



ULI WASHINGTON

FUTURE FORUM

RONALD REAGAN BUILDING AND INTERNATIONAL TRADE CENTER

Speaker Biographies & Lunch Table Topics

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Keynote Speakers

Housing & Growth: A National Conversation with Yoni Appelbaum and Jerusalem Demsas



Yoni Appelbaum

Deputy Executive Director, *The Atlantic*

Author, *Stuck: How the Privileged and the Propertied Broke the Engine of American Opportunity*

Yoni Appelbaum is a deputy executive editor at *The Atlantic* and the author of *Stuck: How the Privileged and the Propertied Broke the Engine of American Opportunity*. Appelbaum is a social and cultural historian of the United States. Before joining The Atlantic, he was a lecturer on history and literature at Harvard University. He previously taught at Babson College and at Brandeis

University, where he received his Ph.D. in American history.



Jerusalem Demsas

Editor-in-Chief and CEO, *The Argument*

Author, *On The Housing Crisis: Land, Development, and Democracy*

Jerusalem Demsas is the Editor-in-Chief and CEO of *The Argument*, a magazine redefining and reinvigorating liberalism for the 21st century. She is also a contributing writer at The Atlantic where she worked as a Staff Writer for three years writing about institutional failure, housing, energy, and economics. Her work spans issues such as citizen voice, federalism,

NIMBY-ism, gentrification, race, gender, and the politics of exclusion. She is the author of *On The Housing Crisis: Land, Development, and Democracy* and was recognized for her work by the American Society of Magazine Editors in 2023 with the ASME Next Award given to journalists under 30. She previously wrote for Vox as a policy journalist and co-host of the politics and policy podcast *The Weeds*.



Ken Biberaj

Executive Managing Director, Savills
Host, Coffee with Ken Podcast

MODERATOR

Ken Biberaj is an Executive Managing Director in the Savills Washington, DC market, where he specializes in real estate portfolio advisory and site selection services for clients. An industry veteran with 20 years of experience domestically and internationally, Ken brings a holistic approach to client real estate needs.

Prior to joining Savills, Ken spent 12 years with Morgan Barrington Associates of New York, his family's real estate company, where he eventually became a vice president. In that capacity, Ken was involved in all aspects of the business, from acquisitions, leasing, dispositions and third party brokerage. Moreover, Ken helped oversee the renovation and reopening of the iconic Russian Tea Room, a portfolio business the family also operated. After running for New York City Council in 2013, Ken went on to serving for four years as the Chairman of the Manhattan Chamber of Commerce. Upon returning to the DC region in 2017, Ken started a thought leadership podcast, Coffee with Ken, where he interviews business, governmental and non-profit leaders. Past conversations include multiple Governors, Mayors, the CEO of the US Chamber of Commerce, CEO of the New York Stock Exchange, the Secretary of the Navy and countless others.

As a specialist in public policy, Ken now devotes a large portion of his time on site selection for Advanced Manufacturing companies, maybe of whom are tapping various federal agencies for loans and grants. His team will advise companies on location strategy, help them negotiate state and local incentives and ensure the right real estate location is identified.

Professionally, Ken has been recognized throughout the industry as an exemplary broker. For his service as a Chairman of the Manhattan Chamber of Commerce, the Manhattan Borough President presented Ken with a proclamation and declared December 7, 2017 as "Ken Biberaj Appreciation Day on the Borough of Manhattan". He also received the '40 Under 40 Rising Star' and 'CSR Responsible 100' awards from City & State Media. His first alma mater, American University, presented Ken with the 'Rising Star Alumni Award' and he was also a fellow at the Center for the Study of the Presidency.

Rising to the Occasion



Josh Bernstein
Chairman, Advisory Board,
Bernstein Management Corporation

Joshua Bernstein serves on the Board of Directors for Bernstein Management Corporation (BMC), Bernstein Development Corporation (BDC) and is Chairman of the Advisory Board for BMC's investment affiliate, BDC Properties LLC (BDPC). Following more than three decades as Chief Executive Officer for BMC, Mr. Bernstein now provides strategic direction and counsel on the firm's overarching initiatives related to acquisition, development, management and financial strategy.

Mr. Bernstein is a member of the executive committee of the Federal City Council, a Director on the Washington Board of Truist Bank, a Director of Capital Bancorp, and a board member of the Hirshhorn Museum. He also serves as President of the Diane and Norman Bernstein charitable family foundation and is a founding partner of the Washington Housing Initiative. He previously served as Chair of the board of the Meyer Foundation and Sidwell Friends School.

Mr. Bernstein earned a Bachelor of Science in Economics, magna cum laude, from Tufts University, a general course degree from the London School of Economics and Political Science, and a Master of Business Administration from Harvard Business School.



Tom Bozzuto
Chairman, Co-Founder & Chief Culture Officer
The Bozzuto Group

Tom Bozzuto has dedicated his career to creating sanctuary. As a man of both action and reflection, his business model has been governed by civic responsibility and the belief that true success comes to those who lead with concern and integrity. In 1988, together with his partners, he created The Bozzuto Group, which today is recognized nationally as a multi-generational, values-driven, leading and award-winning developer, builder and manager of apartment communities.

Tom has served on many non-profit and public boards and as a congressional appointee to the Millennial Housing Commission, a gubernatorial appointee to the Maryland Housing Commission. He also was board chairman of the National Multifamily Housing Council, The Maryland Science Center, and Hobart and William Smith Colleges. Currently, he is a member of the Harvard Joint Center for Housing's Policy Advisory Board, a board member of the Greater Baltimore Committee and chairman of the Board of the Baltimore Community Foundation.

