

Successful Partnerships in the 21st Century Speaker Biography's

RICK NORMENT

Executive Director

National Council for Public-Private Partnerships

Rick Norment serves as the chief of staff of the National Council for Public-Private Partnerships (NCPPP). Mr. Norment joined the Council staff in November of 1999. Founded in 1985, the NCPPP is a non-profit organization of representatives of both the public and private sectors, working to promote the use of public-private partnerships for improved delivery of public services and infrastructure. NCPPP activities include publications, conferences and other educational programs for members and the general public, providing best practice examples and case studies of successful public-private partnership projects. NCPPP is headquartered in the Washington, DC metropolitan area and its membership is predominantly located in the United States.

Mr. Norment has over 25 years of experience in management and development of national associations. His areas of expertise include: organization and program development, public affairs and government relations, at both the national and international levels. His first experience with public-private partnerships was with housing programs at the US Department of Housing and Urban Development in the early 1970's.

He has authored articles in trade and special interest press, and has given numerous presentations before national and international conferences. Norment also serves as a frequent lecturer for the U.S. Department of State's International Visitors Program, the U.S. Agency for International Development and the United Nations Development Program. He has also used as a lecturer or presenter at numerous programs organized by non-government organizations in Asia and Africa,

Mr. Norment did his graduate work in U.S. History at The American University in Washington, D.C., where he also served as an adjunct professor. He and his wife live in Vienna, Va, a suburb of the Nation's Capital.

WILLIAM TOLBERT

Chairman & CEO

Meneren Corporation

As part of his twenty years of executive and line management experience in the engineering and construction industry, Mr. Tolbert has 15 years specialized experience in the structuring of public-private joint ventures and partnerships for major infrastructure projects in the US and internationally.

Those infrastructure projects covered a broad spectrum including airports, seaports, transit systems, industrial parks, and Olympic Venues.

Examples of successful PPP's structured by Mr. Tolbert include a \$500 million PPP for the development, design, and construction of the then largest new container terminal in the Middle East for the Meneren Corporation, and the structuring of the cruise terminal PPP for

CH2M HILL, Denver, Colorado, as its Senior Vice President for Project Development. The latter project won the top 2004 national award from the National Council of Public Private Partnerships (NCPPT).

Prior to that, Mr. Tolbert served as the Infrastructure Product Line Manager for Raytheon Engineers and Constructors and as the CEO or COO of several international project companies.

Mr. Tolbert has degrees in Math & Science, Civil Engineering, and Architectural Engineering, and is a Registered Professional Engineer in the State of Texas.

Mr. Tolbert has served on the Transportation Steering Committee of the National Council of Public Private Partnerships (NCPPT) in Washington D.C.

BRIAN MIDDLETON

Senior Program Manager
Denver RTD FasTracks

Brian is a Senior Program Manager with Jacobs and is now based in Denver, CO. He has almost 30 years professional experience in the rail transportation industry managing planning, design, procurement, and construction of rail vehicles, systems, and turnkey rail programs under conventional and innovative procurement methodologies.

Brian currently serves as the Jacobs' Project Manager for Denver RTD's \$6.1 billion FasTracks program, leading the Project Support Services Consultant team through the planning, design and implementation phases.

Brian also leads the development of the Public Private Partnership project that will deliver key parts of FasTracks including the Gold Line, East corridor and commuter rail maintenance facility. This \$1.6 billion project includes private financing for approximately half of the capital value and operations and maintenance services for the duration of the concession, estimated to extend approximately 50 years.

Prior to relocating to Denver last October from New Jersey, Brian served transit agencies across the country including NJ TRANSIT, Houston Metro, and the Virginia Department of Public Rail Transportation supporting DB, DBOM and P3 projects, helping develop commercial and technical requirements along with the procurement process.

Brian was educated in England, gaining an Electrical and Electronic Engineering degree and an MBA. In England Brian worked for Alstom, serving as a project manager responsible for both bidding and implementing P3 turnkey projects across the world.

CHRIS BLEWETT

Project Manager
New Mexico Rail Runner Express

Education:

Los Alamos High School Graduate (1978)
BA Government/History N.M.S.U. (1982)
MA Political Science (1985) U.N.M.

