



American Railway
Development Association

2016 Executive Forum

PRESENTING
Going Global



MIAMI

Hyatt Regency Miami
January 26-27, 2016

Introduction

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

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

ARDA's section 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 and regional 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.

Our 2016 ARDA Sponsors

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Thank you for your support!

2016 ARDA Executive Forum

Tuesday, January 26

<u>12:00 PM–1:00 PM</u>	<u>Registration and Lunch</u> Orchid Room
<u>1:00 PM–1:15 PM</u>	<u>Welcome and Safety Briefing</u> Stephanie Johnson , Director, Carload Sales & Industrial Development, Florida East Coast Railway and President of ARDA Brickell/Flagler Room (in Regency Ballroom)
<u>1:15 PM–2:00 PM</u>	<u>Keynote Address</u> Stephanie Johnson , Director, Carload Sales & Industrial Development, Florida East Coast Railway and ARDA President
Introduction	
Speaker	John Lucas , Vice President - Intermodal and Carload Sales and Marketing, Florida East Coast Railway Brickell/Flagler Room (in Regency Ballroom)
<u>2:00 PM–3:00 PM</u>	<u>Conference Session 1–Waters of the United States Panel</u>
Moderator	Peter Masson , Environmental Planning & Permitting Lead, GHD and Vice Chair of the ARDA Environmental Section
Panelists	Kari Harris , Regional Manager, Environmental Impact, CN Dava Kaitala , Senior General Attorney, BNSF Railway Jonathan Martel , Partner, Arnold & Porter LLP Brickell/Flagler Room (in Regency Ballroom)
<u>3:00 PM–3:15 PM</u>	<u>Afternoon Break</u> Brickell/Flagler Room (in Regency Ballroom)
<u>3:15 PM–4:00 PM</u>	<u>Conference Session 2–Security Technology at PortMiami</u>
Moderator	Andy Vollmer , Property Manager, Norfolk Southern Corporation and Chair of ARDA Technology Section
Presenter	Eric Olafson , Manager of Trade Development and Foreign Trade Zone 281, PortMiami Brickell/Flagler Room (in Regency Ballroom)

Going Global

Tuesday, January 26 (Continued)

4:00 PM–5:00 PM

Utility Crossing Roundtable

Moderator

Mark James, Chief Operating Officer, TerraPact
[Orchid Room](#)

5:20 PM

Meet in Hotel Lobby for Transportation to Reception

6:00 PM–7:00 PM

Reception

ARDA would like to welcome all Forum attendees to a reception in Miami Beach at the Raleigh Hotel. Drinks and light appetizers will be served.

Location

The Oasis at the Raleigh Hotel
1775 Collins Avenue
Miami Beach, FL 33139

Transportation

Group bus transportation to the reception is available. Please meet the ARDA staff in the hotel lobby at 5:20pm for a 5:30pm departure. You may also travel individually to the Raleigh.

As we are expecting most of our guests to remain in South Beach for dinner after the reception, we are not offering group return transportation to the Hyatt Regency Miami. Uber and taxis are recommended options for return, and both are plentiful in South Beach.

Dinner Options

After the reception we recommend staying in South Beach for dinner. Page 14 of this Program includes ten well reviewed options close to the Raleigh Hotel.

2016 ARDA Executive Forum

Wednesday, January 27

7:00 AM–8:00 AM

Breakfast

Orchid Room

8:00 AM–8:15 AM

Welcome and Safety Briefing

Stephanie Johnson, Director, Carload Sales & Industrial Development, Florida East Coast Railway and President of ARDA

Brickell/Flagler Room (in Regency Ballroom)

8:15 AM–9:15 AM

Real Estate Leasing Panel

Moderator

Matt Cangioli, Director Real Estate, CSX Real Property, Inc. and Chair of the ARDA Real Estate Section

Panelists

Rick Adams, AVP—Principal Scientist, ARCADIS
Mike Dannelly, Consultant, Parallel Infrastructure
Kristine Williams, Manager Real Estate - U.S., Canadian Pacific Railway

Brickell/Flagler Room (in Regency Ballroom)

9:15 AM–10:15 AM

Ports and Rail: Nationwide and Local Issues

Moderator

Alanna Strohecker, Project Manager - Freight Rail / Transit, AECOM and Chair of the ARDA Economic Development Section