Over the years, Tom published his first book, "Reflections of an Ordinary Man," was inducted into the Multifamily Executive Magazine (MFE) Hall of Fame, and named Business Leader of the Year by the Loyola University Maryland Sellinger School of Business. Among his numerous achievements, he has received ULI Washington's and Multi-Housing News' Lifetime Achievement Awards and was named an Icon Honors recipient by The Daily Record. Tom and his wife, Barbara, were also inducted into The Baltimore Sun's Business and Civic Hall of Fame for their lifelong commitment to their community.



William Zeh Herbig
Executive Director
ULI Washington

William Zeh Herbig is the Executive Director of ULI Washington. Prior to this role, he launched and led ULI's Homeless to Housed (H2H) Initiative in ULI's Terwilliger Center for Housing – a national program exploring real estate-driven solutions to U.S. housing affordability and homelessness challenges. Previously, in ULI's Lewis Center for Sustainability, he worked directly with ULI's network of district councils to advance a portfolio

addressing health and social equity disparities within built environment.

Prior to ULI, he co-led Kimley-Horn's Atlanta-based Planning and Urban Design Studio. He has also directed various design-related projects at Midtown Alliance in Atlanta, the National Capital Planning Commission, and the Congress for New Urbanism both in Washington, D.C., and the Markle Foundation in Manhattan. Will holds a Masters degree in City and Regional Planning from the Georgia Institute of Technology, a B.S. in Urban Studies from Georgia State University, and studied architecture at the Savannah College of Art and Design (SCAD). Will graduated from ULI Washington's Regional Land Use Leadership Institute and was named a 2010 Next City Vanguard.

CRED Talks

Driving Economic Development



Casey Anderson

**Market Leader - Regulation, Policy, and Entitlements
Rodgers Consulting**

Casey Anderson joined Rodgers Consulting, the leading civil engineering and land planning firm in the Maryland suburbs of Washington, D.C., in 2023 after more than a decade of service on the Montgomery County Planning Board and Maryland-National Capital Park and Planning Commission, the bi-county agency that regulates real estate development, plans transportation infrastructure, and manages the park systems in Montgomery and

Prince George's Counties. Anderson is a former congressional staffer, government relations executive, newspaper reporter, and lawyer in private practice and serves on the boards of the Affordable Housing Conference of Montgomery County and the Greater Bethesda Chamber of Commerce. He is the president of the Mid-Atlantic Offroad Enthusiasts (MORE), one of the largest mountain bike clubs in the country; and a former member of the board of the Washington Area Bicyclist Association (WABA). He has two adult children and lives in Silver Spring with his wife, Mary, and their cavapoo.

Casey's CRED Talk: *Taking the Suburbs Seriously: Why the DC Region Needs Better Urbanism Beyond the City*

During this talk, we will explore why people who care about the National Capital Region should pay more attention to its suburbs.



Mike Aziz

**Principal
Corgan**

Mike Aziz, AIA, LEED AP is a Principal at Corgan, following its recent merger with Cooper Robertson, where he leads planning and urban design efforts focused on how changing consumer behavior, technology, and urban life are reshaping the future of retail environments. His work spans complex, mixed-use projects—including the redevelopment of Columbia Town Center in Columbia, MD, Penns Landing in

Philadelphia, and the Greenbrier District in Chesapeake, VA.

A registered architect and LEED Accredited Professional, Mike brings over 20 years of experience connecting economic insight with design innovation. He has lectured at Yale, Columbia University, and the University of Pennsylvania, and was named to BD+C's 40 Under 40 list for his leadership in design and urban development.

Mike's CRED Talk: *Transforming Retail & Building the New Economy: Digitize. Decarbonize. Deglobalize*

The new economy cannot be built on perpetual outward growth. It lies in the adaptive reuse of the sprawling cityscapes we already occupy — the underperforming malls, aging retail centers, and seas of asphalt that once defined prosperity, and which now must be reimaged as the engines of resilience, equity, and innovation. Using a new vision for Chesapeake Virginia's Greenbrier District as a case study of commercial corridor densification and mall redevelopment, this talk explores drivers of change — low demand, poor fiscal return, barriers to civic life, and negative climate impacts — and the policy and design playbook that can make yesterday's retail the foundation of tomorrow's economy. We'll cover the "Three D's of the new economy — Digitalization, decarbonization, and deglobalization; why this matters for our region — fiscal responsibility, equity & affordability, place identity — as well as how to translate these ideas into real economic impact.



Caroline Valvardi
Managing Principal
Seregh

Caroline Valvardi has spent her career working at purpose-driven organizations focused on community development, financial services, and sports. She currently serves as Vice President of Public Affairs & Communications at Sports and Entertainment Real Estate Global Holdings (Seregh, pronounced "surge"), a global real estate company that develops and funds large-scale, mixed-use districts anchored by sports and entertainment venues. Caroline plays a key role driving strategic communications, stakeholder engagement, and business development as Seregh aims to invest \$100 billion in 30 cities over the next decade in partnership with sports teams, municipalities, and communities.

Prior to Seregh, Caroline spent six-and-a-half years at OFN leading marketing and communications where she directed data-driven storytelling, managed creative production and integrated content strategy, and collaborated with public and private sector partners such as the Small Business Administration, Google, and JPMorgan to advance equitable economic opportunity and drive brand awareness for the CDFI industry.

Her other previous roles span digital marketing at a global fintech startup based in Los Angeles, program leadership at a CDFI in Philadelphia where she helped triple loan volume and capital raised for women and minority entrepreneurs, marketing and communications to support professional athletes with their philanthropic initiatives, and community outreach and intake services at a youth homeless shelter in New York City.

Caroline holds an M.S. in Social Policy from the University of Pennsylvania and a B.A. in International Political Economy from Fordham University. She is a passionate advocate for leveraging the power of sports to create positive social impact.

