



# **Friendship Heights**

Technical Assistance Panel

April 19-23, 2021

Biographies

## **Panel Chairs**



**Katie Bucklew**  
**Vice President – Mixed-Use**  
**AvalonBay Communities, Inc.**  
**Arlington, Virginia**

Katie Bucklew, Vice President of Mixed Use, joined AVB in 2019. Katie is responsible for identifying, structuring and closing new mixed-use opportunities with key retail, office, industrial and hotel owners across the country utilizing regional development support in the analysis and execution of all mixed-use transactions.

Prior to AvalonBay, Katie spent over 13 years with EDENS, a retail owner, operator and developer of retail centers focused on high density, high income markets throughout the East Coast and Texas. She held numerous high-profile roles in EDENS giving her a broad perspective of the retail real estate industry including managing over \$300M of (re)development activity, leading an \$861M public company acquisition, directing the daily activities of and executing strategic plans for a 35-center portfolio comprised of more than four million square feet and \$1B in asset value as well as leasing 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 real estate professionals, Katie is a member of ICSC, Women in Retail Real Estate and The Urban Land Institute. She is an active leader in the Urban Land Institute (ULI) sitting on the ULI Washington Governance Board (2017-present), ULI Washington Advisory Board (2016-present), ULI Washington Women's Leadership Initiative committee (2013 – present) and ULI Urban Mixed Use Blue National Product Council (2012-present, Vice Chair 2017-present). Katie is also a board member of Ivymount Foundation, an organization that supports the education, training and outreach of people with autism and special needs.



**Bob Peck**  
**Director**  
**Gensler**  
**Washington, D.C.**

Robert A. Peck is a Principal and senior workplace strategist at Gensler, a global architecture and design firm. He is co-leader of the firm's Government and Defense industry practice. Bob helps public and private sector clients get the maximum performance out of their workplaces, whether a leased space, a building or an entire portfolio. An experienced commercial real estate, nonprofit and public sector executive, he is a nationally recognized advocate for high-quality design, active work environments, smart growth and sustainable building. Bob's expertise includes leading complex real estate portfolio strategy and public-private development projects.

For five years in the Clinton Administration and nearly three in the Obama Administration, Bob was Commissioner of GSA's Public Buildings Service. With an annual budget of more than \$9 billion and a workforce of 7,000, PBS conducts nationwide asset and property management, design and construction, leasing, and disposals for 375 million square feet of space accommodating more than 1.1 million federal workers. He is known for being instrumental in launching the Design Excellence program, instituting real estate metrics and contemporary workplace design and creating a Green Proving Ground sustainability program.

In the Federal government, Bob has also worked at the Office of Management and Budget, the National Endowment for the Arts, the White House and the Federal Communications Commission. On Capitol Hill, he was associate counsel to the Senate Committee on Environment and Public Works and chief of staff to the late U.S. Senator Daniel Patrick Moynihan (D-NY). He was a Special Forces officer in the U.S. Army Reserve. In the private sector, Bob has been a land use attorney, a real estate investment executive, and a commercial real estate broker. He was also the full-time president of the 125-year old 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. He was a visiting Loeb Fellow at Harvard University's Graduate School of Design and a visiting lecturer at Yale College.

The American Institute of Architects and American Society of Landscape Architects have both named him an honorary member. He has received the annual achievement awards of the Washington regional Coalition for Smarter Growth and the DC Building Industry Association. In 2011, he won the Henry Hope Reed Award from the Driehaus Foundation and the University of Notre Dame and in 2012 the Thomas Jefferson Award for Public Architecture from the American Institute of Architects.

He lives in Chevy Chase, DC, with his wife, Lynn Palmer, a DC public high school French teacher. Their two children attended DC Public Schools and have graduated from college.

## **Panelists**



**Erwin N. Andres, PE**  
**Principal & Vice President**  
**Gorove/Slade**  
**Washington, D.C.**

Mr. Andres' diverse experience bridges the disciplines of civil engineering design, urban transportation planning, traffic engineering, land development, environmental analysis, and transportation systems design.

Mr. Andres has directed transportation impact studies, traffic circulation and transit studies, parking studies, and multi-modal studies for master plans, business districts and new real estate development projects of all types and sizes. He has evaluated alternative public transportation modal options. He is familiar with roadway classification and its application to transportation planning. He has performed traffic impact assessments for residential, office, shopping and convention centers, and institutional complexes. He has been responsible for the transportation and parking components for academic, government, and corporate campuses.



**Christian Calleri**  
**Senior Associate**  
**Perkins Eastman**  
**Washington, D.C.**

With over twenty years of experience as an architect, Christian Calleri's passion for public spaces and public architecture has enabled him to deliver a wide range of services for federal, institutional, commercial, urban design and restoration projects. Over the course of his career, he has provided architectural and interior design, programming, technical detailing and construction administration for both large and small scale projects. Many of his large-scale projects, including McMillan and RIA, will be well known to the local development community. Given the history of these projects, it is safe to say Christian is well aware of the political minefield that can await large scale development in Washington, DC.

