



**Urban Land
Institute**

Washington

Responsible Land Use | Sustainable Growth



Leadership Handbook

2017-18

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A Message from Yolanda Cole Chair, ULI Washington, 2017-2019



Members of ULI:

I've been a member of ULI for a large part of my career, and I am truly pleased and honored to have been chosen to lead the ULI District Council for the next two years as its Chair. As my first step, I've been conducting a "summer walkabout" of ULI Washington's Committees, Programs and Initiative Councils to observe first-hand what our members are doing and how they are contributing to, and advancing ULI. I am also listening to what they care about and how they would like to see ULI Washington move forward to become more of a leader in our region. I have been particularly struck by a few things:

Our members are enthusiastically engaged and they have a high regard for the organization. They value what they learn from ULI and they enjoy the relationships they have built with their peers, colleagues, mentors and role models. They are active in creating programs that touch on new ideas, as well as tried-and-true formulas for successful real estate development. Our members also seek connections to the greater community through good works and by tackling the hard problems such as how to provide more affordable housing and fix our ailing Metro system. I can feel the pent-up energy bursting at the seams! My goal as Chair will be to harness this energy and tap the amazing talent we have in our midst - and channel it towards greater impact in our communities and in the region.

In 2016, we adopted the ULI Washington Strategic Plan and it outlines three primary objectives: Impact, Membership Engagement and Organizational Strength. I thank our past Chair, Bob Youngentob, for his passion for member engagement and for focusing on strategic, measurable goals for strengthening the organization. I will continue this agenda, while focusing on my passion project: Impact.

Under Impact, we have identified three themes: Housing Affordability, Economic Competitiveness and Disruptive Technologies, as they apply to ULI's mission "To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide." We will start with our own back yard. How can we keep our Millennials in the city as they age and start to form families? What steps can we take to make the region more attractive to job creators? What technologies are on the horizon that could upset our traditional, real estate apple carts? We should not shy away from asking, and working within and outside our industry, to answer these and equally important questions.

During my term, I hope to create a template for bringing our individual Committees, Programs and Initiative Councils together in a more integrated way to work toward common goals, while also providing variety and wiggle room to go off on interesting tangents that peak our members' fancy. As I make my rounds, I am hearing that people are ready for the challenge, and while we can't solve all of our region's problems, we can start by identifying a few key issues to study and accomplish, through healthy debate, education, partnerships and greater public outreach. I ask that all of you give this some thought, and together, we will work toward a thriving future!

Yolanda

A Staff Message to our Members

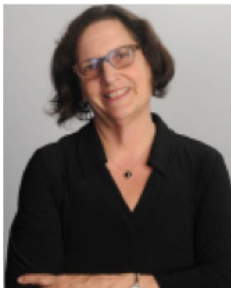
It is our pleasure to work with the leaders of leaders and members of ULI Washington as we move toward having greater impact in the Washington region. Your involvement is critical to our success in meeting our goals of becoming the most relevant real estate organization in the region, and expanding our influence beyond the real estate industry to have an impact on the future of the entire region.

Our work is made easy by the engagement of all of our members, including your time, talent and treasure. We welcome our seasoned professionals, young leaders, mid-career members, and all who devote their energy to fulfilling the mission of the district council. In the national district council system, ULI Washington is the third largest in terms of membership and has the largest budget that enables us to move beyond providing events to becoming a truly respected thought leader in the region. By convening and educating, we can accomplish these goals.

We hope that you find this Leadership Handbook a useful resource for the variety of programs and opportunities provided by ULI, both nationally and in Washington. We appreciate the kindness and good humor that you bring to our district council activities.

Please feel free to contact the staff if you have questions or comments.

All the best,



Lisa Rother



Deborah Bilek



Bernadine Dullaghan



Emily Weberman



Rebecca Hertz



Jackie Canales

ULI Washington Staff Biographies

Lisa Rother, Executive Director

Lisa has been Executive Director of ULI Washington for almost ten years. During her time at the district council the organization has grown in its scope of work and member engagement. Some of the initiatives that have been implemented are the Regional Land Use Leadership Institute, the Women's Leadership Initiative, the Trends Awards Program, Next Washington, Executive Conversations, and the creation of local initiative councils. During her tenure as ED, Lisa has been fortunate to have the support of passionate staff and members dedicated to the ULI mission. Prior to coming to ULI, Lisa worked for Montgomery County, MD as the Planning Implementation Manager in the Office of the County Executive; for the previous two decades she was a planner for the City of Rockville and held a variety of positions from temporary Master Planner to Chief of Planning. She is a graduate of NYU and has an MA in Urban and Environmental Planning from the University of Virginia. She is an empty nester in the Glenmont area of Montgomery County from which she launched twin daughters.

Bernadine Dullaghan, Director

Bernadine has been with ULI-the Urban Land Institute for over 20 years. Initially working with the ULI Foundation Bernadine moved to ULI Washington to help build the district council when it counted just 500 plus members in 1993. Since then the district council has grown to over 2,000 members and offers a wide variety of programs and events. Bernadine is responsible for logistics at major ULI Washington annual events including the Lifetime Achievement Award Dinner and the Washington Real Estate Trends Conference. Bernadine also manages the ULI Washington case studies program and helps direct ULI Washington membership committee efforts. Prior to joining ULI, Bernadine was a manager at The Ritz-Carlton Hotel Company. During her tenure at the Ritz-Carlton Bernadine served as project director on the Malcolm Baldrige National Quality Award. Bernadine is a graduate of St. Patrick's University, Maynooth, Ireland.

Deborah Bilek, Senior Director, Community Outreach

Deborah Kerson Bilek is the Director of Community Outreach at ULI Washington, where she supervises the District Council's public engagement programs. Deb manages the signature Technical Assistance Panel program, serves as the main staff liaison to the Regional Initiatives Council and Regional Fellows Program, and provides oversight on such programs as UrbanPlan and the Regional Land Use Leadership Institute, among others. Prior to joining the ULI team in 2013, Deb served as a planner with the Metropolitan Washington Council of Governments and as professional staff to the National Capital Region Transportation Planning Board, where she managed a variety of public outreach and leadership development programs. Deb started her career as a Presidential Management Fellow with US Department of Transportation's Federal Transit Administration and an assignment as a staff member to the US House of Representatives Committee on Appropriations. She holds an undergraduate degree in Anthropology from Washington University in St. Louis, a Masters degree in Public Administration from New York University, and lives in Silver Spring with her husband and two young children.

Emily Weberman, Director

Emily is currently a Director with ULI Washington and has been a member of the ULI Washington staff for the past nine years. During her time at ULI Washington she has provided logistical and event planning support to the ULI Washington District Council staff and members across all areas of operations, including membership, development and fundraising, communications and community outreach. Her primary role is to support ULI Washington's ever-growing and robust Young Leaders Group as well as the formulation and execution of ULI Washington's strategic marketing and communications campaigns. Prior to joining ULI Washington, Emily held corporate marketing positions at The Advisory Board Company, a publicly-traded healthcare consulting firm, and HOK, a leading architecture firm. She is a graduate of the University of Wisconsin-Madison and a Washington, DC native.

Rebecca Hertz, Senior Associate

Becca Hertz is an Associate at ULI Washington. Her role at ULI is to maintain administrative, financial, and office operations of the District Council, which includes membership, sponsorship, programs, communications, and community outreach. Becca provides primary staff support to the Women's Leadership Initiative and the Sustainability Initiative Council. Becca grew up just outside of Washington, DC in Rockville, MD. She attended Clark University in Worcester, Massachusetts where she earned her B.A. in International Development and Social Change, as well as her M.A. in Community Development and Planning. Prior to coming to ULI Washington, Becca worked for Ronald McDonald House Charities of Greater Washington, DC and for Friends of White Flint where she educated the community about the exciting changes coming to Montgomery County's White Flint area from traditional suburb to vibrant mixed-use.

Jackie Canales, Manager

Jacqueline Canales is the Manager of Outreach Initiatives at ULI Washington. Jacqueline is responsible for the coordination of several engagement programs including UrbanPlan, the Regional Land Use Leadership Institute and the Housing and Placemaking Councils. Prior to joining the ULI Washington team in 2016, she worked on several initiatives with District of Columbia local government. As a DC native, Jacqueline has experience working in public and nonprofit sectors in education, project management, planning and community outreach. Jacqueline attended Virginia Polytechnic Institute and State University in Alexandria, where she earned her M.A. in Urban and Regional Planning. She also holds graduate certificates in Metropolitan Studies and Economic Development. Jacqueline is a graduate of the University of Maryland College Park where she earned a B.S. in Architecture and a B.A. in Art History and Archaeology.



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WDG Architecture

The Mission of ULI – the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has over 40,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

ULI Washington's Mission is to offer the ULI experience at the District Council level.

Code of Ethics

1. Respect for the Land

I know that each parcel of land is a precious, distinct, and irreplaceable portion of this distinct and irreplaceable planet. I will treat it with the respect that it deserves, recognizing that I will be judged by the integrity and permanence of my developments, which will survive my lifetime.

2. Respect for the Profession

ULI—the Urban Land Institute has pioneered many of the practices and techniques that have become the standards in the land use and development profession. I will support the profession's continuing efforts to create a wider understanding of sound land use and development principles and practices and to disseminate knowledge thereof through its research and educational programs. I will observe the highest standards of professional conduct and will seek continually to maintain and improve my professional skills and competence.

3. Respect for the Consumer

Recognizing that a good reputation is a possession and beyond price and that the quality of my product will determine the quality of my reputation, I will strive at all times to ensure the professional quality of my enterprise.

4. Respect for the Public

I will endeavor at all times to enhance public understanding of the development process, to preserve the public's confidence and trust in my profession, and to protect the public welfare.

5. Respect for Equality of Opportunity

I will support the private enterprise system that can provide the widest latitude of equality for opportunity, creativity, and innovation.

6. Respect for Others in the Land Use and Development Profession

I will treat others in my profession fairly and honestly. I will share with them my knowledge and experience, recognizing that both the people and the land will benefit from the dissemination of that knowledge.

7. Respect for the Larger Environment

In attempting to provide adequate staging for decent environments in which people will live, work, and play, I will be ever vigilant toward preserving the quality of the larger environment—the air, the water, and the land.

8. Respect for the Future

Recognizing that change is inevitable, I will pursue excellence with an open mind, challenged by the need to provide housing and facilities for employment, distribution, relaxation, and enjoyment.

9. Respect for Future Generations

Recognizing that younger generations will be more affected by what we do than by what we say, I will do my utmost to set a good example and will participate wholeheartedly in the development community's efforts to inform and encourage future generations of land use and development professionals.

10. Respect for Personal Integrity

I will employ the highest ethical principles and will observe the highest standards of integrity, proficiency, and honesty in my professional and personal dealings. I will remain free of compromising influences or loyalties and will exercise due diligence in ensuring that my performance is at all times creatively, competently, and responsibly managed.

Snapshot of District Councils



District Council	Staff	Events as of June 2017		Total Members assigned to DCs as of June 2016	Total assigned to DCs as of June 2017	% Difference between June 2016 and June 2017	FY17 Annual Budget Revenue	Actual Revenue as of June 2017	Annual Net Income as of June 2017	FY17 Financial Ranking	Cumulative Reserve Balance as of June 2016 (end of FY16)	Net Balance as of June 2017
		#	Attendees									
District Councils with Membership less than 250												
Nevada	0.5*	17	488	103	104	1%	\$ 46,833	\$ 29,866	\$ (10,620)	2	\$ 8,914	\$ (1,706)
New Mexico	0.5*	7	364	111	107	-4%	\$ 78,368	\$ 87,904	\$ (9,167)	3	\$ 39,644	\$ 30,477
SW Florida	0.5*	10	373	104	107	3%	\$ 56,382	\$ 62,459	\$ 7,823	4	\$ 65,297	\$ 73,119
Idaho	1	10	469	143	150	5%	\$ 50,841	\$ 48,860	\$ (6,850)	4	\$ 48,671	\$ 41,821
Pittsburgh	0.5*	18	1210	188	193	3%	\$ 180,388	\$ 146,602	\$ 441	4	\$ 21,651	\$ 22,091
Utah	0	15	756	200	199	-1%	\$ 117,928	\$ 96,537	\$ 13,670	4	\$ 56,893	\$ 70,562
Louisiana	1	19	664	216	202	-6%	\$ 144,551	\$ 85,354	\$ (8,363)	4	\$ 91,896	\$ 83,533
Memphis	0.5*	20	1393	201	209	4%	\$ 249,133	\$ 253,497	\$ (2,584)	4	\$ 104,137	\$ 101,554
Westch/Fairfield	0.5	10	524	215	209	-3%	\$ 97,950	\$ 120,755	\$ 49,242	1	\$ 8,901	\$ 58,143
Cleveland	0.5*	17	976	202	212	5%	\$ 112,000	\$ 90,635	\$ (4,237)	4	\$ 137,744	\$ 133,507
Cincinnati	1	13	648	242	221	-9%	\$ 165,193	\$ 183,592	\$ 77,779	4	\$ 92,334	\$ 170,113
St. Louis	0.5*	23	1133	207	226	9%	\$ 120,212	\$ 104,506	\$ 1,943	4	\$ 163,212	\$ 165,155
District Councils with Membership between 251 - 600												
Columbus	0.5*	19	882	255	263	3%	\$ 176,522	\$ 132,344	\$ (90,956)	4	\$ 164,774	\$ 73,818
Mexico	0.5*	9	604	229	265	16%	\$ 297,338	\$ 218,705	\$ 29,290	1	\$ 19,633	\$ 48,923
Hawaii	0.5*	19	743	268	268	0%	\$ 153,100	\$ 111,216	\$ (9,867)	4	\$ 72,650	\$ 62,783
Alberta	0.5*	13	710	259	284	10%	\$ 107,553	\$ 99,931	\$ 37,205	2	\$ 20,893	\$ 58,099
Kansas City	1	18	826	224	290	29%	\$ 106,234	\$ 138,498	\$ 8,538	4	\$ 62,000	\$ 70,538
Northern New Jersey	0.5	6	467	292	291	0%	\$ 190,977	\$ 101,862	\$ 12,889	2	\$ 23,498	\$ 36,387
Indiana	1	24	1513	281	306	9%	\$ 271,381	\$ 140,288	\$ (43,203)	4	\$ 184,935	\$ 141,732
Central Florida	1	20	842	334	325	-3%	\$ 142,497	\$ 156,960	\$ 3,869	4	\$ 142,245	\$ 146,114
Oklahoma	1	24	1217	300	342	14%	\$ 111,650	\$ 141,027	\$ 10,211	3	\$ 30,930	\$ 41,141
Sacramento	0.5*	14	363	369	350	-5%	\$ 146,612	\$ 177,446	\$ 21,925	2	\$ 28,727	\$ 50,652
San Antonio	1	15	1859	295	353	20%	\$ 175,200	\$ 293,814	\$ 44,227		\$ 65,257	\$ 109,484
Michigan	3	8	534	338	393	16%	\$ 656,048	\$ 549,345	\$ 66,391	1	\$ 60,526	\$ 126,917
British Columbia	0.5*	25	1464	429	394	-8%	\$ 157,437	\$ 134,987	\$ 12,087	3	\$ 66,314	\$ 78,401
Virginia	1	27	1419	392	406	4%	\$ 198,057	\$ 193,125	\$ 70,378	3	\$ 83,335	\$ 153,713
Tampa Bay	2	29	1909	344	416	21%	\$ 267,132	\$ 321,157	\$ 73,029	3	\$ 97,684	\$ 170,713
North Florida	2	24	1674	445	469	5%	\$ 346,534	\$ 308,630	\$ 8,686	4	\$ 136,856	\$ 145,542
Minnesota	3	15	832	504	529	5%	\$ 793,577	\$ 725,357	\$ 21,661	4	\$ 446,257	\$ 467,918
Baltimore	0.5*	28	2548	541	546	1%	\$ 376,156	\$ 398,428	\$ 74,430	4	\$ 276,616	\$ 351,045
Nashville	1	16	2687	493	559	13%	\$ 331,834	\$ 381,837	\$ 59,055	4	\$ 148,528	\$ 207,583
South Carolina	1	27	1667	520	562	8%	\$ 383,583	\$ 346,260	\$ 57,992	2	\$ 74,007	\$ 131,999
District Councils with Membership between 601 - 1200												
Triangle	2	22	1572	579	602	4%	\$ 353,012	\$ 208,118	\$ (108,510)	4	\$ 486,060	\$ 377,551
San Diego/Tijuana	1	30	2521	648	619	-4%	\$ 412,076	\$ 336,923	\$ (55,376)	4	\$ 128,464	\$ 73,089
Charlotte	0.5*	27	1437	686	708	3%	\$ 420,342	\$ 457,818	\$ 41,252	4	\$ 388,757	\$ 430,009
Austin	3	26	3943	669	736	10%	\$ 695,862	\$ 616,596	\$ 28,725	4	\$ 502,630	\$ 531,688
Houston	2	25	2727	904	885	-2%	\$ 749,468	\$ 709,241	\$ (53,077)	4	\$ 620,220	\$ 567,240
Philadelphia	3	19	2235	980	895	-9%	\$ 517,683	\$ 489,814	\$ (76,263)	4	\$ 449,931	\$ 373,668
SE Florida/Caribbean	4	31	3004	927	927	0%	\$ 649,762	\$ 744,006	\$ 52,971	4	\$ 337,431	\$ 390,402
Orange County/ Inland Empire	3	35	1920	1017	970	-5%	\$ 453,206	\$ 480,045	\$ 69,375	4	\$ 127,782	\$ 197,157
Arizona	3	30	2904	1000	1025	3%	\$ 797,230	\$ 753,998	\$ 42,932	4	\$ 506,078	\$ 549,297
Atlanta	4	38	1607	1174	1196	2%	\$ 789,539	\$ 908,578	\$ 215,533	3	\$ 212,282	\$ 428,112
District Councils with Membership over 1200												
Boston	2	42	2848	1272	1206	-5%	\$ 603,737	\$ 543,022	\$ (403)	4	\$ 397,387	\$ 397,276
Northwest	4	39	2820	986	1215	23%	\$ 809,643	\$ 906,191	\$ 179,918	4	\$ 300,786	\$ 480,703
Colorado	4	50	3790	1189	1229	3%	\$ 733,030	\$ 866,869	\$ 98,926	4	\$ 160,787	\$ 259,993
North Texas	3	39	3066	1080	1384	28%	\$ 1,274,911	\$ 1,292,767	\$ 741,884	4	\$ 401,782	\$ 1,143,666
Chicago	0.5*	16	1958	1326	1408	6%	\$ 873,417	\$ 912,753	\$ 13,261	4	\$ 816,664	\$ 829,925
Toronto	4	48	6721	1442	1576	9%	\$ 1,099,939	\$ 727,687	\$ (20,274)	4	\$ 223,473	\$ 203,199
Los Angeles	3	48	4385	1815	1824	0%	\$ 694,910	\$ 682,141	\$ 47,994	4	\$ 411,961	\$ 459,955
Washington	6	40	5065	2111	2195	4%	\$ 1,455,750	\$ 1,519,854	\$ 109,420	4	\$ 729,661	\$ 839,080
San Francisco	6	56	3703	2465	2315	-6%	\$ 1,028,086	\$ 898,451	\$ (136,056)	4	\$ 1,004,249	\$ 868,192
New York	3	37	2520	2479	2348	-5%	\$ 1,054,054	\$ 1,130,083	\$ 185,624	4	\$ 732,540	\$ 918,163
Members				232	189	-19%						
Total: 52	95.5	##	94,504	34,225	35,202	2.9%	\$22,274,853	\$21,566,735	\$1,954,766		\$11,983,883	\$13,940,236

* contracted service providers with no ULI employees (sometimes contracted service providers include more than 1 person)

All membership numbers are sourced from ULI membership report

Financial information comes from Finance's monthly summaries

Event totals derived from the Daily Tally at the end of each month

Global ULI's Content “Pillars”

August 2017

ULI covers a lot of ground. Our great strength is our breadth: all property sectors, all markets, all professional disciplines. Our mission—to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide—is inspiring, but of little help when it comes to describing what we do and what we care about. At the other end of the spectrum, ULI has numerous specific programs and activities to deliver the mission, from our building energy performance database to our flagship *Emerging Trends* publications. But these are too granular and specific to capture the essence of the organization.

As a means of providing a bridge between the broad mission and the specific programs we use to deliver it, we have developed the idea of “Pillars.” These represent the major topics or concerns of the organization, within which all of our specific activities—our program of work—must fit. Pillars are intended to be timeless; programs, on the other hand, come and go in response to societal concerns, economic conditions, technological innovation, or other factors. Importantly, pillars do not determine what is drawn on the organization chart or the headings in the annual budget. They are not silos. They must be defined narrowly enough to convey a clear understanding of ULI's priorities, but also be sufficiently broad to be durable over the long run. Everything ULI does should fit under the five pillars. Much of the Institute's program of work cuts across these areas.

ULI's Five Pillars

Housing and Communities – This pillar is firmly grounded in the founding of the organization in 1936. References to housing products and policy, and specifically to the provision of affordable housing, are included in ULI's Articles of Incorporation. ULI fundamentally believes that housing is a fundamental underpinning of healthy and thriving communities.

Real Estate Finance and Investment – Much of ULI's value to our members and ability to meaningfully deliver our mission relates to our activities in real estate capital markets, including providing a forum for the providers and users of capital to convene. ULI's traditional focus has been on connecting capital to real estate through the creation of value. This pillar also encompasses the market and economic factors that affect the supply and demand forces that drive land use change.

Sustainability and Economic Performance – Specifically referred to in ULI's mission, and embedded in ULI's dedication to the creation of long-term value, sustainability is more than energy efficiency or adaptation to climate change. It encompasses environmental, social, and governance issues as they relate to efficient use of resources and creating and maintaining a sustainable and resilient built environment.

Innovation in Development Practice – ULI's applied research and education programs are based principally on best practices, on “what works,” and the process of real estate development remains central to the mission and to our members' activities. We foster innovation, but look to practical experience and knowledge sharing to advance the state of the art. This pillar refers primarily to activities, at various scales, that are considered site-specific. ULI traditionally takes a case study approach, using real world examples to illustrate broadly applicable principles and practices.

Shaping Successful Cities and Regions – Site-specific development occurs within a broader physical and policy context shaped by numerous actors and decision-makers. This larger context, from neighborhood to metropolitan region, is the subject of this pillar. Here, activities and issues transcend property boundaries and encompass land use planning and development policy, infrastructure, metropolitan growth strategies, and transportation issues.



ULI Organizational Overview

- ULI Global (nearly 40,000 members in 100 countries - \$65.8M budget)
- ULI Americas (51 District Councils - \$19.5M budget)
- ULI District Councils in the Americas have 2500 volunteer leaders and during FY17, held 950 events with 70,000 attendees
- In FY17, ULI Washington had 2,162 members, a \$1.32M budget, held 40 events with over 5,800 attendees
- The fiscal year for ULI is July thru June, with budgeting and the annual plan due February/March prior to the new fiscal year.

ULI Washington's Region

ULI Washington represents cities and counties proximate to Washington, DC including the District itself and jurisdictions in both Maryland and Virginia. ULI Washington's membership area is determined by zip codes based on a member's primary address on file. A member may request to be added to a mailing list of another District Council due to interest or expanded business interests.

The map to the right shows the District Council's geographic reach. It is essentially the region that belongs to the Metropolitan Washington Council of Governments, without Frederick County.

Highlights of FY17 – ULI Washington

Community Outreach

- Held five Technical Assistance Panels:
 - What's Next for Westfields?, Fairfax County, Virginia
 - Powering Progress on Benning Road, Washington, DC
 - Florida Avenue Market Area, Washington, DC
 - Revitalization in Indian Head, Maryland
 - Revitalization Strategies for Annandale, Virginia
- As part of the Land Use Leadership Institute, completed five mTAP (mini Technical Assistance Panels with teams composed of Leadership Institute participants):
 - Route 1 Corridor, City of Alexandria
 - Making Room for Missing Middle Housing, Arlington County
 - Veirs Mill Corridor, Montgomery County
 - Quince Orchard/Firstfield Corridor, City of Gaithersburg
 - Lincolnia Neighborhood/Corridor, Fairfax County
- Trained 1 new teacher, 191 volunteers in the UrbanPlan program and delivered the program in 10 high schools and universities, engaging a total of 350 students.
- Worked with the Rose Center for Public Leadership in Land Use to pilot the draft module of UrbanPlan for Public Officials.
- Implemented the Regional Fellows Program with 15 Fellows from three local jurisdictions: Montgomery County, MD; Fairfax County, VA; and Alexandria, VA.

