

Danny Chavez

Energetic, highly motivated, result-oriented executive with a solid record of accomplishments emphasizing:

- Economic Development
- Strategic Planning
- Team Building
- Project Management

Objective

- To become the President & CEO of the Jacksonville Downtown Investment Authority

Qualifications

- 11+ years experience in executive leadership, business development, budgeting & data
- An innovative executive with an outstanding record of closing corporate investments, creating economic development (ED) strategies & building premier teams
- Extensive background in corporate strategy, policy, international business, incentives, startups, board management, real estate strategy & development
- Influential communication skills with the capacity to motivate individuals & diverse groups
- Frequent speaker at regional, national & international industry events

Work Experience

Chief Economic Development Officer

April 2024 – December 2024

City of Waco | Waco, TX

- Nationally recruited executive & first chief in the role after consulting for the city
- Oversaw the merger & restructure of the ED & Tourism departments within the first 90 days
- Led a team of (18), responsible for tourism, ED, research & incentives programs
- Launched the business intelligence practice & built the city's first ED recruitment strategy
- Managed (2) combined department budgets for hotel tax, operations & personnel of \$12.9M
- Co-led the downtown redevelopment project in coordination with the special projects dept.
- Developed new incentive programs for the district & oversaw both of the city's TIF districts
- Negotiated development agreements with mixed-use & sports venue developers

Chief Business Recruitment Officer

October 2021 – December 2023

Charlotte Regional Business Alliance | Charlotte, NC

- Nationally recruited executive & first chief in the role
- Restructured the division within 90 days, built & managed a nationally recruited team of (6)
- Created Select CLT, the ED brand strategy for the 14-county, dual-state region
- Launched the data practice & completed a 3-year foreign direct investment strategy
- Oversaw the dual-state, regional, 15-public partner ED advisory council
- Responsible for divisional key performance indicators & reported to the board of directors
- Identified (317) qualified investments for the region generating 1,500+ jobs & \$851M in capex
- Managed an annual budget of \$2M for operations & personnel

Senior Vice President

May 2019 – October 2021

McKinney EDC | McKinney, TX

- Built & led a team of (5), responsible for recruitment, BRE, marketing, research & incentives
- Developed the ED strategy and closed (46) projects, generating 3,650+ jobs & \$1.2B in capex
- Creator of a first-of-a-kind, web-based incentive for startups called the Innovation Fund
- Resulted in the recruitment of (38) tech startup headquarters creating over 750+ new jobs
- Managed an \$18M average annual incentive budget & \$500K operations budget
- Garnered \$53M in incentives for ED projects & real estate development (office & mixed-use)
- Responsible for a \$100M EDC land portfolio & master-planning best-use development
- Negotiated EDC real estate development agreements & presented proposals to the board

Vice President

June 2015 – May 2019

San Antonio EDF (greater:SATX) | San Antonio, TX

- Created the technology, development & life science industry recruitment strategies
- Managed & closed (57) projects for the region, generating 2,300 jobs & \$47M in capex
- Recruited 700K SF in new leased office & industrial space for the region
- Led mixed-use development projects in historic districts utilizing adaptive reuse & new build
- Chief architect of the company charter & contributing leader in the creation of greater:SATX

Education

Angelo State University, B.A. Political Science, 2013

Certificates

University of Virginia, LEAD Executive Management, 2019

Texas A&M, Basic Economic Developer Course, 2016

Features & Presentations

KXXV Central Texas ABC, 2024 – Feature
'Waco's newest Chief ED Officer shares his vision for film & TV'

The Guardian, 2023 – Feature
'Does Wile E Coyote explain US voters' gloom amid buoyant economy'

Charlotte Business Journal, 2022 – Feature
'CLT Alliance recruiting chief creates new approach for bolstering economic development in Charlotte region'

D CEO Magazine, 2022 – Feature
'We Are in The Golden Age of Innovation'

IEDC 2021 Annual Conference, Panelist, 2021 – Speaker
'The Future of AI, Technology, & the Intersection of the Future of Work'

Consultant Connect: America's Job Team Podcast, 2021 – Feature
'Do You Use the Tech Industry to Diversify Your Community'

IEDC 2021 Economic Future Forum, 2021 – Moderator
'Tact's for Repositioning Commercial Development'

IEDC 2021 Leadership Summit, 2021 – Speaker
'Are You a 21st Century Leader?'