Caroline's CRED Talk: Leveraging Sports and Entertainment Mixed-Use Districts as Tools for Equitable Economic Opportunity

Here are three ideas stakeholders can incorporate in public-private partnerships and community benefits agreements to make sports and entertainment mixed-use districts in DC and beyond more inclusive, vibrant, and a big win for everyone.

Empowering People and Place



James Ball

**Director of Future Cities
National Building Museum**

James Darius Ball is the Director of Future Cities at the National Building Museum, where he leads a multi-year, interdisciplinary initiative to center the city as hub, catalyst, and essential building block of society. With a background in sustainable development, building science, and community engagement, James brings a rich experience and passion to questions of urban identity and opportunity. Under his leadership, Future

Cities is hosting exhibitions, programs, and storytelling projects that invite communities—from residents to industry leaders—to imagine cities not just as places we live, but as expressions of who we are and what we value. Prior to joining the Museum, James brought his thought leadership to governments, developers, startups, media, and nonprofit organizations across the country. He has written and presented extensively throughout his career including speaking roles at Greenbuild, Living Future, and VERGE. He holds a Bachelors of Industrial Design from Pratt Institute and a Masters of Environmental Management from Yale.

James's CRED Talk: *Coming Together for Future Cities*

Welcome to the National Building Museum's new participatory exhibition - *Coming Together: Reimagining America's Downtowns*. Join us on this multimedia exploration of the exhibition's content, with an invitation to participate in the new national storytelling platform - *I Hope This Becomes...*, and host your next event for free in The City Action Hall!



Juanita Hardy

**Founder, Tiger Management Consulting Group
ULI Senior Visiting Fellow, Creative Placemaking,
Urban Land Institute**

Juanita Hardy has a passion for fostering healthy, thriving, and equitable places to live, work, learn and play through her work with individuals and businesses. In 2006, she founded Tiger Management Consulting Group LLC, an executive coaching and business consulting services firm, following a 31-year career with IBM. Ms. Hardy has over 45 years of business

experience, including over a decade in the real estate industry, and over 35 years in the arts as a nonprofit leader, trustee, and patron of the arts.

Since 2016, Ms. Hardy has served as Senior Visiting Fellow for Creative Placemaking for Urban Land Institute, providing research and guidance to real estate professionals on leveraging creative placemaking (CPM), or arts and culture in tandem with great design, on real estate development projects to grow project value and enhance stakeholder social and economic benefits. She has authored several ULI publications and Urban Land magazine articles on CPM. Ms. Hardy is a member of ULI and serves as a member and a vice-chair of its Placemaking Council.

Juanita's CRED Talk: *Leveraging Best Practices in Artist/Developer Collaborations to Create Exceptional Places*

This talk discusses how engaging artists with real developers in collaborative ways can both grow project value and create endearing and high demand places. It provides highlights of research findings conducted by ULI's Art in Place project that discovered seven best practices in artist and developer collaborations. Best practices come to life through case studies that spotlight how artists engaged on projects large and small can boost economic and social benefits for all stakeholders.

Housing From All Angles



Richard Lake
Founding Principal
Roadside Development

Richard Lake is a founding Principal of Roadside Development. Roadside was formed over 25 years ago as a Washington, DC-based development company, focused on the creation of retail and mixed-use environments. Roadside has become one of the leading experts in urban and town center development throughout the metropolitan Washington, DC region.

Mr. Lake has been responsible for overall acquisition, entitlement, development, leasing, and property management of more than 25 million SF over the past three decades. Notable recent projects include City Ridge located at 3900 Wisconsin Avenue, NW which is 1.8 million square feet of new development incorporating the historic “Equitable Life Company” building which housed the headquarters for Fannie Mae for more than 30 years. City Market at O & 880P, a million square foot, urban infill project in the heart of the Shaw neighborhood in Washington DC, which spans two city blocks and features nearly 90,000 square feet of retail, 550 luxury rental apartments, 90 affordable senior rental units, a 182-room key hotel, a 500-car parking garage, and incorporates the historic preservation of the nationally registered landmark O Street Market; Stonebridge at Potomac Town Center, a 105-acre mixed-use retail town center and residential community in Woodbridge, Virginia; and Cityline at Tenley, which preserved and transformed an abandoned historic Sears building into an award winning mixed-use project that attracted Washington, DC’s first Best Buy and Container Store retailers while also incorporating a contemporary addition of 204 luxury condominium units.

Mr. Lake’s talent for working with development teams and optimizing a project’s full value potential throughout all stages of the real estate cycle is one of his greatest assets. He has also served as a consultant on several real estate projects throughout the country, with an expertise in place-making, by creating successful retail environments and public spaces that amenitize and enhance residential, commercial, and cultural uses to become vibrant mixed-use communities.

Mr. Lake is a native Washingtonian and has been an active member of the business community for over 30 years. Prior to co-founding Roadside Development, he was the founding partner of The Retail Group and led Madison Retail Group, a full-service retail brokerage firm that was the dominant leader in the DC and Mid-Atlantic markets. He began his career in real estate as a broker with Smithy Braedon ONCOR International. He is a graduate of Boston University.

Mr. Lake currently serves on the board of directors for several non-profit and economic development organizations. He is the incoming President of the Board of the DC Building Industry Association (DCBIA), Chairman of Board of the Developer's Roundtable; past Co-Chair of the Washington DC Economic Partnership (eight years) and currently serves on the Executive Committee; A Trustee of the Federal City Council, a past President of the Board of Iona Senior Services, member of Children's National Real Estate Committee, and a former member of the Prince William County Economic Advisory Committee.