Member Engagement

- Continued the Membership Committee and held three New Member Meet and Greet programs.
- Completed Year Six of the Leadership Institute
 - 25 participants from public, private, and nonprofit sector (16 private sector/12 public and nonprofit)
 - 77 speakers engaged
 - Sessions held at eight diverse locations throughout the region
 - Completed five mini-Technical Assistance Panels (mTAPs)
- Completed Year Six of the Regional Initiative Council
 - Redefined the mission
 - Created a quarterly schedule for meetings
- Completed Year Six of the Housing Initiative Council
 - Held four meetings of the Council
 - Held Visualizing Density tour for Public Officials
- Continued to grow and refine the Women's Leadership Initiative
 - Held nine general events sponsored by WLI
 - Developed and executed a half-day Leadership and Communication series for 60 women
 - Continued a partnership with Suited for Change (charitable support)
- Held five successful Executive Conversations for Full Members only with average attendance of 20 full members
- Created a third flight of NEXT, engaging 25 additional members between 35 and 45 years old.



Programs and Events

- Held three case studies:
 - The Hepburn, Washington, DC
 - The Hotel Indigo, Alexandria, Virginia
 - West Broad Residences, Falls Church, Virginia
- Continued to grow and refine the Young Leaders Program
 - Held 12 Real Estate 101, Programs and Education Events
 - Planned and implemented third Bike Tour de DC
 - Held Learn from the Best Signature Event with over 206 registrants
 - Matched 40 mentors with over 250 Young Leaders in the Mentorship program
 - Held five Community Service Events
 - Held second Trivia Night, raising over \$15,000 for donation to Community of Hope, a nonprofit medical clinic east of the Anacostia River

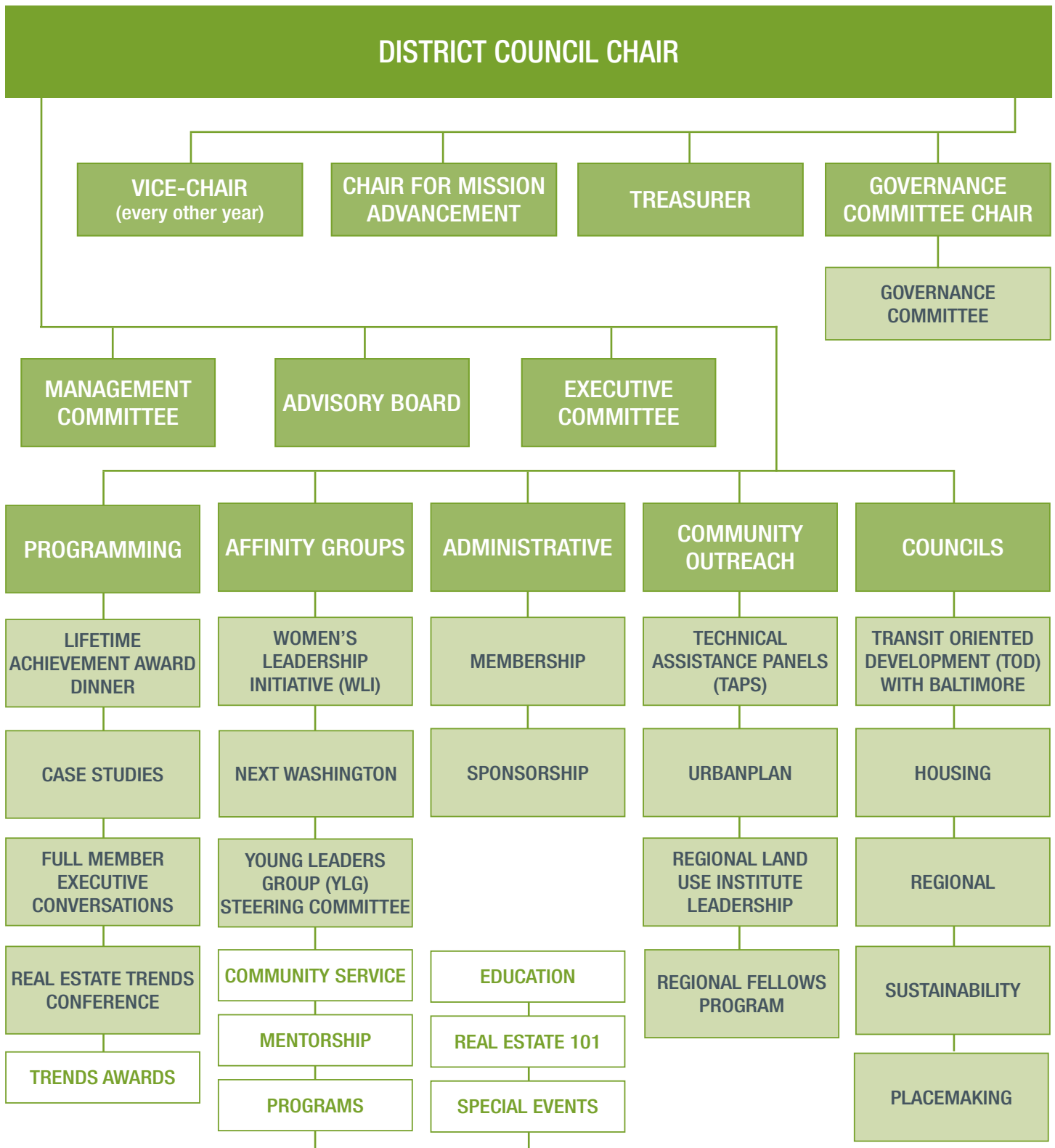
Communications

- Sent members a Weekly Roundup with relevant commercial real estate articles every Friday
- Sent bimonthly enews to all members and prospects highlighting accomplishments and events
- Continued to increase social media followers on Facebook, LinkedIn, Twitter, and Instagram
- Sent Press Advisories and Press Releases for TAP reports and major events
- Posted event recaps on ULI Washington webpage
- Posted three items on social media every day

Strategic Partnerships and Thought Leadership

- Represented ULI at meetings of the Greater Washington Housing Leaders Group (GWHLG)
- Continued ULI participation in the Region Forward Coalition at the Metropolitan Washington Council of Governments
- Worked with ULI Baltimore to structure two Baltimore-Washington TOD Council Meetings
- Solicited applications for the ULI/COG Technical Assistance Panel program that offers discounted TAPs to jurisdictions located in COG Activity Centers
- Continued a bimonthly Regional Planning Directors Peer Network group
- Created three Peer Exchange Groups with eight members each to provide enhanced member connections
- Held a member focus group for input into the Washington, D.C. profile for the national Emerging Trends Report

ULI Washington Organization Chart 2017-2018





ULI Washington Strategic Plan

VISION

ULI Washington is the most valued and respected real estate organization in the Greater Washington region.

MISSION

ULI Washington is where real estate industry professionals, the public sector, and other thought leaders engage in sharing ideas, promoting best practices and innovative solutions, learning and educating to positively impact the built environment.

CORE VALUES

ULI Washington will pursue its mission while adhering the following core values:

- Excellence – we achieve excellence in thought leadership and programming through the creative engagement of our members
- Responsibility – we seek objective, actionable solutions so that each of us, our communities, and our region will flourish
- Relationships – we foster meaningful, long-term personal and professional connections
- Inclusivity – we seek and value all types of diversity and alternative points of view
- Authenticity – we promote open and genuine participation to foster relationship building
- Trust – we create opportunities for sharing ideas and problem solving in an unbiased, fact-based manner to effect change in Greater Washington

DISTRICT COUNCIL PERFORMANCE GOALS AND METRICS

There are three key initiative areas for the organization over the next five years, including:

1. **IMPACT AND INFLUENCE:** Be a catalyst for positive change in the region by Initiating, developing, and promoting best practices and innovation and providing thought leadership
2. **MEMBER ENGAGEMENT AND SATISFACTION:** Deeply engage and retain a diversity of members through education, relationship building, personal development and community service
3. **ORGANIZATIONAL STRENGTH:** Maintain long-term organizational strength with a responsible budget, staff that are engaged and productive, and effective governance

ULI WASHINGTON THEMES, 2016-2017

1. **Housing Affordability.** The conventional public policy indicator of housing affordability in the United States is the percent of income spent on housing. Housing expenditures that exceed 30 percent of household income have historically been viewed as an indicator of a housing affordability problem. Housing affordability difficulties are not only part of the low income household spectrum. Among the factors contributing to high rents and income inequality are antiquated rules on construction, housing and land use and local opposition to housing density. The public sector, private sector, financial institutions and citizens all have a role to play in increasing the supply and affordability of housing.
2. **Regional Economic Health and Competitiveness.** To enhance regional economic health, there must be a positive and sustainable economic trajectory in the Washington, DC region. There is a need to strengthen employment opportunities, provide a high quality of life for current and future residents, seek new ways to boost competitiveness against other regions, and ensure that our local economy is resilient to change.
3. **Disruption Trends and Technologies.** Paradigm shifts in other industries are bringing disruption to real estate. From new ways of financing development to shared space to smart buildings, innovation is shaping the way buildings are developed, managed, and used. Such trends as the Internet of Things, Big Data, Crowdfunding, and Virtual Reality are integral parts of real estate growth in the future. Examination of the impacts of these new technologies and trends is necessary to understand how they will impact the way that the industry carries out its business.

ULI Washington's Leadership and Committee Structure

District Council Chair

This position is a two-year term appointment. Responsibilities include providing leadership and guidance for the District Council. The Chair is generally recognized as an outstanding leader in the regional real estate community. The Chair is responsible for appointing all positions on the Advisory Board, representing ULI Washington at major programs and other community meetings, providing support to the district council staff, and offering strategic leadership of the District Council. He/she has the authority to sign contracts up to \$25,000 in value and approve expenditures on behalf of the District Council. Annually, the Chair will attend the district council meetings at the ULI Spring Meeting, Fall Meeting and a Summer or Winter Chair's Meeting.

Vice-Chair

The Vice-Chair is a member who is designated to become the Chair of the district council at the end of the current Chair's term. The term of the Vice-Chair is concurrent with the second year of the Chair's term. At the beginning of the Vice-Chair's term, the Vice-Chair will attend the annual summer retreat for district council Chairs. The overlapping year of the Chair and the Vice-Chair will be a time for the Vice-Chair to participate on the Executive Committee for the length of his/her appointment, and to coordinate with and support the Chair during his/her term.

Chair of Mission Advancement (CMA)

This position actively participates in the major work of the District Council, acting as a bridge between ULI HQ and the District Council activities. He/she will help create the annual program of work and monitor activities to ensure the District Council's work remains mission-centric. When the Chair is not able to represent the District Council, the CMA may act on his/her behalf. The Chair maintains a close working relationship with the ULI Washington Executive Director and staff. This CMA is appointed for a term of two years.

Treasurer

This appointed position is an individual responsible for the monitoring and approval of revenues and expenditures of the district council. ULI produces financials monthly and emails a copy of the previous month's financial detail and general reports by the 15th of each month. The Treasurer is responsible for reviewing the financial status of revenues and expenditures and reporting this information to the Executive Committee. This position is a two-year appointment and may be renewed.

Immediate Past Chair

The Immediate Past Chair of ULI Washington will act as the Chair of the Governance Committee for two years after the end of his/her term as Chair.



District Council Leadership Committees

Executive Committee

The Executive Committee is the “kitchen cabinet” that provides advice and guidance to the district council Chair and Executive Director. This Committee is responsible for consistent review and decision making around the district council budget, work program, and strategic objectives. The committee meets five times per year and consists of the district council Chair, Vice-Chair, Chair for Mission Advancement, Treasurer, and Governance Committee Chair. Members of the Executive Committee serve two year terms.

Management Committee

This Committee is responsible for coordinating the district council programs and events that are held each year. The Committee meets five times per year and consists of the Chairs of all standing ULI Washington Committees and Initiative Councils. This committee is responsible for the ongoing operations of the district council. This Committee will meet five times per year and will create a pool of informed leaders who understand the work of the district council. Members of the Management Committee serve terms concurrent with their committee leadership position.

Advisory Board

The Advisory Board is made up of key sponsors and individuals who provide or have provided consistent service and leadership to the district council. The purpose of the Board is to provide an opportunity for supporters to engage with others who support the district council and to learn about policies and projects of interest in the region. The Board meets three times per year (September breakfast, January lunch and May dinner).

Governance Committee

This Committee consists of the Immediate Past Chair, Chair, Chair of Mission Advancement, Vice Chair, former Chairs, local ULI Trustees, and two members invited from the YLG/NEXT cohort. The mission of this committee is to provide guidance and input for succession planning and strategic mission direction. The committee meets two times per year.

Committees and Initiative Councils

Each committee and initiative council chair will serve on the Management Committee. Committee and Initiative Council Chairs typically will serve a two-year term and will have an assistant chair or co-chair that will assist in achieving committee goals. Member committee appointments will be reviewed by the committee chair annually and will take into consideration diversity, new representatives, and past contributions to the committee activities. A committee chair is responsible for grooming future committee members and chairs, in an ongoing effort to engage members. ULI Washington committees and councils include:

- Case Study Committee
- Executive Conversations Committee
- Housing Initiative Council
- Membership Committee
- NEXT Washington
- Placemaking Initiative Council
- Regional Fellows Program Committee
- Regional Initiative Council
- Regional Land Use Leadership Institute Committee
- Sponsorship Committee
- Sustainability Initiative Council
- Technical Assistance Program (TAPs) Committee
- Transit Oriented Development Council (with Baltimore ULI)
- Trends Conference Committee
- UrbanPlan Committee
- Women's Leadership Initiative (WLI) Steering Committee
- Young Leaders Group (YLG) Steering Committee
 - YLG Community Service Committee
 - YLG Education Committee
 - YLG Mentorship Committee
 - YLG Programs Committee
 - YLG RE101 Committee
 - YLG Special Events Committee

ULI Washington Leadership

Yolanda Cole, Chair

Jamie Weinbaum, Chair of Mission Advancement

Mark Sharer, Treasurer

Bob Youngentob, Governance Committee Chair

ULI Trustees in the Washington Area

Calvin Gladney, Mosaic Urban Partners

Deborah Harmon, Artemis Real Estate Partners

Jodie Mclean, EDENS (also on Americas Executive Committee)

Roger Platt, USGBC

Deborah Ratner Salzberg, Forest City Enterprises, Inc.

Governance Committee

Katie Bucklew, EDENS

Yolanda Cole, Hickok Cole

Brian Cullen, Keane Enterprises

Matt Klein, Akridge

David Mayhood, The Mayhood Company

Richard Perlmutter, Argo Development Company

Bob Pinkard, The Pinkard Group

Barry Rosenthal, Rosenthal Advisory LLC

Mark Sharer, Bank of America

Brant Snyder, Lowe Enterprises

John Slidell, The Bozzuto Group

Bob Youngentob, EYA



Management Committee

Dan Anderton, Dewberry (UrbanPlan)
Robert Atkinson, DCS (Placemaking Council)
Scott Brideau, Little Architecture (Sustainability Council)
Christian Buerger, Pillsbury (Case Studies)
Yolanda Cole, Hickok Cole (Chair)
Martine Combal, JLL (Housing Initiative Council)
Melina Duggal, Duggal Advisors (Trends Conference)
Bob Harris, Lerch Early Brewer (Advisory Board)
Caroline Kenney, UrbanAtlantic (WLI)
Emeka Moneme, Federal City Council (Regional

Initiative Council)
Bob Peck, Gensler (TAP)
Beth Resetco, Southland Industries (Full Member
Executive Conversations)
Chris Ruhlen, Lerch Early & Brewer (NEXT Washington)
Donna Shafer, CityLine Partners (TOD Council)
Christina Sorrento, M-NCPPC (Leadership Institute)
Erin Talkington, RCLCO (YLG)
Charlotte Leighton Troop, Chicago Title (Sponsorship)
Bob Youngentob, EYA (Governance)

Leadership Expectations

Advisory Board Member Expectations

- Board Members must be ULI members in good standing.
- Board Members must attend two of the three scheduled Advisory Board meetings (one excused absence per year).
- Board Members are expected to participate in at least one ULI Washington Committee or make some other contribution of his/her time to advancing the mission of ULI.
- Board members are expected to support ULI Washington by promoting membership, sponsorship, and event attendance through their business networks.
- Each Board member is asked to:
 - pledge to be a sponsor and/or bring in at least one sponsorship per year
 - **or** bring in prospects for Technical Assistant Program (TAPs), which generate revenue for our District Council.

Committee Chair Expectations

- To ensure continuity, each chair serves a two-year term, which may be renewed.
- Committee chairs should hold regular meetings and are responsible for scheduling, minutes and committee assignments.
- Each committee should have a chair and assistant chair or co-chairs. The assistant chair will represent the chair at the Management Committee, should the chair be unable to attend.
- Committee chairs must nurture working committees. These volunteers do much of the work that makes ULI an effective organization, including reaching out to public officials and sponsors, securing technical assistance panels (TAPs), supporting membership retention and growth, and researching program topics and speakers.

MEMBERS ONLY CASE STUDY COMMITTEE

Committee Co-Chairs: Christian Buerger and Michelle Jose
 Meeting Frequency: Annually (and as needed for individual case studies)
 Staff Contact: Bernadine Dullaghan

General Description

ULI Washington Case Studies showcase innovative approaches and best practices in real estate and urban development. Each Case Study provides detailed information about the ideas, plans, performance, and lessons learned for an exemplary and often award-winning development project.

FY18 Goals

- Hold four geographically and market sector diverse case studies.

Committee Members

Laurie Ballenger, The Donohoe Companies	Michelle Jose, The Bozzuto Group
Christian Buerger, Pillsbury	Rick Liu, MNCPPC
Christina Chang, The JBG Companies	Kuni Matsuda, Konterra
Al Dobbins, Al Dobbins Consulting	Reagan Moseley, Blake Real Estate
Timothy Dugan, Shulman, Rogers, Gandal, Pordy & Ecker	Joel Timmons, Markon Solutions
Phil Feola, Goulston & Storrs, P.C.	Brant Snyder, Lowe Enterprises
Sukirti Ghosh, Rhodeside & Harwell	

Committee Co-Chairs



Christian Buerger

Christian Buerger is leader of Pillsbury Winthrop Shaw Pittman LLP's Washington, DC Real Estate practice. He divides his law practice among a range of areas, including commercial leasing, acquisitions and dispositions, financing and real estate investment trusts.

His leasing experience includes representing landlords and tenants, handling transactions involving office and retail space and managing the complexities arising in build-to-suit transactions. His acquisition and disposition experience ranges from portfolio transactions for institutional investors to the purchase of headquarters sites for organizations outside the real estate industry, in each case often involving related financing work. He is a graduate of Princeton University and Harvard Law.



Michelle Jose

As Senior Marketing Manager, Michelle directly leads the overall brand and marketing strategy for a portfolio of more than 30 Class A multi-family communities in the DC area while also spearheading initiatives aimed at optimizing internal operational excellence. She joined Bozzuto in 2015 bringing extensive real estate marketing experience from the retail/shopping center, commercial, and new home/residential industries.

Michelle holds a BSBA in Marketing and Finance from the University of Pittsburgh, where she also minored in Economics and achieved certifications in International Business and Asian Studies. She holds a Graduate Certificate in Sustainable Design as well as achieved her LEED® AP BD+C designation.

EXECUTIVE CONVERSATIONS COMMITTEE (For Full-Members Only)

Committee Chairs: Bob Diamond and Beth Resetco
Meeting Frequency: 2-3 meetings per year plus sessions
Staff Contact: Lisa Rother

General Description

To hold four Executive Conversation sessions for 20-25 full members to provide a specific district council benefit to full members who are often primarily engaged at the national ULI level. Committee members identify facilitators for each conversation and work with the facilitators to outline the conversation framework.

FY18 Goals

- Continue to provide informal, stimulating small group discussions.
- Turn people away because we have too much demand

Committee Members

Marvin Turner, HUD
Peter Henry, Henry Investments
Beth Resetco, Southland Industries
Roger Pratt, Self
Jayne Shister, Cushman Wakefield
Bob Diamond, Reed Smith

Anthony Balestrieri, Metlife
Brian Casey, Walker & Dunlop
Hugh Cole, Washington Property Company
Mike Nicolaus, HKS
Monika Parikh, LOCUS

Committee Co-Chairs



Bob Diamond

Robert Diamond has practiced real property law in Virginia, Maryland and the District of Columbia for over 40 years, with special emphasis on preparing documents for condominiums, planned communities and mixed-use projects for developers, negotiating warranty and construction defect claims, representing community associations and litigating association-related issues in state and federal courts.



Beth Resetco

Beth Resetco has been working in the real estate industry for more than 20 years for architecture, engineering and construction management firms. Ms. Resetco currently is a Director with Southland Industries in the Mid-Atlantic region. Southland is a national firm that specializes in the design, construction, and service of mechanical, plumbing, fire protection, process piping, automation and controls systems, as well as comprehensive energy services needs.

Ms. Resetco is a member of the national Public/Private Partnership Council for the Urban Land Institute (ULI), is the past president of the Northern Virginia Chapter of Commercial Real Estate Women (CREW), and serves on the Mid-Atlantic Regional Council of the Society of College & University Planning (SCUP). She also is a member of the National Association of Industrial and Office Properties (NAIOP), and District of Columbia Building Industry Association (DCBIA).

Before joining Southland, Ms. Resetco worked WDG Architecture, expanding the firm's presence in Design-Build and Higher Education. Ms. Resetco also worked for McKissack & McKissack, which was valuable experience learning about the role of woman and minority firms in the public development process, and for Burgess & Niple, a civil engineering and site planning firm, where she gained a better insight to land planning.

HOUSING INITIATIVE COUNCIL

Committee Chairs: Hilary Chapman and Martine Combal
 Meeting Frequency: Quarterly
 Staff Contact: Jackie Canales

General Description

This Council is based loosely on the idea of national product councils where ULI members gather regularly to exchange best practices on particular subject matters. This Council focuses on the supply and demand of housing and what public and private policy and best practices are in the housing arena. The committee meets regularly to discuss and understand policies, challenges, opportunities and other information about housing in the Washington, DC region and share this information with the membership, as appropriate.

FY18 Goals

- Establish “Visualizing Density” tour as a hallmark event. This program is aimed to educate and create awareness about successful examples of building density in the region’s various jurisdictions.
- Meet four times per year.
- Support the district council leadership with ideas about potential housing research topics.

Committee Members

Sohael Chowfla, EDENS	Peter Henry, Henry Investments
Paula Munger, National Apartment Association	Regina Clark, Grimm and Parker
William C. Harvey, Walker & Dunlop Investment Sales	Leonard Bogorad, RCLCO
Rachelle Levitt, HUD	Maryjane King, Atelier MjK
Bruce Levin, MAC Realty Advisors	Tania O’Conor, HR&A Advisors
Dan Anderton, Dewberry	Melina Duggal, Duggal Real Estate Advisors
Noemi Riveira, Habitat for Humanity of Northern Virginia	Leslie Braunstein, LHB Communications
Hal Bolton, Niles Bolton Associates	Harry Ross, CORE/fieldCRAFTstudio
Hilary Chapman, MWCOG	Ilana Branda, Montgomery Housing Partnership
Anita Morrison, Partners for Economic Solutions	Ryan Nash, WC Smith
Toygun Mar, SK+I Architecture	Martine Combal, DCDMPED
Laura London, Arlington Partnership for Affordable Housing	Scot Foster, BCT Architects
Michael Medick, KTG	Greg White, Atlantic Real Estate Partners

Committee Co-Chairs



Hilary Chapman

Hilary S. Chapman is the Housing Program Manager for the Metropolitan Washington Council of Governments (COG). At COG, Ms. Chapman works with regional leaders to find collaborative solutions to the challenges of homelessness and housing affordability through convening, sharing of best practices, and analysis to support local housing policy and practice. Prior to joining COG, Ms. Chapman spent nearly a decade as an affordable housing developer, working with public housing authorities nationally to redevelop their most distressed housing units into mixed-income communities. She also served the Government of the District of Columbia as a Capital City Fellow. Ms. Chapman has a master’s degree in city planning from MIT and an undergraduate degree in sociology from The College of William & Mary.