In addition to his work as an architect and an urban designer, Christian has also been a long-time lecturer at the University of Maryland School of Architecture, Planning, and Preservation. He has taught various urban design classes, history classes, and is currently the instructor for the architectural theory class.



**Douglas N. Carter, AIA**  
**Principal-in-Charge**  
**DCS Design**  
**Tysons, VA**

Douglas Carter, a founding principal and President of Davis Carter Scott (DCS Design), graduated from the Leeds School of Architecture and Town Planning in England. Then, off to Germany for five years, helping his firm win many major design competitions such as the Olympic Village for the Munich Olympic Games and the Cologne University Medical Center. It was that research which led him to America, and (together with Robert Davis) the founding of DCS Design.

Doug's ability to analyze and quickly conceptualize a design that responds to the needs, budget and aesthetics of each individual client has led the firm into many diverse project types from hospitals, jails, schools, corporate office, hotels, residential and more. This diversity of experience has allowed the firm to specialize in major mixed-use projects around the country and internationally. His commitment to design excellence, and above all sustainable and ecologically sound architecture, has attained much recognition over the years with local, national, and international design awards.

He is the recipient of the Virginia AIA Honor award, guest lecturer at the University of Virginia, serves on several design review boards and the Washington Airports Task Force Board of Directors. His work has been featured in *Architectural Record*, *Building Design*, *Design and Construction*, *Urban Design Institute Publications*, *Newsweek*, *Time* as well as numerous local business publications. If he's not glued to the drafting board designing, his favorite pastime is sailing on Chesapeake Bay.



**Caroline Flax**  
**Associate**  
**The Meridian Group**  
**Washington, D.C.**

Caroline is an associate at The Meridian Group where she focuses on development projects, specifically The Boro and Anthem Row.

Prior to joining The Meridian Group, Caroline was with Washington REIT, where she worked in office and retail asset management for portfolios across the DC metropolitan area. She also assisted in underwriting potential acquisitions and development opportunities. Caroline also currently serves as the co-chair of the ULI Young Leader's Group Mentorship Program. Caroline received a B.S. with honors in Urban and Regional Studies from Cornell University, where she wrote her honors thesis on transit-oriented development near Metro stations.



**William Rich**  
**President**  
**Delta Associates**  
**Washington, D.C.**

William Rich is the president of Delta Associates, where he oversees all operations. Delta, which has provided services to the commercial real estate industry for over 40 years, offers consulting, research and advisory services for all property types through the United States, including market feasibility, highest and best use, market entry strategies, asset performance enhancement, market due diligence, white papers on special topics, RFP negotiation, valuation analysis, and litigation support. Delta also offers subscription publications for selected metro areas in the Mid-Atlantic for the apartment, condominium, office, retail, and housing markets.

William has been with Delta Associates since 2002 and has extensive consulting experience covering all aspects of commercial real estate across the country. His consulting clients have included real estate developers and investors, nonprofits, and government agencies. He is a regular presenter at Delta's top annual events, including TrendLines®, which provides an overview and forecast for the commercial real estate market and local and national economy, and Delta's Washington/Baltimore Multifamily Market Overview and Awards for Excellence.

William is a Counselor of Real Estate (CRE), a member of the National Association of Realtors, and is a member of the Urban Land Institute (ULI). He also serves on the Board of Directors of the Washington DC Economic Partnership (WDCEP) and the Southwest Community Center and is an advisor to the Southwest DC Business Improvement District (SWBID).



**Vandana Sareen**  
**Senior Project Manager**  
**Just-A-Start**  
**Cambridge, MA**

Vandana Sareen is an urban planner in the real estate multi-family housing industry, a collaborator with interdisciplinary teams who imagine affordable housing futures and orchestrate multiple tasks and activities to make them a reality.

She is a Senior Project Manager in the Real Estate department of Just-A-Start, a non-profit organization, with a mission to promote equity by creating access to stable housing and building pathways to economic opportunity. Vandana has 20 years of experience developing and financing affordable and mixed income multifamily projects in the private, public, and nonprofit sectors. Her real estate development experience includes structuring and underwriting as well as

management and implementation of complex large scale urban revitalization, mixed-finance affordable housing developments from inception to completion, lease up and stabilization. She has coordinated the production of over 1800+ units, amounting to over USD250+MM utilizing conventional and/or FHA loans, HUD Section 8, HOPE VI and other public housing capital funds, tax credits, tax-exempt bond financing in several states in the US.

