


Karen J Hedlund



Legal and Commercial Advisor to State, Regional and Local Transportation Agencies and Private Developers and Investors

Building on several decades of public finance and transactional experience with leading national law firms, and service as an appointed official of the Federal Railroad Administration and FHWA under President Obama, Karen Hedlund works with federal, state and local transportation agencies and private entities to facilitate financing and development of infrastructure projects, including rail, transit, highways and energy.

American Triple I Advisors

Operating Advisor (April 2020 to present)

Consultant for rail and transit investment minority-owned equity investment firm founded by former HUD Secretary Henry Cisneros.

WSP USA – Advisory Services

Independent Consultant (April 2020 to present)

Vice President (January 2015 to April 2020) (part-time)

Works with state and local transportation agencies to facilitate financing and development of high-speed rail and transit infrastructure projects. For the State of Washington, recently completed development of Business Case for a **high-speed rail system connecting Seattle with Vancouver, BC and Portland**, including methods to establish an international authority to develop the project. Also provided strategic and advice to the **Gateway Program Development Corporation** as they developed a financing and institutional plan for a new Hudson River passenger rail tunnel and related bridge project.

Assisted Colorado's **Santa Fe Chief and Front Range Passenger Rail Commission** in obtaining an FRA grant to advance Amtrak service to Pueblo and Colorado Springs.

Advised the **City of Chicago** in negotiations with **Elon Musk's Boring Company** on its proposal to develop a "Loop" tunnel connection between downtown and O'Hare Airport.

As Co-Chair of **APTA's Commuter and Intercity Passenger Rail Legislative Subcommittee**, led the advocacy for robust high speed and intercity rail provisions included in APTA's recommendations for the upcoming **Surface Transportation Reauthorization** bill.

Karen J Hedlund, PC (2015-present)

Advisor to the **High Desert Corridor Joint Powers Authority** (Los Angeles and San Bernardino Counties in California) in structuring development of an 87-mile high speed rail corridor between Victorville, CA and Palmdale, CA that will connect BrightlineWest's high speed rail line from Las Vegas, Nevada to the future California High Speed Rail project at Palmdale.

Advised **Facebook** on development of proposed transit line across Dumbarton Bridge in San Francisco Bay connecting San Mateo County to the East Bay to provide access to residents of East Bay communities to jobs in Silicon Valley.

Provided counsel to **Texas Central Railroad** on financing and permitting of proposed high-speed rail system between Dallas and Houston, TX.

**United States Department of Transportation
Federal Railroad Administration**

Deputy Administrator (2011 to September 2014)

Chief Counsel (2010 to 2011)

Appointed as Deputy Administrator in November 2011, after serving as Chief Counsel of FRA from June 2010.

Provided leadership for the Administration's **\$12 billion High-Speed Rail grant program**, including \$3 billion investments in the California High-Speed Rail Project, and \$3 billion in improvements to Northeast Corridor. Also advised on FRA-funded multi-state locomotive and passenger **equipment purchases**, and on California High Speed Rail and Amtrak next generation trainset procurements, including consideration of **Buy America** waiver requests for non-domestic equipment manufacturers.

Assisted in negotiating precedent-setting **service outcomes agreements with Class 1** host railroads supporting the grants for the benefit of passenger rail users for the: \$1.25b Chicago-St. Louis corridor and \$ 22.6m Osage River Bridge (Union Pacific); \$590m Cascade Corridor in Washington State (BNSF); \$461m Raleigh to Charlotte, NC corridor, and \$125.9m Englewood Flyover in Chicago (Norfolk Southern); \$346m acquisition and improvement by Michigan DOT of the NS-owned portion of the Chicago-Detroit HSR corridor; and the proposed grant to for the Milwaukee-Madison HSR corridor (Canadian Pacific).

Directed FRA's **Railroad Rehabilitation and Infrastructure Finance (RRIF)** program, including evaluation of multi-billion-dollar loan requests to finance high speed passenger rail systems from Las Vegas, Nevada to California and from Miami to Orlando, Florida as well as implementation of Positive Train Control (PTC) systems for Long Island Railroad and Metro-North Railroad. Directed improvements to FRA's RRIF program to facilitate loans to assist short-line freight railroads.

Served on the Board of **Moynihan Station Development Corporation** in New York City as it implemented its USDOT-funded construction contracts for first phase of its landmark redevelopment project. Also served as Board Member of **Union Station Development Corporation** in Washington, DC as it undertook extensive repairs to the iconic station resulting from a major earthquake, including resolution of multi-million-dollar insurance claims, and initiation of a new Master Plan.

Helped to develop **national freight strategic plan** as member of the Department's Freight Policy Council, and as advisor to the National Freight Advisory Commission.

Federal Highway Administration

Chief Counsel (June 2009 – June 2010)

Appointed as Chief Counsel to FHWA in June 2009, directing a multi-regional legal staff in implementing American Recovery and Reinvestment Act (ARRA) grants to all 50 states; supervised litigation attorneys in defense of environmental decisions; advised the Secretary of Transportation on interstate tolling issues; and developed innovative procedures to advance FHWA grant projects.

Nossaman, LLP

Partner (1995-2009)

Los Angeles and Washington D.C.

Led the East Coast infrastructure practice, advising state departments of transportation, regional transportation authorities and other entities in use of innovative financing and procurement methodologies for large infrastructure projects, including highways, transit systems, rail projects, water facilities and alternative energy projects. Advised on federal and state legislation related to project delivery and public-private partnerships (PPPs). Drafted reports for FTA and FHWA on use of PPPs in highway and transit projects.

Key engagements included:

- **North Carolina Turnpike Authority** –Triangle Expressway
- **Virginia DOT** – Pocahontas Parkway and Dulles Rail Extension Project
- **Georgia DOT** – Public Private Initiatives Program - I-75
- **Florida DOT** – Port of Miami Tunnel and I-595
- **Government Development Bank of Puerto Rico** –PPP Projects
- **Colorado DOT** – TRex Light Rail Project on I-25
- **Colorado E-470 Public Highway Authority** – Underwriters Counsel
- **Maryland Port Administration** – Port of Baltimore PPP Study
- **California High-Speed Rail Authority** – initial Business Plan
- **New Jersey Transit** - Hudson-Bergen Light Rail Project
- **Las Vegas Monorail Project** – bond financing
- **Alameda Corridor Transportation Authority**

- **Poseidon Corporation** – California Desalination Projects

SunAmerica Inc.
Executive Vice President and General Counsel
(Los Angeles, 1993-1994)

Served as chief legal officer for public financial services company, founded by Eli Broad.

Skadden Arps
Partner
Chicago (1984-1989) and Los Angeles, (1989-1993)

Headed Skadden's Public Finance Group. Advised developers and international banks on over \$1 billion in project finance transactions involving alternative energy and cogeneration projects, airports and other revenue-supported bond transactions. Served as bond counsel to the States of California and Alaska.

Mayer Brown
Partner and Associate
(Chicago, 1974-1984)

Initiated Mayer Brown's public finance practice, including serving as bank counsel, bond counsel and underwriter's counsel on a wide range of state and municipal financings. Served as Treasurer of **National Association of Bond Lawyers**.

Bar Admissions

District of Columbia, Colorado (Active)
Virginia, California, and Illinois (Inactive)

Education
J.D., Georgetown University Law Center, 1974
A.B., Harvard University, 1970