Panelists

Lori Baer, Ports & Marine Lead for the Americas, AECOM
Juan Flores, Director for Intermodal Programs, Port Everglades

Brickell/Flagler Room (in Regency Ballroom)

10:15 AM–10:30 AM

Morning Break

Brickell/Flagler Room (in Regency Ballroom)

10:30 AM–11:00 AM

Legal Updates from the ARDA Law Section

Presenters

Kevin Baldwin, Partner, Daley Mohan Groble
Kathryn Floyd, Partner, Venable LLP
Michael Wallenstein, Partner, Pillsbury Winthrop Shaw Pittman and Chair of the ARDA Law Section
Brickell/Flagler Room (in Regency Ballroom)

Going Global

Wednesday, January 27 (Continued)

<u>11:00 AM–11:45 AM</u>	<u>Scratching the Surface: Railroads and Mineral Interests</u>
Moderator	David Drach , Director, Real Estate - U.S., Canadian Pacific Railway and Vice Chair of the ARDA Law Section
Presenter	Alan Hegi , Partner, Kelly Hart & Hallman LLP
<u>11:45 AM–12:00 PM</u>	<u>Closing Comments</u>
<u>12:30 PM</u>	<u>Meet in Hotel Lobby for Transportation to PortMiami</u> Complimentary transportation to the tour of PortMiami is being provided by ARDA for Forum attendees. If you are interested in attending the tour please send your RSVP to Fred Oelsner at staff@amraildev.com .
<u>1:00 PM–2:30 PM</u>	<u>Tour of PortMiami</u>
<u>3:00 PM</u>	<u>Return to Hyatt Regency Miami from PortMiami Tour</u>

Speaker Biographies

Rick Adams

AVP - Principal Scientist, ARCADIS

Rick has 22 years of experience as an environmental consultant. He has worked with many of the Class I Railroads providing services ranging from derailment support to real estate issues. He has helped develop system-wide programs addressing environmental issues relating to leased properties and developing alternative end-uses for surplus properties. Additionally, he has been involved with evaluating properties for potential lease for dangerous goods. He routinely supports the Class I's in property acquisitions and divestitures. Mr. Adams holds a Master's in Environmental Science, is a Licensed Professional Geologist (PG) in New Hampshire and a strong client advocate.

Lori Baer

Ports & Marine Lead for the Americas, AECOM

Lori Baer serves the seaport industry as AECOM's Ports & Marine Lead for the Americas. Her background includes executive positions with South Florida's Port of Palm Beach and PortMiami, as well as the American Association of Port Authorities. She served as executive director of Port of Palm Beach from 2003 -2007. Port of Palm Beach is home to Tropical Shipping, one of FEC railroad's single biggest customers. In her present position as an industry-leading seaport consultant, she is known for consensus-building through communications and community and industry relations efforts, and for identifying and securing funding for key port and intermodal projects. She serves as a trusted bridge between the port industry and the full spectrum of federal, regional, state and local entities, including the U.S. Army Corps of Engineers, U.S. Department of Homeland Security, metropolitan planning organizations and environmental regulatory agencies.

Kevin Baldwin

Partner, Daley Mohan Groble

Kevin W. Baldwin has been serving clients in the railroad industry with Daley Mohan Groble, P.C. in Chicago since 2006. As an experienced litigator, Kevin's practice focuses on a blend of commercial litigation and property-related transactions. Litigated matters include eminent domain prosecution and defense, easement disputes, water rights and drainage claims, and real estate tax issues, as well as casualty defense litigation. In addition, Kevin works with clients on various corporate and property transactions, including right of way acquisitions, regulatory affairs such as grade crossing approvals before state commissions, and zoning and land use applications.

Speaker Biographies (continued)

Mike Dannelly

Parallel Infrastructure (Florida East Coast Industries)

Mr. Dannelly joined Florida East Industries in 2011 with extensive experience in industrial project management and material sales. His primary role in Parallel is to develop new revenue producing opportunities residing within the company's managed Railway Right of Way portfolios and associated properties. Prior to joining Parallel, Mike spent 11 years in the concrete/aggregate industry as an Operations Manager and Regional Sales Representative. Mr. Dannelly also served in the U.S. Air Force in varying positions including 10 years as a Program Manager for multiple support systems. Mike is a graduate of Louisiana Tech University and earned a Master's of Science Degree in Management from Troy University.

