

CHRISTIAN LESSARD

PRESIDENT & CEO | AIA



EDUCATION

BACHELOR OF ARCHITECTURE

Virginia Polytechnic Institute and State University, 1978

REGISTRATIONS

REGISTERED ARCHITECT

in 18 US States

NCARB CERTIFIED

National Council of Architectural Registration Board

ORGANIZATIONS

PAST

AIA Chairman

Multi-family Housing Council;

NAHB, Multi-family Committee;

ULI Member, Residential

Land Development Committee.

CURRENT

Multi-Family Housing

Council

PUBLICATIONS

Works featured in the New York Times,

Wall Street Journal, Washington Post,

Urban Land and many others.

Chris Lessard is the founding Principal of Lessard Design and is a registered architect in 18 states (District of Columbia, Virginia, Maryland, New York, New Jersey, Connecticut, Massachusetts, Delaware, West Virginia, Pennsylvania, North Carolina, South Carolina, Florida, Georgia, Ohio, Illinois, Texas, Nevada).

He is recognized nationally and internationally as a design innovator, which can be partly attributed to his uncanny ability to recognize and understand market trends. Chris Lessard's continuing success is evidenced by the more than 450 national and local awards he and his firm have received, including honors from the Urban Land Institute (ULI), the National Association of Home Builders (NAHB), the Congress of New Urbanism (CNU), and the Best in American Living.

Chris Lessard and his works have been prominently featured in the Wall Street Journal, the Washington Post and several leading industry publications for his insight into real estate market trends. As a featured speaker, his expertise is sought for at national conventions, seminars and trade shows including ULI, the American Institute of Architects, International Builders and Multi-Family Housing. He actively participates in the Urban Land Institute and National Association of Home Builders, Northern Virginia Builders Industry Association and numerous land development and code committees. As one of America's top architects, Chris Lessard is a national leader in the planning and design of successful mixed-use and residential communities.

Lessard has designed master plans for the multi-phase communities — including town centers comprised of retail, office, hotel and public amenities — as well as the architectural design for individual mixed-use, residential and retail buildings.

His recently completed work includes two projects for Donald Trump: Trump Plaza – an iconic mixed-use tower in New Rochelle, NY — that city's tallest building; and the Trump Parc residential tower – the tallest building in Stamford, CT and the second tallest residential building in the state of Connecticut.

In response to a growing international demand for the firm's award-winning architectural and planning services, Mr. Lessard has expanded the firm's practice overseas to Central Asia and the Middle East. The firm has an office strategically located in Ahmedabad, India, and has recently been awarded projects in Nanjing, China and Riyadh, Saudi Arabia. In addition to Lessard's high-rise building and resort projects, the firm is able to provide high-density residential design solutions that work well in these countries' heavily-populated cities. Lessard's expertise in planning urban projects around the greater D.C. metro area as well as major markets across the United States offers developing markets the advantage of the firm's experience.





CAPITOL



ENGINEERS ★ PLANNERS ★ LANDSCAPE ARCHITECTS ★ SURVEYORS ★ SUSTAINABLE DESIGN

**SHAWN FROST, RLA, LEED AP
SENIOR PROJECT MANAGER / SENIOR ASSOCIATE**

YEARS OF EXPERIENCE: 21

Mr. Frost's landscape architecture experience includes a wide array of commercial, residential and mixed-use projects throughout Washington, DC, Virginia, and Maryland. This extensive portfolio of experience includes both large- and small-scale projects ranging from mixed-use infill to large-scale residential and commercial projects to individual homes and pad sites.

As a Senior Project Manager, Mr. Frost is responsible for the daily project management and office activities. He ensures that every attention to detail is provided for your project and that all of VIKA Capitol's resources are leveraged and engaged on your project. Mr. Frost's professional skills include: project management; planning and design; conceptual mixed use layout and infill design; landscape design; conceptual utility layout and engineering; streetscape design; planting plans; lighting plans; and, other tasks related to both landscape architecture and civil engineering.

Mr. Frost is Registered Landscape Architect in Maryland and Virginia. In addition, he is a Leadership in Energy and Environmental Design Accredited Professional (LEED AP) with a thorough understanding of green site design and building practices and principles.