Experience:

1985-1987 Statistical Analyst (New Mexico State Highway and Transportation Department)
1987-1993 Transportation Planner (Middle Rio Grande Council of Governments)
1993-1994 Senior Associate (Barton Aschman Transportation Consulting Firm)
1994 – 2002 Transportation Planner/Director of the Planning Policy & Development Department (Bernalillo County)
November 2000 – December 2001 Interim Executive Director (MRCOG)
February 2002 – Present Director of Transportation and Planning Services (MRCOG)
August 2003 – Present Project Manager New Mexico Rail Runner Express
1995 – Present Adjunct Professor (University of New Mexico Community & Regional Planning Department)

ROBERT COLANGELO

Executive Director

National Brownfield's Association

Mr. Colangelo is an entrepreneur and a market maker who founded several leading organizations that specialize in the brownfield market - Environomics Communication, Inc., publisher of Brownfield News & Sustainable Development, the National Brownfield Associations (NBA- USA & NBA Canada) a 1,400 member based organization that promotes sustainable development and cofounder of Terra Vita Development which has developed more than 6 million sq ft of brownfield property including the former Chicago Bridge and Iron headquarters, a 26-acre industrial park in Chicago that was developed into a 250 home mixed- use residential development.

Mr. Colangelo is recognized as a national expert and an authoritative source, he is the publisher of Brownfield News & Sustainable Development, the author of 4 books and numerous articles on the subject. He has appeared on TV and radio programs in the US and Canada, and has been quoted in national and local newspapers and worked as an expert witness to provide litigation support. He has testified in congress in support on brownfield legislation, and has made numerous presentations at conferences throughout North America and Europe. He has provided input to both US and Canadian government agencies regarding the creation of brownfield policy and programs, and to Fortune 1000 companies regarding management and divestiture of their brownfield properties. Colangelo was appointed to the FACA- All Appropriate Inquiry rule making committee was a founding member of the ASTM E50.02 committee and has assisted in drafting the Phase I Site Assessments standard.

Publications:

Publisher, Brownfield News magazine Volumes 1-9, 1997 – Present, Chicago, IL

Brownfield Redevelopment Guidebook for Michigan, Brownfield News, Inc. Chicago, IL 2001

Brownfield's: The National Perspective, Brownfield News, Inc. Chicago, IL, 2000.

Environmental Site Assessments and Their Impact on Property Value: The Appraiser's Role; Appraisal Institute, Chicago, IL, 1993.

Buyer Be (A)ware: Fundamentals of Environmental Property Assessments; National Groundwater Association, Dublin, Ohio, 1991.

Education:

MS Earth Science with emphasis in Hydrogeology, Northeastern Illinois University, Chicago, IL 1990

BS Earth Science with emphasis Geology, Northeastern Illinois University, Chicago, IL 1985

CAREY BURCH

Senior Program Manager
HDR, Inc.

Mr. Burch has over 30 years of experience conducting site planning, assessments, and permitting of land and water resource and transportation infrastructure developments for state and local land use/permit decisions, and to satisfy federal requirements under NEPA. Mr. Burch has conducted assessments and permitting for activities including rail and intermodal facilities, ports, highways, pipelines, airfields, military training activities, base planning and management, demilitarization of chemical weapons, wastewater treatment, power plants, and other activities. Additionally, he was a small town planning commissioner and zoning board member for nine years. Mr. Burch has worked with NS, CSXT, BNSF, and others in support of freight and passenger rail projects. He is a Senior Program Manager for the Environmental & Resource Management Group at HDR, Inc. Mr. Burch is a member of the American Institute of Certified Planners (AICP).

KEN BLODGETT

Environmental Protection Specialist
Federal Surface Transportation Board

Mr. Blodgett has worked as an Environmental Protection Specialist with the Federal Surface Transportation Board's (STB) Section of Environmental Analysis for seven years preparing environmental documentation, including Environmental Assessments and Environmental Impact Statements, for railroad operations and transactions such as rail mergers, rail constructions, and rail abandonment's. Mr. Blodgett uses his knowledge of STB's regulations, policies, and procedures governing rail line operations in the application of STB's environmental rules to insure that STB is in compliance with the requirements of the National Environmental Policy Act. Mr. Blodgett was previously employed as an Environmental Engineer with the Virginia Department of Environmental Quality drafting air and water quality permits.