Juan J. Flores

Director for Intermodal Programs, Port Everglades

Juan J. Flores joined Port Everglades in Fort Lauderdale, FL as the Director for Intermodal Programs in 2015. Port Everglades (PEV) is one of Florida's leading ports, with a diverse portfolio handling cruise, cargo and petroleum.

Mr. Flores is responsible for optimizing all aspects of PEV's intermodal network including the facilitation and coordination of rail and truck flows, analyzing port operations in order to identify opportunities for distribution cost savings, and utilizing data to maximize the Port's superior intermodal connections. He also developed PEV's first transport strategy, factoring for state, national and global developments and establishes a framework for addressing freight growth in coordination with port stakeholders. The strategy also included the introduction and implementation of the port's integrated technology infrastructure and other operational tactics to achieve improved efficiencies and greater port optimization.

Prior to joining the port, Mr. Flores worked for the Florida Department of Transportation (FDOT) as The State Freight, Logistics and Passenger Operations Administrator. This newly formed Freight, Logistics and Passenger (FLP) Operations Office coordinated motor carrier, rail, transit, seaport, waterways, aviation and spaceport opportunities through program and project development to support the FDOT's comprehensive multimodal transportation system. The office also worked to build consensus among FDOT's public and private partners to advocate for transportation policies that act as economic drivers within Florida. In addition, Mr. Flores supervised and managed an annual budget of \$1 Billion within a five-year Work Program.

Speaker Biographies (continued)

Kathryn Floyd

Partner, Venable LLP

Kathryn Kusske Floyd is a partner in the firm's Environmental Law Practice Group and has twenty years of nationwide experience counseling and representing companies from various industries in matters pertaining to regulatory and environmental affairs and litigation aspects of large infrastructure and development projects. Her clients include leading businesses in agricultural, biotechnology, transportation including rail, transit, aviation, intermodal and ports mining and renewable energy.

She has extensive experience counseling companies regarding controversial hot-button projects that draw attention from regulatory agencies and outside groups threatening litigation or disruptions. Ms. Floyd consistently helps clients shape strategic responses and catalogue a documented record to minimize risk, advance approvals and, when necessary, beat back lawsuits. Many of these engagements arise when clients' projects face opposition under environmental laws such as the National Environmental Policy Act, the Clean Water Act, the National Historic Preservation Act and the Endangered Species Act.

Additionally, Ms. Floyd appears before a wide variety of federal agencies on rulemakings, administrative proceedings, and policy issues, including the U.S. Department of Agriculture, the U.S. Department of Transportation, the U.S. Department of Energy, the Surface Transportation Board, the Environmental Protection Agency, the U.S. Army Corps of Engineers, and the Advisory Council on Historic Preservation, to name a few.

Kari Harris

Regional Manager, Environmental Impact (U.S.), CN

Kari Harris has over 20 years of experience specializing in wetland and stormwater regulations. With extensive project experience across the Midwest, south and northeast regions of the US, Ms. Harris has considerable understanding in navigating the regulatory framework of federal, state and local wetland permitting and the associated intricacies of design solutions that can translate to practical field applications. She is a graduate of Northern Illinois University with a Bachelors of Science degree in Geography (Natural Environmental Systems). Before coming to CN, Ms. Harris worked as a consultant in the Chicago area where she developed her niche for Clean Water Act permitting and compliance.

Ms. Harris brought her years of consulting experience to CN in 2012 after working closely with the CN Environment and Engineering team to help obtain US Army Corps of Engineers and Indiana Department of Environmental Management permits for the CN's Kirk Yard Improvements Project, which

Speaker Biographies (continued)

involved permanently and temporarily impacting 10-acres of high-quality, globally sensitive dune/swale wetland in Gary, IN. The permitting process endured two years of high-level communication and involvement with the regulatory stakeholders, including the USACOE, IDEM, US Fish and Wildlife Service, Indiana Department of Natural Resources and The Nature Conservancy, before an Individual Permit application was even submitted. Construction began in July 2013 and was finished in December 2014, with zero non-compliance issues or violations.