AREAS OF PROFESSIONAL COMPETENCE:

- Conceptual land use plans
- Preparation of site development plans for mixed use, commercial, residential and infill developments
- Preparation of construction documents
- Planting plans
- Lighting plans
- Streetscape design
- Design of stormwater management facilities

RELEVANT PROJECT EXPERIENCE:

GEORGE WASHINGTON UNIVERSITY – MOUNT VERNON CAMPUS 2010 MASTER PLAN, NW: WASHINGTON, DC

SENIOR PROJECT MANAGER — Providing civil engineering services for George Washington University's Mount Vernon Campus 2010 Master Plan. Project consists of updating the existing master plan for the campus, zoning documents, and developing a sustainable stormwater management solution plan. Preparing a concept stormwater management plan that includes: a review of the existing site conditions; a review of the existing/proposed stormwater management facilities; and, coordination with the Project Team and George Washington University staff. In addition, looking at various types of stormwater management facilities to include Low Impact Development (LID) facilities and submitting the Stormwater Management Concept Plan to the District's Department of the Environment (DOE) for preliminary approval. Plan will include preliminary water quantity and quality calculations and will also include preliminary storm drain mains to support the stormwater management design, as well as water and sewer mains to support any new buildings.

VIKACapitol.com

WASHINGTON CANAL PARK, SE: WASHINGTON, DC

SENIOR PROJECT MANAGER — Providing surveying, civil engineering, and landscape architectural services related to the development of a park. The park includes: a restaurant with outdoor seating; three interactive fountains; an outdoor skating rink; a children's play area; and, an event lawn. The design includes innovative systems that will minimize energy consumption, and maximize stormwater re-use. The design currently includes rain gardens to filter and direct the runoff to an underground storage tank that, together with stormwater runoff collected from adjacent buildings, will fulfill the majority of the park's irrigation demands. In response to the small portion of contaminated soil under the site, and to minimize contamination of groundwater, the rain gardens will have a waterproof liner and under-drainage system to collect the stormwater to keep water from percolating into the ground water. Since the stormwater generated by the site (and a majority of the surrounding buildings) will not leave the site, the stormwater pollutant load leaving the site will be zero. The stormwater reuse system will hold and treat at least the first 3.2 inches of rainfall to meet current and future Anacostia Waterfront Initiatives (AWI) stormwater management regulations. Additional sustainable design features also include: street tree pits that function as raid gardens to filter street runoff; geothermal wells for heating and cooling the main pavilion; and, heat recovery systems linking the waste heat of the skating rink to the pavilion. Services included: schematic site plan; design development site plan; final site and utility plans; construction plans; erosion control plan; Environmental Impact Screening Form (EISF) coordination; stormwater management plan; public space permits exhibits; construction document plan processing; District of Columbia Water and Sewer Authority (DCWASA) coordination; dry utility and lighting and signage coordination; bidding assistance; construction administration; stormwater management as-built; existing subsurface utility investigation and mapping; design; and, installation of dry utility design.

INTEGRATED DESIGN & ELECTRONICS ACADEMY (IDEA) PUBLIC CHARTER SCHOOL, NE: WASHINGTON, DC

SENIOR PROJECT MANAGER — Providing surveying, civil engineering, and landscape architectural services for a 30,000 square foot expansion located at 1027 45th Street, NE. Services include: boundary and topographic survey; survey to mark; consolidation plat; subsurface utility investigation and mapping; concept and final site plan; earthwork cut/fill analysis; LEED coordination; site demolition plan; site and utility plan; erosion control plan; stormwater management plan; landscape plan; Environment Impact Screening Form (EISF) exhibits and computations; individual building play for building permit; public space permit exhibits; DCWASA coordination; dry utility coordination; construction administration; and, stormwater management as-built.

YUMA STUDY CENTER, NW: WASHINGTON, DC

SENIOR PROJECT MANAGER — Provided surveying and engineering services related to a building addition. Services included: boundary and topographical surveys; survey to mark and processing; design development; site and utility plan; off-site drainage study; erosion control plan; stormwater management plan (infiltration trench design); landscape plan coordination; final plans; individual building plats for building permits; public space permits; processed plan through the District of Columbia approval authorities, which included: District of Columbia (DDOT); District of Columbia Department of Consumer and Regulatory Affairs (DCRA); and, District of Columbia Department of the Environment (DDOE); final site plan; DCWASA coordination; construction administration; design of new utilities (water, sewer and storm); dry utility coordination; and, stormwater as-built.