Martine Combal

Ms. Combal is Vice President in the Public Institutions group of JLL for the Mid-Atlantic region. She recently joined JLL in January of 2017 to support a broad range of clients, including several federal agencies. Ms. Combal is currently managing and supporting several due diligence and feasibility reports for the General Services Administration, as well as lease valuations and negotiation strategies for Florida International University and the Washington Metropolitan Transit Authority.

Ms. Combal has extensive knowledge and experience with public sector acquisitions through friendly sales, foreclosures, tax foreclosures and eminent domain, as well as strategic public sector real property dispositions including negotiating disposition agreements, covenants, leases, and ground leases. Ms. Combal also has extensive experience with District of Columbia and federal affordable housing programs.

Ms. Combal has over 15 years of real estate and urban development experience. Most recently, Ms. Combal served as Deputy Director of Real Estate in the District of Columbia Office of the Deputy Mayor for Planning and Economic Development (DMPED). Prior to becoming Deputy Director, she was the Walter Reed Local Redevelopment Authority Director managing the redevelopment of the former Walter Reed Army Medical Center, which will realize 3.1 million square feet of new development and 15 acres of open space. Prior to joining DMPED, Ms. Combal was the Manager of the Property Acquisition and Disposition Division at the District of Columbia Department of Housing and Community Development where she directed the District's efforts during the 2008 foreclosure crisis and key efforts to stabilize neighborhoods such as Ivy City, Anacostia, Columbia Heights and Shaw.

MEMBERSHIP ATTRACTION AND RETENTION COMMITTEE

Committee Chair: Carlos Ostria
Meeting Frequency: Bi-Monthly
Staff Support Contact: Bernadine Dullaghan

General Description

Responsible for actively recruiting new members, developing marketing strategies for reaching prospective members, and working on retaining current members. Committee members assist in engaging members in the various ULI initiatives and committees, hold quarterly “meet and greet” events for new members, and conduct periodic member surveys to gauge the satisfaction with ULI membership.

FY18 Goals

- Surpass San Francisco to become the second largest district council.
- Increase membership by at least 6%.
- Continue to diversify the district council’s membership.

Committee Members

Robert Atkinson, Davis, Carter, Scott Ltd	Tanya Stern, DC Office of Planning
Alyson Bode, Kettler	Suzanne Swistak, ECS Atlantic
Eduardo Han, Han Fine Properties	Samon Zomorodi, University of Virginia
Carlos Ostria, A. Morton Thomas & Associates, Inc.	

Committee Chair



Carlos Ostria

Carlos Ostria serves as the Managing Director for AMT, LLC Consulting Engineers and Land Surveyors and has over 30 years of civil engineering experience in public and private sectors. Carlos earned a Master of Science in engineering from The Catholic University of America and a Bachelor of Science in civil engineering from the University of Maryland. He is a licensed professional engineer in nine states including the District of Columbia, Maryland, and Virginia.



NEXT Washington COUNCIL

Council Chairs: Evan Weisman and Christopher Ruhlen
Meeting Frequency: Bi-monthly
Staff Support Contact: Emily Weberman

General Description

ULI Washington's NEXT Washington Initiative Council (NEXT) program serves to engage members who age out of the Young Leaders program (generally 35-45 year olds). NEXT Washington is both an educational and a network building group. The first NEXT Washington Council began in 2014 with an initial membership of approximately 25 members. NEXT Washington Flights hold meetings on a bi-monthly basis, incorporating presentations of topical interest to its members for the purpose of promoting candid discussion from a diversity of perspectives and will also promote ULI opportunities to members.

FY18 Goals

- Launch Flight 4 successfully
- Work on succession plan

Committee Members

Tatiana Bendeck, Consultant	Tre McCroskey, Deloitte	Terence O'Connell, CCM Group
Randy Kenna, NOVUS Residences	Garick Malcolm, DCS Design	Christina Sorrento, M-NCPPC
Matt Bruchey, Hoar Construction	Robert Mandle, Crystal City BID	Bao Vuong, Why Hotel
Joe Magnotta, EYA	Thomas McManus, Torti Gallas	

Committee Co-Chairs



Christopher Ruhlen

Christopher Ruhlen is a land use attorney at Lerch, Early & Brewer in Bethesda, Maryland who focuses on land use, zoning, real estate and related governmental issues. He assists national and local real estate developers, property owners, commercial tenants and small businesses with a full range of planning, zoning and regulatory issues. Chris's experience includes handling complex matters before various Boards and Commissions, and other administrative agencies, and site plan approvals, special exceptions, local map amendments, zoning text amendments and building permits, and takes care of the myriad details involved in obtaining entitlements and other governmental approvals. He is currently involved with a wide variety of projects, ranging from large-scale, mixed-use comprehensive neighborhood redevelopments to small-scale, stand-alone commercial buildings. Chris currently serves as the Vice President of Economic Development & Government Affairs and on the board of the Greater Bethesda-Chevy Chase Chamber of Commerce, and is active in ULI Washington. Chris received his bachelor's degree magna cum laude from American University and his law degree from the University of Virginia School of Law. He has been a U.S. Green Building Council.

Leadership in Energy and Environmental Design Accredited Professional (LEED® AP) since 2009.

A busy father of three young daughters, Chris is also an ardent music fan, record collector and guitarist. He loves to barbecue, and often can be found at the grill, listening to John Coltrane, Tom Waits, Wilco or The Blasters.



Evan Weisman

Evan J. Weisman is Senior Development Manager, Development and Construction for COPT Development & Construction Services, a division of Corporate Office Properties Trust (COPT). Evan oversees the development process for new projects, and works with all internal disciplines to meet and exceed project objectives.

Evan brings over 10 years of experience working in real estate development and finance to COPT. Evan has managed over 3,500,000 SF of both public and private commercial development projects during his career. Evan's experience includes the development, redevelopment, renovation and interior improvement of many property types, including office, retail and mixed-use.

Prior to joining COPT in February 2016, Evan served as Director of Development for First Potomac Realty Trust where he oversaw the planning, design and construction of all major renovation and new development projects throughout the REIT's portfolio. From 2006 to 2011, Evan served as Development Manager for DRI Development, a leading private developer in the DC region.

Evan is a Co-Founder and Co-Chair of ULI's NEXT Washington Initiative Council, a member of ULI Washington's Regionalism Council, a member of ULI's Urban Revitalization Council, a frequent participant in ULI's UrbanPlan, and a member of NAIOP. Evan received a B.A. in Economics from the University of Massachusetts at Amherst, an MBA in Real Estate and Urban Development from The George Washington University, and is a LEED® Accredited Professional.

PLACEMAKING INITIATIVE COUNCIL

Committee Co-Chairs: Tanya Stern, Robert Atkinson

Meeting Frequency: Quarterly (2 hours)

Staff Support Contact: Jacqueline Canales

General Description

The Placemaking Initiative Council provides a forum where public and private sectors can share best practices in urban design, mixed-use development, and planning. The mission of the Placemaking Council is to provide a forum where the public and private sectors come together to share best practices in land use planning, urban design, and mixed use development to create and implement temporary and permanent placemaking projects. The underlying premise is that great places, whether urban or suburban, encourage inclusive social interaction, pride of place, comfortable living and working environments as well as being great stages for all manner of human activities.

FY18 Goals

- Our goal is to leverage the Placemaking Council as an informal forum to share our expertise, lessons learned and best practices on how to use temporary and permanent placemaking to create inclusive gathering spaces for diverse communities and great places in our region. The Council will gather quarterly between October 2017 and April 2018 to hear from a cross-section of speakers and discuss case studies from throughout the region.

Committee Members

Marcel Acosta, National Capital Planning Commission

Sarah Alexander, Tori Gallas + Partners

Dan Anderton, Dewberry

Suzie Battista, Fairfax County Office of Community Revitalization

Angelique Brynner EB5 Capital

Gabriela Canamar, LandDesign

Bob Dunphy, Georgetown University

Dan Emerine, DC Office of Planning

Francesca Franchi, LITTLE

Amanda Glatzel, EDENS

Cherise Goldbach, Regency Centers

Suzette Goldstein, HOK

George C Koch, Center for the Creative Economy

Mette Lassen, Ramboll Environ US Corporation

Thomas Lee, Enterprise Community Partners Org

Robert Mandle, Crystal City Business Improvement District

Ellen McCarthy, Georgetown University

Holly Moskerintz, National Association of Realtors

Robin Mosle,

Margaret K. Rifkin, Montgomery County Department of Planning

Harry Ross, OPX

Scott C Scarfone, ASLA

Kimley-Horn and Associates, Inc.

Chuck Schilke, John Hopkins University

Gary Scola, Newland Real Estate Group

Will Selman, Calvert County Department of Community Resources

Whitney Smith, Carr City Centers

Michael Stevens, Capitol Riverfront Business

Improvement District

Rachel Toker, Urban Ecosystem Restorations, Inc.

Ann Tyler, BCT Architects

Committee Chair



Tanya Washington Stern

Tanya Washington Stern is the Deputy Director for Planning, Engagement and Design at the D.C. Office of Planning (OP). She oversees OP's planning projects and initiatives, including neighborhood and citywide plans, the District's Comprehensive Plan, facilities planning, and revitalization and design initiatives. Ms. Stern was previously OP's Chief of Staff and oversaw human resources, coordinated the agency's legislative activities, engaged in interagency and cross-sector efforts on climate adaptation and resiliency, business regulatory reform and access to healthy food and active living in DC. She also served as Project Manager for the Congressionally-requested Height Master

Plan with the National Capital Planning Commission. As Chief of Staff, Ms. Stern managed the agency's media relations and created OP's social media presence and staff blog, OPinions.

Ms. Stern has served in the Government of the District of Columbia since 2004. Before joining OP she was a Program Analyst in the Office of the City Administrator and in the then-Office of Property Management (now Department of General Services); a Community Planner at the D.C. Department of Parks and Recreation; and a Special Assistant for the Deputy Mayor for Public Safety and Justice. Additionally, Ms. Stern has over ten years of non-profit experience in Washington, DC and Philadelphia. Ms. Stern holds a Master's Degree in City Planning from the University of Pennsylvania and Six Sigma Green Belt certification and is a Certified Public Manager.

REGIONAL FELLOWS PROGRAM

Committee Co-Chairs: Anthony Chang, John Coe, and Evan Goldman

Meeting Frequency: As needed

Staff Support Contact: Deborah Bilek

General Description

The Regional Fellows program is intended to create an open atmosphere of learning, trust, and honest exchanges as teams of five senior staff members from each jurisdiction receive guidance on a specific land use challenge and get the opportunity to offer feedback and advice to peers and build relationships that continue long after the fellowship period concludes later this year. In its pilot year, three jurisdictions (Montgomery County, MD; Fairfax County, VA; and Alexandria, VA) participated in the program and completed three Technical Assistance Panels.

FY18 Goals

- Complete the first year of the program and recruit three new jurisdictions for the second round
- Identify a stable funding base for the program
- Continue to provide follow-up consultation, as needed, with the participating jurisdictions

2017 Regional Fellows

Jewru Bandeh, Regional Director, Montgomery County Eastern Region
Sharon Bulova, Chair, Board of Supervisors, Fairfax County
Babara Byron, Director, Office of Community Revitalization, Fairfax County
Amy Donin, Planning Specialist, Office of Planning and Development, Montgomery County
Peter Fosselman, Implementation Coordinator, White Oak Science Gateway, Montgomery County
Mark Jinks, City Manager, Alexandria
Kirk Kincannon, Acting County Executive and Director, Park Authority, Fairfax County
Yon Lambert, Director, Department of Transportation, Alexandria

Stephanie Landrum, Pres. & CEO, Alexandria Economic Development Partnership
Isiah Leggett, Montgomery County Executive
Mark Moritz, Planning Director, Alexandria
Lauren Murphy, Revitalization Program Manager, Fairfax County
Hillary Orr, Special Assistant to the City Manager, Alexandria
Greg Ossont, Department Director, Department of General Studies, Montgomery County
Fred Selden, Director, Department of Planning and Zoning, Fairfax County

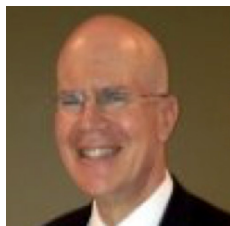
Committee Co-Chairs



Anthony Chang

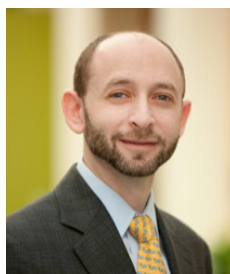
Anthony Chang joined Washington REIT in September 2014 as a Senior Director of Asset Management to reposition its Virginia Office portfolio. Prior to Washington REIT, Anthony was a trusted advisor to corporate clients as a leasing broker with Cassidy Turley where he serviced more than 2.5 Million SF in agency listings and closed transactions in excess of \$75 Million.

Before relocating to DC, Anthony was an Asset Manager for Broadway Partners in NYC overseeing a portfolio in New York, Washington, and Boston where he consummated over \$100M in leases and \$900M in dispositions. Prior to joining Broadway, Anthony was a General Manager with Hines and started his career with Tishman Speyer at Rockefeller Center with roles in construction, facilities, and property management. Anthony holds degrees in Government and Economics from Cornell, a Masters in Real Estate from New York University, and he is a member of ULI.



John C. Coe

John C. Coe has 36 years of commercial real estate investment and financing experience with over \$3.5 billion in transaction history in debt, equity, acquisitions and sales of the entire spectrum of commercial and residential real estate. Mr. Coe has been active with mortgage banking, lending, development and acquisitions throughout his career with stints at CGA Capital, Concord Eastridge, Ackman Ziff, Northmarq Capital, Legg Mason Real Estate, B. F. Saul Co., Coldwell Banker, Homart Development and Prudential. Mr. Coe is a licensed real estate broker in DC, Maryland and Virginia and is a Member of the Regionalism Council and Advisory Board of ULI Washington. Mr. Coe received a B.A. from the University of Michigan.



Evan Goldman

Mr. Goldman joined EYA in 2015. Formerly he was a Vice President at Federal Realty Investment Trust. He is responsible for managing the redevelopment of Pike & Rose a 24 acre mixed use development in North Bethesda, Maryland. He joined FRIT in July 2008 after ten years of experience in development, finance, and architecture.

Prior to joining FRIT, he was a Partner at the Holladay Corporation, an urban infill mixed use development company in Washington, DC, where he worked since 2004. He has also worked as an Associate for Tishman Speyer Properties and as Vice President of Design for LeRoy Adventures, where he was responsible for the interior renovation of the Russian Tea Room restaurant in New York City. Evan holds an MBA in Real Estate and Finance from the Wharton Business School and a B.S. in Design and Environmental Analysis from Cornell University. He currently serves on the Advisory Board of the Urban Land Institute Washington. He is also a Board Member of Friends of White Flint and serves on the White Flint Sector Plan Implementation Steering Committee and Montgomery County Chamber of Commerce Land Use Committee in Montgomery County, Maryland. Evan recently received the 2012 Livable Communities Leadership Award from the Washington, DC based Coalition for Smarter Growth. Evan lives in Washington, DC with his wife and three young children.

REGIONAL LAND USE LEADERSHIP INSTITUTE COMMITTEE

Committee Co-Chairs: Miti Figueredo, Christina Sorrento, Benjamin Cohen
 Committee Size: 20-25 members (Leadership Institute Alumni)
 Meeting Frequency: As needed to plan overall program and specific program days
 Staff Support Contact: Jackie Canales

General Description

The mission of the Regional Land Use Leadership Institute is to create a powerful local resource to raise awareness and strengthen collaboration among real estate industry leaders from all sectors to tackle the region's complex land use issues. The committee reviews applications to the class, selects the locations and venues for each Leadership Institute session, plans the program days by selecting topics, inviting speakers, creating interactive activities, and selecting resources (books, articles, TED talks, etc.) to supplement the program days. The Committee also interacts with the 118 Leadership Institute graduates.

FY18 Goals

- Commit to a sustained focus on enhanced leadership skills for all participants;
- Ensure wide focus of land use topics, issues, and locations to increase participant understanding of region-specific issues;
- Increase collaboration among participants from all sectors to tackle complex regional land use issues.

Committee Members

Miti Figueredo, Chevy Chase Land Trust
 Manuel Ochoa, Enterprise Partners
 Christina Sorrento, M-NCCPC
 Cindy Gibson, Montgomery County Council
 Brian Sykes, Perkins + Will
 Tammy Shoham, JLL
 Michael Antonelli, Capital One
 Diane Caslow, Medstar Health
 Benjamin Cohen, Davis Construction
 Laura London, APAH

Chris Ruhlen, Lerch, Early, & Brewer
 Bob Mills, The Wharf
 Eduardo Han, Han Fine Properties
 Dan Emerine, DC Office of Planning
 Connie Fan, LSG Architecture
 Nkosi Yearwood, M-NCCPC
 Howard Vogel, The Walker Group
 William Herbig,
 Noemi Riviera, Habitat for Humanity
 Kevin Stonesifer, Baker Tilly

Committee Co-Chairs



Miti Figueredo

Miti is currently the Senior Advisor to the Chair of the Montgomery County Planning Board. Prior to that she was Vice President of Planning and Entitlement at the Chevy Chase Land Company.

Prior to joining the Chevy Chase Land Company, Ms. Figueredo served as the East County Regional Services Director under County Executive Isiah Leggett. She also worked at the Montgomery County Council for several years, first as Senior Legislative Aide to Councilmember Roger Berliner on land use and transportation policy, and then as Chief of Staff to Councilmember Nancy Navarro.

Ms. Figueredo is a member of the Board of Directors of Purple Line Now and the Maryland Building Industry Association. She also serves on the ULI Baltimore and Washington TOD Product Council, and is co-chair of the Real Estate Committee of the Greater Bethesda-Chevy Chase Chamber of Commerce. She graduated from Leadership Montgomery in 2013 and from the ULI Washington Regional Land Use Leadership Institute in 2014.

A graduate of Northwestern University School of Law, Ms. Figueredo resides in Silver Spring, Maryland with her husband and their two children.



Christina Sorrento

Christina Sorrento is an Associate General Counsel for The Maryland-National Capital Park and Planning Commission in the Montgomery County Land Use Team. Christina works closely with members of the Montgomery County Planning Board and Commission staff to provide lawful and creative solutions that shape the development of the County. She is the Land Use Team's expert in forest conservation and also works heavily on regulatory cases and the multitude of land use and administrative law issues that arise from them. Christina has appeared before the Maryland Court of Special Appeals, Montgomery County Circuit Court, the Office of Administrative Hearings, the Montgomery County Planning Board, and the Montgomery County Council.

Prior to her work with the Commission, Christina was a Site Development Consultant Manager for Wal-Mart responsible for the entitlement and construction process for stores in over 30 counties and municipalities on the east coast. The skills she has gained in both the public and private sector provide Christina with a unique perspective of the land use field.

Christina is heavily involved in ULI and is a member of the Steering Committee for ULI NEXT Washington and a co-chair of the Regional Land Use Leadership Institute. She holds a bachelor's degree from SUNY at Geneseo and a juris doctor from the University of Buffalo School of Law. She is admitted to practice law in Maryland, New York, and the District of Columbia.



Benjamin Cohen

Ben is a Vice President with Davis Construction. Ben leads by example. His quality leadership skills and honed expertise in sustainable construction are distinct in the industry. He is actively engaged from the earliest stages of planning through the entire project lifecycle — guaranteeing a creative, effective and efficient approach. What clients love about Ben is his persistence in resolving challenges. He thrives on collaborating with the client team, bringing exceptional diligence and ingenuity to everything he does. Ben is a 2016 graduate of the Regional Land Use Leadership Institute. He holds a BA in Geography and a Certificate in Environmental Studies from University of Wisconsin, and an MBA in Finance from Johns Hopkins University.

REGIONAL INITIATIVE COUNCIL

Committee Chair: Emeka Moneme and Shyam Kannan
Meeting Frequency: Quarterly
Staff Support Contact: Deborah Bilek

General Description

The Council convenes regularly to share successful regional initiatives in DC and beyond. The Council advocates broadly for the importance of implementing regional approaches to policy problems and supports regional strategies aimed at increasing transportation funding for Metrorail as well as local highway and transit system priorities. In addition, the Council fosters collaboration with other public, private, and non-profit sector regionally minded organizations.

FY18 Goals

- Develop topics for a program for the general membership, for a Trends conference panel and for the ULI Washington Advisory Board
- Develop a public sector outreach strategy
- Highlight regional issues on the ULI Washington website

Committee Members

William Harvey, Walker & Dunlop Investment Sales
Thomas Gilmore, Madison Marquette Realty Services
Rick Liu, Montgomery County Planning Department
Kathleen Reilly, M-NCPPC
Peter McLaughlin, Promark Development
Anthony Chang, Washington REIT
Allison Davis, WMATA
Shyam Kannan, WMATA
John Cavanaugh, Consortium of Universities of the Washington Metropolitan Area
David Freishtat, Shulman, Rogers
Dean Bellas, Urban Analytics, Inc.

Robert Atkinson, DCS Design
Justin Chapman, Skanska
Mark Jinks, City of Alexandria
Peter Shapiro, Revenue Authority of Prince George's County
David Winstead, Ballard Spahr
Marsha Kaiser, Parsons Brinckerhoff
Carlos Ostria, AMT
Evan Weisman, COPT Development and Construction
Emeka Moneme, Federal City Council
Thomas Rosenfeld, HillStaffer LLC
John Farnum, Linowes and Blocher LLC

Committee Chair



Emeka Moneme

Emeka Moneme is Deputy Executive Director of the Federal City Council (FCC). Established in 1954, the FCC is a non-profit, non-partisan organization dedicated to the improvement of the District of Columbia. Comprised of the area's top business, professional, education and civic leaders, the FCC works with the District and federal governments to develop and implement solutions to important community problems. FCC has a rich history of achievement, having played a critical role in the creation of DC's Metro system, the renovation of Union Station, and the redevelopment of Pennsylvania Avenue.

Mr. Moneme has many years of experience working on the DC region's transportation and economic development issues, having served as Chief Administrative Officer for the Washington Metropolitan Area Transit Authority (WMATA), Director of the DC Department of Transportation (DDOT), as well as serving on the Boards of the regional Transportation Planning Board and WMATA. In addition to these public appointments, he has worked as a strategist and consultant to both public and private sector consulting clients on a wide range of management issues and major projects.

At FCC, the primary focus of Emeka's work is the creation of an enterprising non-profit that will develop and implement infrastructure public-private partnerships. He also serves as the manager of projects related to transportation, such as the supporting the redevelopment of Union Station, continued investment in WMATA, and working with the District to relieve downtown DC traffic congestion. He also offers his time to DC-based start-up companies that are focused developing solutions to urban transportation challenges and opportunities.



Shyam Kannan

Mr. Kannan brings extensive planning and transit-oriented development experience in the public and private sectors to WMATA (Metro). At Metro he directs the Authority's strategic planning efforts, called Momentum, as well as supervises long-range planning, sustainability, and smart growth. He has a particular interest in the economic benefits of transit as well as coordinating closely with the business community in the region.

Active in the region's planning community; Mr. Kannan is a committee member of the Urban Land Institute, the Region Forward Coalition of the Metropolitan Washington Council of Governments, and is an adjunct Faculty Member of Georgetown University.

Mr. Kannan has a Master's Degree in Public Policy and Urban Planning from Harvard University, and is also a graduate of the University of Virginia.