Today, Ms. Harris spends most of her time working with the CN Design & Construction, and the Bridges & Structures groups to facilitate project viability by streamlining the project design through timely and complete permit application preparation associated with projects that are constructible, cost effective and that meet the ultimate needs of CN. Ms. Harris fills an active role throughout a project by ensuring compliance before, during and following completion of construction activities. Her workload requires regulatory knowledge of the existing 14 states in which CN operates.

Alan Hegi

Partner, Kelly Hart & Hallman LLP

Alan Hegi's practice focuses on real estate development, acquisition, debt financing, and sales and leases of major industrial, transportation, retail, office, hotel, and mixed-use properties, as well as workouts and restructurings involving distressed projects. He represents developers, investors, and major industries. Mr. Hegi also negotiates reciprocal easements and covenant agreements, development agreements, and debt-financing arrangements. He has had extensive experience in the purchase and sale of commercial mortgage loans and loan portfolios on the secondary market.

Mr. Hegi joined Kelly Hart in 1988 and is a partner in the firm's Real Estate and Banking and Finance practice groups. He graduated summa cum laude from Texas A&M University with a bachelor of arts degree in English and Spanish in 1983. In 1986, he graduated from Vanderbilt University School of Law, where he was Order of the Coif.

Outside his professional practice, Mr. Hegi is past president of the board of directors of The Parenting Center. He is also past president of the Real Estate Law Section of the Tarrant County Bar Association. *Fort Worth, Texas* magazine has listed Mr. Hegi among its "Top Attorneys", and he has been named a "Super Lawyer" by *Thomson Reuters*, which is published in *Texas Monthly* magazine.

Speaker Biographies (continued)

Dava Kaitala

Senior General Attorney, BNSF Railway

Dava Kaitala received her *juris doctor* from Texas Tech University School of Law in 2002, where she graduated in the top 5% of her class and was elected to the Order of the Coif. Immediately upon graduation, Dava went to work as part of the Honors Attorney Program for the U.S. Army Corps of Engineers. She held positions at the Fort Worth District, the Humphreys Engineer Center-Support Activity (supporting Headquarters, USACE), and finally as Deputy Division Counsel of the Southwestern Division of USACE. During her time at USACE, she was named a Distinguished Scholar by the Judge Advocate General School- Army and twice received the Commander's Award for Civilian Service.

Dava has been with BNSF Railway since 2009. She first worked in the Law Department of BNSF, concentrating on environmental law for the Midwestern portion of BNSF's system. From there, she moved to Engineering Services, where she worked on large construction projects, overseeing internal BNSF engineers as well as contractors and consultants. She then returned to the Law Department, where she took over handling environmental matters for the Northern half of the rail system before moving to the newly-created Environmental Department. She is currently holds two positions, as General Director of Construction Permitting and Senior General Attorney in the Environmental Department. She leads a technical and a legal team, sits on the Environmental Leadership Team; coordinates BNSF's Environmental, Health, and Safety Committee; oversees the Environmental Audit program; and works on large permitting projects throughout the BNSF system.

Dava is married to John Kaitala. They live in Arlington, Texas, with their two children, Addy and Alex.

John Lucas

Vice President - Intermodal and Carload Sales and Marketing, Florida East Coast Railway

John Lucas is Vice President - Intermodal and Carload Sales and Marketing for FEC Railway. John has previously served as Vice President of Commercial for APL Logistics. Prior to that, John served as President of the Transportation Division at NYK Logistics (Americas) Inc. and is based in Jacksonville, Florida. John joined NYK from the Florida East Coast Railway (FEC) where he was Vice President and General Manager of Intermodal Marketing and Sales. John has a respected reputation in the transportation industry with broad experience in international, domestic, truckload, parcel /LTL, motor carriers and retail shipper venues.

John's transportation career began in 1970 with Lee Way Motor Freight and by 1987 he was Vice President of Marketing/Administration for Mistletoe

Speaker Biographies (continued)

Companies. He moved to the BNSF Railway in 1989 where he held numerous executive level positions, lastly Assistant Vice President, Direct Marketing. John originally joined FEC in 2003.

John is a graduate of the University of Oklahoma with a BBA and received his MBA from Oklahoma City University in 1978. John currently serves on the Board of Student Affairs for University of North Florida, and is active member of Supply Chain Logistics Association (SCLA) Executive Committee.

John and his wife Amanda, and daughter Meredith are also active members of First Baptist Church, Jacksonville.