She holds a Master's in City Planning from the Massachusetts Institute of Technology and a Bachelor's degree in Planning from School of Planning & Architecture, New Delhi. She is a WELL certified professional who likes to integrate wellness and health into her projects, developing quality healthy affordable homes and communities. She believes that smart inexpensive decisions in design and development ensure that living and working environments serve the whole individual.



**LaToya Thomas**  
**Principal and Founder**  
**Brick & Story**  
**Washington, D.C.**

LaToya Thomas is the Principal & Founder of Brick & Story, a consultancy practice focused on telling the stories of the built environment and, in turn, using those stories to push for positive action in communities. In finding creative ways to tell these stories, Brick & Story provides engagement and creative storytelling strategy and implementation services to government agencies, for- and non-profit organizations, and individuals working or participating in the built environment.

In her nearly 15 years of experience working in the built environment, LaToya has developed a particular unique focus in the areas of affordable housing, urban revitalization, and community development. She has a strong commitment to creating opportunities for marginalized populations - particularly those in urban areas. Her career has merged her knowledge of urban planning and policy with her talents as a strategic business developer, marketer, facilitator, and consensus-builder.

LaToya obtained both a Master of Regional Planning and a Bachelor of Science in Urban and Regional Studies with a Concentration in Architecture from Cornell University in Ithaca, NY. Related affiliations include: The Aspen Institute's *Weave: The Social Fabric Project* (DC Cohort/Partner), ULI Washington's Women's Leadership Initiative Steering Committee, Housing Association of Nonprofit Developers (Program Committee), Wacif's *Ascend* Accelerator Program Graduate (2019), and *Next American City Vanguard*, Class of 2012.



**Alison Williams**  
**Partner**  
**Of Place**  
**Chevy Chase, MD**

Alison Williams is a Partner at Of Place and is responsible for development and operations. Alison takes a holistic approach to placemaking with a focus on retail design and interface with the architectural teams to ensure that the assets are best positioned to optimally perform during lease up and operations.

Prior to joining Of Place, Alison was a member of the development team with Federal Realty Investment Trust. During her tenure at Federal, Alison participated in the development efforts for some of the company's most notable mixed-use projects including Assembly Row in Somerville, MA, Pike & Rose in North Bethesda, MD and Pike 7 in Tysons, VA. Alison's areas of focus included entitlement strategy and execution, financial underwriting, acquisitions and project management. In addition to her tenure with Federal, Alison served in a variety of roles including management consulting, investment banking with Eastdil Secured, and advisory development services with Bozzuto. Alison has her M.B.A. from University of Virginia's Darden School of Business and her B.S. in Business Administration with concentrations in Finance and Real Estate from American University.



**Bob Youngentob**  
**President**  
**EYA**  
**Bethesda, MD**

Bob Youngentob is CEO of EYA, LLC and one of the founding partners. His responsibilities include product and site visioning, investor relations, investment committee leadership, and strategy, particularly in acquisition and development. Bob has over 30 years of real estate experience.

Bob currently serves on the Board of Advisors for The Universities at Shady Grove and the Terwillinger Center of the Urban Land Institute. He is a former chair of the Washington D.C. District Council of the Urban Land Institute and currently is chair of its Governance Committee. Bob has served on multiple private school boards including The Maret School and Green Acres. He has been a guest lecturer on real estate at the Harvard Business School, Georgetown University, University of Maryland and Johns Hopkins University, and has spoken at numerous conferences sponsored by the Urban Land Institute and Builder Magazine. In 2016, Bob was inducted into the W.H. Marvin Hall of Fame for Design Excellence. In 1996, he was recognized as an Entrepreneur of The Year by Ernst and Young. Bob grew up in the Washington D.C. area, graduated from Lehigh University, and earned an MBA from the Harvard Business School.



**David A. Zaidain**  
**Practice Area Leader, Urban Planning + Transportation**  
**Gensler**  
**Washington, D.C.**

David knows cities and transportation. A planner with vast experience in high profile urban design, development, and infrastructure projects, David's range of expertise lends itself perfectly to the complex demands of aviation projects.

With a background in both real estate and planning, he brings a holistic view to his work. David thinks with an entire region in mind when he approaches projects, with the goal of improving the human experience for everyone from residents to visitors. His work on major transportation hubs that oftentimes serve as the beating heart for major metropolitan areas speaks for itself.

David's approach has been well-balanced throughout his entire career, ranging from his decade tenure at the National Capital Planning Commission to leading the Washington Union Station expansion while at Amtrak. From the public sector to the private sector, from governmental planning policy to project management, he knows how to be flexible and address multiple needs at once. Also a musician and filmmaker with credits in both fields, David's passions show through in everything he does.