SUSTAINABILITY INITIATIVE COUNCIL

Committee Chairs: Brad Dockser and Scott Brideau
Meeting Frequency: Quarterly
Staff Support Contact: Becca Hertz

General Description

The Sustainability Initiative Council focuses on bringing together land use industry leaders to discuss the broader definition of sustainability, be forward-thinking (not technical in nature), and build the business case for sustainability. This local product council is modeled on national product councils. The purpose of the council is to offer those interested in the area of sustainability an opportunity to further ULI's mission and to create peer networks to contribute to understand of sustainability issues. The work of the Council is done through the exchange of information and sharing of best practices among members. Council members are expected to attend regularly and participate in the information exchange.

FY18 Goals

- Create an operational framework for the Council
- Hold four Council Meetings
- Examine ways to have sustainability issues included in district council programming for the coming year

Committee Members

Synfoni Bailey-Green, Northeast Collaborative Architects, LLC
Justin Baker, Lilker EMO
Sam Black, Development Magazine
Scott Brideau, Little
Ximon Chu, Deloitte
Brad Dockser, Green Generation Solutions Group
Aimee Fogarty, Skanska
Maryjane King, Atelier MjK
Jim Landau, MetLife Real Estate Investors
Thomas Lee, Enterprise Community Partners

Rick Liu, Montgomery County Planning Department
Holly Charlesworth, National Apartment Association
Sakura Namioka, Self
Kim Pexton, Paladino and Company
Tania Shand, Beyond Category, LLC
Merrill St. Leger, SmithGroupJJR
Mary Thomas, Hines
Jay Wilson, DC Department of Energy & Environment
Gabriela Canamar-Clark, LandDesign
Sarah Watling, Perkins Eastman-DC

Committee Chairs



Brad Dockser

Bradford H. Dockser is the Chief Executive Officer and Co-Founder of Green Generation Solutions, LLC, which optimizes client profitability by implementing customized, enterprise-wide energy solutions. Green Generation makes every energy decision a smarter financial decision for its clients throughout the United States.

During his more than two decades of real estate investing, Brad was a Principal with national real estate investment firm, MacFarlane Partners, overseeing activities of their mid-Atlantic business; Partner and Chief Operating Officer for Western Development Corporation, a leading retail and mixed-use property development firm in the DC area; and Managing Director for Starwood Capital Group's international operations, overseeing direct investments, operating joint ventures and financing activities in France, Germany and other European nations. He earlier was responsible for the firm's Asian operations, which included making property investments in Japan and Hong Kong, as well as leading the recapitalization of Sansiri Property Corporation, a publicly listed property company in Thailand, for which he also served on both the executive committee and board of directors. Brad began his real estate career with JMB Realty, then the largest real estate firm in the United States, and later with CRI, Inc., which was the nation's largest owner of multifamily residential

properties at the time. While at CRI, he oversaw the creation and financing of Capital Apartment Properties REIT, a privately held real estate investment trust based in Washington, DC, that focused on market-rate apartments in the eastern U.S.

Brad received an A.B. cum laude in Economics, as well as a Master of Business Administration, both from Harvard University. He is an Adjunct Professor at Johns Hopkins University Carey School of Business teaching an Introduction to Sustainability and Energy Efficiency in the Built Environment. He serves as a member of the Urban Land Institute (ULI), US Green Building Council, the Harvard University Asia Center Advisory Committee, and the International Society of Sustainability Professionals (ISSP). He is the Chairman of the ULI Washington Sustainability Committee. Brad is a mentor for the SURGE accelerator program, a Houston, Texas based energy efficiency software seed accelerator venture. He is a former Director of the Harvard Club of DC and Ronald McDonald House Charities of Greater Washington. He also was founding Director of the Greater Washington Exploratory Committee, DC's bid committee for the 2012 Summer Olympics.



Scott Brideau

A seasoned Studio Principal in Little's Workplace Practice, Scott applies his 28 years of experience in the delivery of workplace design solutions to a diverse range of clients and projects. He fuses his understanding of a company's DNA with his knowledge of best practices and emerging trends in workplace design to create breakthrough solutions that enhance organizational work patterns and enable the peak performance of individuals and teams.

Scott's commitment to sustainable solutions extends well beyond LEED. He is current chair of the Community Outreach Committee for CoreNet Global's Mid Atlantic Chapter and a member of the Sustainability Knowledge Community. Scott served on Arlington (VA) County's Task Force and Advisory Board for the County's Community Energy and Sustainability Plan for three years, and for the past two years on the Urban Land Institute's Sustainability Programs Committee. He is currently serving on the County's Community Energy Plan Implementation Review Committee

Scott earned his Bachelor of Science in Architecture from The Catholic University of America and completed coursework toward his Masters of Architecture at Virginia Polytechnic Institute.



TRANSIT ORIENTED DEVELOPMENT COUNCIL (WITH ULI BALTIMORE)

Committee Chair: Donna Shafer (from ULI Washington)
Meeting Frequency: Two full-day Council sessions (spring and fall)
Staff Support Contact: Lisa Rother

General Description

The local product council is modeled on national ULI product councils. The purpose of the council is to offer industry leaders vital opportunities to further ULI's mission and to create peer networks to contribute to finding solutions to regional problem. The work of the Council is done through the exchange of information and the sharing of best practices among members. Council members are expected to attend regularly and participate in the information exchange.

FY18 Goals

- Recruit and maintain a full Council membership roster
- Plan two full-day TOD Council Sessions
- Set policies and pricing for the Council

Committee Members

Nina Albert, WMATA	Steve Marker, COPT
Del Adams, Retired	Dee Metz, Montgomery County
Andy Scott, WMATA	Emeka Moneme, Federal City Council
Cecily Bedwell, Design Collective	McDuffie Nichols, AECOM Technical Services, Inc.
Dean Bellas, PH.D., Urban Analytics	Brian O'Looney, Torti Gallas
Nathan Betnun, Stifel, Nicolaus	Brian O'Malley, Central Maryland Transportation Alliance
Nat Bottigheimer, Fehr & Peers DC	James Palmer, EDSA
Barbara Byron, Fairfax County	Patricia Palumbo, Metropolitan Mgmt Co.
Tony Greenberg, JBG	Klaus Philipsen, ArchPlan, Inc.
Mark Edelson, Goldman & Goldman, PA	Jim Prost, Vantage Point
Richard Fenati, Edens	Tim Pula, Beatty Development
Greg Fitchitt, The Howard Hughes Corporation	Andrew Roud, St. John Properties
Patricia A Harris, Lerch Early & Brewer Chartered	Donna Shafer, Cityline Partners, LLC
Mark Herbkerman, Massa Multimedia Architecture, PC	Peter Shapiro, P.G. Co. Revenue Authority
Carlos Heard, B.F. Saul Company	Tammy Shoham, Jones Lang LaSalle
Miguel Iraola, Hord Coplan Macht	Michael Spotts, Enterprise Community Partners
Donny James, Revenue Authority of Prince George's County	John Stalfort, Miles & Stockbridge
Brook Katzen, UIP Companies	Erin Talkington, RCLCO
David Kitchens, Cooper Carry	Graham Tyrrell, Kettler, Inc.
Valdis Lazdins, Department of Planning & Zoning	Stan Wall, HR&A Advisors, Inc.
Howard Count Government	Michele Whelley, Whelley Consulting
Jon Laria, Ballard Spahr	Peggy White, KCI Technologies
Eric Liebmann, WDG Architecture	Michael Workosky, Wells & Associates

Committee Chair



Donna Shafer

Donna, a founding member of Cityline Partners, is responsible for Cityline's strategic planning, and for oversight of the company's day to day execution of its business plan. Prior to Cityline, Donna was affiliated with West*Group for several years, first as the CEO of Park*Crest, and then as Executive Vice President for West*Group. Prior to her tenure at West*Group, she was General Counsel and Vice President of Real Estate for Opus East, and a partner with the law firm of Hazel & Thomas, now known as Reed Smith.

Donna serves on the Board and Executive Committee for George Mason University Foundation, and chairs the Foundation's Real Estate Committee. She is also on the Board of New Hope Housing and a member of the Urban Land Institute Executive Committee, and the Urban Land Institute Trends Committee. Donna earned her Bachelor of Arts from the University of Virginia, and her Juris Doctor from the University of Virginia School of Law.

TRENDS CONFERENCE COMMITTEE

Committee Chairs: Melina Duggal and Paul Deschamps

Meeting Frequency: Monthly from September to March

Committee Staff Contact: Bernadine Dullaghan

General Description

The Trends Committee is responsible for defining the program and raising sponsorship dollars for the largest ULI event of the year, the Real Estate Trends Conference. The conference highlights practical, relevant information. Now in its 21st year, the conference attracts over 600 attendees and sponsorship of the event provides support of the district council budget.

FY18 Goals

- Extend the development community's vision for the built environment for the next 5-20 years
- Present emerging market needs and changing demographics
- Challenge established business practices and common assumptions with current data and expert analysis
- Discuss the implications for finance, design and public facilities of long range community goals and realities

Committee Members

Stephen Alfandre, Urban Alfandre

Agnes Artemel, Artemel & Associates, Inc.

Brian Berry, Oak Point Investors

Paul Deschamps, Bank of America Merrill Lynch

Melina Duggal, Duggal Real Estate Advisors

Elsa Escobar, The Bozzuto Group

Alexander Facciobene, JM Zell Partners, Ltd.

Lucy Fraser, Consultant

Thomas Gilmore, Madison Marquette

Matt Ginivan, JBGS

Bill Hard, LCOR, Inc.

Alieen Horn, KGD Architecture

Alexander Jackins, Greenberg Traurig

Rob Klein, Retired MOCO DOT

Charlotte Leighton Troup, Chicago Title Insurance Company

Derek McDaniels, Greater Washington Urban League

Barbara McDuffie, Baker Tilly

Michael Medick, KTGy

Sara Overman, View Glass

Sasha Page, IMG Rebel

Kathleen Reilly, MNCPPC

Beth Resetco, Southland Industries

Roni Rudell, Onit360, LLC

Chuck Schilke, JHU

Jayne Shister, Cushman & Wakefield

Stacy Silber, Lerch, Early & Brewer, Chtd.

Natasha Stancill, Urban Pace

Michael Stevens, Capitol Riverfront Business Improvement District

Sadhvi Subramanian, Capital One

Catherine Timko, The Riddle Company

Committee Co-Chairs



Melina Duggal

Melina has over 20 year of experience in the real estate industry. She is the President of Duggal Real Estate Advisors, LLC. Prior to that, she worked for RCLCO and Wade-Trim. She provides clients with feasibility studies, competitive market analysis, economic development strategies, financial analysis, corridor studies, redevelopment strategies, and consumer research studies related to real estate and urban development issues throughout the United States. She consults on a wide-range of land uses including for-sale and for-rent residential housing, mixed-use, retail, office, hospitality, and industrial. She is an active member of the Urban Land Institute (ULI) and the American Institute of Certified Planners (AICP). She has spoken for organizations such as the ULI, Commercial Real Estate for Women, National Association of Home Builders, and the American Planning Association. Melina has written multiple articles published in Urban Land and is a contributing author to the [ULI Resort Development Handbook](#). She has participated in multiple ULI Advisory Services Panels. She serves on the Fairfax County Public School Facilities Planning Advisory Committee. She received her Mast of Urban Planning and Bachelor of Arts from the University of Michigan.



Paul Deschamps

Paul is a Senior Vice President and Senior Relationship Manager in the Commercial Real Estate Banking Group at Bank of America Merrill Lynch. A 28 year veteran of the banking and real estate industry, Paul has held leadership, relationship management and loan syndication positions with Bank of America Merrill Lynch, Wells Fargo and LaSalle Bank in multiple markets across the Mid-Atlantic, Southeast, Central and Southwest United States. In his current position, Paul is responsible for understanding the business plan of his clients and delivering the broad resources of the Bank of America Merrill Lynch to help those clients achieve their business objectives. This includes but is not limited to delivering financing solutions to construct new projects, reposition existing assets and acquire new assets. Other solutions also include treasury services, debt and equity capital raising and corporate benefits. Over the course of his career, Paul has been involved in the closing of approximately \$7 billion in debt financing.

Paul is a member of ULI Washington and has been a co-chair of the Capital Markets panel for the ULI Washington Trends Conference. Paul is a past board member of the University of Florida Center for Real Estate Studies, Tampa Bay NAIOP Chapter and the Downtown Tampa Partnership.

A graduate of the University of Miami, Paul earned a Bachelor's degree in International Finance and Marketing. Paul holds FINRA series 7 and 63 securities licenses.

URBANPLAN COMMITTEE

Committee Chair: Dan Anderton
Meeting Frequency: Bi-Monthly
Committee Staff Contact: Jackie Canales

General Description

The UrbanPlan committee is responsible for providing oversight and strategic direction for ULI Washington's UrbanPlan program. The committee helps recruit new volunteers, supports staff on issues related to individual school schedules and curricula, and recruits new teachers and schools when needed.

FY18 Goals

- Make UrbanPlan a well known and recognized entity within ULI Washington
- Create a sense that being an urban plan volunteer has prestige, camaraderie, and is beneficial to careers and networking
- Develop ways to use the UrbanPlan volunteers as part of a larger outreach program in the schools

Committee Members

Dan Anderton, Dewberry
Susan Bell, Bell Consulting
Jon Carr, Grosvenor
Melina Duggal, Duggal Advisors

Brian Grindall, Tenenbaum & Saas, PC
Thomas Rosenfield, HillStaffer, LLC
Wendy Taylor, Arlington County teacher
Jonathan Wagner, CapitalSource

Committee Chair



Dan Anderton

Dan Anderton has served in the region for more than 30 years and has been directly involved in the creation of communities with services in all aspects of Land Use Planning and Physical Planning including: comprehensive and master planning, urban and mixed-use planning, site planning, redevelopment planning, affordable housing, re-zoning, subdivision planning, Small Town Revitalization & Landscape Architecture. He has proven project management experience in the applicability of planning, zoning, subdivision and Landscape Architecture. He also has extensive experience with local and state government development review processes and effective working relationships with local and state agencies, boards, commissions and public officials in multiple jurisdictions.

Projects of note include South Riding Virginia, Brambleton Virginia, Lansdowne Virginia, Falls Grove Maryland, Symphony Park Bethesda Maryland and Harborview Baltimore Maryland. Dan is currently employed by Dewberry and is responsible for Community Planning & Urban Design project design within the company. Dan graduated with a Bachelors of Landscape Architecture and Environmental Planning from Utah State University in 1983 and with a Masters of Landscape Architecture from the University of Illinois in 1985.

TAP COMMITTEE

Committee Chair: Bob Peck
 Assistant Chair: Richard Perlmutter
 Meeting Frequency: Quarterly
 Committee Staff Contact: Deborah Bilek

General Description

TAPs are a way to engage members in a land use challenge in a community outreach program that can have true impact. The TAP committee is responsible for providing oversight and strategic direction for ULI Washington's TAP program. The committee helps market the program and identifies new opportunities for TAPs. The TAP committee also helps evaluate TAP applications from potential sponsors, and works with the Metropolitan Washington Council of Governments to market the COG/ULI program submissions.

FY18 Goals

The ULI Washington TAP committee will continue to promote and support the ULI Washington TAP program in the following ways throughout FY2017:

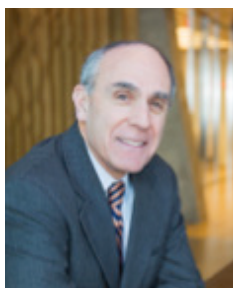
- Conduct the existing 5-7 panels that were sourced in FY2016, and strategically partner with other organizations – including ULI, COG, and other specialists – in order to supplement ULI's staff capacity to deliver this high volume of TAPs.
- Court future projects that have a focus on the region's housing affordability issues.
- Recruit experienced real estate practitioners that will take an active role in the committee and its panels and recruit ULI Young Leaders and members of NEXT to the committee and to panels.
- Continue to work with COG on jointly funded panels in addition to funding directly from sponsors.

Committee Members

Elizabeth Baker, Walsh, Colucci, Lubeley & Walsh, P.C.
 Jason Bonnet, Forest City Enterprises
 Nat Bottigheimer, Fehr & Peers
 Andrew Brown, Stanford Properties
 Laurence Caudle, Hickok Cole
 Yolanda Cole, Hickok Cole
 Martine Combal, DC DMPED
 Peter Crowley, LandDesign
 Bob Diamond, Reed Smith
 Robert Eisenberg, Clark Enterprises
 Sukirti Ghosh, Rhodeside & Harwell
 Marta Goldsmith, GSA
 Patricia Harris, Lerch, Early & Brewer

Steven Hubert, Buchanan Partners LLC
 David Kitchens, Cooper Carry
 Julia Koster, NCPC
 Molly McKay, Willdan
 Paul Moyer, VHB
 Donald Nimey, Reznick Group
 Robert Peck, Gensler
 Richard Perlmutter, Foulger Pratt
 Jeff Saxe, Kimley-Horn and Associates
 Ari Schnitzer, Univ. of Maryland College Park
 David Shirey, Perkins Eastman
 Douglas Wrenn, Rodgers Consulting Inc.

Committee Chair and Assistant Chair



Bob Peck

Bob brings tremendous professional experience and industry expertise to his dual roles as a Leader of Gensler's Firmwide Government Practice and the Southeast Region Director of Consulting. Mr. Peck served for eight years as Commissioner of the U.S. General Services Administration's Public Buildings Service, responsible for design, construction, leasing and management for more than 375 million square feet of space housing more than 1.1 million employees with an annual budget of more than \$9 billion.

Mr. Peck has been a land use attorney, commercial real estate mortgage banker and broker and has also served as President of the Greater Washington Board of Trade and Vice President for Public Affairs at the American Institute of Architects. He received his B.A. cum laude with distinction in economics from the University of Pennsylvania and his J.D. from Yale Law School. A Gensler Principal, Mr. Peck has been a visiting Loeb Fellow at Harvard University's Graduate School of Design and a visiting lecturer at Yale College. An Honorary Member of both the AIA and American Society of Landscape Architects, in 2012 he received the AIA Thomas Jefferson Award for Public Architecture.



Richard Perlmutter

Prior to founding Argo, Richard Perlmutter was a senior vice president of South Charles Realty and South Charles Investment, both subsidiaries of Bank of America. He was responsible for over 500 transactions totaling over \$1.5 billion of real estate. Among his major projects, he was responsible for several master-planned communities and extensive office projects throughout the mid-Atlantic and Southeastern United States. His expertise ranges from financial engineering to multi-phase project management.

Mr. Perlmutter has a B.A. in Environmental Design from the State University of New York at Buffalo, graduate study at the University of California, Los Angeles and J.D. from the School of Law, University of Oregon.

Mr. Perlmutter has experience working as a lawyer for the United States Senate and real estate developer for several small and large real estate companies. He is active in community and professional affairs. He is a trustee of the Urban Land Institute, governor of the Urban Land Institute Foundation, chair of mission advancement of the Urban Land Institute-Washington District Council, board member of the Robert H. Smith School of Business of the University of Maryland, board member of USA Canoe/Kayak, and board member of Carl M. Freeman Associates. He also is a member of the District of Columbia Bar.

WOMEN'S LEADERSHIP INITIATIVE (WLI) STEERING COMMITTEE

Committee Chair: Caroline Kenney
 Vice-Chair: Tammy Shoham
 Meeting Frequency: Bi-Monthly plus Sub-Committee Meetings
 Committee Staff: Becca Hertz

General Description

Provides opportunities to support the primary objectives of WLI which are to increase the number of women who serve in leadership positions in the real estate industry and in ULI and increase the visibility of women leaders in the real estate industry and in ULI. Plans and executes monthly programs including Signature Events, Dine Arounds, Leadership Training and Networking events for ULI members and prospects. Also supports Suited for Change, a chosen charity, through clothing drives and contributions of time and money.

FY18 Goals

- Continue and expand our current slate of programming covering three main areas:
 - Signature Events, Leadership Education, Meaningful Networking
- Create and execute a plan to enhance philanthropic partnership with Suited for Change
- Create and execute comprehensive communications plan
- Create plan and begin construction of a speakers' bureau (in conjunction with global WLI, if possible)

Committee Members

Kathy Alliger, Donohoe
 Caroline Blakely, Rebuilding Together
 Alyson Bode, Kettler
 Katie Bucklew, EDENS
 Andrea Gardine, Douglas Development
 Vikki Kayne, The JBG Companies
 Caroline Kenney, Urban Atlantic
 Laura Manville, AHC
 Sheila Miller, Consultant

Chelsea Rao, Norton Scott
 Nikita Rao, FCPDC
 Julie Smith, The Bozzuto Group
 Dawn Volz, Dewberry
 Kelly Nagel, Aimco
 Liz Wainger, Wainger Group
 Wendy White, Goulston + Storrs
 Kate Wiacek, Hines

Committee Chair and Vice Chair



Caroline Kenney

Caroline Kenney is a Partner with Urban Atlantic, a Washington, DC based real estate development firm specializing in large-scale, mixed-used urban redevelopments, often through public-private partnerships. She has been with the company since 2006. In 2012, she completed the firm's Rhode Island Row project, a mixed-income, residential and retail transit-oriented community in Washington, DC, overseeing the project from predevelopment through design, finance, construction, leasing and operations. In this role, she worked extensively with numerous public partners from both the Washington Metropolitan Area Transit Authority and the District of Columbia. Currently, she heads public-private developments for Urban Atlantic, including the 67-acre Walter Reed redevelopment, a partnership with the District of Columbia, and the Arthur Capper/Carrollsborg redevelopment, a partnership with the District of Columbia Housing Authority. She is also actively involved in the company's EB-5 investment program.

Previously, Caroline was a Development Manager of affordable housing projects for East Lake Management and Development Corp. (Chicago, IL) and New Communities Program Consultant with Local Initiatives Support Corporation (LISC) Chicago. Caroline holds a Masters in Urban Planning

and Policy from the University of Illinois at Chicago and a Bachelor of Arts in Political Philosophy from Wheaton College, Wheaton, IL. She is a LEED Accredited Professional, sits on grants review panels for the District of Columbia Commission on the Arts and Humanities, serves as Vice Chair of Steering Committee for the Urban Land Institute's Women's Leadership Initiative and serves in several volunteer capacities with at-risk youth.



Tammy Shoham

Tammy Shoham is a Vice President with the Research group of JLL based in Washington, DC and leads Research Advisory Services nationally. With almost a decade of experience consulting for public agencies as well as private developers, Tammy brings to JLL a nuanced understanding of market feasibility and development economics.

Prior to joining the JLL, Tammy served as the Vice President of Planning and Economic Development with the Capitol Riverfront Business Improvement District (BID). Prior to the BID, she spent a decade as a real estate advisor, starting as a Senior Associate with ERA|AECOM in New York City and growing to Vice President with RCLCO. She has served as project manager for development advisory projects across the country and brings a nuanced understanding of how location, market conditions, development strategy, and placemaking combine to create dynamic new, mixed-use districts. She enjoys partnering with developers, investors, and public sector agencies to analyze sites; quantify market demand and financial feasibility; and determine phasing and development strategies that enable a project to best serve a market.

Tammy received her Master in City Planning from Massachusetts Institute of Technology and a Bachelor of Business Administration, with honors, from The University of Texas at Austin. She is an active member of the Urban Land Institute, serves on ULI's Washington-Baltimore Regional TOD Product Council, and is a steering committee member of ULI's Women's Leadership Initiative.

YOUNG LEADER GROUP (YLG) STEERING COMMITTEE

Committee Chair: Erin Talkington
 Assistant Chair: Marvin Poole
 Meeting Frequency: Monthly
 Committee Staff: Emily Weberman

General Description

The mission of the YLG is to create a unique setting for the leaders of tomorrow's real estate related companies to interact, both professionally and socially with the leaders of today, while providing responsible leadership and transferring knowledge in the use of land in order to enhance the total environment. The YLG strives to generate a greater interest among the pool of less experienced real estate related professionals in the educational and professional networking opportunities, which ULI has to offer. This committee is composed of the Chairs of the YLG Subcommittees.