CHARLES W. (SANDY) REX III, MAI

Owner
RMI Midwest

Charles W. (Sandy) Rex III, MAI, has been involved in the appraisal industry since 1971. A graduate of the Virginia Military Institute, he is former president of Rex-McGill, Inc., the oldest real estate valuation company in Orlando, Florida. Currently based in the Chicagoland area, Sandy is owner of RMI Midwest, where his work encompasses all property types with specialization in transportation corridors and large land tracts, as well as conservation easements.

Sandy has also played an active role in appraisal education. For the Appraisal Institute, he has developed the *Highest and Best Use Applications*, *Partial Interest Valuation (Divided and Undivided)*, *Subdivision Analysis*, and *Timberland Valuation* (as co-developer) seminars. Most

recently, he co-developed the education program for the Institute's new Valuation of Conservation Easements certification program. In 1991, he received the George L. Schmutz Memorial Award in recognition of his contribution to the advancement of appraisal education. Sandy is also a nationally recognized speaker on corridor valuation and conservation easements.

STEVEN ARMBRUST

Counsel
CSX Transportation

Steve Armbrust is one of CSX's in-house counsel, specializing in regulatory and commerce law. When we asked him for a short description of his role as CSX counsel, he described himself as a Jack-of-all-trades; Master of none. Since we all know lawyers are fond of using three paragraphs to answer a yes or no question, I should have stopped at that. In any event, I suggested our colleagues might want to know more about what he does here at CSX, so I got what I asked for.

During the past couple years, the railroads have faced numerous legislative initiatives, and the Surface Transportation Board has been especially busy with railroad issues. Steve has been involved in virtually every one of these legislative issues and actively participated in every major STB proceeding since he has joined CSX. In addition, Steve works on numerous commercial and transactional matters, is our intercompany expert, serves as officer and director for most of our subsidiaries and affiliates, and even advises the company on climate control issues. In his spare time, he fulfills one of his primary roles at CSX, counseling our Asset Management and Real Property Groups regarding abandonments and their conveyances -- whether through line sales or leases, or by conversion to trails through the Trails Act program, which he is here to discuss.

Prior to joining CSX, Steve was a Corporate Finance attorney at Mayer Brown LLP in NYC for many years. He was the only attorney in their office that worked in both their corporate and finance departments, handling M&A deals, bond offerings, large institutional lending, and private equity and hedge fund transactions. He was also a federal law clerk to the first sightless federal judge in the history of the American judiciary system at the trial court level.

Steve received his undergraduate degree at The Johns Hopkins University, where he played football and baseball while running a painting company in New Jersey. After a brief stint laying fiber optic lines underground for a large construction company, Steve moved on to Fordham Law School. While at Fordham, he also clerked for a senior federal judge and worked at a prominent white collar crime firm that has represented the famous and the infamous.

SKIP KALB

Director Strategic Development
BNSF Railway

F. E. "Skip" Kalb, Jr. received his Bachelor of Science degree from Baker University in Baldwin City, Kansas in 1973 and his MBA from the University of Kansas in 1975. Upon graduation from K.U., Skip joined the Real Estate & Industrial Development Department of the Santa Fe Railway Company in Topeka, Kansas.

Skip has held responsibility for both the Real Estate & Industrial Development Departments of the former Santa Fe and the current BNSF Railway Company (which was created by the merger of the BN and Santa Fe in 1995.) During this period, Skip initiated several strategic, rail-centric multimodal transportation development projects. These include the UPS Super Hub at Willow Springs, Illinois; Alliance Consolidated Transportation Center at Alliance, Texas; and BNSF's Logistics Park Chicago multimodal complex located at the former Joliet Arsenal near Joliet, Illinois, among others.