FORT TOTTEN PLANNED UNIT DEVELOPMENT, NE: WASHINGTON, DC

SENIOR PROJECT MANAGER — Provided site plan design for this mixed-use development. Services included: preparation of consolidated and preliminary Planned Unit Development (PUD) plans; site plans; stormwater management planning and design; sediment and erosion control design; water, sewer, and storm drain designs; and, coordination with various District of Columbia authorities, that included: DDOT; District of Columbia Office of Planning; DDOE; and, DCWASA.

GAGE-ECKINGTON PARK, SE: WASHINGTON, DC

SENIOR PROJECT MANAGER — Provided surveying and engineering services related to the development of a park. Services included: boundary and topographical surveys; final site plans; DC WATER coordination; stormwater management plan; soil erosion & sediment control plan; public space permits exhibits; Earthwork Analysis; and construction administration services.

KINGMAN ISLAND, SE: WASHINGTON, DC

SENIOR PROJECT MANAGER — Provided surveying and engineering services related to the development of a park, new trails, waterline, and Memorial Grove. Services included: site development plan; design development; site and utility and grading plan; additional utility coordination; stormwater management waiver; soil erosion & sediment control plan; specifications; plan approval processing; dc water coordination; plat of computation; miscellaneous survey exhibits & plats; construction administration; earthwork analysis; design of utility service; phasing plan and revised permit set; stormwater management design: ddot standard drawings. Also provided the stakeout for this project.

PROFESSIONAL DEGREES AND REGISTRATIONS:

- Bachelor of Science, Landscape Architecture, University of Kentucky, 1994
- Virginia — Licensed Landscape Architect # 0406-000976
- Maryland — Registered Landscape Architect # 3267
- Leadership in Energy and Environmental Design Accredited Professional (LEED AP), 2009
- Certified Nurseryman — Kentucky



Daniel B. VanPelt, P.E., PTOE

Vice President and Principal

Mr. VanPelt's wide range of traffic and transportation project experience includes: traffic impact studies, site access and circulation planning, functional parking lot and garage design, parking demand analysis, corridor studies, campus master planning, major data collection efforts, loading dock design, intersection improvement design, signal design, signing and pavement marking design, and expert witness testimony. He has worked for public, private and institutional sector clients throughout the United States and has worked internationally on projects in the United Arab Emirates, China, Venezuela, Brazil and Mexico.

Education

Master of Science in Civil Engineering, *Washington University in St. Louis*
Bachelor of Science in Civil Engineering, *Washington University in St. Louis*
Bachelor of Science in Physics, *Bethany College*

Professional Registrations

Licensed Professional Engineer – Virginia #0402 037160, Pennsylvania #PE074759, Maryland #36413, District of Columbia #PE904669, and West Virginia #18288; Registered Professional Traffic Operations Engineer

Registered Professional Traffic Operations Engineer

Professional Associations

Institute of Transportation Engineers (ITE); Society for College and University Planning (SCUP); International Council of Shopping Centers (ICSC); American Society of Civil Engineers (ASCE); NAIOP Northern Virginia; and Lambda Alpha International Land Economics Honor Society

Publications

ITE webinar presenter for "Multi-Modal School Site Planning, Design and Transportation for Primary Grades K-8." 2010

"Lots to Learn; Don't let parking and traffic problems sink your entertainment business," *Casino Journal*, December 2003, p. 28.

Representative Experience

CAMPUSES AND MASTER PLANS

Mr. VanPelt has developed transportation master plans, demand management plans, construction management plans, circulation studies, and parking studies for a number of universities, schools and institutions including the American University Campus Plan, Washington, DC; Georgetown University Campus Plan, Washington, DC; Howard University Campus Plan, Washington, DC; Indiana University Campus Plan, Bloomington, IN; IUPUI Campus Plan, Indianapolis, IN; Calhoun Street East-Waterfront Area Plan, Charleston, SC; US Capitol Complex Master Plan, Washington, DC; The Capitol Visitor Center, Washington, DC; Cannon House Office Building Renewal, Washington, DC; Princeton University Campus Framework Plan, Princeton, NJ; Yale University Medical District, New Haven, CT; Hartford Strategic Framework, Hartford, CT; The National Cathedral Campus Plan, Washington, DC; The Bullis School, Potomac, MD; Alexandria Country Day School, Alexandria, VA; and The Phillips Collection, Washington, DC.