FY18 Goals

- Maintain and reinforce connections across and between sub-committees during year
- Expand participation among YLG members to increase the share of members that are active and engaged
- Continue efforts to diversify the formats and subject matter of YLG-planned events (e.g. YLG bike tour, RE101 seminar-style events, etc.)
- Better leverage social media to the advantage of YLG to share relevant info/news related to events and members

Committee Members

Amy Donin, Montgomery County Department of
 General Services
 Lee Wells, RED Brick Homes
 Jason Davis, MRP Realty
 Renan Snowden, Capitol Riverfront BID
 Stephen Gregg, Akelius
 John Kempton, AHT Insurance

Todd Christensen, Level 2 Development
 Diana Shin, Gensler
 Will Harvey, Walker & Dunlop
 Megan Mills Downey, Shalom Baranes
 Malcolm Haith
 Elizabeth Morrison, The JBG Companies

Committee Chairs



Erin Talkington

Erin Talkington is a Vice President based in RCLCO's Washington, D.C., office, working primarily within RCLCO's Urban Development and Public Strategies practice groups.

Since joining the firm in 2010, Erin has engaged with a wide variety of clients in both the public and private sectors to provide market and economic analysis that guides development and planning decisions. Her experience includes highest and best use analysis for large mixed-use sites, downtown and corridor revitalization studies, and regional growth analysis. Applicable to projects of all types and scales, Erin's strength is her ability to quickly synthesize the key market opportunities and strategic positioning for a particular site and communicate that vision to project team members, clients, and community stakeholders.

Erin draws upon a broad background of experiences in planning and development. Prior to joining RCLCO, she served as a project manager for The Reinvestment Fund Development Partners, a leading nonprofit involved in the revitalization of urban communities throughout the mid-Atlantic through the development of affordable homeownership opportunities. Her background also includes experience at the transportation planning firm Kittelson & Associates.

Erin holds a Bachelor of Arts in Architecture from the University of Pennsylvania.



Marvin Poole

Marvin A. Poole, a Senior Associate at StonebridgeCarras, focuses on acquisitions/dispositions, asset management, investor relations and general transaction support.

Prior to joining StonebridgeCarras in 2011, Marvin was at EDENS, a retail REIT, providing support to the firm's capital markets, development and investment activities for the Corporate, Mid-Atlantic and Southeast offices. Prior to that, Marvin was employed with Bank of America Merrill Lynch, formerly Banc of America Securities LLC, where he assisted in structuring and executing investment-grade debt offerings totaling over \$2 billion in proceeds for clients within the REIT, Lodging and Homebuilding sectors.

YLG COMMUNITY SERVICE COMMITTEE

Committee Co-Chairs: Lee Wells and Amy Donin

Meeting Frequency: Monthly

Staff Contact: Emily Weberman

General Description

The Young Leaders Group Community Service Subcommittee's mission is to provide service opportunities to members of ULI Washington and enhance ULI Washington's longstanding relationship with the Washington community. The Committee arranges for approximately five opportunities to engage during the year, and publicizes the events to the entire ULI Washington membership.

FY18 Goals

- Hold at least 5 well-attended community service events throughout the year benefitting area nonprofit organizations
- Organize third annual signature Community of Hope holiday event, tied in with Real Estate Trivia Night fundraising as a donation of both money and time in helping a specific non-profit reach their goals
- Continue to seek events and organizations related to ULI Washington themes and land use issues, particularly in the areas of housing affordability and regional economic health and competitiveness

Committee Members

Kimberly Burrowes, Urban Institute

Alex Deng, Combined Properties, Inc.

Angelina Gonzalez, David M Schwarz Architects

Meg Honigberg, The Christman Company

Chris Howell, Kimley-Horn

Saad Moussamim, Leo A Daly

Marcel Pean, Streetsense

Preston Ratliff, The Bozzuto Group

Dante Thomas, Housing Partnership Equity Trust

Kelly Whelan, EYA

Committee Co-Chairs

Lee Wells



Lee Wells is Managing Partner and Co-Founder of RED Brick Homes LLC, a residential real estate development firm based in Washington, D.C., since 2011. RED Brick Homes renovates and builds new construction townhome, single family and condominium housing in the District of Columbia and Maryland.

Lee is also a Senior Associate at Central Properties LLC, a real estate brokerage firm serving the Washington, D.C. metropolitan area. Previously, Lee served as a Research Analyst with McWilliams | Ballard Inc., based in Alexandria, Virginia, creating residential market reports and case studies, as well as pricing new residential developments, in several cities across the country.

Lee holds a Bachelor of Science in Business Administration from the University of Richmond, and a Masters Degree in Real Estate Development from Georgetown University. He is an active member of the Urban Land Institute, an international real estate development professional organization, serving as Vice Chairman of the local chapter's Young Leaders Group Community Service Committee, and as a member of the Steering Committee.

Amy Donin



Amy Donin is a Planning Specialist in Montgomery County's Office of Planning and Development in the Department of General Services. Amy coordinates policy review and technical comments on planning initiatives on behalf of the Executive Branch, including comprehensive community master plans, functional plans and zoning proposals. She also assists in site evaluation for public facilities, manages the disposition process for County-owned land, and aids in the facilitation of public-private partnerships related to redevelopment. Amy is a LEED Green Associate and a graduate of Leadership Montgomery's Emerging Leaders program. Amy graduated Phi Beta Kappa from Clark University in Worcester, Massachusetts with a B.A. in Sociology and Asian Studies. She also holds an M.A. in Community Development and Planning from Clark.



YLG EDUCATION COMMITTEE

Committee Co-Chairs: Jason Davis and Renan Snowden

Meeting Frequency: Monthly

Staff Contact: Emily Weberman

General Description

The Education Committee is tasked with providing compelling and pertinent content with an educational focus for the young leaders of ULI Washington, which also appeal to the full ULI Washington membership. This is accomplished through hosting panel discussions (over breakfast) which provide a focused look at timely and relevant topics within DC real estate. The committee plans each event, which includes identifying experience panelists (three to five for each event), coordinating venue logistics, and creating the marketing materials.

FY18 Goals

- Host 4 breakfast panels featuring senior leaders on current trends in real estate. These panels are designed to delve into specific topics in greater depth than other ULI YLG events, such as RE 101, and such topics are meant to be timely and pertinent
- Attract 100+ attendees per event and attract a range of ULI members (eg. Age, industry) and non-members to each panel to continue the reputation of these events as positive educational and networking opportunities
- Promote the discussion of topics that are aligned with ULI Washington's strategic plan's focus on housing affordability, economic competitiveness, and disruptive technologies

Committee Members

Candice Gasper, EFI Global

Rebecca Lassman, HR&A Advisors, Inc

Danny Pettway, Akridge

Elizabeth Rogers, Lerch, Early & Brewer, Chtd.

Thomas Sander, Wells Fargo

Ghahramani Shahrokh, Kramer Consulting

Joanna Shin, Gensler

Mark Simpson, RCLCO

Wilson West, Transwestern

Thomas Wood, ASB Real Estate Investments

Pam Zandy, Urban Pace

Committee Co-Chairs



Jason Davis

Jason Davis is a vice president at MRP Realty in Washington, DC. Mr. Davis has over ten years of experience in commercial real estate and finance and has throughout his career participated in more than \$14 billion in transaction volume. Prior to joining MRP Realty, Mr. Davis worked as an Associate in the Investment Group of H/2 Capital Partners, an institutional investment manager based in Stamford, CT. At H/2, Mr. Davis focused on the acquisition and origination of performing and distressed commercial real estate loans across asset classes nationally. Additionally, while at H/2, Mr. Davis was responsible for the formation of a commercial real estate loan special servicer to resolve distressed real estate loans and a large loan origination platform for the issuance of new capital. Prior to H/2, Mr. Davis was an investment banking analyst in the global real estate group at Lehman Brothers. Mr. Davis received his M.B.A. in Real Estate from the Columbia Business School and his B.A., cum laude, in Urban Studies from Williams College. Mr. Davis is the chairperson of the education committee for Urban Land Institute Washington, DC.



Renan Snowden

Renan Snowden is the Vice President of Planning & Development at the Capitol Riverfront Business Improvement District in Washington, DC, where she manages the BID's economic development, research, transportation, and public art programs. In addition to the BID, Renan brings experience from the DC Office of Planning, Montgomery County Parks, and the U.S. Senate. Renan's work focuses on creative placemaking and the arts as a catalyst for economic and community development. In her spare time, Renan performs improv comedy with the Washington Improv Theater and has performed at comedy festivals across the country.

Renan is active in ULI. She is the vice-chair of the Young Leaders Group's Education Committee and serves on the Young Leaders Group Steering Committee.

Renan holds a M.A. in Urban and Regional Planning from the University of Minnesota-Twin Cities and a B.A. in Political Science from the University of North Carolina - Chapel Hill.

YLG MENTORSHIP COMMITTEE

Committee Co-Chairs: John Kempton and Stephen Gregg

Meeting Frequency: Monthly

Staff Contact: Emily Weberman

General Description

The Mentorship Committee's primary focus is supporting the Mentorship Program in its mission to provide opportunities for Young Leaders (ULI members under age 35) and seasoned ULI members to connect, grow, and create lasting relationships by sharing their knowledge and experiences in a group atmosphere of confidentiality, trust, and respect.

FY18 Goals

- The Mentorship program attracts young professionals to join ULI, as membership is required to participate
- The program also helps retain members by continuously engaging them as they advance in their careers, strengthening overall ULI participation longterm
- Pairing diverse groups of young professionals with a more experienced RE professional is a great way to integrate members of ULI at all career levels

Committee Members

Beth Bryan, Walter P Moore

James Coffey, District of Columbia

Elsa M Escobar Pedrin, Bozzuto Development Company

Caroline Flax

Nora Lebow, Wells Fargo Commercial Real Estate

William Martin, Georgetown / McDonough School of Business

Cody McNeil, Edens

David Posnick, MetLife Real Estate

Blanton Smith, The Bozzuto Group

Kristina Sokolis, Vornado/Charles E. Smith

Committee Co-Chairs



John Kempton

John Kempton is a Risk Consultant with AHT Insurance, a boutique insurance brokerage and risk management firm based in Northern Virginia, where he is focused exclusively on the real estate and hospitality sectors. In this role, John is responsible for developing new business and serving as the primary point of contact for clients, particularly around strategy and placement of insurance policies and programs.

Prior to joining AHT in 2015, John was an Assistant Vice President at Marsh USA, where he focused on complex commercial property risks in the real estate and hospitality sectors, including public and private REITs, developers, and real estate investment firms.

John earned a Bachelor of Arts degree in History from Yale University in 2010. Outside of insurance, John is an avid sailor, competing in national competitions across a variety of classes.



Stephen Gregg

Stephen Gregg joined Akelius as Asset Manager in 2016, where he is responsible for investment decisions, budgeting, reporting and overseeing the day-to-day operations of their Washington, DC area multifamily portfolio. Prior to joining Akelius, Stephen worked with Bozzuto Development Company, where he assisted in managing mixed-use development projects from initial underwriting through construction and lease-up. Recent projects include Monroe Street Market in the Brookland neighborhood of Washington, DC and the Village at Valley Forge in King of Prussia, PA. Stephen has also previously held positions with Jones Lang LaSalle and Equity Residential in their DC area offices.

Stephen joined ULI in 2013 and was a member of the Mentorship Committee for a year before becoming Vice Chair. He has been involved in a number of ULI case studies, the annual ULI Bike Tour de DC, and an active participant in the ULI Mentorship Program since joining.

Stephen holds a Master's in Real Estate Development from Georgetown University and a Bachelor of Science in Urban and Regional Planning from Texas A&M University.



YLG PROGRAMS COMMITTEE

Committee Co-Chairs: Todd Christensen and Diana Shin

Meeting Frequency: Monthly

Staff Contact: Emily Weberman

General Description

The mission of the YLG Programs Committee is to organize and complete 3-5 YLG programs events each year. These events allow members of the YLG to learn about a project, property, or neighborhood and usually include a networking session after the educational portion of the program.

FY18 Goals

- Provide “experiential, educational, engaged” events that highlight DC metro specific real estate projects and topics. This will raise awareness for various sub-markets in DC in a way that is more interactive and participative than standard panel discussions
- Organize programs that explore larger issues that may span multiple years, developments, or neighborhoods
- Provide an environment conducive to open discussion and networking for both members and volunteers in non-formal settings

Committee Members

Jenifer Boss, Alvarez & Marsal
Patrick Brown, Shulman Rogers
Kathryn Hollister, Podesta Group
Alexander McSpadden, National Real Estate Advisors
Bob Mills, The Wharf
James Murphy, DC
Kevin North, Georgetown University - McDonough
School of Business

Powei Pan, Colliers International
Kari Parekh, JBG Companies
Christopher Peli, CORE architecture + design
Patrick Rainey, Phillips Realty Capital
Hope Richardson, EastBanc
Brendan Whitsitt, Insight Property Group LLC

Committee Co-Chairs



Todd Christensen

Todd Christensen is on the Development team at Washington REIT and has over four years of multi-family development experience in the District. Todd has held positions at Level 2 Development, Pelli Clarke Pelli Architects, Mark Foster Gage Architects, and Edens. Todd graduated with a BA in Architecture from Texas A&M University and an MA in Architecture from Yale University.



Diana Shin

As a Regional Communications Manager at Gensler, the world’s largest interdisciplinary design firm, Diana develops strategic marketing initiatives that drive growth of practice areas, offices, client relationships, and brand equity for eight offices in the Southeast region. She leads an integrated marketing communications team that executes proactive campaigns featuring Gensler’s projects, talent, and point-of-views on a variety platforms and channels.

YLG REAL ESTATE 101 COMMITTEE

Committee Co-Chairs: Megan Mills and Will Harvey

Meeting Frequency: Monthly

Staff Contact: Emily Weberman

General Description

To develop and implement a program series designed exclusively for Young Leaders that deepen and broaden Young Leaders' familiarity with the fundamentals of commercial real estate development.

FY18 Goals

- Promote integration- our committee is interested in making it easier for people who don't know other members yet, such as people that have just joined, to meet other people within the organization; at events, all committee members will arrive early and help facilitate conversations with those members who might not know another attendee
- Promote education- through three panels on pressing topics related to the real estate industry, we will do a 101 educational session, pulling speakers from our network, to discuss the topics and allow for a discussion through a Q&A session
- Promote retention – After all our events, we will invite attendees to attend a networking cocktail hour at a nearby bar that will allow attendees to foster relationships with other members

Committee Members

Lily Duarte, Kettler

Emily Heppen, American University

Jenna Jacobson, Rock Creek Property Group

Molly Kacheris, Morris, Manning & Martin, LLP

Adam Levenson

Edward Macdonald, Faithful+Gould

Chris Marshall, Wesley Housing Development Corporation

Joseph Pawelski, AvalonBay Communities

Megan Pierce, The Shooshan Company

John Plachta, Ahearn Holtzman

Alex Vespoli, Johnson Development Associates, Inc.

Committee Co-Chairs



Megan Mills

Megan Mills is a licensed architect in Washington DC where she has worked designing mixed use buildings, international cities, and office interiors for the past 6 years. Currently, Megan works at Shalom Baranes Associates where she has realized several mixed use projects in the DC area. Before that, her work at Gensler centered on designing professional offices and masterplanning international cities. She started her career working at the former Rogers Marvel in New York City designing large scale commercial park projects. Megan graduated from Rice University and holds a Bachelor of Arts and a Bachelor of Architecture from Rice.



Will Harvey

William Harvey, Vice President, joined Walker & Dunlop Investment Sales in November 2015. Mr. Harvey is responsible for the origination and execution of investment sales and equity capital raises for multifamily assets in the Mid-Atlantic and is based out of the Company's Bethesda, Maryland office. Prior to joining Walker & Dunlop, Mr. Harvey served as an Associate at Cushman & Wakefield where he assisted in the disposition and equity placement process with financial underwriting, preparation of marketing materials, property tours, and due diligence coordination. Mr. Harvey's prior experience includes serving in the finance department at FINRA. Mr. Harvey holds a bachelor's degree in business administration from James Madison University. Beyond the Company, Mr. Harvey is a member of Young Real Estate Professionals (YREP) of DC, the District of Columbia Building Industry Association (DCBIA), and the Urban Land Institute (ULI). He is also a licensed real estate salesperson in the District of Columbia, Maryland, and Virginia.

YLG SPECIAL EVENTS COMMITTEE

Committee Co-Chairs: Malcolm Haith and Elizabeth Morrison

Meeting Frequency: Monthly

Staff Contact: Emily Weberman

General Description

The Special Events Committee was formed in 2015 to plan and execute the YLG Signature Programs. These programs create significant opportunities to learn and grow, and to build relationships with peers and more experienced real estate professionals.

FY18 Goals

- Successfully execute the 3rd Annual Trivia event with record attendance and money raised for Charity
- Successfully execute the 7th Annual “Learn From the Best” event
- Award scholarships for ULI Membership, Fall Meeting, YLG Events and ULI Washington Trends Conference

Committee Members

Nicholas Bralove, JPMorgan Chase Bank, N.A.
Paula Chung, Toll Brothers
Cricket Cleary, Transwestern
Kyle Coven, Simon Property Group
Andrew Geolot, District of Columbia
Josh Ghaffari, DC Office of Planning

Jake Baum, CAS Riegler Companies
Lindsay Janke, Combined Properties
Clyde McGraw, Vornado/Charles E. Smith
Courtney Nolan, Trammell Crow Company
Caroline Sullivan, Bozzuto

Committee Co-Chairs



Malcolm Haith

Malcolm N. Haith is a 10+ year veteran of the real estate industry, focused on large visionary mixed-use projects in the Washington D.C. Metro area. Most recently Malcolm was a Development Manager at Vornado/Charles E. Smith working on the redevelopment of Crystal City. Previously, he worked with Miller and Smith on the award winning mixed-use community One Loudoun which includes over 5 million SF of development. In addition to development related work, Mr. Haith worked for RCLCO and consulted on over 50 real estate and development engagements across the U.S. and Internationally.

Mr. Haith holds a Bachelors degree in Management from the University of North Carolina – Chapel Hill and a Masters of Real Estate Development from the University of Maryland – College Park. He is an active member in ULI where he is the 2017-18 Chair of the Special Events Committee which hosts signature events for ULI Washington’s Young Leaders Group, including Charity Trivia Night and mentor/mentee event, “Learn From The Best”. He is a co-founder of the University of Maryland Real Estate Alumni Association and a member of both the International Council of Shopping Centers (ICSC) and DCBIA. He is also involved in Access Youth, an at risk youth intervention and prevention non-profit based in D.C.



Elizabeth Morrison

Elizabeth is SVP of Capital Markets at JBG SMITH where she is responsible for sourcing and managing all aspects of the Company’s debt portfolio. Prior to JBG SMITH, Elizabeth spent 8 years at Bank of America in the Commercial Real Estate Group as a lender to real estate companies in the Mid-Atlantic region. Elizabeth began her career as a credit analyst at LaSalle Bank.

Advisory Board 2017-2018

Dan	Anderton	Dewberry
Robert	Atkinson	Davis Carter Scott
Mike	Balaban	msb Urban
Rita	Bamberger	The Holladay Corporation
Brian	Berry	Monday Properties
Andrew	Blair	Colonial Parking
Kathy	Bonnafe	Oak Point Investors
Leslie	Braunstein	LHB Communications, Inc.
Andy	Brown	Stanford Properties, LC
Bob	Buchanan	Buchanan Partners
Katie	Bucklew	EDENS
Barbara	Byron	Office of Community Revitalization, Fairfax County
Jon	Carr	Grosvenor
Brian	Casey	Walker & Dunlop
Anthony	Chang	Washington REIT
John	Coe	Coe Enterprises
Yolanda	Cole	Hickok Cole Architects
Elizabeth	Conahan	Volta Place
Brian	Cullen	Keane Enterprises
Paul	De Martini	Tishman Speyer
Lee	Delong	Clark Construction Group
Bob	Eisenberg	Clark Enterprises, Inc.
David	Flanagan	Elm Street Development
Ron	Gart	Seyfarth Shaw LLP
Erin	Girard	Linowes and Blocher
Calvin	Gladney	Mosaic Urban Partners
Evan	Goldman	EYA
Bill	Hard	LCOR
Daniel	Hardwick	Cozen O'Connor
Bob	Harris	Lerch Early & Brewer
Pat	Harris	Lerch Early & Brewer
Charlie	Hewlett	RCLCO
Susan	Ingraham	Bell Retired
Mark	Katz	Arent Fox
David	Kessler	CohnReznick
David	Kitchens	Cooper Carry
Matt	Klein	Akridge
Jeff	Kruse	HOAR Construction

Kent	Marquis	StonebridgeCarras
David	Mayhood	The Mayhood Company
Laurey	Millspaugh	Buverno Properties
Chris	Naughten	Fidelity National Title Insurance Company National Commercial Services
Charlie	Nulsen	Washington Property Company
Richard	Perlmutter	Foulger Pratt
Bob	Pinkard	The Pinkard Group
Greg	Riegle	McGuireWoods
David	Roodberg	Horning Brothers
Barry	Rosenthal	Rosenthal Advisory
Donna	Shafer	CityLine Partners, LLC
Asheel	Shah	Kettler
Peter	Shapiro	Revenue Authority of Prince George's County
Mark	Sharer	Bank of America Merrill Lynch
Jayne	Shister	Cushman & Wakefield
Sandy	Silverman	Perkins Eastman
Mark	Silverwood	Silverwood Companies
John	Slidell	The Bozzuto Group
Stan	Sloter	Paradigm Development Company
Sadhvi	Subramanian	Capital One
Charlotte	Troup	Chicago Title Insurance- National Commercial Services
Bryce	Turner	BCT Architects
Emily	Vaia	Ballard Spahr LLP
Nancy	Voorhees	Voorhees Ventures
Anthony	Williams	Federal City Council
David	Winstead	Ballard Spahr LLP
Roger	Winston	Ballard Spahr LLP
Doug	Wrenn	Rodgers Consulting, Inc.
Gwen	Wright	MNCPPC -- Mont. Co.
Bob	Youngentob	EYA

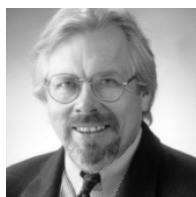


Dan Anderton

Dan Anderton has served in the region for more than 30 years and has been directly involved in the creation of communities with services in all aspects of Land Use Planning and Physical Planning including:

comprehensive and master planning, urban and mixed-use planning, site planning, redevelopment planning, affordable housing, re-zoning, subdivision planning, Small Town Revitalization & Landscape Architecture. He has proven project management experience in the applicability of planning, zoning, subdivision and Landscape Architecture. He also has extensive experience with local and state government development review processes and effective working relationships with local and state agencies, boards, commissions and public officials in multiple jurisdictions.

Projects of note include South Riding Virginia, Brambleton Virginia, Lansdowne Virginia, Falls Grove Maryland, Symphony Park Bethesda Maryland and Harborview Baltimore Maryland. Dan is currently employed by Dewberry and is responsible for Community Planning & Urban Design project design within the company. Dan graduated with a Bachelors of Landscape Architecture and Environmental Planning from Utah State University in 1983 and with a Masters of Landscape Architecture from the University of Illinois in 1985.



Robert Atkinson

Robert Atkinson is an Associate Principal and Vice president at Davis Carter Scott, a leading architectural firm in the Washington Metropolitan Area. Prior to joining Davis Carter Scott, Mr.

Atkinson spent 14 years with the Department of Economic Development in Arlington Virginia. Mr. Atkinson began his career as Urban Designer for the City of Little Rock, Arkansas.

Mr. Atkinson has undertaken numerous urban design, downtown planning and revitalization projects including the Hopewell Virginia Downtown Master Plan. He has also been actively involved in developing zoning and historic preservation ordinances, formulating development policies and negotiating real estate transactions.

He has a Bachelor of University Studies degree from the University of New Mexico in architecture, planning and architectural history and is active in a number of industry groups including the Urban Land Institute, and the Northern Virginia and MD/DC chapters of NAIOP.



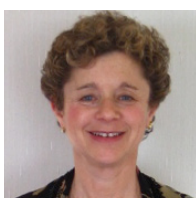
Mike Balaban

Mike Balaban founded msb-Urban LLC to prosecute the “Urban Suites” strategy in the great gateway markets, starting with the key Amtrak Corridor markets of Boston, NYC, and DC. Prior to that, he co-founded SB-Urban in early 2013 to develop, own,

and operate small-unit, small-household apartment communities in prime infill locations, and served as its President until late 2015.