Dallas Innovates, 2020
'Innovation Fund Draws Hundreds of Jobs, 11 Tech HQs in 8 Months'

Honors & Awards

D CEO Magazine, Dallas 500, 2022
D CEO Magazine, Innovation Advocate of the Year, 2021
Consultant Connect, North America's Top 50 Economic Developers, 2021
Forbes Young Entrepreneur Council, 2017
Eagle Scout, Boy Scouts of America, 2009

Startup Experience

Incenti Solutions, Inc., Co-Founder & President, 2025 – Current
Iconimi, LLC, Founder & CEO, 2017 – Current
Epux, Co-Founder & Chief Strategist, 2014 – 2016 (Exited 2016)

Professional Affiliations

International Economic Development Council (IEDC), Member
Southern Economic Development Council (SEDC), Member
Texas Economic Development Council (TEDC), Member

Software Skills

Salesforce	CoStar	Figma
Canva	Jira	MS Office Suite
Lightcast Solutions	GIS Web Tech	Impact DataSource
IncentivesFlow	GIS Planning	Various AI Platforms



Lara L. Fritts, CEcD, FM

Annapolis, Maryland 21409

Career Summary: *Accomplished certified economic development professional with over 25 years of leadership experience in driving growth, fostering partnerships, and implementing strategic initiatives to enhance community and regional economies. Expertise spans organizational development, financial management, policy and economic analysis, marketing, and communication, with a proven track record of leading organizations through successful turnarounds, securing multi-million-dollar investments, and facilitating the creation of thousands of jobs. Skilled in budget management, process improvement, and developing innovative solutions to support regional economic and workforce development.*

Special Skills

- **Organizational Development:** Key contributor to the founding of six economic development organizations; led the turnaround of a technology non-profit and a publicly traded real estate company. Developed strategic plans, policies, and core strategies in collaboration with key stakeholders to achieve organizational missions.
- **Financial Management:** Oversaw multi-million-dollar budgets, including P&L responsibility, capital budgets, and public trust funds. Successfully raised funds, grants, and in-kind donations to support financial goals. Managed procurement, contracts, and projects, and negotiated incentives benefiting clients and communities using an investment decision matrix.
- **Marketing:** Led the development and execution of data-driven marketing plans, including branding, trade shows, educational events, and bi-annual economic outlook reports, to drive lead generation and business growth.
- **Communication:** Served as a speaker, educator, and consensus builder, working with diverse groups to improve the economic health of communities.
- **Collaboration:** Partnered with County and State officials, community stakeholders, and business leaders to attract, retain, and expand businesses while advocating for policies that enhance economic development.

Experience

FREDERICK COUNTY DEPARTMENT OF ECONOMIC OPPORTUNITY. Frederick, Maryland April 2023 – Present
Division Director

Led economic development, and workforce services integrating them into one high-performing Department. Responsible for budget management, process improvement, and fostering growth in key sectors like biotechnology and advanced manufacturing. With a strong focus on marketing, stakeholder engagement, and legislative advocacy, drove initiatives that align organizational goals with community and industry needs. Leadership in enhancing operational efficiency and promoting pay equity within teams.

- Functionalized the Division's budget to understand how we were spending our funding and was it generating the results expected. Conducted a stop, keep, start exercise with staff to have input into strategies and tactics. This led to the completion of an annual Work Plan for the Division to align the goals, objectives and tactics of the departments - Office of Economic Development and Workforce Services. Tested the Work Plan with key stakeholders adding their thoughts and ideas before finalizing. This process has become the model for the Frederick County Government FY 2025 budget cycle.
- Identified process improvements for business retention, expansion, and small business services. Began implementation of these improvements. Increased project pipeline by fifty-eight percent (58%) with all projects falling within our key industry sectors of biotechnology, advanced manufacturing, professional services, and information technology. Resulting in doubling the amount of won projects facilitating over 500 new jobs for the community with a capital investment of over \$500 million.