### **Panel Advisor**



**Hilary Allard Goldfarb**  
**Senior Vice President & Regional Development Officer**  
**Rockefeller Group**  
**Washington, D.C.**

Hilary Allard Goldfarb is Senior Vice President for Rockefeller Group. Ms. Goldfarb leads the company's Mid-Atlantic Region, based in Washington, D.C., with primary responsibility for growing the company's development portfolio through the sourcing of multifamily, office and mixed-use projects, adding to the company's current development pipeline of approximately 17 million square feet.

Ms. Goldfarb was previously Senior Vice President, Bozzuto Development Company, where she directed the development process for multifamily and mixed-use projects throughout the Baltimore-Washington region. Prior to joining Bozzuto, Ms. Goldfarb was Development Director at ProMark Real Estate, where she led development services for the company's commercial portfolio, including negotiating entitlements and financing, securing public approvals and performing due diligence on acquisitions in Washington, D.C. and Maryland. She also spent four years at the Corcoran Gallery of Art in Washington, D.C., during a capital campaign to build a Frank Gehry-designed expansion, and has worked on economic development initiatives.

Ms. Goldfarb has a master's degree in Urban Planning from Harvard's Graduate School of Design and a bachelor's degree from Princeton University.

## **ULI Project Staff**



**Liz Price**  
**Executive Director**  
**ULI Washington**  
**Washington, D.C.**

Liz Price is Executive Director of ULI Washington, the second largest U.S. District Council of the Urban Land Institute. Together with 2,200 members representing all facets of the regional real estate industry, she works to shape the built environment for transformative impact in the region.

Previously at Hoffman & Associates she was Director of Public Private Partnerships at The Wharf, a \$2.5 B, 3 M sf mixed use waterfront redevelopment in Washington, DC. She was instrumental in launching the region's first water taxi service, a free shuttle service to Metro, and secured \$3 M in grants for pedestrian and transit improvements.

As President of the NoMa Business Improvement District, she helped guide public and private investments in the rapidly growing neighborhood, securing over \$10 M in tax incentives and infrastructure upgrades and creating a \$50 M public park funding strategy. As Vice President at the Anacostia Waterfront Corporation, she led the City's national search for a development partner for the Southwest Waterfront and oversaw the Small Area Planning process for the area while at the National Capital Revitalization Corporation. While at HUD, she served on the management team of HOPE VI, a \$4 B public housing revitalization program.

Liz is a graduate of the University of North Carolina at Chapel Hill and has a Master's in Public and International Affairs from Princeton University. She is member of Leadership Greater Washington and was recognized by the Washington Business Journal's Women Who Mean Business award in 2011.



**Georgia Gempler**  
**Senior Associate, Advisory Services**  
**ULI – the Urban Land Institute**  
**Washington, D.C.**

Georgia is a Senior Associate of Advisory Services at the Urban Land Institute (ULI). The mission of ULI is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Since 1947, ULI has been conducting panels that provide strategic advice to communities and organizations on real estate, planning, urban design and public policy subjects.

Georgia is from Yakima, Washington, and before joining ULI worked for an agriculture trade association coordinating trainings and researching training law, H-2A housing and food safety

law for agricultural workers. In 2018, she was a Fulbright Scholar in northeastern Brazil. Georgia has also worked at several adult basic education and community-building nonprofits in the Twin Cities, and as an immigration paralegal.

Georgia earned her B.A. in Latin American Studies from Macalester College in St. Paul, MN, specializing in Geography and Portuguese. At Macalester, she completed a thesis on community identity and informal space in Latin American cities, and focused on urban geography while studying abroad in Brazil. Georgia is passionate about community building, storytelling, placemaking, equitable development, and improving the nonprofit sector.



**Kaushambi Shah**  
**Urban Designer & Report Writer**  
**Rockville, MD**

Kaushambi Shah is an Urban Designer/Planner with a background in Architecture. She has 12 years of experience in the private sector, including design and planning in the domestic as well as international realm. Besides working on projects in U.S. cities like Philadelphia, Washington D.C., Baltimore, Boston, Fairfax and smaller towns in New York, she has also worked on projects in India, China, Saudi Arabia and Abu Dhabi. Her project experiences range from design of Entertainment Cities, Mixed Use Town Centers, Campus Plans and Redevelopment, Resort Communities, Residential Communities, Waterfront Developments and Transit Oriented Development.

She has a Bachelor's in Architecture from the University of Mumbai, India and a Masters in Urban Design from the University of Michigan, Ann Arbor. She has served as a TAP report writer for multiple ULI Washington TAPs, including: "Research Boulevard: It's Not An Office Park!", "What's Next For Westfields?", "Creating an Eastern Gateway in Falls Church", "The Exchange: Transforming the Virtual Circle and Reconnecting the Neighborhoods", "Rockville Town Center: Strengthening Its Vitality" and "Westphalia: Reimagining Opportunity, Break the Cycle!".