SB-Urban focused on DC for serving the secularly growing, and under-served, demand for rental living responsive to the requirements of urban and urbane professionals not living in historically conventional households, who for business and lifestyle reasons are committed to living immediately proximate to transit, prime amenities, and the workplace, but who don’t want a lot of space, don’t own a car, and whose situations often include coming to town from remote markets on short notice for uncertain terms.

Prior to SB-Urban, Mr. Balaban was the Eastern Region President of Lowe Enterprises for over 18 years. Mike has an MBA from the Wharton School at the University of Pennsylvania and an MA from the Harvard University Graduate School of Design.



Rita Bamberger

Ms. Bamberger is a Principal and Senior Vice President of The Holladay Corporation, responsible for acquisition and development projects in the Washington metro area. She joined

Holladay in 1995 and has over 25 years of residential development experience in the Washington area.

Earlier in her career, Ms. Bamberger was Director of Residential Development at The Charles E. Smith Companies and a partner at Trammell Crow Residential, where she completed 1,400 apartments and condominiums in Washington, Richmond, and the Tidewater areas of Virginia. She was also an associate in the Public Finance Group of the Urban Institute. She is on the Executive Committee of the Washington District Council of the Urban Land Institute and a member of the Board of Directors of the Arlington Partnership for Affordable Housing. Rita has a B.A. degree from the University of Colorado and a Masters Degree in Urban and Regional Planning from The George Washington University.

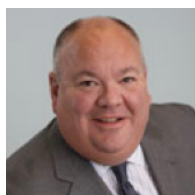


Brian Berry

Brian Berry joined Monday Properties as Executive Vice President in May 2016. Prior to this, he was President at Oak Point Investors, a commercial real estate investment and advisory

firm based in Washington DC. Over a 26-year career, Brian has been instrumental in completing \$8B of real estate investment transactions. He has extensive investment, joint venture, finance, operating, development, and turn around experience. Brian successfully led management teams during significant expansion periods at leading public and private real estate companies. This includes previous leadership positions at Columbia Property Trust, Tishman Speyer, and Trizec Properties.

Brian attended the University of Wisconsin as an Evans Scholar, majoring in Real Estate and Finance. He received an MBA from the Kellogg Graduate School at Northwestern University. Brian currently serves as President of the Wisconsin Real Estate Alumni Association and is a Director of the Economic Club of Washington DC. He is Co-Chair of the DCBIA Capital Markets Committee and a member of The Urban Land Institute Washington District Advisory Board.



Andrew Blair

Andrew is President and Chief Executive Officer, has 29 years of experience in the industry, including risk management, marketing and operations. Andrew is responsible for all of Colonial's

operating functions, including Operations & Development and Maintenance, as well as the Office of the General Counsel. Andrew, who received his B.A. from The University of Virginia, takes an active leadership role in numerous municipal, community, and professional organizations, including serving as Chair of the Board of Children's National Medical Center Foundation, as well as Vice Chair of the parent Board of Children's National, past Chairman of the Alexandria Chamber of Commerce, and past Chairman of the National Parking Association and the Board of the Washington Parking Association.



Kathy Bonnafé

Katherine Bonnafé (Roberson) is responsible for directing all of Combined Properties' strategic, operational and financial activities. She joined the

company in 1990. Prior to becoming President and CEO, she held numerous other positions including: Financial Analyst, Director of Acquisitions, Senior Vice President – Capital Markets, Chief Financial Officer and Executive Vice President. She has been credited with numerous notable achievements including establishing a growth unit in mid-2002 in Los Angeles, CA resulting in the acquisition of 15 new development and institutional grade assets totaling in excess of \$350 million in value, and commencing a mixed-use development initiative on both coasts. Her recapitalization and restructuring of the company resulted in the highest occupancy level, profitability and value in the history of the company.

Kathy Bonnafé (Roberson) received a B.A. in Marketing and Management from James Madison University and an M.B.A. in Finance and Investments from The George Washington University.



Leslie Braunstein

Leslie Braunstein is the founder and owner of LHB Communications, Inc., a boutique public relations firm located in the Washington, D.C. metropolitan area and serving clients worldwide. A

seasoned professional who holds accreditation from the Public Relations Society of America and a master's degree in journalism, Leslie offers many years of experience in public relations and public information dissemination. An established professional writer, Leslie has published over two million words in a variety of publications including The Washington Post, USA Today, and leading trade publications; she has authored more than 70 bylined articles for ULI's flagship publication Urban Land.

Since the 1990s, LHB Communications has built a growing practice specializing in the communications needs of the commercial and residential real estate development industry. LHB's client roster includes many prominent national, international, and regional industry real estate leaders. Leslie is an active member of ULI, serving on ULI Washington's Advisory Board and as the founder of ULI Washington's communications committee.

Leslie is a graduate of Leadership Fairfax and was appointed by two Virginia governors to a state museum board. She also has served on the Board of Directors of the Greater Reston Chamber of Commerce, the Fairfax County Child Care Advisory Council, the Board of Directors of Reston's Teen Center, the Hunter Mill District Area Plan Review Task Force, the Board of Directors of the Committee for Dulles, the Fairfax County Long Term Care Coordinating Council, the Fairfax Area Disability Services Board, and as President of the Arc of Northern Virginia.

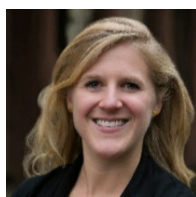


Andy Brown

Mr. Brown directs all activities of Stanford Properties, LC, a real estate investment and development company based in Bethesda, Maryland. Mr. Brown has acquired and developed over twenty-five residential and commercial projects

with an aggregate value in excess of \$250 million since the company's founding in 1992. His recent projects include conversion of an underperforming retail big-box center into a high density residential condominium project; development of a traditional grocery anchored retail center; and development of a 50 acre mixed-use residential and retail town center. Mr. Brown directs site selection, acquisition, governmental entitlements, financing, construction, leasing, and ongoing asset management of completed projects. Prior to founding Stanford Properties, Mr. Brown was the Director of Retail Development for Baier Properties, Inc. where he oversaw development of numerous retail and residential land development projects, and prior to that held positions in acquisition and project management with two Washington based real estate firms.

Mr. Brown received his B.A. in Economics from Stanford University in 1983. He is an active member of the Urban Land Institute. He is also a guest lecturer at the Schools of Architecture and Engineering at the University of Maryland and the Washington College of Law at American University. He has served on the boards of several local educational and philanthropic organizations, including Greater D.C. Cares, Inc., which Mr. Brown helped found in 1989 to promote volunteerism throughout the Washington area and the New Community Foundation which Mr. Brown founded in 2000 to provide college and vocational school scholarships to low income students of the Shaw neighborhood of Washington. He lives in Bethesda, MD with his wife, Robyn, and his three children.



Katie Bucklew

Katie Bucklew is Vice President of Investments at EDENS, primarily focused on portfolio transactions and strategic growth, capital allocation and operational strategy. Most recently, Katie led the \$861M acquisition of AmREIT, a public

real estate investment trust with 50 centers in Texas and Atlanta.

Katie began her career in EDENS' financial management analyst program, working on debt and equity raises, new development projects, acquisitions and corporate reporting. She has since held a number of high-profile roles at EDENS that have given her a broad perspective of the retail real

estate industry. Katie spent three years on the Mid-Atlantic investment team, directing the daily activities and executing strategic plans for the 35-center Mid-Atlantic portfolio comprised of more than 4 million square feet and \$1B in asset value. She also spent two years on the EDENS leasing team, where she was the second-leading leasing producer in 2010, responsible for 11 retail centers totaling over 1.2 million square feet.

Katie holds a Masters of Business Administration from The Wharton School, a Masters of Accounting from the University of North Carolina at Chapel Hill's Kenan-Flagler Business School, and a Bachelor of Science in Business Administration from the University of North Carolina at Chapel Hill's Kenan-Flagler Business School. As a dedicated contributor to the community of industry professionals, Katie is a member of ICSC, Women in Retail Real Estate and The Urban Land Institute. She is an active leader in the ULI Washington District Council, sitting on the Women's Leadership Initiative committee.



Barbara Byron

Barbara Byron is a registered Landscape Architect with has a Master's Degree in Landscape Architecture from the University of Virginia and is an AICP.

Between 1986 and 2007, Ms. Byron was the Director of the Fairfax County, Virginia, Zoning Evaluation Division in the Department of Planning and Zoning. In that position, she was responsible for direction and oversight of the 400 to 500 rezoning, special exception, special permit, and variance applications that are presented to and decided by the Board of Supervisors, Planning Commission and Board of Zoning Appeals each year.

In 2007, she assumed responsibility for a new office that was created in Fairfax County – the Office of Community Revitalization. In that capacity, she heads an office charged with the revitalization of the County's older commercial and mixed use areas, including leading the County's efforts to redevelop Tysons from an auto-oriented edge city into a pedestrian oriented urban environment. In addition, she has a primary role in the County's public/private partnerships including the formulation of Community Development Authorities and Tax Increment Financing initiatives, including leading the County's efforts on the Mosaic at Merrifield development.

Prior to her experience in Fairfax County, Ms. Byron was an associate at EDAA, Inc., an international landscape architecture and planning firm.

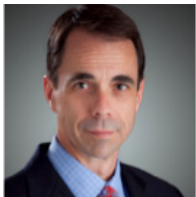


Jonathan Carr

Jonathan E. Carr is Senior Vice President of Development at Grosvenor and focuses on new acquisition and development opportunities in the Washington metropolitan region, as well as ongoing development projects in the Capitol Riverfront neighborhood and Silver Spring, MD.

Jonathan returned to Grosvenor in 2014 after working with the company's Washington, DC and San Francisco development teams from 2007 through early 2013. Jon holds a B.A. degree from Middlebury College and an MBA in Real Estate Finance and Development from the University of North Carolina.

A native of Columbia, MD, Jon currently lives in Washington DC with his wife and two children.



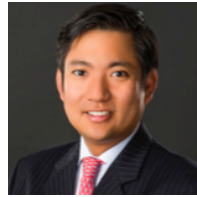
Brian Casey

Brian Casey, Senior Vice President, is head of Walker & Dunlop's Mid-Atlantic Capital Markets team and is responsible for managing the Company's balance sheet investments for its Bridge Loan Program

that provides interim financing solutions for multifamily acquisitions, renovations and lease-up. In leading the team, Mr. Casey is responsible for managing the financing professionals who work to structure and place debt on office building, retail centers, hotels, and multifamily properties throughout the region.

Prior to joining Walker & Dunlop, Mr. Casey was managing director and head of real estate debt strategies with MetLife Real Estate Investments. He was responsible for the domestic and international commercial mortgage lending platform that originated \$9.6 billion of mortgage loans in 2012 for a \$43 billion general account portfolio. Prior to that, Mr. Casey was in charge of MetLife's Mid-Atlantic debt, equity and joint venture general account investments.

Mr. Casey earned his MBA in finance and investments with a concentration in real estate finance from The George Washington University in Washington, DC and dual bachelor's degrees in business and psychology with minor concentrations in economic and accounting from the University of Pittsburgh, where he graduated Cum Laude.



Anthony Chang

Anthony Chang joined Washington REIT in September 2014 as a Senior Director of Asset Management to reposition its Virginia Office portfolio. Prior to Washington REIT, Anthony was a trusted advisor to corporate clients as a leasing broker with Cassidy Turley where he serviced more than 2.5 Million SF in agency listings and closed transactions in excess of \$75 Million.

Before relocating to DC, Anthony was an Asset Manager for Broadway Partners in NYC overseeing a portfolio in New York, Washington, and Boston where he consummated over \$100M in leases and \$900M in dispositions. Prior to joining Broadway, Anthony was a General Manager with Hines and started his career with Tishman Speyer at Rockefeller Center with roles in construction, facilities, and property management. Anthony holds degrees in Government and Economics from Cornell, a Masters in Real Estate from New York University, and he is a member of ULI.



John Coe

John C. Coe has 36 years of commercial real estate investment and financing experience with over \$3.5 billion in transaction history in debt, equity, acquisitions and sales of the entire

spectrum of commercial and residential real estate. Mr. Coe has been active with mortgage banking, lending, development and acquisitions throughout his career with stints at CGA Capital, Concord Eastridge, Ackman Ziff, Northmarq Capital, Legg Mason Real Estate, B. F. Saul Co., Coldwell Banker, Homart Development and Prudential. Mr. Coe is a licensed real estate broker in DC, Maryland and Virginia and is a Member of the Regionalism Council and Advisory Board of ULI Washington. Mr. Coe received his B.A. from the University of Michigan.



Yolanda Cole

Yolanda is the Senior Principal and owner of Hickok Cole Architects, a large commercial architecture and interiors firm located in Washington, DC. She has over 25 years of base building and

interior design experience in a variety of project types from large-scale, mixed-use developments to small commercial interiors, both around the world and in the region. She is widely recognized for her leadership in the region's business

community and for her work on many award-winning projects in the commercial/corporate, government, and institutional markets.

Prior to joining Hickok Cole Architects as a partner, Ms. Cole was a partner with Arlington-based LyrixDesign, which merged with Hickok's firm to become Hickok Cole. LyrixDesign was one of the top 25 woman-owned and interior design firms in the region. She began her career with New York-based Kohn Pederson Fox Associates (KPF), where she was a senior designer of large-scale high-rise office buildings. While with KPF, Ms. Cole served as senior designer for the 1.2-million square-foot Chifley Tower in Sydney, Australia, where she lived for two years; and the award-winning Capital Cities/ABC headquarters in New York.

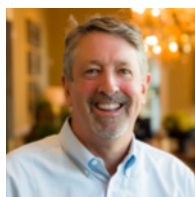


Elizabeth Conahan

Ms. Conahan currently serves as President of Volta Place LLC, placing debt for commercial real estate client in The Greater Washington Area. She earned her Bachelor of Arts degree at Chestnut

Hill College, Philadelphia, and attended Boston University Graduate School of Urban Studies. She was a Senior Vice President at Walker & Dunlop, Bethesda, Maryland for over 20 years where she was a Commercial Mortgage Banker. Prior to that, she served as a Senior Vice President and Division Manager of the Capital Markets Divisions of Banks and Financial Institutions in the Washington Area and Boston. She also was Chief Operating Officer of a Boston based private development firm.

Ms. Conahan who prefers to be called Dibbie is a member of the Urban Land Institute and served as Washington District Chair from 2005 to 2007. Dibbie enjoys riding her horses, cooking for friends and family, and traveling with her husband. She is an active board member of THEARC and The Advisory Board of Common Threads and is an active volunteer at The Washington School for Girls and The Georgetown Ministry.



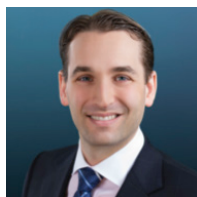
Brian Cullen

Brian J. Cullen has been involved in real estate development projects in the Washington, DC area for over 30 years and has been instrumental in the evolution of many commercial,

residential, retail and multipurpose developments in Loudoun County, VA and the surrounding areas. Brian is the founding Principal at Keane Enterprises, a firm he started in

1996. In 1998, he opened the Ashburn Ice House, Loudoun County's only indoor skating complex. Brian established CRP Management Group as a rink management company to operate the rink investment. CRP also manages the Kettler Capitals IcePlex, the training and practice facility of the NHL Washington Capitals.

Brian is a full member of Urban Land Institute (ULI) and has served on the Small Scale Development Council (SSDC) for over 15 years. Brian spent two years as Chairman of the Washington District Council before becoming Chairman of the Governance Committee. In addition to these national sponsorships and affiliations, Brian remains involved on a local level as well. Brian is a member Emeritus of the Loudoun County Economic Development Commission (EDC) and served as the founding Chairman to the EDC Transportation Committee. He Chairs the Dulles Town Center Community Development Authority, the first such Authority in Virginia authorized to issue bonds for the purpose of furthering economic development.



Paul De Martini

Mr. De Martini joined Tishman Speyer's Los Angeles office in 2005. He is currently responsible for the company's operations in the Washington, D.C. region, including acquisitions, dispositions and

development of the D.C., Virginia and Maryland portfolios. During his tenure at Tishman Speyer, Mr. De Martini has been responsible for the acquisition, disposition and development of 4.8 million square feet of real estate, with a value of over \$1.5 billion. Previously, he worked in the investment banking division for Merrill Lynch, and as a consultant for Andersen Consulting. Mr. De Martini graduated cum laude from UCLA with a BA in business economics, and received his MBA with honors from the Wharton School at the University of Pennsylvania, where he was a Palmer Scholar.



Lee DeLong

Lee is a Senior Vice President at Clark who serves as a Business Unit Leader for private projects throughout the Mid-Atlantic region, with both operational and work acquisition responsibilities. He also

plays a leadership role in the company strategic initiatives and business planning efforts.

Lee joined Clark in 2001 as Project Manager on the Discovery Communications International Headquarters project in Silver Spring, MD. Since that time, he has grown in positions



of increasing responsibility and has managed such visible projects as North Bethesda Market in Rockville, MD, the \$427 million Music City Center in Nashville, TN, and the on-going delivery of Rosslyn's Central Place in Arlington, VA.

Lee and his wife Julianna live in McLean, VA, and have two children, Alexandra and Liliana. In his free time, Lee enjoys running, outside activities, and spending time with his family.



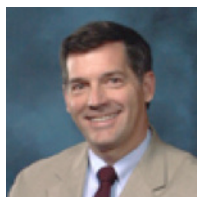
Bob Eisenberg

Bob currently works at Clark Construction Group. Prior to this position he worked at Wesley Housing. In 2006, he founded Heritage Property Company that

focused on commercial and multi-family residential development, re-development and repositioning, and included an Advisory Services platform.

Mr. Eisenberg brings to Heritage Property Company more than twenty-five years of extensive experience in Washington area real estate acquisition, development, financing, leasing, asset and property management and disposition. His career has centered on class-A, institutional grade assets with an emphasis on ground-up development, and he has been involved in more than \$1.5 billion of transactions and 3.5 million square feet of properties. During his career he has acquired or developed nearly 2 million square feet of office, multi-family and flex properties with an initial valuation of nearly \$500 million.

Mr. Eisenberg holds a Bachelor of Science degree from UMD and is a licensed CPA in Maryland. He resides in Bethesda, Maryland.



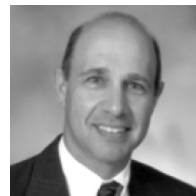
David Flanagan

David Flanagan is a Principal and President of Elm Street Development, Inc., a privately held land development firm operating in the Washington/ Baltimore area. Elm Street has developed

over 38,000 residential building lots in 240 communities and over 4,400 apartments during the past 35 years. Elm Street has received the Land Developer of the Year Award for ten consecutive years from the Maryland National Capital Building Industry Association. Flanagan is also a Principal of Craftmark Homes, a homebuilding company and Legend Management, an apartment management company. Craftmark Homes is one of the largest privately held homebuilders operating in the Washington, D.C. area.

Flanagan served on the Board of Directors of Montgomery Housing Partnership, a non-profit housing developer, is a former President of the Maryland National Capital Building

Industry Association, former chairman of the Washington Smart Growth Alliance and former President of Robert Trent Jones Golf Club. He currently serves on the Advisory Committee for Urban Land Institute-Washington, the Washington Airports Task Force, the Board of the 2030 Group, the Advisory Board for the Center for Real Estate Development at Kenan-Flagler Business School, and on the Board of the Georgia Tech Foundation. Flanagan received a BIE from Georgia Tech in 1976 and received an MBA from the University of North Carolina in 1978.



Ron Gart

Mr. Gart is a partner in the Real Estate Practice Group of Seyfarth Shaw LLP. He is the Chair of the Washington, D.C. Real Estate Practice and focuses his practice on the intricate aspects of commercial

real estate. Mr. Gart has extensive knowledge in real estate development, real estate finance, real estate lending, asset management, asset purchase and sales, commercial leasing, mixed-use development and planned communities, including condominium ownership. Mr. Gart counsels investors in joint ventures and providers of mezzanine debt, as well as participants in the community development investment arena.

As counsel on many successful projects, Mr. Gart has conceptualized and documented a mixed use office, retail and residential condominium project involving land units, as well as traditional condominium units. He has counseled a developer in connection with the acquisition and development of a site that incorporated a dilapidated historic structure and contiguous unimproved land into a historic rehabilitation and newly constructed commercial and retail project. Mr. Gart also structured the investment vehicle to utilize historic tax credits and multiple sources of equity and debt funding.

As counsel to commercial banks, thrift institutions and the former Resolution Trust Corporation, he has represented clients on loan originations, including construction, mezzanine and conduit financings and on loan workouts, restructurings and foreclosures involving complex litigation and bankruptcy issues.



Erin Girard

Erin E. Girard is a partner in the Land Use Group at Linowes and Blocher. She has experience assisting a diverse group of clients, including local, regional and national developers, institutional users,

non-profits, and individual and corporate property owners, on a wide range of real estate, land use, zoning, development and administrative issues. These matters have included due

diligence review, zoning entitlements, rezoning, subdivision approvals, annexations, special exceptions, variances, master plan development and implementation, historic preservation, administrative appeals, condemnation, and all aspects of the regulatory permitting and licensing process. Mrs. Girard has represented clients on these matters before various administrative boards, agencies and legislative bodies in Montgomery County, Gaithersburg and Rockville, as well as in state courts.



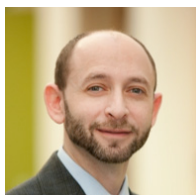
Calvin Gladney

Calvin Gladney, LEED AP, is Managing Partner of Mosaic Urban, and is a trusted advisor to cities and non-profits seeking to sustainably regenerate urban communities.

Over the past three years, Mr. Gladney has served as a strategic advisor on projects with estimated development costs of over \$1B and totaling more than 5M square feet of planned development. He has recently worked on urban neighborhood revitalization projects in Boston, Denver, Detroit, Houston, Jacksonville, Memphis, Prince George's County, MD and the District of Columbia. Mr. Gladney has also served as a strategic advisor to Mayor AC Wharton of Memphis and to former Mayors Dave Bing of the City of Detroit and Jean Quan of the City of Oakland and their respective economic development teams.

Prior to founding Mosaic, Mr. Gladney served as Vice President of the Anacostia Waterfront Corp. (AWC), a D.C. quasi-public real estate corporation where he assisted the CEO with the management of the Corporation and was the project manager for a master-planned, mixed-use redevelopment of 67 acres of City land.

Mr. Gladney graduated cum laude from Harvard Law School, received his B.S. from Cornell University and is a LEED Accredited Professional. He is a Trustee of the Urban Land Institute. He is also a member of ULI's national Public/Private Partnership Council (Blue Flight) and a member of the Advisory Committee of ULI Washington. Mr. Gladney also serves as an adjunct professor at Georgetown University's Masters in Real Estate Program where he co-teaches a class on real estate entrepreneurship.

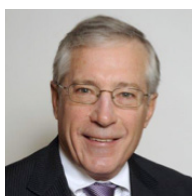


Evan Goldman

Mr. Goldman joined EYA in 2015. Formerly he was a Vice President at Federal Realty Investment Trust. He is responsible for managing the redevelopment of Pike & Rose a 24 acre mixed use development

in North Bethesda, Maryland. He joined FRIT in July 2008 after ten years of experience in development, finance, and architecture.

Prior to joining FRIT, he was a Partner at the Holladay Corporation, an urban infill mixed use development company in Washington, DC, where he worked since 2004. He has also worked as an Associate for Tishman Speyer Properties and as Vice President of Design for LeRoy Adventures, where he was responsible for the interior renovation of the Russian Tea Room restaurant in New York City. Evan holds an MBA in Real Estate and Finance from the Wharton Business School and a B.S. in Design and Environmental Analysis from Cornell University. He currently serves on the Advisory Board of the Urban Land Institute Washington. He is also a Board Member of Friends of White Flint and serves on the White Flint Sector Plan Implementation Steering Committee and Montgomery County Chamber of Commerce Land Use Committee in Montgomery County, Maryland. Evan recently received the 2012 Livable Communities Leadership Award from the Washington, DC based Coalition for Smarter Growth. Evan lives in Washington, DC with his wife and three young children.