Richard's CRED Talk: *Why is Affordable Housing Unaffordable?*

Richard Lake, Partner at Roadside Development, will examine today's affordable housing crisis and how outdated policies often stand in the way of real solutions. Drawing on lessons from the past, he'll explore how density and smarter development strategies can help us house more people and make "affordable housing" truly affordable.



Lionel Lynch

**Head of Workforce Housing Solutions
J.P. Morgan Commercial Real Estate**

Lionel Lynch is Head of Workforce Housing Solutions at J.P. Morgan Commercial Real Estate. He leads national efforts to expand access to workforce and affordable housing by leveraging a diverse array of capital sources beyond traditional Low-Income Housing Tax Credit (LIHTC) equity.

Workforce Housing Solutions provides balance sheet debt to support new construction, acquisition and preservation of housing ranging from fully rent-restricted projects to mixed-income communities. The group also provides valuable insights to entities interested in developing and financing workforce housing, including: health systems, higher education institutions, traditional and impact equity funds, and public sector agencies.

With a career spanning both public and private sectors, Lionel brings a unique perspective on innovative financing strategies and collaborative solutions to address housing affordability. His experience includes serving as Chief of Staff for the Federal Housing Administration and Senior Advisor for Housing Finance and Policy at the U.S. Department of Housing and Urban Development, where he helped shape federal housing policy. In the private sector, he has developed transformative mixed-use and mixed-income real estate projects. He has also advised anchor institutions, public agencies, and developers on initiatives that drive community investment and economic growth.

Lionel holds both a bachelor's degree and an MBA from Harvard University. He is an active member of the National Multifamily Housing Council, Real Estate Executive Council, DowntownDC Foundation and Leadership Greater Washington. He lives in Washington, D.C. with his wife and two daughters.

Lionel's CRED Talk: *Expanding and Unlocking Resources to House More People*

This talk will explore the new and non-traditional ways of financing housing by reducing risk and the cost of capital and land, as well as partnerships with perpetual institutions that have different expectations of return.



Jeff Olivet

Founder, Olivet Group

**ULI Senior Advisor, Homeless to Housed Initiative,
Urban Land Institute**

Jeff Olivet is an internationally recognized leader in public health and homelessness policy. From 2022 to 2025, he was the nation's top homelessness official, leading the U.S. Interagency Council on Homelessness (USICH) under the Biden Administration. Prior to federal service, he was CEO of the Center for Social Innovation (now C4 Innovations), a mission-driven small business

dedicated to scaling best practices in the fields of housing, public health, behavioral health, and homelessness. He has been principal investigator on numerous studies funded by the National Institutes of Health and private foundations. Jeff has over three decades of experience as an outreach worker, advocate, researcher, teacher, writer, and inspiring public speaker. He currently serves as Senior Advisor to the Initiative on Health and Homelessness at the Harvard T.H. Chan School of Public Health, Senior Advisor to ULI's Homeless to Housed Initiative, and a consultant to organizations in the United States and internationally. He has a B.A. from the University of Alabama and an M.A. from Boston College and lives in Washington, DC.

Jeff's CRED Talk: *10 Principles to Address Homelessness*

In this talk, Jeff Olivet, Senior Advisor to ULI's Homeless to Housed Initiative will emphasize the critical role the real estate sector can play in tackling homelessness and share important new resources for ULI members.

Navigating Data and Development



David Fersh
Technology Strategist
SmithGroup

David Fersh serves as a Technology Strategist and the Design Solutions Lead within SmithGroup's national Technology in Practice group, where he advances the firm's integration of new and emerging technologies. His work focuses on applying AI, immersive technology, and computational design to improve design quality, strengthen communication, and enhance documentation and construction coordination. David has contributed to the development and implementation of innovative digital workflows on a wide range of SmithGroup projects, including Virginia Tech Academic Building One and the DC Water Headquarters. He is recognized as a thought leader for the firm, sharing insights on topics such as AI and immersive design technologies to help teams navigate the rapidly evolving design technology landscape.

David's CRED Talk: *The Power of Quality Data in an AI-Enabled Design Practice*

Drawing on examples from across SmithGroup, this presentation will show how AI is transforming our multidisciplinary practice, from augmented design processes to knowledge sharing. The session highlights how the quality of underlying data shapes reliable AI outcomes and why understanding that data is essential for meaningful results.



Jacinda Linderman
Senior Data Analyst
PolicyMap

Jacinda joined PolicyMap in 2021, bringing with her skills in geographic information systems and data analysis, and an interest in community development and public policy. Most recently she completed her Master's project on gentrification and community development in low-income Philadelphia communities. She previously interned for Philadelphia City Councilmember Maria Quiñones-Sánchez. Jacinda holds a Master's degree in Public Policy, a Graduate Certificate in Geographic Information Systems, and a Bachelor's degree in Political Science from Temple University.

Jacinda's CRED Talk: *Data-Driven Development in DC*

Why are DC's fastest-appreciating neighborhoods also the most vulnerable to displacement? This session uses comprehensive data to reveal the gap between where federal investment dollars flow and where affordable housing actually exists—and shows how developers can bridge it.



Ross Litkenhous

Partner & Co-Founder, Oasis Digital Properties
Founder, Cavalry Real Estate Advisors
Founder, Taxonics

Ross Litkenhous has been a fixture in the Greater Washington, DC real estate community for over 20 years, and has played an active role in shaping discussions and efforts related to data center taxation and economic incentives in the Mid-Atlantic.

Seeing an opportunity to address the local challenges with data centers, he co-founded Oasis Digital Properties with the intention of changing the way data centers are developed. With a focus on sustainability, smart land use, and collaborative public engagement, Oasis is helping meet growing demand by bringing data center development to locales both inside and outside traditional hubs. This community-driven approach was integral to the recent approval of Dahlgren Innovation Hub, a 500-acre site in King George County, VA, which will deliver 7 million sq ft of data center improvements over the next 15 years.