Jonathan Martel

Partner, Arnold & Porter LLP

Mr. Martel concentrates his practice on Clean Air Act and other environmental matters, including regulatory and compliance counseling, participation in EPA rulemaking activities, government and citizen enforcement actions, appellate litigation challenges to rules, and other litigation matters. His recent work includes representation of electric utilities, consumer products, automotive, railroad, nonroad equipment, stored energy, fuel and other diversified manufacturers. He appears regularly before US EPA, the various EPA regional offices, and various state agencies. Mr. Martel served for three years at the US EPA's Office of General Counsel, where he was primarily involved in the implementation of the Clean Air Act Amendments of 1990.

Eric K. Olafson, Esq.

*Manager of Trade Development and Foreign Trade Zone 281,
PortMiami*

Mr. Olafson is the Manager of Trade Development and Foreign Trade Zone 281 at PortMiami. He is a 15 year county executive with comprehensive experience at the federal, state and municipal levels. At PortMiami, develops strategies to promote the Port's domestic and international agendas in effort to increase bi-lateral trade and promote FTZ 281. He also heads up the port's Perishables, Transshipment, and Air/Sea Cargo initiatives.

Previously, he was the Assistant Director at the Miami-Dade County Office of Intergovernmental Affairs where he was responsible for executing Miami-Dade County's federal legislative agenda as well as establishing and managing the county's Washington DC office. Mr. Olafson has also worked as Legislative Counsel at US Senate, serving as Chief Liaison to the Senate Energy and Natural Resources Committee on issues relating to water, energy and the environment. Mr. Olafson began his career as a Legislative Assistant at the Florida House of Representatives in Tallahassee in 1994 and subsequently worked for five years in the Immigration Division of the US Department of

Speaker Biographies (continued)

Justice.

Michael Wallenstein

Partner, Pillsbury Winthrop Shaw Pittman

Michael Wallenstein is a Partner at Pillsbury Winthrop Shaw Pittman, LLP, having recently moved there from his former firm McKenna Long & Aldridge, LLP. He has been representing railroads in real estate litigation and condemnation matters throughout his career, as well as entities involved in management of railroad real estate. He has been intimately involved in the development of the Across the Fence appraisal methodology from the legal perspective, having litigated corridor valuation issues in several venues. He is co-lead counsel in litigation involving the valuation of 1850 miles of pipeline easements on railroad rights of way across the Western United States, a matter which concluded a more than 4-year trial in 2012 and is now in on remand to the trial court to resolve an additional issue raised by the California Court of Appeal. He is well versed in the complex issues that arise from railroad title, both from the legal perspective and the factual perspective. He has been instrumental in helping to bridge and resolve long-standing disputes between the railroad and the public transportation agencies, often paving the way to shorter and more productive negotiations on complex railroad/highway transactions.

Over his career, Michael has also represented cities, counties and other public entities in a wide variety of matters from housing discrimination, to property tax allocation, to First Amendment free speech and Fourth Amendment civil rights matters. He also represents individuals and businesses in commercial and business litigation. He is Chair of the ARDA Law Committee and one of its founding members.

Kristine Williams

Manager Real Estate - U.S., Canadian Pacific Railway

Kristine Williams has over 12 years of real estate experience. Kristine is currently responsible for managing Canadian Pacific's US real estate transaction team. This team is responsible for easements, leases, sales and acquisitions across the US.

Kristine received a Bachelor of Science degree in Real Estate Finance from the University of St. Thomas in St Paul, Minnesota and her MBA from the University of St. Thomas's Opus College of Business in Minneapolis, Minnesota.

Kristine is currently the President of Canadian Pacific's Minneapolis chapter of Women on Track, is a member of Minnesota Commercial Real Estate Women and serves as Council Member At-Large for the City of Ramsey.

Miami Beach Restaurants

The following are highly rated restaurants in South Beach within walking distance or a short taxi ride from our Tuesday night reception at the Raleigh Hotel.