Bill Hard

Mr. Hard is the senior executive for LCOR's Bethesda, MD office, responsible for all Washington, DC metropolitan area development activity. Among his accomplishments are the development

of the U.S. Patent and Trademark Office headquarters in Alexandria, VA, the acquisition of the COMSAT campus in Clarksburg, MD, the development of North Bethesda Center at the White Flint Metrorail station in Maryland, and the Oyster School/Henry Adams House in the District of Columbia.

Mr. Hard's affiliation with LCOR dates to 1981 when he joined its predecessor The Linpro Company as a Partner. He subsequently was named Vice President of LCOR upon its founding in 1992, and an Executive Vice President and Principal in 1999. He is actively involved in a number of industry organizations serving on the Executive Committee of the Urban Land Institute's Washington, DC District Council, Treasurer of Hospice Caring, Inc., and Chairman of the Real Estate Committee of the Montgomery College Foundation. A graduate of Lafayette College, he also was awarded an MA from the University of Pennsylvania.



Daniel Hardwick

Daniel is an attorney at Cozen O'Connor. He focuses his practice in real estate law, specifically real estate financing, acquisition and disposition, and joint ventures. He has represented both

landlords and tenants in the negotiation and auditing of complex office, retail, and industrial leases, and has coordinated and closed transactions in Maryland, Virginia, the District of Columbia, Georgia, Illinois, California, Texas, Oklahoma, Tennessee, Alabama, Ohio, Florida, South Carolina, Pennsylvania, and New Jersey. He has handled transactions ranging in size from \$20 million to more than \$400 million involving a variety of property types.

Daniel graduated from Michigan State University with a bachelor's degree in political theory. He earned his law degree from the University of Notre Dame Law School. He was the production editor of the Journal of Law, Ethics & Public Policy.

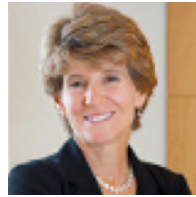


Bob Harris

Robert Harris is a land use and real estate attorney at Lerch, Early & Brewer in Bethesda, Maryland who helps landowners strategically improve the use and value of their real estate. His practice

includes zoning, land use, real estate and municipal affairs. He represents commercial and residential landowners before planning commissions, courts, governmental agencies and elected officials in connection with obtaining development approvals and in the protection of land use rights in Montgomery County, Maryland and surrounding jurisdictions. His clients include Adventist HealthCare, Avalon Bay, EYA, The JBG Companies, Pulte Homes, and Simon Premium Outlets. Bob serves on the Metropolitan Washington Council of Governments' "Region Forward" Task Force to guide future development of the region.

Bob received his Bachelor of Science from the University of Maryland and his Juris Doctor from The George Washington University School of Law. Prior to joining Lerch Early, he was the managing partner in the Montgomery County office of a national D.C. law firm. He is admitted to practice in Maryland and the District of Columbia. Bob serves on the Advisory Board of the ULI Washington, and regularly serves on advisory panels organized by ULI to advise government organizations and private businesses on land use policies and practices. He is a life director of the Maryland Building Industry Association. Bob also is a life board member of the Montgomery County Chamber of Commerce, and formerly served as its chairman. When he's not working, Bob, who was raised in Montgomery County, enjoys being outdoors. He is an avid skier, and has been to more than 40 resorts in five different countries.



Pat Harris

Patricia Harris is a land use attorney at Lerch, Early & Brewer in Bethesda, Maryland. She assists developers and property owners with securing approvals needed to develop their properties,

including site plans, special exceptions, subdivision approvals, historic preservation, local map amendments, zoning text amendments, master plan recommendations and building permits in Montgomery County, Maryland. Pat is knowledgeable about transit-oriented, mixed-use development and other issues related to smart growth. Pat also has significant experience representing national retailers, including Costco, McDonald's and TD Bank.

Pat is active in Montgomery County economic development issues. Pat received her Bachelor of Arts from the University of Delaware cum laude and her Juris Doctor from The George Washington University Law School. Pat has served on the boards of the NonProfit Village, which provides space and services for a collection of Montgomery County nonprofits, and of The Writer's Center in Bethesda. With two active boys, Pat and her husband love spending time outdoors. Pat rode her bicycle across the United States after graduating from college and hopes to repeat the feat someday with her boys.



Charlie Hewlett

Charles A. Hewlett is a Managing Director based in our Washington, D.C., office. Charles has over 25 years of experience in real estate and has consulted on a broad spectrum of commercial and residential

properties in most major metropolitan regions in the country.

His areas of specialization include: litigation consulting; expert testimony and forensic real estate analysis; corporate, portfolio, and asset-level strategic planning; metropolitan development trend analysis; economic, market, and financial feasibility analysis for single-, multiple, and mixed-use residential and commercial real estate developments; and fiscal impact modeling; product program positioning; and market feasibility analysis.

Prior to joining RCLCO, he was president of Lofty Builders, Inc., a real estate service company concentrating in renovation, rehabilitation, and management of investment real estate properties in the Boston metropolitan area. Charles graduated from Brown University in Providence, Rhode Island.



Susan Ingraham-Bell

Susan Ingraham Bell is an independent planning and zoning consultant. She provides planning and land use policy guidance, evaluates zoning issues, and provides expert testimony in land use

cases to local government and private clients. Recent projects include preparation and review of zoning text amendments as part of a zoning ordinance rewrite, planning consultant to a county-wide community facilities study, chairing a citizen-developer working group to revise office parking policy (adopted December 2013), and providing planning and land use advice to an affordable housing non-profit regarding properties in their portfolio. Ms. Bell is the former director of Arlington County's Department of Community Planning, Housing and Development (DCPHD). Prior to becoming Director, Ms. Bell served as the County's Zoning Administrator for 10 years.

Ms. Bell is a member of the Urban Land Institute and has served on the Advisory Committee for the Washington District Council for several years. She serves on the Board of the Arlington Partnership for Affordable Housing and chairs the APAH Board Real Estate Committee. Ms. Bell holds a Master's in Urban and Regional Planning from George Washington University and a B.A. from Dickinson College in Carlisle, PA.



Mark Katz

Mr. Katz represents private equity funds and investment banks in all aspects of their investment and financing activities. He has extensive transactional experience in acquisitions, senior and mezzanine financings,

loan workouts and restructurings, joint ventures, and development and disposition of commercial real estate assets throughout the United States and the Caribbean. He also represents investors in the acquisitions of performing and nonperforming real estate assets (including whole loan acquisitions, participation interests, interests in the non-rated tranches of securitized loans and real estate assets being sold through the bankruptcy courts). Among other national clients, Mr. Katz has represented Goldman Sachs and affiliates, the Whitehall Street Real Estate Funds (since their inception in 1991), AllianceBernstein US Real Estate Partners, Revolution LLC (an investment vehicle sponsored by Steve Case), the JBG Companies, Marathon Real Estate Opportunity Funds, Archon Group, Union Investment, and the Tampa Bay Rays. He is regularly involved in a wide range of acquisition and finance transactions.



David Kessler

David A. Kessler, CPA, is a Partner at CohnReznick, a nationally ranked audit, tax and advisory firm specializing in the real estate industry. He serves as the National Director of the Commercial Real

Estate Practice and has 30 years of experience representing a wide range of clients in the real estate industry providing audit, accounting, tax and management advisory services.

His clients include developers, owners, operators, property management companies, private equity funds, and institutional investors such as pension funds and life companies. David has experience with many different property sectors including office, hotel, retail, multifamily, nursing and assisted living, military housing, student housing, industrial, land developers and home builders.

David has been an adjunct professor at Georgetown University and University of Maryland where he has taught a real estate accounting course for the Masters of Real Estate Development graduate programs.

David serves on the boards of Junior Achievement and Barker Adoption Foundation. He graduated from the University of Maryland. He and his wife Kim live in the Kentlands in Gaithersburg with their two children, Nathan and Robert.



David Kitchens

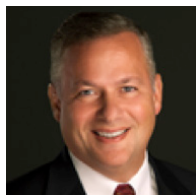
David Kitchens serves as Principal-in-Charge of Cooper Carry's Alexandria, Virginia office. In 30+ years of service with Cooper Carry, David has led mixed-use design efforts on a variety of award-winning projects including Mizner Park in

Boca Raton, Florida. This mixed-use development has been recognized by a variety of organizations including the AIA, which bestowed upon it the Excellence of Design Award. David's work includes Bethesda Row in Bethesda, Maryland, a project that received numerous awards.

David grew up in Atlanta, Georgia, receiving Bachelors and Masters degrees in Architecture from the Georgia Institute of Technology. He participates on AIA and ULI-sponsored Urban Design Assistance teams, making recommendations to cities for downtown redevelopment and transit-oriented development.

Recent work includes regional and national projects in Dublin, OH; Bridgeport, CT; and Nashville, TN. Other projects in the Washington, DC area include redevelopment planning and design at Landmark Mall and Oakville Triangle in Alexandria, VA; the redevelopment of Ballston Mall and Crystal City in Arlington, VA; and master planning for Rockville, Bethesda, and Chevy Chase Lake in Montgomery County, MD. David is active in the Maryland/DC Chapter

of NAIOP and serves as chair of the Annual Awards for Excellence Committee. David is NCARB certified. He is a registered architect in more than 20 states and the District of Columbia.



Matthew Klein

Matthew J. Klein is President of Akridge, a commercial real estate investor, developer and operator headquartered in Washington, DC. Akridge currently has over \$3 billion in assets under

management. The Company has an inventory of development projects in the pipeline totaling more than 9 million square feet with a build-out cost of over \$3 billion. Mr. Klein joined Akridge in 1998 and has been President since 2001. Mr. Klein earned his Bachelor of Arts degree from Wake Forest University. Akridge has been recognized locally, nationally and internationally for its customer service, innovation, investment results, and community involvement. Akridge has been recognized eleven times nationally by CEL & Associates as the "Best in Industry" for customer service. The Company is also frequently honored with awards for its efforts in community involvement, innovative development projects and operating practices as well as for sustainability and smart growth initiatives.

Mr. Klein is a Chair of the Washington DC Chamber of Commerce, past Chairman of the Board for the Downtown BID, past Chair of ULI Washington, on the Executive Committee of the DCBIA, a board member of the Chesapeake Bay Foundation and The Greater Washington Board of Trade, and a member of the YPO.



Jeff Kruse

Jeff is a Vice President at Hoar Construction, a national firm that works across multiple sectors including health care, office and commercial, civic and government, retail and mixed use, and education, among others. Locally, the

firm has recently begun construction of The Commons - Building One in McLean, VA. Developed by LCOR/CALSTRS, the project is the first of seven phases, which will include more than 2,000 residential housing units. Prior to coming to Hoar, Jeff worked at KBR Building Group, Bovis Lend Lease, and Hensel Phelps Construction Co.

Mr. Kruse has an MA in Building Construction and a Bachelors Degree in Design/Architecture from the University of Florida.

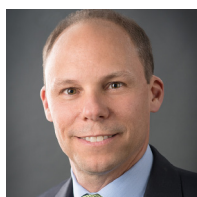


Charlotte Troup Leighton

Charlotte Troup Leighton is Vice President, Director of Business Development for Chicago Title's National Commercial Services operation in Washington, DC (DC NCS). In this capacity Charlotte

is responsible for local and national development of the Company's commercial title insurance business. Chicago Title's DC NCS coordinates and closes in excess of \$12 Billion in single and multi-site commercial real estate transactions annually. In addition to developing new business, managing national and regional client accounts, and overseeing commercial real estate transactions of every size and type, Charlotte also oversees marketing, event planning and communications for the DC NCS. Charlotte is a multi-year recipient of the Company's Million Dollar Club Award.

Originally from Houston, Texas, Charlotte has served the commercial real estate industry for 20 years, starting her career in brokerage and leasing. Charlotte is active in many local and national industry organizations, including ULI, ICSC, DCBIA, WIRRE, NAIOP and CREW.

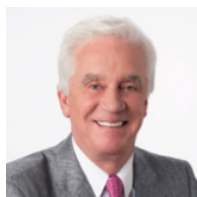


Kent Marquis

As a Principal with StonebridgeCarras, Kent Marquis focuses on financial strategies relative to acquisitions, asset management, and dispositions. He manages relationships with current and

prospective financing partners, directs the underwriting of potential investment properties, manages the firm's investment assets, and reports on all investments to lenders and investors. He has more than twenty years of experience in the real estate industry with complex joint venture structures spanning a diverse range of property types.

Prior to joining StonebridgeCarras, Mr. Marquis worked in public accounting with Reznick Group in audit/compliance. He holds a Bachelor of Science in Finance and Accounting from Husson University and is a Certified Public Accountant. Mr. Marquis served as co-chair of the District of Columbia Building Industry Association Capital Markets Committee from 2014-2016. He is a member of the Urban Land Institute (ULI) and serves as a mentor in the ULI Mentorship Program.



David Mayhood

David began his real estate career as a Realtor for Shannon & Luchs Company in Washington, DC. David was promoted to Vice President in charge of Project Sales and was involved in multi-family

marketing and development. In 1983, David founded The Mayhood Company, a new home sales and marketing firm. His initial focus was in new condominiums and townhomes in the Washington DC metropolitan area. He expanded his operations to Colorado, Pennsylvania, Florida, and New Jersey while keeping a stronghold on the DC new construction sales and marketing.

With the success of more than 200 projects representing almost 30,000 units sold to date, The Mayhood Company's knowledge and experience is immeasurable. One of The Mayhood Company's first communities was the high rise condominium, Promenade in Bethesda, MD with over 1000 condominium units. Mayhood sales and marketing of luxury condominiums include such premiere buildings as The Columbia, Cooper Lewis, Lofts 14, Clara Barton and more recently Turnberry Tower, Lionsgate, Park Potomac and Park Crest. Madrigal Lofts, CityVista, 1010 Mass, Metropole, and Waterfront Tower, to name a few, are some of the most recognized and successful new condominiums in Washington, DC due to Mayhood's marketing expertise. David has been involved with the Urban Land Institute for more than 20 years serving earlier as District Council Chair for ULI Washington and has recently completed a three-year term as Vice Chair for District/National Councils for ULI Global overseeing the activity of 51 District Councils in the US, 18 National Council in Europe, and 6 National Councils in Asia. David currently serves as a ULI Trustee and is again active in ULI Washington.



Laurey Millspaugh

Laurey Millspaugh is President of Buvermo Investments, a firm that invests equity and debt capital in real estate projects in the Washington, DC area in participation with developers and other capital providers. Since Mr. Millspaugh

joined the firm in 2006, Buvermo has participated in investments in excess of \$830 million.

Mr. Millspaugh has worked in the Washington commercial real estate industry since 1981. Prior to joining Buvermo, he was Senior Vice President of Acquisitions and Development for the B.F. Saul Company / Saul Centers where he worked from 1997 until 2006. Earlier in his career, he spent eight years with Buchanan Commercial Investments as a Senior Vice President after working for the Henry A. Long Company. Laurey is on the Advisory Board of ULI Washington, has served as Chairman of the Route 28 Commercial Tax District Landowners Advisory Board, on the Executive Committee of the Board of Northern Virginia NAIOP, on the Executive Committee for LEADER, a Tyson Corner property owner's group, on the Board of Directors of the Ballston Partnership and as a task force member for the Clarendon Area Sector Plan Task Force. He also served on a ULI Advisory Services

Panel for Redevelopment of Landmark Mall in Alexandria. He received a B.S. in Mechanical and Aerospace Engineering from Cornell University and a M.B.A. from the Darden Graduate School of Business at the University of Virginia.



Chris Naughten

Mr. Naughten is Vice President and Sr. Counsel at Fidelity National Title Insurance Company's National Commercial Service office in Washington, DC. Fidelity Title is a member of the

Fidelity Family of title insurance underwriters, subsidiaries of Fidelity National Financial Inc. Chris is the office senior commercial counsel and business development executive for the Fidelity NCS direct operation in Washington DC.

Chris is a licensed attorney in Maryland and title agent in the District of Columbia, Maryland and Virginia and a former member of the Board of Directors of the District of Columbia Land Title Association. Other professional affiliations and memberships include: Maryland and DC Land Title Associations; Advisory Board of ULI Washington; NAREIT; ICSC; Mortgage Bankers Association and the DC Preservation League.

Mr. Naughten lectures on commercial real estate topics ranging from title underwriting to 1031 exchanges; he is a former member of the Adjunct Faculty at the University of Maryland Colvin Institute of Real Estate Development Graduate Programs in Real Estate Development and he a former member of the Adjunct Faculty at the Georgetown University School of Continuing Education – Master's in Real Estate Program. Chris is a graduate of Loyola University of Maryland (B.A. – 1981) and Columbus School of Law at Catholic University, Washington DC (J.D. 1986).



Charlie Nulsen

Mr. Nulsen established Washington Property Company in 2005 after serving as Co-Founder and Chief Executive Officer of Atlantic Realty Companies of Vienna, VA for thirteen years. Mr. Nulsen has over 30 years' experience in commercial

real estate and has been responsible for the acquisition and development of eight million square feet of commercial space in the Washington Metropolitan Area. Mr. Nulsen's expertise and focus is on development, acquisitions, sales, joint ventures and equity capital. He provides primary oversight to numerous development and redevelopment projects throughout VA and MD, and works closely with the mortgage community in construction and permanent loan placement. Currently Mr. Nulsen serves on the Board of Children's Hospital Foundation and past Board Member

of Episcopal High School of Alexandria, VA. He is the co-founder of The New Community Foundation Scholarship Program which provides gap college funding for children in the Shaw neighborhood of Washington D.C. He also sits on the American University Real Estate Council which includes lecture and mentoring grad students in the R.E. program.

Mr. Nulsen holds a Bachelor of Science degree in business administration from Babson College and a Master of Science degree in real estate and urban development from the Kogod College of Business Administration of The American University. Mr. Nulsen and his family reside in Bethesda, MD and Clarke County, VA.

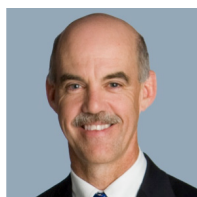


Richard Perlmutter

Prior to founding Argo, Richard Perlmutter was a senior vice president of South Charles Realty and South Charles Investment, both subsidiaries of Bank of America. He was responsible for over

500 transactions totaling over \$1.5 billion of real estate. Among his major projects, he was responsible for several master-planned communities and extensive office projects throughout the mid-Atlantic and Southeastern United States. His expertise ranges from financial engineering to multi-phase project management.

Mr. Perlmutter has experience working as a lawyer for the United States Senate and real estate developer for several small and large real estate companies. He is active in community and professional affairs. He is a trustee of the Urban Land Institute, governor of the Urban Land Institute Foundation, chair of mission advancement of the Urban Land Institute-Washington District Council, board member of the Robert H. Smith School of Business of the University of Maryland, board member of USA Canoe/Kayak, and board member of Carl M. Freeman Associates. He also is a member of the District of Columbia Bar. Mr. Perlmutter has a B.A. in Environmental Design from the State University of New York at Buffalo, graduate study at the University of California, Los Angeles and J.D. from the School of Law, University of Oregon.



Bob Pinkard

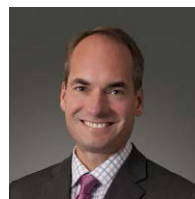
Bob heads The Pinkard Group, a real estate investment firm focused on value and opportunistic investing in the Washington Region. The Pinkard Group's existing projects include over 400,000

square feet of office space, 200 apartments, and 70,000 square feet of retail. The company's development pipeline includes over 600 apartment units, 75,000 square feet of

retail, two hotels and 700 residential lots.

Bob co-founded Cassidy & Pinkard Colliers in 1981 and most recently served as its Chairman. Prior to January 2008, when Bob assumed the role of Chairman, he was the company's Chief Executive Officer (1984-2008). Under his leadership, Cassidy & Pinkard Colliers grew to be the largest locally owned real estate services firm in the Washington region with over 300 employees and annual revenues over \$60 million.

Bob is former Chairman of ULI Washington. He is co-chair of the Real Assets Committee for the Williams College Endowment, and has served on the Executive Committee of the Greater Washington Board of Trade, as well as on its Board of Directors. He is Chairman of the Board of Directors of the Bishop John T. Walker School for Boys in Southeast Washington, and a member of the Board of Directors of the France-Merrick Foundation. Bob received the Brain Tumor Society's Roche Family Award in 2007 for his contributions to furthering the cure for brain tumors. In 2003, The Nature Conservancy named him recipient of the Oak Leaf Award for distinguished service at their annual meeting. Bob is a graduate of Williams College.



Greg Riegler,

Greg is managing partner of McGuireWoods Tysons Corner office and practices commercial real estate law with a concentration in land use, zoning and redevelopment matters. He began his real estate career as a professional

urban planner. Prior to joining McGuireWoods, he worked extensively in the public and private sectors. Collectively he has more than 25 years experience in the real estate development industry. He has substantial experience representing major land developers, owners, companies, institutions, lenders and landlords. He works closely with clients to conduct feasibility analysis, analyze applicable development requirements, prepare necessary development-related applications, and present such proposals in meetings and public hearings before decision-making boards and commissions.

Greg holds a BA and MA in Urban Planning from Michigan State University and received his JD from George Mason University School of Law. He is active in civic affairs and served as Chairman of the Tysons Partnership and was appointed by the Fairfax County Board of Supervisors to serve on the Reston Master Plan Task Force.



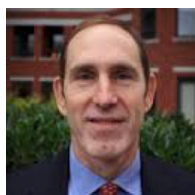
Barry Rosenthal

Barry Rosenthal is founder and principal of Rosenthal Advisory, a real estate consulting and advisory firm.

He previously served as general counsel of the The JBG Companies (now JBG Smith). Prior to becoming general counsel, Mr. Rosenthal was a partner with the international law firm of Bingham McCutchen LLP (now part of Morgan Lewis), where he served as co-chair of the real estate group. While in private practice, Mr. Rosenthal represented clients in virtually all aspects of sophisticated real estate and business transactions, including acquisitions, sales, financings, leasing, and joint ventures.

Mr. Rosenthal is a fellow of the American College of Real Estate Lawyers, and has received recognition as a leading real estate lawyer in numerous publications, including Chambers USA, Best Lawyers in America and Super Lawyers.

He received his juris doctor from the University of Pennsylvania School of Law and his B.A. from the University of Rochester.



David Roodberg

David Roodberg currently serves as CEO and President of Horning Brothers where he is responsible for overseeing the business operations. Horning Brothers is a full service real estate company responsible

for the development, leasing, property management and financing of an apartment, retail and mixed use portfolio in the Washington, DC metro marketplace. Horning Brothers was the developer of the award winning Tivoli Square project in Columbia Heights. Prior to Horning Brothers, David was the Executive Vice President of Combined Properties. David has a BS degree from Duke University and an MBA from University of Michigan. David is also involved on the boards of Washington Tennis and Education Foundation (WTEF), Urban Land Institute (DC) Executive Committee, Wesley Housing Development Corporation and University of Maryland Masters in Real Estate Advisory Board. David also appointed by the Mayor to serve on the Housing Production Trust Fund Board for Washington, DC.



Donna Shafer

Ms. Shafer is Executive Vice President for Cityline Partners LLC. Ms. Shafer serves as a strategic business planning advisor for Cityline, and supports DLJ's expansion of its footprint in the

Washington DC metropolitan region. She also has review and oversight responsibility for all of Cityline's day to day

asset management operations, financing and capital market transactions, and development initiatives. Prior to joining Cityline, Ms. Shafer was affiliated with WEST*GROUP for several years, first as the CEO of Park*Crest, a wholly owned affiliate of WEST*GROUP, and then as Executive Vice President for WEST*GROUP. Prior to her tenure at WEST*GROUP, Ms. Shafer was General Counsel and Vice President of Real Estate for Opus East, and a partner with the law firm of Hazel & Thomas, now known as Reed Smith. Ms. Shafer serves on the Board and Executive Committee for George Mason University Foundation, and chairs the Foundation's Real Estate Committee. She is the President for the Board of New Hope Housing, and a member of the Urban Land Institute Executive Committee, the Urban Land Institute Partnership Forum, and the Planning and Zoning Committee for the McLean Citizens Association. Ms. Shafer earned her Bachelor of Arts from the University of Virginia, and her Juris Doctor from the University of Virginia School of Law.