MIXED-USE AND COMMERCIAL DEVELOPMENTS

Mr. VanPelt has prepared traffic studies, parking analysis, site access planning, loading access design, site circulation planning and signal designs for projects including: Monument Ballpark, Washington, DC; Monaco I/II and Sanremo, Jersey City, NJ; Children's Museum and Air Rights Buildings at L'Enfant Plaza, Washington, DC; Shamrock Business Center, Painesville, OH; Auyare I/II and Hacienda Santa Cruz, Caracas, Venezuela; Oaklawn in

Leesburg, Leesburg, VA; Dubai International Finance Center, Dubai, UAE; 5th & K Streets NW, Washington, DC; and Journal Square Centre, Jersey City, NJ.

HOSPITALITY AND ENTERTAINMENT

Mr. VanPelt has worked on numerous hospitality and entertainment sites throughout North and South America. Projects include the St. Regis Mohawk Casino, Monticello, NY; Turning Stone Casino Resort, Verona, NY; Gaylord Texan, Grapevine, TX; Gaylord National Harbor, Prince George's County, MD; Mohegan Sun Casino Resort, Uncasville, CT; W Mexico City, Polanco, Mexico D.F.; Meskwaki Casino, Tama, IA; Marriott Orlando World Center, Orlando, FL; the Connecticut Convention Center, Hartford, CT; and Pikes Peak International Raceway, Colorado Springs, CO.

SHOPPING CENTERS AND MALLS

Mr. VanPelt has prepared traffic, parking, site access and site circulation studies for grocery stores, lifestyle centers, power centers, regional centers and urban retail including the Citadel Harris Teeter, Washington, DC; Mondawmin Mall Redevelopment, Baltimore, MD; DC USA Target and Best Buy, Washington, DC; Trotwood Town Center, Trotwood, OH; The Avenue Viera, Viera, FL; The Avenue Carriage Crossing, Collierville, TN; Woodbridge Center, Woodbridge, New Jersey; Kendall Town Center, Miami, FL; Summerlin Mall, Summerlin, NV; Chicago Premium Outlets, Aurora, IL; North Georgia Premium Outlets, Dawsonville, GA; Park Meadows Mall, Denver, CO; Owings Mills Mall, Owings Mills, MD; and Kittery Premium Outlets, Kittery, ME.

OFFICE AND RESIDENTIAL DEVELOPMENTS

Mr. VanPelt has worked on office and residential development projects involving site planning and access planning as well as the design of both traffic signals and parking garage facilities. Projects have included 1700 K Street NW, Washington, DC; City View Condos, Washington, DC; Westmoreland House at Huntington Metro, Alexandria, VA; Balmoral Residential, Prince William County, VA; Red Cedar, Loudoun County, VA.

PARKING STUDIES AND PARKING GARAGE DESIGN

Mr. VanPelt has performed parking needs studies and garage planning for projects such as the Dubai International Finance Center, Dubai, UAE; National Cathedral Bus Garage Design, Washington, DC; City View Condos, Hyattsville, MD; ER One Washington Hospital Center, Washington, DC; and Ronald Reagan National Airport, Arlington, VA.

TRAFFIC IMPACT STUDIES

Mr. VanPelt has conducted numerous traffic impact studies in support of rezoning, subdivision, site plan approvals and EIS applications for large and small residential, commercial, office retail and institutional developments. His work includes experience in Pennsylvania, Ohio, Virginia, Maryland, New Jersey, New York, Connecticut and the District of Columbia.

DATA COLLECTION STUDIES

Mr. VanPelt has conducted large-scale data collection efforts including traffic counts, pedestrian counts, vehicle classification counts, speed studies and origin-destination studies. Examples include managing a long-term data collection program for the New Jersey DOT in northern New Jersey and supervising data collection efforts at both the Lincoln and Holland Tunnels for the Port Authority of New York and New Jersey.

MEDICAL CAMPUS AND OFFICES

Mr. VanPelt has provided transportation master planning and traffic studies for a variety of medical facilities, including The Ohio State University Medical Center in Columbus, OH; Indiana University-Purdue University, Indianapolis/Clarian Medical Center in Indianapolis, IN; Sibley Hospital in Washington, DC; Reston Hospital in Reston, VA; and the ER-1 scalable prototype major emergency facility at Washington Hospital Center in Washington, DC.



