interests. Mr. Sussman's innovative thinking and integrity has earned him the ongoing respect and ear of Congressional and Executive Branch leaders and staff. His thoughtful, non-partisan message resonates with both Republican and Democratic audiences.

Mr. Sussman has authored articles and/or been covered by Traffic World, Railway Age, The Shortline, Progressive Railroading, Rail Business, Association of Transportation Law, Logistics & Policy, Rail Intelligence, and Transportation Quarterly.

Mr. Sussman was a principal of Bush Refrigeration, Inc., the country's largest retail distributor of commercial refrigeration, from 1981 to 1992. Michael lives in Philadelphia with his wife and two daughters.

## LeeAnn Thomas

LeeAnn is the Director Environmental Remediation for Canadian Pacific (CP). In this position, she provides environmental support to operations and supervises the cleanup and risk management of CP's historical contamination sites. She has 30 years of experience in the environmental field, including work with regulatory entities, environmental consultants, and industrial firms. The last 19 years she has been with CP. Her experience includes guiding large multi-project programs from conception to successful implementation and closure. LeeAnn has an extensive background in environmental site remediation, and she has been instrumental in the development and implementation of the remediation program at CP. Additionally, she provides support to internal Real Estate, Legal, Operations, and Finance groups relating to environmental assessment, land transactions, agency relations, litigation activities, and claims mitigation.

LeeAnn earned her Bachelor of Science degree in Geophysics and a Master of Science degree in Civil Engineering with an emphasis in Environmental Engineering, both from the University of Minnesota. LeeAnn is a registered Professional Geologist in Minnesota and Wisconsin and is an EIT. She is also a member of the National Ground Water Association (NGWA), the Minnesota Ground Water Association (MGWA), and the Association for Women Geoscientists (AWG). When not at work, she likes to spend time outdoors with her family, hiking, biking, camping and skiing.



# 2014 ARDA Committees



## Economic Development

**Stella Heath, Chair**  
Manager Business Development  
Florida Central Railroad

**Joe Kneib, Vice Chair**  
Sr. VP Market Development  
Herzog Contracting Corp.

## Real Estate

**Rebeca Ortiz, Chair**  
Sr. Manager Real Estate &  
Development  
BNSF Railway Company

**Mark Holder, Vice Chair**  
Director – Property Management  
CSX Transportation

## Technology

**Mike Murphy, Chair**  
Rail Business Development Leader  
Bartlett & West

**Cameron Rex, Vice Chair**  
Associate Appraiser/GIS Analyst  
RMI Midwest

## Environmental

**Scott Keating, Chair**  
Vice President  
GEI Consultants

**Don Girard, Vice Chair**  
Manager Environmental Leases  
BNSF Railway Company

**Matt Graham, Secretary**  
Director Environmental Real Estate,  
BNSF Railway Company

## Law

**Glenn Olander-Quamme, Chair**  
Principal  
Glenn Olander-Quamme, Attorney at Law

**Pam Nehring, Vice Chair**  
Partner  
Daley Mohan Groble, P.C.

**Michael Wallenstein, Secretary**  
Partner  
McKenna Long & Aldridge, LLP

# 2014 ARDA Officers

**David Drach**  
*President*  
Director, Real Estate - U.S.  
Canadian Pacific

**Stephanie Johnson**  
*Second Vice President*  
Manager of Market Development  
Arkansas Midland Railroad

**Gary Rozmus**  
*Secretary-Treasurer Nominee*  
Senior Consultant  
GEI Consultants

**Elizabeth Steel**  
*First Vice President*  
Real Estate Director  
Kansas City Southern

**Alan Sisk**  
*Secretary-Treasurer*  
Director Technical Services  
Norfolk Southern Corporation

**Leo Thorbecke**  
*Past President*  
Vice President  
AECOM

# *Thank you to our 2014 ARDA Sponsors!*

## Platinum

Canadian Pacific Railway

CSX Transportation, Inc. / CSX Real Property, Inc.

## Gold

AECOM

Bartlett & West

BNSF Railway

HDR

National Railroad Construction & Maintenance Association

Norfolk Southern Corporation

## Silver

Clear Channel Outdoor

GEI Consultants, Inc.

Herzog Contracting Corp

## Bronze

Omega Rail Management



For more information on ARDA, please contact us at:

[www.amraildev.com](http://www.amraildev.com)

***SAVE THE DATES***



**THE CHANGING FACE OF BUSINESS**

**ARDA Executive Forum:**

Jan 27-28, 2015

New Orleans, LA

**ARDA Annual Meeting:**

July 12-15, 2015

Denver, CO