Asheel Shah

Mr. Shah is Senior Vice President of Real Estate Investments and a member of the executive team at Kettler. Mr. Shah brings over 20 years of experience in the Washington DC real estate market and a

focus on multifamily acquisitions and development. He leads Kettler's multifamily sourcing activities, joint venture equity financing, disposition activities and partner relationship management. His responsibilities include:

- Sourcing and underwriting prospective new business
- Deal structuring negotiations with Sellers and Purchasers
- LP joint venture equity capitalization
- Sponsor GP equity capitalization
- Investment recommendations to the Kettler Investment Committee.

Prior to joining Kettler, Mr. Shah worked in acquisitions for CarrAmerica Realty Corp. and acquisitions and development for Monument Realty. He is an active member of the Urban Land Institute, serves on the ULI Washington Advisory Board and is a mentor for young leaders.

Mr. Shah holds a BA in Finance from St. Joseph's University, Philadelphia, PA, and an MBA from The University of North Carolina, Chapel Hill.



Peter Shapiro

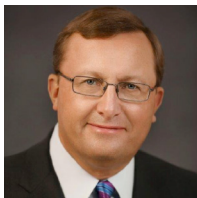
Peter Shapiro is the Executive Director of the Revenue Authority of Prince George's County, Maryland, a quasi-governmental economic development and development finance agency and manager of the County's parking operations, a position he

has held since 2013.

He is a former member and two-term chair of the Prince George's County Council and in 2014, he was elected Commissioner, District of Columbia ANC 3/4G.

In addition, Peter is an executive coach and consultant for MBA, EMBA and senior executive leadership development programs at IMD (Switzerland), INSEAD (France), SKOLKOVO (Russia) and CEIBS (China) business schools, and is an adjunct faculty member in the University of Maryland's Master of Real Estate Development Program. Peter is also the founder and former director of the Rawlings Center for Public Leadership at the University of Maryland.

Peter is a phi beta kappa graduate of the University of Maryland (B.S. African-American Studies) and in 1995 was awarded a Truman Scholarship for Leadership and Public Service. He has also earned a graduate Certificate in Leadership and Organizational Behaviour from the International Forum for Social Innovation (Paris, France).



Mark Sharer

Mark Sharer is the Mid-Atlantic Region Executive for Bank of America Merrill Lynch. Prior to his current position, he was the Senior Vice President at BAML, and he holds several additional positions

within the corporation. He has been an Executive Board Member of the Washington Airports Task Force. He has a BS from University of Maryland in College Park. In addition, he has been the Treasurer for ULI Washington for over eight years.



Jayne Shister

Jayne Shister is an Executive Managing Director in the Capital Markets group at Cushman Wakefield. Jayne has been actively involved in the sale of commercial real estate in the Washington, DC, area for

more than 25 years. Her primary focus is the sale of office properties and urban development land. Jayne has been responsible for sales of more than \$2 billion of properties. Some recent sales include the apartment building at 77 H Street, NW and office buildings at 770 M Street, SE; 2450 N Street, NW; and 2501 M Street, NW.

She has been responsible for the sale of land for nearly five million square feet of office, residential buildings and hotels, including Constitution Square, Terrell Place, 1050 K Street, Marriott Courtyard, the Atlantic Building, Camden apartments, the Oronoco, 4500 East-West Highway, 801 9th Street, Lincoln Square, 1155 F Street, and 2700 Woodley. She represents land owners, developers, and nonprofit organizations. She has transacted more than 2 million square feet of Transferable Development Rights in the District

of Columbia. Before she joined DTZ, she was responsible for land acquisition for the Oliver Carr Co., where she acquired sites with more than 1.5 million square feet of development potential. Jayne has an undergraduate degree from the University of Michigan and a Master of City Planning degree from the Massachusetts Institute of Technology.



Sandy Silverman

Sandy Silverman has more than 35 years of professional experience in multi-family, senior living, mixed-use, and other commercial and institutional building types. He has worked on more

than 30,000 units of multi-family housing and has provided expert testimony and presented planning, urban design, and rezoning proposals before many of the major government jurisdictions in the Washington, DC, area. He is an active member of housing committees throughout the Washington DC area, including the District of Columbia Building Association (DCBIA), and the Urban Land Institute (ULI), where he is a member of the ULI's District Council Advisory Board and co-chair of its Housing Initiative Council. The committees provide a platform to pursue excellence in the multifamily residential practice area and further his ability to guide growth in a larger geographic context. Sandy received a Bachelor of Architecture and Master's Certificate from Washington University in St. Louis, Missouri.



Mark Silverwood

Mark Silverwood is President and CEO of Silverwood Associates, Inc., Silverwood Homes, Inc., and Silverwood Management, Inc. affiliated real estate development and management companies based in Reston, VA. Since

founding Silverwood Associates in 1993, Mr. Silverwood has been responsible for the acquisition, renovation, and management of several thousand apartments in the Washington, DC metropolitan area, North Carolina and West Virginia. Mr. Silverwood has more than 35 years experience in the real estate industry, building more than 4,000 residential units and one million square feet of commercial space. He serves on the Boards of the Arlington Free Clinic and the Columbia Pike Revitalization Organization. Mr. Silverwood also serves on the Virginia Housing Development Authority's Northern Virginia Advisory Board, the Governor's Housing Policy Advisory Committee and the Fairfax County Economic Development Commission.



John Slidell

A co-founder and principal of The Bozzuto Group, John is also currently president of Bozzuto Land Company, where he directs the acquisition and development of land for both the company's homebuilding

and apartment operations and third-party sales. He has been responsible for the development of more than 6,000 apartment units and led the growth of the company's homebuilding operation to an average volume of 250 starts, with increasing emphasis on mixed-use properties with close in urban and suburban in-fill locations.

Prior to the formation of Bozzuto in 1988, John spent six years as a vice president and operating partner for Oxford Development Company, where he was involved with the development of more than 7,100 apartment units in the Mid-Atlantic region. He has also worked as a partner with Zuchelli Hunter & Associates, and for Mitchell Energy and Development Company, the developer of The Woodlands community in Houston, Texas. A graduate of Princeton University, John has a Master's degree in City and Regional Planning from the University of North Carolina. He is currently a Council Counselor for the Urban Land Institute's four Residential Councils and, immediate past Chair of ULI's Residential Neighborhood Development. He is also a Life Director of the Northern Virginia Building Industry Association and the Montgomery Housing Partnership. In addition to industry leadership, Mr. Slidell has been active in many community organizations including serving as Board Chair of the Severn School and The Bethesda Cultural Alliance.



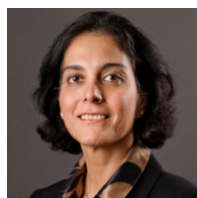
Stan Sloter

Stanley W. Slotter is the President and founder of the Paradigm Companies. Paradigm is a full-service development, construction and property management firm with operations in Washington,

D.C. and throughout the mid-Atlantic region. Paradigm has developed over 10,000 urban and high rise residential apartments, condominiums and townhomes, many as ventures with pension funds, landowners and even local governments.

Beyond the daily responsibilities of Paradigm, Stanley also serves as an adjunct professor at The George Washington University, teaching a graduate level Real Estate Development course during the Fall Semester. He is also very active with various community affiliations such as Lycoming College (Vice Chairman of the Board of Trustees) and the Washington Center for Academic Studies (Member of the Board of Trustees). An advocate for affordable housing, Stanley has also served on the Arlington County Housing Commission,

the City of Alexandria Affordable Housing Work Group, and the DC Comprehensive Housing Strategy Task Force. Stanley graduated from Lycoming College with a Bachelor of Arts in Chemistry-Management and received his Masters in Business Administration from the University of Pittsburgh. Prior to initiating a career in development, Stanley's background was in construction lending with Pittsburgh National Bank.



Sathvi Subramanian

Sathvi Subramanian, Senior Vice President is the Market Manager for the Washington DC metro area for Capital One Bank. She is responsible for the commercial real estate activities in the

region including construction loans, terms loans and lines of credit to local funds and developers.

Before joining Capital One, Sathvi worked in an investment banking firm Crown Capital Corporation, in St. Louis, Missouri. She started her career in New Delhi, India as an entrepreneur in the contemporary art and food services business. She has her degree in Business from the University of Delhi and her MBA from Washington University in St. Louis, Missouri. Sathvi is also a Certified Public Accountant. She was the President of the Commercial Real Estate Women, DC for 2012 and is a member of the DCBIA, NAIOP, RELA and ULI.



Bryce Turner

Bryce Turner is the President and CEO of BCT Architects. A registered architect in twenty U.S. states, he has directed the design of projects in five countries within Europe, North America, and Asia, and is a

major force in obtaining entitlements and approvals for the firm's complex retail, commercial and mixed-use projects. Turner frequently testifies before public commissions and agencies regarding the merits of the firm's mixed-use projects, and is an asset to a development team. Prior to joining BCT, Bryce was a Vice President with Development Design Group – Baltimore.

His achievements include mixed-use and retail buildings at National Harbor in Prince George's County, (MD), Pike & Rose (MD), Pentagon Row Retail Renovation (VA), Downtown Silver Spring, (MD), Lockwood Place Retail, Baltimore (MD), Akmerkez (Istanbul, Turkey), Eastgate Complex (Harare, Zimbabwe), and Belvedere Square, Baltimore (MD).

Bryce is a Board Advisor to the University of Maryland Real Estate School and sits on the Boards of the Maryland Family Network, Higher Achievement, Charles Street Development Corporation and ULI, Washington Advisory Committee. A member of the Greater Baltimore Committee (GBC) and

former Chair of the GBC Built Environment and Sustainability Committee, Bryce is a 1980 graduate of Virginia Tech's College of Architecture and Urban Studies. He has completed various graduate business courses at Loyola of Maryland.



Emily Vaias

Emily Vaias is a real estate attorney with nearly 25 years of experience focused on zoning, land use, and development.

Ms. Vaias has worked on various projects in the District of Columbia and has guided large, complex, high-profile projects to completion in Montgomery, Prince George's, and Charles Counties in Maryland. She appears before zoning and planning boards and other administrative, legislative, and judicial bodies on behalf of local and national developers, commercial and residential builders, retailers, business owners, and individuals.

Ms. Vaias has worked on a variety of projects, including medical office building, hotels, senior housing, and transit-oriented projects. She has experience with mixed-use developments, retail shopping centers, multi-family developments, office complexes, historic building renovations, and single-family housing developments. She has been involved with building industry efforts to redraft Montgomery County's Moderately Priced Dwelling Unit law and the Stormwater Management law in Prince George's County.

Ms. Vaias was an adjunct professor for more than 15 years in the Edward St. John Real Estate Program at the Johns Hopkins Carey Business School and a 1999 Leadership Montgomery graduate. She is past president of the Baltimore Chapter of Commercial Real Estate Women and currently serves as a board member of the Purple Rail Alliance and the Homeless Persons Representation Project. She has served on various other community and professional boards including the Legislative Committee of the Apartment and Office Building Association, the National Capital Trolley Museum, and the Delivery of Legal Services Section Council of the Maryland State Bar Association.



Nancy Voorhees

Nancy Voorhees is the CEO of NVKC Investments, LLC. She is a native of the Washington, DC area and is currently based in Bethesda, MD. Nancy is involved in real estate development projects in

the DC metro area, Southern California, and Oregon. She is an advisor to the Voorhees Center for Neighborhood and Community Improvement: University of Illinois, Chicago; the METRANS Transportation Center at the University of Southern California and California State University, Long

Beach; and the Humanities and Social Sciences Council at CALTECH, Pasadena, California. Nancy holds a BALS from Georgetown University.



Anthony Williams

Anthony Allen "Tony" Williams served as the fifth mayor of the District of Columbia for two terms, from 1999 to 2007. He had previously served as chief financial officer for the District, managing to

balance the budget and achieve a surplus within two years of appointment. He held a variety of executive posts in cities and states around the country prior to his service in the D.C. government.

Williams served as the Deputy State Comptroller of Connecticut. Williams also served as Executive Director of the Community Development Agency in St. Louis, Missouri; Assistant Director of the Boston (MA) Redevelopment Authority; and Adjunct Professor at Columbia University. Williams was appointed by President Bill Clinton and confirmed by the United States Senate to serve as the first CFO for the US Department of Agriculture, as well as a founder and Vice Chairman of the U.S. CFO Council.



David Winstead

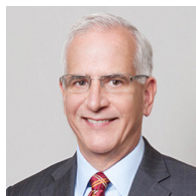
David L. Winstead is an attorney at Ballard Spahr where he concentrates on real estate development, infrastructure issues, public-private partnerships, as well as government contracts and legislative/

regulatory matters.

Mr. Winstead joined Ballard Spahr following his presidential appointment and service as Commissioner of Public Buildings at the U.S. GSA. Mr. Winstead was a partner in a Washington, D.C., zoning firm, and served as Executive Director of the Washington/Baltimore Regional Association. He also served a term as Secretary of the Maryland Department of Transportation.

Mr. Winstead's numerous professional and civic positions include President of the American Association of State Highway and Transportation Officials (AASHTO), Director of the Maryland Chamber of Commerce, President of the D.C./ Suburban Maryland Chapter of NAIOP) Chairman of the Board of Managers of Chevy Chase Village, and member of the Johns Hopkins University Real Estate Advisory Board; as well as service on a number of corporate boards. He currently serves as Co-Chair of ULI's Washington District Council's Regionalism Committee, and is At-Large-Chair of the Public Development and Infrastructure Council of ULI. In addition to his law degree from Catholic University, he

received an MBA from Columbia University and a Master of Science in Real Estate from Johns Hopkins University.



Roger Winston

Roger D. Winston is a partner in the nationally acclaimed Real Estate Department of law firm Ballard Spahr LLP, and serves as Practice Leader of the firm's Mixed-Use Development and Condominiums practice. Based in Ballard Spahr's D.C. office, Mr. Winston has practiced real estate law in the D.C. metro region for more than 35 years. He has advised and represented many of the area's largest developers for projects that have helped shape the region, as well as large, national developers for projects in D.C., Maryland, and Virginia, as well as throughout the United States.

Mr. Winston is widely regarded and sought out as one of the area's leading practitioners in mixed-use and condominium planning and structuring. In addition to his many years of work with ULI, Mr. Winston's extensive professional activities include serving as Vice President of the prestigious American College of Real Estate Lawyers (ACREL) and as past Chair of the Real Property, Trusts and Estates Section of the American Bar Association. As a member of the Maryland Governor's Commission on Condominiums, Cooperatives, and Homeowners Associations, Mr. Winston was a principal drafter of Maryland Homeowners Association Act.



Doug Wrenn

Douglas M. Wrenn is a Principal with Rodgers Consulting, Inc., where he directs the firm's work on a broad range of urban planning and site development projects. Prior to joining Rodgers Consulting, Mr.

Wrenn was the Director of Redevelopment Programs for Montgomery County, Maryland. He was responsible for the management of all aspects of the County government's participation in a \$400 million public/private partnership to revitalize downtown Silver Spring and the County's Redevelopment Office in Wheaton, Maryland.

Mr. Wrenn has many years of consulting experience as a land planner and urban development specialist. He has directed multi-disciplinary teams on large-scale community planning and urban redevelopment projects, for both public and private real estate interests. He established a national reputation for his work in urban waterfronts, initially as author of the Urban Land Institute's first book on the subject, and later as a planning consultant on numerous projects. He holds a BS degree in Environmental Management and a Masters degree in Landscape Architecture, both from North Carolina State University.



Gwen Wright

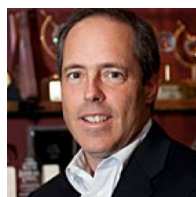
Since July 2013, Gwen Wright has been the Director of the Montgomery County Planning Department of the Maryland-National Capital Park and Planning Commission. In this role, Ms. Wright

oversees a wide range of projects that aim to improve the quality of life in Montgomery County by conserving and enhancing the natural and built environment. Ms. Wright also worked for the Montgomery County Planning Department from 1987 to 2008. During this period, she served as the Chief of Countywide Planning, including supervising the Environmental Planning, Transportation Planning and Historic Preservation Sections, as well as serving as Acting Planning Director.

Prior to her appointment as the Montgomery County Planning Director in 2013, Ms. Wright was Chief of the Development Division for the City of Alexandria Department of Planning and Zoning for five years. In this position, she reviewed development proposals throughout the City of Alexandria and shepherded a wide variety of projects – from urban infill to major brownfields reclamation – through the regulatory process and implementation.

Ms. Wright began her career in Texas as the Director of Architectural Design and Redevelopment for the Galveston Historical Foundation in Galveston, Texas. She has degrees in Architecture and Architectural History from Yale University and has spoken at numerous national and regional conferences on a wide variety of planning issues.

Ms. Wright lives in the Cleveland Park neighborhood in Washington D.C., where she is co-chair of the Cleveland Park Historical Society Architectural Review Committee. She is a member of Lambda Alpha and a graduate of ULI Washington's Regional Leadership Institute.



Bob Youngentob

Robert Youngentob is the President of EYA and one of the founding Partners.

Mr. Youngentob's responsibilities at EYA include overseeing corporate management and project development,

while specializing in product design and site layout. He has over 25 years of real estate experience. He currently serves as Chair of ULI Washington and is on the board of the Green Acres School. Mr. Youngentob has been a guest lecturer on real estate at the Harvard Business School and Johns Hopkins University, and has spoken at numerous conferences sponsored by the Urban Land Institute and Builder Magazine. Mr. Youngentob grew up in the Washington D.C. area, graduated from Lehigh University, and received a MBA from the Harvard Business School.



National ULI Centers and Networks

District Councils Global Network

<http://uli.org/councils/district-councils/>

Through a dynamic, globally connected network of members working in their communities, District Councils act as a primary source of growth and mission delivery for ULI. They do this through activities that encourage new members to join ULI, ensure a strong local value proposition for the membership, and engage members through networking, education, and community action. ULI members are assigned by zip code to a District Council.

The global District Council Network is made up of 73 District and National Councils: 53 District Councils in the Americas, 14 in Europe, and 6 in Asia.

In total, they employ approximately 110 employees, about half of the total ULI staff and their budgets represent about 30 percent of the total ULI budget.

The District Council Department at headquarters provides specialized and targeted assistance to members and offices in the global network. The staff broadly communicates, problem-solves, coaches and serves as the first contact for local access to ULI's broad global resources.

Senior Resident Fellows

<http://uli.org/research/senior-resident-fellows/>

Two Senior Resident Fellows, Tom Murphy and Ed McMahon, both highly influential and sought after as speakers, enhance ULI's role as the most influential voice in the real estate industry, and raise awareness of its mission to improve the quality of land use and development worldwide. These Fellows give regular speeches and write articles on topics of interest to the members, and advise the various ULI constituencies about the rapidly changing marketplace.

Ed McMahon leads ULI's research and education efforts on environmentally sensitive development as well as Building Healthy Places, and the shifting suburbs, and the secrets to successful communities. Tom Murphy studies innovation and venture capital and the role of anchor institutions in placemaking.

Membership

<http://uli.org/membership/>

When you join ULI, you are a member locally, statewide, nationally and internationally. That means no matter what type of membership and where you are in the world, you can take advantage of ULI membership. If your address is in an area that has a District Council, you are automatically a member of the District Council. There are two types of membership as well as membership packages for companies and institutions that have multiple employees to become members from the same organization or company:

Associate Member – the most popular ULI membership, open to all.

Full Member - Full Membership is selective. In the U.S., applicants must provide professional references from three Full Members from different companies, along with a written biography.

Discount on dues (either Associate or Full memberships) is for targeted segments:

Under 35 receive a 50% discount on Associate or Full dues.

Students receive a 75% discount on Associate dues.

Retired from real estate industry career; 70+ of age; 10+ years of ULI membership (50% discount for Associate Dues; 75% discount for Full dues)

Nonprofit, Government, or Academic Institution receives a 50% discount for Associate dues; 75% discount for Full dues.

ULI Foundation

<http://foundation.uli.org/>

The ULI Foundation generates about 50 percent of the dollars needed to fund the research, content, and convening work of ULI. These programs serve communities throughout the world that are facing urgent and complex land use, infrastructure, and transportation challenges. The intellectual content and thought leadership produced by ULI provide unparalleled sources of information to public and private sector leaders, from small towns to major metropolitan centers. The Foundation supports a wide spectrum of programs to further ULI's mission.

Building Healthy Places Initiative

<http://uli.org/research/centers-initiatives/building-healthy-places-initiative/>

Around the world, communities face pressing health challenges related to the built environment. For many years, ULI and its members have been active players in discussions and projects that make the link between human health and development; we know that health is a core component of thriving communities. In January 2013, ULI's Board of Directors approved a focus on healthy communities as a cross-disciplinary theme for the organization. Through the Building Healthy Places Initiative, launched in July 2013, ULI is working to promote health in projects and places across the globe. Learn more at www.uli.org/health.

Terwilliger Center for Housing

<http://uli.org/research/centers-initiatives/terwilliger-center-for-housing/>

The ULI Terwilliger Center for Housing engages in a multifaceted program of work that includes research, publications, convenings, awards, and technical assistance. Established in 2007 with a gift from longtime member and former ULI chairman, J. Ronald Terwilliger, the Center's mission is to facilitate creating and sustaining a full spectrum of housing opportunities—including affordable and workforce housing—in communities across the country by leveraging the private sector and other partners. The Center also works to integrate ULI's many housing efforts into a coherent program of work that furthers the development of mixed-income, mixed-use communities with a range of housing options, a critical aspect of ULI's core mission of the "responsible use of land."

Robert C. Larson Leadership Initiative

<http://uli.org/programs/leadership-programs/larson-leadership-initiative-5/>

The mission of the ULI/Larson Leadership Initiative is to assure a legacy of leadership in the responsible use of land. The Initiative focuses on infusing "leadership DNA" in ULI Members, particularly the next generation of ULI leaders, in the following ways:

- Leading for ULI (Training activities allowing member volunteers to enhance skills to do their ULI "job")
- Leading in the Community (Programs enabling ULI members to be more effective leaders in their communities)
- Leading an Enterprise (Events, coaching, trainings, programs empowering ULI members to be better leaders in their businesses and communities)



Center for Sustainability

<http://uli.org/research/centers-initiatives/center-sustainability/>

The ULI Center for Sustainability is dedicated to creating healthy, resilient, and high performance communities around the world. Through the work of its Greenprint and Urban Resilience programs, the Center provides leadership and support to land use professionals to invest in energy performance and portfolio resilience while reducing risks due to a changing climate. In 2014, ULI's Board created the new Center for Sustainability as a logical transition from the organization's previous work under the Climate, Land Use, and Energy (CLUE) program. The new Center builds upon the work of CLUE and broadens its scope to address adaptation as well as mitigation.

ULI Center for Capital Markets and Real Estate

<http://uli.org/research/centers-initiatives/center-for-capital-markets/>

The ULI Center for Capital Markets and Real Estate, founded in 2009, is currently focused on exploring, tracking, and analyzing real estate investment trends nationally and globally. These efforts provide timely information to members and the broader real estate community, create opportunities for members to learn and network, and generally contribute to improved professionalism and better understanding among participants in the real estate finance and investment community.

Advisory Services Panels

<http://uli.org/programs/advisory-services/>

Since 1947, Advisory Services panels have helped communities find strategic, practical solutions for the most challenging issues facing today's urban, suburban, and rural areas. During a concentrated one-week effort, panels address challenging real estate and land use issues and provide solutions. The panels provide expert, independent, timely, candid, and unbiased input from national real estate, land use, design, and planning experts. Panels bring outside points of view to help kick-start critical conversations and move beyond decision-making dead ends.

Advisory Services panels work with local governments, private developers, community development corporations, and many other organizations to address the most challenging real estate and land use issues facing communities today.

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