GOROVE / SLADE

Transportation Planners and Engineers

OUTLINE OF TESTIMONY OF REPRESENTATIVE OF APPLICANT

- I. Description of Property
 - A. Background
 - B. Current use
 - C. Context
- II. Proposed Project
- III. Community Outreach
- IV. Benefits and Amenities
- V. Conclusion

OUTLINE OF TESTIMONY OF PROJECT ARCHITECT

- I. Description of Property
- II. Overview of Project & Flexibility
- III. Context
- IV. Site Challenges
- V. Review of plans
- VI. Landscaping
- VII. Design Considerations
- VIII. Materials
- IX. Conclusion

OUTLINE OF TESTIMONY OF TRANSPORTATION ENGINEER

- I. Project Context
- II. Parking
 - Anticipated impacts and demand
 - Proposed mitigation
- III. Trip Generation



Frank M. Kea, RLA CEO | Principal, Planning & Landscape Architecture

Managing Principal and CEO of Solutions IPEM, LLC, Frank brings over 30 years of professional experience in Land Planning, Landscape Architecture, Real Estate Development, and Home Building. Frank is a dynamic, results-oriented leader with a strong track record of performance within cutting edge, high-paced organizations. Utilizing keen insight and superior interpersonal skills with an integrated team approach, Frank provides the leadership needed to lead high impact, professional teams in solving multiple complex issues leading to successful projects for each client.

Frank has managed all phases of projects and has served as Vice President of Operations, Regional Operations Manager, and Project Director for communities ranging from 60 to 1,700 homes, commercial developments of 35,000 to 320,000 sf, and golf course construction of 18 to 36 hole championship courses with name designers. Frank also served as the Director of Acquisitions and Development for a regional private builder as well as a nation public builder and was responsible for identification and acquisition of community development projects through the process of regional market analysis, business planning, regional political involvement, contract negotiation, and management of due diligence/closing and community governance. Frank has established and maintained extensive political relations at both the state and local level including both County and Town governments, has written and promoted State legislation, local ordinances, and served on government advisory committees.

A native of Louisiana, Frank is a Licensed Landscape Architect in the states of Maryland, Delaware and Virginia.



Frank M. Kea, RLA

CEO | Principal, Planning & Landscape Architecture

Core Competencies Include:

- Land Planning, Landscape Architecture
- Place Making
- Urban Public Space Design
- Regional & Urban Planning
- Zoning & Entitlements
- Site Selection & Pre-Development
- Strategic Partnering
- Acquisition & Due Diligence Financial Performance
- Networking & Sourcing
- Contract Negotiations
- Politics & Lobbying
- Market Acquisition Strategies
- Political Action
- Development & Advisory Services
- Public Relations & Media Affairs
- Highest & Best Use Analysis Budgeting & Monitoring
- Community & Neighborhood Planning
- Marketing & Branding
- Commercial & Mixed Use Planning
- Sales & Marketing Leadership
- Public/Private Partnerships

Notable Projects

- Gateway Market, Washington, DC (\$25 mil)
- Sunset Harbour, Sussex County, DE (\$67.5 mil)
- Coastal Club, Sussex County, DE (\$41 mil)
- Americana Bayside, Sussex County, DE (\$723 mil)
- Sea Colony, Sussex County, DE (\$172 mil)
- Memphis Zoo, Memphis, TN (4.5 mil)
- Glenriddle, Sussex County, DE (\$293 mil)
- Village at Bear Trap Dunes, Sussex County, DE (\$420 mil)
- Woldenburg Riverfront Park, New Orleans, LA (\$5 mil)
- Palm Beach Polo & Country Club, W Palm Beach, FL (\$1.2 bil)
- Northern VA Golf Center, Fairfax, VA (\$6.5 mil)
- Tampa Zoo, Tampa, FL (\$35 mil)

Education

Bachelors of Landscape Architecture, Louisiana State University

Professional Licensing

Registered Landscape Architect, State of Virginia, #408
Registered Landscape Architect, State of Maryland, #3600
Registered Landscape Architect, State of Delaware, #464

Selected Achievements and Skills:

- Co-Founded Solutions, Integrated Planning, Engineering & Management, LLC in 2010, grew the organization organically, then purchasing Fuller Hall & Associates in 2013 successfully merging the organizations and adding Land Surveying services, an office in Salisbury, MD, and growing the company inorganically by 50%.
- As Vice President of Operations of Caldera Properties, led the growth of a highly professional acquisitions, development and disposition team resulting in the growth of assets from \$130 million to \$266 million with 17 projects ranging from 6 beach front lots to 650 homes all over a short 5 year period.
- Through government relations and resourceful management of lobbying efforts, reversed the collapse of an under-construction, planned resort community (Glenriddle) for Centex Homes saving up to \$13 million in potential investment loss and preserving an asset worth \$293 million
- Orchestrated the planning, zoning, engineering, hardscape/landscape design, marketing and sales of three of Carl M. Freeman Communities' most important luxury resort, residential and mixed use resort communities. Success caused company to grow from 60-80 homes (\$24.5 million) annually to 120 to 150 homes annually (\$57.5 million).