Ross is also the founder of Cavalry Real Estate Advisors, a national property tax and advisory firm, and Taxonics, a leading real estate tax data and technology platform. He has served as an elected member of the Falls Church City Council and currently serves as Chair of the Falls Church City Economic Development Authority. He has also held positions on a variety of boards and commissions, including the Board of Zoning Appeals, the Metropolitan Washington Council of Governments, and the Northern Virginia Regional Commission.

Ross's CRED Talk: *Data Centers as a Force for Good*

Economic development is all about choices. Though controversial, data centers drive more positive economic impact at the local level than any other real estate asset type. With proper planning, transparency and an understanding of lessons learned from places like northern Virginia, localities can benefit tremendously from these unique assets, leveraging their fiscal power to accomplish broader policy objectives, while driving regional innovation. Understanding the truth makes the choice clear.

Additional Speakers



Nina Albert

**Deputy Mayor for Planning and Economic Development, Washington, D.C.
District of Columbia**

Nina Albert is the Deputy Mayor for Planning and Economic Development for the District of Columbia under Mayor Muriel Bowser. In this role, she is responsible for seven District agencies and coordinates with seven independent agencies to grow DC's tax base, increase economic opportunity and mobility for DC residents, ensure an affordable quality of life for DC

residents, and strengthen Washington, DC's vibrancy and role as the Nation's capital.

Albert has more than 20 years of experience in public real estate, economic revitalization, and sustainable urban development. A leader with a proven track record, she prioritizes collaboration, fosters a diverse culture of high performers and encourages a growth mindset.

Albert served as the Commissioner of the Public Buildings Service at the U.S. General Services Administration in the Biden Administration, was the Vice President of Real Estate at the Washington Metropolitan Area Transit Authority, was responsible for Walmart's store openings in greater Washington region, and has worked as a real estate advisor and consultant. Albert is a U.S. Army veteran. She has an MBA and a Master of City and Regional Planning from the University of North Carolina at Chapel Hill and a Bachelor of Science in Mechanical Engineering from Tufts University.



Chelsea Allinger

**Executive Director
Greater Greater Washington**

Chelsea Allinger (she/her) is the executive director of Greater Greater Washington (GGWash), a nonprofit dedicated to the vision of a Washington region in which housing is abundant and affordable and it's safe and easy to walk, bike, roll, or take public transportation to get around. Chelsea has spent nearly two decades working in different capacities on land policy, urban policy, urban planning, and community development.

Before coming to GGWash, she spent seven years on the senior leadership team at the national Center for Community Progress. Previously, she worked at Cypress Hills Local Development Corporation in northeast Brooklyn and the Governors' Institute on Community Design at Smart Growth America. Chelsea served two terms as an elected Advisory Neighborhood Commissioner in the Mount Pleasant neighborhood of Washington, DC, from 2019-2023. She is a PhD candidate in public policy and public administration at George Washington University.



Secretary Jake R. Day

Maryland Department of Housing and Community Development

Secretary Jacob R. (Jake) Day leads the Maryland Department of Housing and Community Development and serves as a member of Governor Wes Moore's Cabinet. As a member of the Governor's Executive Council, Secretary Day is the Governor's senior advisor on housing and place-based economic development and chief executive officer of the State's housing finance agency, investing more than \$2.5 billion annually

to revitalize Maryland communities and address Maryland's housing shortage.

Since his appointment, Secretary Day has enshrined the Administration's values into the Department through the establishment of the Division of Just Communities, Division of Homeless Solutions, and the state's housing policy powerhouse – the Division of Policy, Strategy & Research. He has overseen the successful passage of the Moore-Miller Administration's groundbreaking Housing Package in 2024, financed more than 6,000 new housing units, and provided \$191.7 million in community revitalization projects across all 24 jurisdictions.

Prior to his nomination to lead the Department, Secretary Day served as the 28th Mayor of Salisbury, Maryland. Born and raised in Salisbury, he previously served as City Council President. His tenure as Mayor was marked by a resurgent downtown, including nearly \$650 million in new construction, a steeply declining crime rate, establishment of two youth community centers, a reorganized and data driven administration, and the creation of a permanent supportive housing program to address chronic homelessness.

Secretary Day also previously worked as Director of the Center for Towns utilizing urban design, planning and development assistance to establish vibrant, sustainable cities and towns. He served as national president of the American Institute of Architecture Students, and as editor-in-chief of CRIT, a journal of architecture. Jake was elected the 79th president of the

Maryland Municipal League, representing Maryland's 157 municipalities, and was one of Maryland's representatives to the Chesapeake Bay Program's Local Government Advisory Committee.

A U.S. Army Major assigned to a unit in US Army Special Operations Command (USASOC), Jake is a Cavalry, Information Operations, and Special Technical Operations Officer. He is a veteran of the Global War on Terrorism and was deployed to Somalia, Kenya, Djibouti. Secretary Day earned a Master of Science in Nature, Society & Environmental Policy from Oxford University. He also earned a Master of Urban Design from Carnegie Mellon University and a Bachelor of Science in Architecture from the University of Maryland. He is the proud father to two beautiful daughters, Lilly and Olivia.



Liz DeBarros

**CEO
DCBIA**

Liz DeBarros is the CEO at the District of Columbia Building Industry Association (DCBIA) where she advances the economic, community, and civic impact of the DC real estate development industry and its leaders. Liz has over 18 years of public and private sector experience, adhering to financial stewardship while adding significant value to organizations through proactive stakeholder engagement and solution-

focused public policy and administrative objectives and activities. She has extensive experience in government operations and business trade association management. Liz's previous roles include Senior Advisor of DCBIA, Chief of Staff and Legislative Director at the District of Columbia Government Department of Employment Services, and Vice President of the Hotel Association of Washington, D.C. Liz serves on the Board of Directors of the Washington, DC Economic Partnership, Downtown DC BID Foundation, Workforce Investment Council and is a member of the Leadership Greater Washington Class of 2018. She holds a bachelor's degree from Rhode Island College and Master of Arts from Temple University. She resides in Kingman Park, Washington, DC in Ward 7.