- Conducted research to include scoping and executing a Frederick County Business Sentiment Survey, quarterly economic updates on the region's economy, Roadmap for Life Sciences, and presentations on the economy.
- Developed new marketing collateral to include a Frederick County profile and an award-winning Life Science business case booklet. Updated the economic development website to include easy to find property listings and business insight tools all to encourage longer time on page.
- Built a state-wide coalition to make changes to the State of Maryland Industrial Development Authority (IDA) code allowing for expanded uses of funds and clarity around the organizational structure of IDAs.
- Launched our first "Listening Tour" - Forecasting Frederick through Workforce Services gathering challenges and opportunities facing our trades industry. This culminated in a day long strategy session with services providers and a strategic plan with key tactics to enhance the workforce in the trades.
- Increased the percentage of individuals entering employment to 78% for those using federally funded grants programming.
- Staff: 43 Full-time | Budget: \$7.5 million

COMMUNITY REDEVELOPMENT, INC. Annapolis, Maryland
Chief Executive Officer/Chief Operating Officer/Executive Vice President

October 2021 – April 2023

Led operations and strategic decisions for an early stage publicly traded real estate growth company (OTC Pink), managing a major turnaround that resulted in acquiring over \$12 million in multi-family real estate assets, reducing debt, and increasing revenues. Oversaw the company's strategic planning, including marketing and work plans, and managed property acquisition due diligence, financing, and contract negotiations. Additionally, was responsible for communicating with investors, stockholders, and government entities, and led financial and SEC reporting compliance. Played a key role in forming new subsidiaries.

- Spearheaded change management and strategic turnaround for company during significant restructuring. Resulting in acquisition of over \$12 million of multi-family real estate assets in various stages of construction, reduced debt, and increased revenues.
- Oversaw new property acquisition due diligence, legal, purchase price allocations, and assisted with financing of each acquisition.
- Developed business prospects by studying economic trends and revenue opportunities; projected acquisition and expansion prospects; analyzed organization operations; identified opportunities for improvement, cost reduction, and systems enhancement; and assisted in acquiring capital to fund expansion.
- Negotiated and approved all contracts for the organization including the acquisition of companies and real estate from letters of intent through agreements.
- Worked with CFO, accounting firm, audit firm and securities attorney to complete annual budgets, and quarterly SEC reporting and annual reporting. Ensuring ongoing compliance and maintaining current designation with OTC Markets. Incorporated and filed all legal paperwork to create three companies under Community Redevelopment – Artistry a build/renovate multi-family for rent and Mosaic Homes a build/renovate single family homes for sale as well as a residential real estate brokerage in Miami, Florida.
- Staff: 5 Full-time | Budget: \$12 million

Reason for leaving: I was brought to the company by the former President and CEO, who unfortunately had a medical emergency resulting in him removing his assets from the company and stepping down. The Board appointed me CEO to stabilize the company which I did by reducing debt and acquiring assets. Once complete, the company leadership was turned over to the majority shareholder.

GREATER RICHMOND PARTNERSHIP, Richmond, Virginia
President and CEO

August 2019 – November 2020

Engaged over 170 organizations in the Greater Richmond region, securing both public and private sector funding. Organized business recruitment missions, pivoting to virtual industry-focused lead generation during COVID-19, which resulted in a pipeline of over 100 prospective businesses and nine successful company recruitments, generating \$329M in capital investment and nearly 1,800 new jobs.

- Organized and led several business recruitment missions focused on finance and real estate development. Pivoted during COVID-19 to an industry focus rather than geographic holding missions in virtual formats. Resulting in building back a recruitment prospect pipeline of over 100 businesses.