Project leadership and design included The Village at Bear Trap Dunes with 700 homes and up to 35,000 sf of commercial uses arranged around a town square anchored by the golf club that supports 27 holes of championship golf. This community remains the bellwether in community planning and design in the Delaware beach communities.



In addition, Americana Bayside represented the single largest planned community ever proposed in Delaware (1,700 homes, 270,000 sf of commercial & 18 holes of championship Jack Nicklaus signature golf). Through strategic government relations and creative leadership of lobbying efforts, saved \$18 million in investment and preserved this \$723 million asset.

- As Director of Planning & Landscape Architecture for the Alexandria, Virginia office of Niles Bolton Associates, re-started the department with no employees growing it to approximately \$930,000 in annual revenue in a short 21/2 year period developing many new clients for the firm.
- Organizer and founding board member of the Positive Growth Alliance, a private, non-profit organization created to promote reasonable, economically feasible and sustainable development-related growth in Sussex County, Delaware. The organization remains in existence with a vital and thriving membership today after 10 years of history writing and promoting both State and local legislation and working with government advisory committees representing the interests of the community at large.

Career Path:

Dynamic, results-oriented leader with a strong track record of performance in Land Planning and Landscape Architecture, Luxury Residential and High-end Commercial Real Estate Development, and Home Building within cutting edge, high-paced organizations. Utilizes keen analysis and insight with team approach to drive organizational improvements and implementation of best practices. Superior interpersonal skills, capable of resolving multiple and complex (sales, human resources, legal, financial, operational, and political) issues while motivating staff to peak performance. Led a variety of high impact, professional teams on complex, multi-faceted projects with the following firms prior to Solutions IPEM, LLC:

- **Frank M. Kea Communities, LLC** – Planning, Landscape Architecture, Feasibility, Acquisition, Land Development, Owners' Representation
President/Managing Member
2003 to Present
- **Caldera Properties, LP** - Land Planning, Landscape Architecture, Community and Property Development
Vice President of Operations
2003 to 2008
- **Centex Homes, Washington Metro Division** – Land Planning, Community Development & Homebuilding
Director of Land Acquisition & Development / Eastern Shore Regional Operations Manager
2001 to 2004
- **Carl M. Freeman Communities** – Land Planning, Community Development & Homebuilding
Director of Acquisitions & Development
1998 to 2001
- **Frank M. Kea, RLA** - Urban, Regional, Community & Neighborhood Planning & Landscape Architecture
Principal
1995 to 2003
- **Niles Bolton Associates, Inc.** – Multi disciplinary, Architecture, Golf Facilities, Planning & Landscape Architecture
Director of Planning and Landscape Architecture
1996 to 1998
- **Berkus Group Architects/Devereaux & Associates** - Architecture, Planning & Landscape Architecture
Director of Planning and Landscape Architecture
1993 to 1996
- **Greenhorne and O'Mara, Inc.** - Multi disciplinary, Engineering, Environmental Science & Engineering, Planning & Landscape Architecture
Department Head, Planning and Landscape Architecture
1990 to 1993



• **Dewberry and Davis, Inc.** - Multi disciplinary, Engineering, Environmental Science & Engineering, Planning & Landscape Architecture
Senior Landscape Architect/Planner
1988 to 1990

Professional Affiliations:

- Member, Urban Land Institute
- Member, Congress for the New Urbanism
- Member, National & Delaware Association of Homebuilders
- Former Board Member, Urban Salisbury, Inc.
- Former Interim Manager, Salisbury Main Street Program
- Former Member, Delaware State Greenways Committee
- Former Member, Delaware House Resolution 31 Sensitive Bay Area Task Force
- Former Board Member, Bethany/Fenwick Chamber of Commerce
- Former Associate Member, Delaware League of Local Governments
- Board Member/Founding Member of Positive Growth Alliance, Delaware
- Member, The Coalition, Delaware
- Member, Delaware & Maryland Farm Bureau