Taquiza

1506 Collins Ave | 0.4 mi

(305) 748-6099

"Small woodsy spot with a large patio serving authentic Mexican tacos, elote & cold beer" - \$

Chalan on the Beach

1580 Washington Ave | 0.4 mi

(305) 532-8880

"Ceviche & more traditional dishes from Peru served in a petite, down-to-earth setting" - \$\$

Osteria Del Teatro

1443 Washington Ave | 0.5 mi

(305) 538-7850

<http://osteriadelteatro.miami/>

"Quaint but formal corner trattoria serving refined Northern Italian pasta & seafood" - \$\$

Yardbird Southern Table & Bar

1600 Lenox Ave | 0.9 mi

(305) 538-5220

<http://runchickenrun.com/>

"Rustic outpost with inventive farm-to-table Southern comfort food & bourbon bar" - \$\$

Burger & Beer Joint

1766 Bay Rd | 1.0 mi

(305) 672-3287

<http://bnbjoint.com/south-beach/>

"Casual outpost drawing locals with signature & DIY burgers" - \$\$

A Fish Called AVALON

700 Ocean Dr | 1.2 mi

(305) 532-1727

www.afishcalledavalon.com

"Airy, upscale haunt featuring eclectic seafood dishes & prime people-watching" - \$\$\$

Pubbelly Sushi

1424 20th St | 1.2 mi

(305) 531-9282

<http://www.pubbellysushi.us/>

"Inventive sushi & Pan-Asian specialties paired with sake & microbrews" - \$\$

La Locanda

419 Washington Ave | 1.4 mi

(305) 538-6277

"Cozy trattoria luring locals with Italian fare such as pastas & brick-oven pizzas served until late" - \$\$

Red, the Steakhouse

119 Washington Ave | 1.7 mi

(305) 534-3688

<http://www.redthesteakhouse.com/>

"Contemporary steakhouse tempts carnivores with an extensive wine list" - \$\$\$\$

Joe's Stone Crab

11 Washington Ave | 1.8 mi

(305) 673-0365

www.joesstonecrab.com

"Cavernous, bustling space drawing crowds for crab, Key lime pie & more" - \$\$\$

2016 ARDA Officers



Pictured from left: Gary Rozmus, Alan Sisk, David Drach, Beth Steel, Stephanie Johnson

STEPHANIE JOHNSON *President*

Director—Carload Sales and Industrial Development, Florida East Coast Railway

ALAN SISK *First Vice President*

Director—Technical Services, Norfolk Southern

GARY ROZMUS *Second Vice President*

Senior Environmental Consultant, GEI Consultants

MARK HOLDER *Secretary-Treasurer*

Director—Property Management, CSX Transportation

DOUG MORRISON *Secretary-Treasurer Nominee*

Division Director, Rail, Bartlett & West, Inc.

BETH STEEL *Past President*

Director—Real Estate & Industrial Development, Kansas City Southern Railway

2016 ARDA Committee Leadership

Environmental	Technology
<p>MATT GRAHAM <i>Chair</i> Director Environmental Real Estate, BNSF Railway Company</p> <p>PETER MASSON <i>Vice Chair</i> Environmental Planning & Permitting Lead, GHD</p> <p>DEVIN SPRINKLE <i>Secretary</i> Regional Manager—Environment (U.S.), CN</p>	<p>ANDY VOLLMER <i>Chair</i> Property Manager, Norfolk Southern Corporation</p> <p>RACHAEL CRANDLEY <i>Vice Chair</i> Director of Business Development and Planning, Consolidated Rail Corporation</p> <p>CHARLOTTE CRIVELLA <i>Secretary</i> Rail Business Developer, Bartlett & West, Inc.</p>

Economic Development	Law	Real Estate
<p>ALANNA STROHECKER <i>Chair</i> Project Manager, AECOM</p> <p>JON ARITA <i>Vice Chair</i> Regional Manager— Economic Development, BNSF Railway Company</p>	<p>MICHAEL WALLENSTEIN <i>Chair</i> Partner, Pillsbury Winthrop Shaw Pittman LLP</p> <p>DAVID DRACH <i>Vice Chair</i> Director, Real Estate— U.S., Canadian Pacific Railway</p>	<p>MATT CANGIOLOSI <i>Chair</i> Director Real Estate, CSX Real Property, Inc.</p> <p>MARK JAMES <i>Vice Chair</i> Chief Operating Officer, TerraPact, Inc.</p>

SAVE THE DATE!

2016 Annual Meeting



Las Vegas, NV

Renaissance Las Vegas
July 24–27, 2016



American Railway Development
Association (ARDA)
500 New Jersey Ave NW
Suite 400
Washington, DC 20001

Phone: (202) 715-1259
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