- Scoped and managed a qualitative research project to interview 25 site selection consultants to understand their perceptions of the Greater Richmond region. Utilized the data to stand up a Real Estate Development roundtable and plans for enhancing air service with partners from the Richmond International Airport. Resulting in over 500,000 square feet of new speculative industrial space and Jet Blue adding three new non-stop flights.
- Identified the need for a clearly articulated vision and strategy for the GRP. Completed a draft strategic plan which identified industry sectors for growth and areas for competitive improvements. Used this information to develop comprehensive business cases for each industry sector.
- Refined how GRP assesses recruitment prospects and how we pursued them. Reviewed the project pipeline to determine which projects were viable. This assessment resulted in prioritizing where time was spent and ultimately the team successfully recruited nine companies who will invest \$329M in capital investment and have reported the creation of almost 1800 new jobs, exceeding annual goals in six months.
- Staff: 10 Full-time and 3 Interns | Budget: \$2.5 million

Reason for leaving: to pursue new professional opportunities that align more closely with personal career goals and aspirations for growth, while seeking new challenges and opportunities to make a broader impact in communities.

SALT LAKE CITY DEPARTMENT OF ECONOMIC DEVELOPMENT, Salt Lake City, Utah July 2016 – August 2019
Director of the Department of Economic Development and CEO of the Redevelopment Agency of Salt Lake City (RDA)

Led the development of Salt Lake City's first Economic Development Department and aligned the department's divisions (Business Development Redevelopment Agency of Salt Lake City (RDA) and the Salt Lake City Arts Council) through annual work plans. Built key partnerships with organizations like the Governor's Office of Economic Development and Economic Development Corporation of Utah. Worked with government agencies, private companies, and community organizations to create strategies that enhanced the local economy which led to increasing employment, supporting entrepreneurship, diversifying industries, and improving the local tax base.

- Led the Business Development efforts of the Department which facilitated over \$1 billion in capital investment, 9800 direct and indirect jobs, \$1.9 billion in direct and indirect sales, and over \$616 million in new wages. Guided the recruitment of national and international companies such as Amazon, UPS, Post Brands, and Stadler Rail.
- Conducted a survey of Salt Lake City businesses to include over 850 electronic responses and over 200 business site visits. The survey resulted in enhancing the way the Department communicates to the local business community and the addition of a Manager of Workforce Development in the Business Development Division. The changes made to communications with the business community resulted in increased net promoter scores.
- Convened eleven partners to develop a pilot program where ten individuals experiencing homelessness were provided temporary housing, job training, employment opportunities. Resulting in all ten individuals receiving job offers.
- In partnership with Main Street America, designated and created two Urban Main Street program areas – the Granary District and State Street. This pilot program has led to engagement of the business community to create a grassroots planning effort for their business districts.
- Managed eight existing Community Reinvestment Areas, with a value of over \$53 million and led the creation of three new areas to be adopted in calendar year 2019.
- Developed the strategy to deploy \$21 million of RDA funds set aside by the Board for affordable housing. The strategy focused on three areas – acquisition of real property, a Notice of Funding Availability, and partnership for new development and preservation of affordable housing units with the division of Housing and Neighborhood Development. This will result in over 3500 units of new housing under 80% of AMI.
- Built upon the Mayor's vision for Salt Lake City to be a national leader for Arts and Culture, by developing goals and objectives to move this initiative forward which included additional arts grants funding, murals, training, restructuring, and enhanced collaboration between Department Divisions.
- Staff: 37 Full Time and 3 Interns | Budget: \$70 million

Reason for Leaving: My position was an appointed role, and the mayor chose not to seek reelection which led me to seek my next opportunity.

Created growth opportunities, drove strategic initiatives to expand Baker Tilly's market presence and increase profitability. Conducted market research, lead generation, partnership building, sales strategy development, and client relationship management.