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Chuck DiRocco
Director of Real Estate Research
PwC

Charles (Chuck) DiRocco is Director of Real Estate Research at PwC and is based in Washington, DC, where his focus is on Emerging Trends in Real Estate covering the U.S., Europe, and Asia. Before working with PwC, Mr. DiRocco was the Managing Director of Client Services and Thought Leadership for Ankura. Mr. DiRocco's role there revolved around client relationships with private institutional equity and direct lending clientele, including global investment banks, insurance companies, pension funds, and various asset lenders and owners. Before Ankura, he served as the Director of Research at Altus Group. He created and produced The Real Confidence Executive Survey, Young Professional Survey, The University Challenge, and The Yardstick. In addition, Mr. DiRocco was the Vice President of Research for the National Association of Real Estate Investment Trusts (NAREIT). Mr. DiRocco's education includes a B.S. degree in Finance and an M.B.A. from The Johns Hopkins University with a concentration in Finance and investments. Also, he is an active member of the Urban Land Institute, a Homer Hoyt Fellow, a Counselor of Real Estate, a Certified Commercial Investment Member, and a Fellow of the Royal Institution of Chartered Surveyors.



Aileen Fuchs
President & Executive Director
National Building Museum

Aileen Fuchs is the President & Executive Director of the National Building Museum, where she started her role in May 2021. For fifteen years, Aileen has been working at the intersection of site-specific historic interpretation, adaptive-reuse activations, and cultural destination-making. A former life-long New Yorker, Aileen served as President and CEO of Snug Harbor Cultural Center & Botanical Garden from 2017-2021. She oversaw the property management and cultural programming of the historic 83-acre site. Before that, she served as Executive Director of Exhibits & Programs for the Brooklyn Navy Yard Development Corporation. Her work—through public art initiatives, immersive industry tours, education programs, and exhibitions—was transformational in building the brand of the Brooklyn Navy Yard as a national model for urban industrial manufacturing. Prior to these endeavors, she

worked in exhibition development with the American History Workshop, developing content for museums and projects in NY, Philadelphia, Boston and DC. Aileen holds an M.A. and Advanced Certificate in Public History from New York University. She currently serves on the Boards of the Washington DC Economic Partnership and the Downtown DC BID, is a member of Federal City Council and serves on the Consultative Council of the National Institute of Building Sciences.



Evan Goldman
Executive Vice President of Acquisition and Development
EYA

Evan Goldman is Executive Vice President of Acquisition and Development at EYA, LLC. He brings a decade of mixed-use and multi-family experience to the EYA development team and works on sourcing new deals as well as shepherding projects through the development process. Prior to joining EYA, Evan was Vice President of Development at Federal Realty

Investment Trust, where he was primarily responsible for managing the development of Pike & Rose. Evan regularly guest lectures about real estate, planning, and development at local universities. He currently serves on the Advisory Board of the Urban Land Institute Washington and is a Trustee of the Milton Gottesman Jewish Day School of the Nation's Capital. In 2012, Evan received the Livable Communities Leadership Award from the Washington, DC based Coalition for Smarter Growth.

Evan earned a BS in Design and Environmental Analysis from Cornell University and a MBA in Real Estate and Finance from the Wharton Business School. He lives in Washington, DC with his wife and three young children.



Colleen Hawkinson
Executive Director
DC BID Council

With more than 20 years of public- and private-sector placemaking, place management, urban planning, and infrastructure delivery experience, Colleen Hawkinson brings a wealth of knowledge and expertise to her role. Prior to joining the DC BID Council in 2024, Colleen served as the inaugural Executive Director of the Dupont Circle Business Improvement District (BID), where she achieved remarkable success in advocating

for and implementing transformative projects that enhanced the neighborhood's vibrancy and livability. During her tenure at the Dupont Circle BID, Colleen spearheaded the successful advocacy and acquisition of \$30 million for the construction of the Dupont Plaza and Streetscape project, a pivotal initiative that will revitalize the historic neighborhood's public spaces.

In addition to her infrastructure and economic development expertise, Colleen brings more than 15 years' worth of experience working within DC government, and a strong ability to work across sectors on shared priorities. At the DC BID Council, Colleen is focused on growing existing partnerships and forging new collaborations to increase opportunities for all Washington, D.C. stakeholders through the physical and social environments. She works with civic and business stakeholders to advocate for inclusive and livable neighborhoods across the District.



Rachel Hodgdon
President and CEO
International WELL Building Institute

Named President and CEO of the International WELL Building Institute (IWBI) in 2020, Rachel Hodgdon is leading a movement to advance people-first places for everyone, everywhere. Her motto is “Always be winning for good,” and she’s put that to work at IWBI, developing research-backed tools to help organizations create places where people can thrive. Today, IWBI’s WELL Standard is being used in more than 6 billion square feet

of space over 100,000 locations in more than 135 countries and benefitting more than 30 million people every day. Today more than 180 Fortune 500 and Global 500 companies use WELL.

She joined IWBI as its Chief Product Officer in 2016 and led the wholesale evolution of the WELL Standard to WELL v2. Prior to joining IWBI, Rachel spent nearly a decade at the intersection of sustainability and human health, helping the U.S. Green Building Council (USGBC) make LEED the world’s most widely used green building rating system. At USGBC, she founded the Center for Green Schools, which mobilized \$275B+ investments in LEED-certified educational facilities and deployed over 750,000 volunteers to transform schools on every continent.