Skip has served as President of the American Railway Development Association as well as the Associate Chair of the International Development Research Council (IDRC, now known as CoreNet Global). In addition, Skip was granted the "Master Professional Designation" by IDRC, which is limited to only 5% of the total membership. He attended the Economic Development Institute (EDI) in Norman, Oklahoma in 1978-1980 and his EDI Thesis "The Private Capital Investment Decision-Making Process, An Analytical Approach To Industrial Development" was awarded the "Outstanding Thesis" Award by the Midwest Economic Development Council.

Skip is currently Director Strategic Development for BNSF and is responsible for the development and implementation of BNSF's Logistics Park Strategy, including BNSF's Rail/Truck Transload Network. This will result in a network of multi-modal rail/truck transfer facilities across the BNSF System that combine the inherent long haul economics and environmental advantages of rail with the flexibility of local truck delivery.

This includes BNSF's Logistics Park-Kansas City that is being developed in Johnson County, near Gardner, Kansas in conjunction with The Allen Group.

Skip serves on the Board of Directors of the Denton County Transportation Authority (DCTA), serving as DCTA's Liaison for Facilities & Operations. Skip also serves on the Board of Directors of KCSmartPort, and is Vice Chairman of the Argyle Economic Development Corporation's Board of Directors.

Skip has two children, Jason, 29 and Allison, 25, son-in-law Cody and new grandson, Tate, and lives with his wife Donna Rae in Argyle, Texas.

BILL CRANDALL

President

The Allen Group of Kansas

William Crandall joined the Allen Group in March 2007 to manage The Allen Group's Kansas City office, including the development of the company's Kansas City Logistics Hub, as well as to manage development of Applebee's new Support Center and Andrew McMeel Universal's headquarters.

Mr. Crandall works directly with the BNSF Railway Company while coordinating efforts with local, county and state officials for entitlements and annexation. He also will be responsible for sourcing and developing other real estate opportunities throughout the Kansas City metropolitan area.

Prior to joining The Allen Group, Mr. Crandall served as President of Crandall + Company, a real estate consulting firm dedicated to providing project oversight services to institutional and corporate clients. Additionally, he has served in management roles for Zimmer Real Estate Services, Inc., where he acted as the Master Developer for Village West, a 400-acre development located within the Kansas City Tourism District — leading to the successful negotiation of over 1.5 million square feet of retail development and over half a billion dollars a year in sales. Mr. Crandall also led the team that completed the management of Sprint World Headquarters Campus, a \$1-billion, four million square foot corporate campus.

Crandall earned a bachelor's degree in Architecture and one in Environmental Design from the University of Kansas, as well as a master's of Business Administration from the University of Chicago. Additionally, he is a member of the Counselors of Real Estate and currently holds board positions with the Kansas City, Kansas Chamber of Commerce and Providence Health System. He also serves on the boards of two local civic organizations, First Tee of Kansas City and Friends of the Zoo. He resides in Leawood, Kansas.

SCOTT GOEHRI

Vice President

HDR, Inc.

For over 25 years, Mr. Goehri has provided professional consulting services focusing on the transportation industry. His experience in both the private and public sector clients offers unique insights into program development. His railroad experience began in 1979 as an employee of Missouri Pacific Railroad and he has remained active in the railroad industry since that time. Today, he serves as Vice President for HDR working through the Alternative Delivery Group. This group focuses on helping clients manage and improve their transportation programs by providing a full spectrum of project implementation services. Some of those services include Design-Build Programs, Program Management and Public Private Partnerships.

Mr. Goehri is a native Missourian graduating from the University of Missouri-Rolla with a degree in Civil Engineering. He holds two post-graduate degrees, one in Business Management and the other in Computer Science. He is a professional engineer registered in

several states including California. His project experience includes international and domestic work utilizing traditional and Design-Build delivery mechanisms in a variety of disciplines including Transit and Light Rail, Freight Rail, Public Railroad and Industrial projects, city planning, roadway development and various other consulting services. He is member of AREMA, NSPE, ASME and recently joined ARDA. He and his wife, Andrea, have two college-age daughters and accept all advice and donations.

Mr. Goehri's currently serves as Project Manager for the BNSF Gardner Intermodal Facility.