Rachel serves on numerous boards and advisories, including serving as vice chair of Second Nature, a board member of Habitable and of the Real Estate Pride Council. A graduate of Tufts

University, she is a sought-after media voice, inspirational speaker and frequent guest lecturer and instructor at institutions including the Harvard T.H. Chan School of Public Health's Center for Health and the Global Environment, Harvard University Kennedy School of Government, Stanford, Johns Hopkins, the University of Connecticut School of Business and Tufts.



Monique Johnson, Ph.D.

Chief of Programs

Virginia Housing

Monique Johnson, Ph.D. was appointed Chief of Programs in April 2024. She previously served as Managing Director of Community Outreach, where she was responsible for fostering relationships with housing service providers and grant assistance programs across the Commonwealth. Monique's lived experience has been a driver for her to pursue a career in affordable housing. She was drawn to Virginia

Housing's mission because it aligns so closely with her purpose and passion.

Monique's career includes over 20 years of experience in affordable housing development, commercial real estate lending, and organizational strategy and program operations. She is passionate about solving complex problems and mentoring the next generation of leaders. Monique also sits on the Board of the Housing Association of Nonprofit Developers and is a member of the Virginia Commonwealth University Real Estate Circle of Excellence. Prior to joining Virginia Housing, Monique was the Chief Operating Officer at the Better Housing Coalition and Vice President at Virginia Community Capital.

Monique holds a Ph.D. in Public Policy and Administration from Virginia Commonwealth University, a Master of Business Administration from the University of Richmond, and a Bachelor of Science degree in Civil Engineering from the University of Virginia.

In her personal time, she enjoys being a mentor, teaching and practicing yoga, and traveling with her husband Darius and daughter Phoebe.

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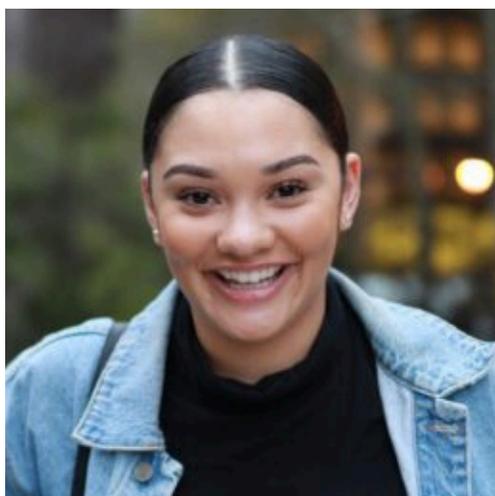
Deborah Kerson Bilek

CEO

Georgetown BID

As CEO of the Georgetown BID, Deborah Kerson Bilek is responsible for shaping Georgetown's future as Washington's premier mixed-use neighborhood, advancing initiatives across retail, office, hospitality, entertainment, and residential sectors. She reports to the Board of Directors and is responsible for the guidance and management of the BID's staff in administration and financial reporting as well as

directing the day-to-day activities of the BID. Deb is an executive leader with over 20 years of experience in policy, planning, and public and nonprofit management in the Metropolitan Washington Region. She most recently served as the Executive Director of ULI Washington, a member organization with a mission to shape the future of the built environment for transformative impact. Deb holds an Executive Certificate in Facilitation from Georgetown University. She earned her master's degree in public administration from New York University, and her undergraduate degree in anthropology magna cum laude from Washington University in St. Louis.



KellyAnn Kirkpatrick

**Senior Product Manager, Housing Fund
Amazon**

KellyAnn Kirkpatrick currently serves as the Grants and Partnerships lead for the Amazon Housing Equity Fund, where she supports affordable housing focused grant making and strategic collaboration as a part of the Amazon In the Community team. With an unwavering passion for diversity and inclusion, KellyAnn has seamlessly merged her dedication to economic empowerment with her expertise in grant-making and

strategic partnerships in her current role where she also oversees the Housing Equity Fund's Accelerator Program. Prior to her current position, she was a part of the Amazon Black Business Accelerator team, where she supported Black-owned sellers in their Amazon seller journey. Additionally, KellyAnn previously served as a Senior Program Associate at JPMorgan Chase & Co. within Global Philanthropy, where she concentrated on philanthropic investments aimed at supporting and empowering small businesses on a global scale. KellyAnn's experience spans the private and public sector as she also previously served as a Program

Manager at the District of Columbia's Office of the Deputy Mayor for Planning and Economic Development, where her efforts were concentrated on supporting community conscious development and brick and mortar retail in the District with programs like Great Streets and the Neighborhood Prosperity Fund.



Clark Mercer
Executive Director
Metropolitan Washington Council of Governments
(COG)

Clark Mercer is Executive Director of the Metropolitan Washington Council of Governments (COG). In this role, he is responsible for the nonprofit association's overall administration, supporting the Board of Directors and policy committees, and representing COG before a variety of government, business, and other stakeholder organizations.

Mercer is an executive leader with more than 20 years of experience in the public, private, and civic sectors, including serving as a Chief of Staff to Virginia Governor Ralph Northam.

Born and raised in Alexandria, Virginia, Mercer received a Master of Public Policy degree from The George Washington University and a Bachelor of Arts degree from Yale University.



Evan Regan-Levine
Chief Strategy Officer
JBG SMITH

Mr. Evan Regan-Levine is Chief Strategy Officer of JBG SMITH. Mr. Regan-Levine helps shape the firm's investment approach with data and analytics and works on large scale strategic initiatives, investor relations/capital raising, and innovation projects as well as partnerships outside the traditional real estate transaction landscape. Mr. Regan-Levine's work is typically cross-vertical focused on product or process

enhancement – particularly at the intersection of market research and design. He manages JBG SMITH's Venture Capital investments and is a member of the firm's Investment Committee and Operating Committee.

Prior to joining The JBG Companies (predecessor to JBG SMITH) in 2013, Mr. Regan-Levine

was an Associate with Monday Properties and served for two years in market research with JLL where he acted as an advisor for a wide variety of JLL's investor and occupier clients and was involved in several national and international consulting and research projects often focused on location and market intelligence and analytics for large corporate relocation requirements and investor clients.

Mr. Regan-Levine graduated Magna Cum Laude in Government from Georgetown University.



Senthil Sankaran

**Managing Principal, Housing Equity Fund
Amazon**

As Managing Principal of the Amazon Housing Equity Fund, Senthil Sankaran oversees Amazon's \$3.6 billion commitment to preserve and create over 35,000 affordable homes in the Puget Sound region, Arlington, VA/Greater Washington region, and Nashville, TN.

Before Amazon, Senthil held leadership roles in real estate development in both private and public sectors.

At the District of Columbia Housing Authority (DCHA), he served as SVP, Real Estate Development & Capital Programs, leading strategic portfolio repositioning and rehabilitation. As Senior Director of Development at EDENS, he focused on the Union Market neighborhood in Washington, DC. At the Office of the Deputy Mayor for Planning & Economic Development (DMPED) for the District of Columbia, Senthil managed a multi-billion-dollar portfolio of mixed-use, public-private real estate projects, utilizing financing tools like Tax Increment Financing (TIF) and securitized revenue bonds. He began his real estate career as a financial advisory consultant with Jones Lang LaSalle's Public Institutions practice in Washington, DC.

Senthil holds an MBA from Georgetown University's McDonough School of Business and a BA in Government/International Relations from Georgetown. He resides in Bloomingdale, Washington, DC, with his wife and two daughters.

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Stewart Schwartz
Executive Director
Coalition for Smarter Growth

Stewart Schwartz is the Executive Director and a founder of the Coalition for Smarter Growth, which he built into the leading smart growth organization in the Washington, DC region, addressing the interconnected issues of land use, transportation, urban design, housing, and energy. He leads the Reconnecting Virginia transportation reform project and serves on the board of the Virginia Conservation Network. He is also a

founder and board member of the Richmond area Partnership for Smarter Growth. For the second time in five years the Coalition has been recognized by the Catalogue for Philanthropy as one of the best small charities in the Washington, DC region.

An attorney with experience in land use, transportation and the environment, Mr. Schwartz has worked for the President's Council on Sustainable Development, the Land Trust Alliance, the Southern Environmental Law Center, and volunteered for the Chesapeake Bay Foundation. He is responsible for the strategic direction of the Coalition whose Blueprint for a Better Region makes the case for urban revitalization, transit and transit-oriented development, affordable housing, and more walkable communities.

A veteran who served for 24 years on active and reserve duty with the Navy, Mr. Schwartz earned a B.A. and J.D. from the University of Virginia and an M.A. from Georgetown University. He was recognized in 2002 by the Washington Business Journal as a Business Person of the Year and was a 2009 finalist for their Green Business Visionary Award. He is a member of the Virginia Bar Association.



Alison Williams
Managing Partner
Of Place

Alison Williams is the Managing Partner at Of Place, a retail-focused real estate development and consulting firm. She is passionate about creating great places, supporting local business, and leading a team with integrity, humor and empathy.

Of Place is focused on creating value for mixed-use assets through maximizing the positive impacts of the

groundplane – the retail and public realm – environment. Alison has extensive experience in real estate development; from acquisitions through analytics and project execution. She has partnered in 25 major master-planned mixed-use projects across the country and is a proud graduate of UVA's Darden School of Business with academic distinction.

Lunch Table Discussion Topics

Table Number	Topic	Table Captain
1	For-Sale Housing	Amy Friedlander
2	Preserving Existing Housing Stock	Kimberly Driggins
3	Market-Rate Housing Challenges	Angelina Fuller
4	Market-Rate Housing Challenges	Alisa Rosenberg
5	Affordable Housing Challenges	Charles Sims
6	Affordable Housing Challenges	Adam Ducker
7	Build-for-Rent Housing	Will Rich
8	Transportation Trends	Maura Brophy and Nia Rubin
9	Warehouses and Workers: Industrial Real Estate in the Region	Melissa Duggal and Nihar Shah
10	The Future of Office	Wendy Feldman Block
11	AI, Technology & Data Centers	Adam Segal
12	Downtown Recovery	Gerren Price and Leah Riley
13	Federal Footprint Impact on Regional Economic Development	Dan Gaffy
14	Infrastructure Funding & Return on Investment	Natalie Avery and Eric Womeldorff

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Lunch Table Discussion Topics

Table Number	Topic	Table Captain
15	The Future of Southwest DC	Steve Moore
16	Six Flag Redevelopment	Katie Wagner
17	Importance of Placemaking to Economic Development	Alison Williams
18	Community Engagement & Equity	Kendra Wiley
19	Environmental Resiliency & Sustainability	Paul Angelone
20	Transit-Oriented Communities: Our Competitive Advantage	Katie Cristol and Dalia Palchik
21	Economic Development in the Suburban Context	Tanya Washington
22	Entertainment & the Experience Economy	Sarina Accime
23	Hospitality Economy	Doug Carter
24	Parks & Open Space	Mike Stelfox
25	Art & Culture	Sarah Barr
26	Brick-and-Mortar Retail: Local Challenges & Lasting Solutions	Chad Shuskey
27	Rightsizing Retail for Tomorrow	Catherine Timko
28	Leveraging Universities for Economic Development	John Means