- Assisted commercial real estate clients and prospects with understanding best practices in development finance by explaining how tax credits and incentives could be applied to their capital stack. Areas of focus included New Market Tax Credits, Tax Increment Financing, negotiated/statutory incentives, affordable housing tax credits, and related advisory services.
- Provided guidance on implementation and training of the Salesforce CRM resulting in better tracking of qualified leads and improved data for marketing.
- Created relationships with C-level leadership at economic development organizations, strategic firms, and some of the largest commercial real estate developers in the region to develop a pipeline of over \$2M of new business for the firm.
- Staff: 1 Full Time | Budget: No Budget Responsibility

Reason for Leaving: Was recruited to Salt Lake City to start their economic development program.

ANNAPOLIS ECONOMIC DEVELOPMENT CORPORATION, Annapolis, Maryland January 2011 – July 2014
President and/CEO

Improved the economic well-being and quality of life for the City of Annapolis by fostering growth, job creation, and business expansion. Conducted a range of activities such as business recruitment, retention, and expansion, real estate development, workforce development, infrastructure improvements, and attracting investment.

- Led the recruitment, retention, expansion, or startup of over 154 companies creating 845 new jobs. The investment of almost \$10M in commercial properties, and over 250,000 square feet of retail and office space leased. Increasing the commercial tax base of the city by 2%. Reducing office vacancies from 9.4% to 8.5% in a one-year period and retail vacancies to a mere 4.4%.
- Assisted the City of Annapolis City Council and Planning staff in creating a more streamlined approach to development from instituting pre-submission meetings to helping draft Ordinance 31-11 to remove the Board of Appeals from the special exception and the planned development process.
- Utilizing data determined the need to support entrepreneurship implementing the “Annapolis Entrepreneur and Inventors Program” to provide education and training on raising capital for early-stage companies. Resulting in investments of \$200,000, a sale of a business to a major event registration company, and the licensing of technology to a major company. Over 18 companies received one-on-one angel investor consulting services and assistance.
- Staff: 4 Full Time and 1 Intern | Budget: \$1.5 million

Reason for Leaving: Following the mayor's loss in the election, the new administration decided to bring economic development in-house and defund the organization, which led me to seek new opportunities.

Honors and Awards

- Top 50 Economic Development Professionals in 2019 awarded by Consultant Connect.
- Awarded the Fellow Member (FM) designation in 2020 by the International Economic Development Council (IEDC) for achieving unusual statue in the field of economic development.
- Recognized on the Virginia 500 Power List by Virginia Business Magazine in 2020.
- Named on the 2020 list of “100 People to Meet” by Virginia Business Magazine.
- Won the 2013 “Project of the Year” from the Maryland Economic Development Association, for the privatization of economic development in the City of Annapolis.

Civic / Professional Involvement

- International Economic Development Association (IEDC) – Board of Directors, Vice Chair of the Program and Planning Committee, External Member Relations, Accredited Economic Development Organizations and Economic Development Research Partners
- IEDC Disaster Recovery: Volunteer Office of Recovery Management – City of New Orleans, Louisiana, Small Business Recovery Survey, Monroe County, Florida and technical assistance Houston, Texas
- International Council of Shopping Centers – Government Relations Committee
- Salt Lake City Downtown Alliance – Board of Directors • Utah Inland Port Board of Directors – Board of Directors • Utah Performing Arts Center Association (UPACA) – Board of Directors

Certifications/Certificates/Licenses

- Certified Economic Development Professional (CEcD) (2012 – Present)
- IEDC/ACCE Certificate in Workforce Development Fundamentals (2024)
- Licensed Maryland Real Estate Agent (2004-2009)

Speaking/Teaching

- World Winter Mayor’s Conference, Shenyang, China – “Technology, Sustainability and Economic Development: Salt Lake City”
- International Economic Development Council (IEDC) – “Hiring Staff During Challenging Economic Times”, “Ethics in Economic Development”, “Salvaging Downtowns in the Wake of Closures”
- University of Wisconsin – Milwaukee “Economic Development Planning –Graduate Level”
- American Planning Association – “Create Comprehensive Plans”
- Maryland Economic Development Association – “Introduction to Economic Development”, “Strategic Planning Course” and “Economic Development Primer”
- Maryland Municipal League – “Rural Economic Development”
- Maryland Association of Counties – “All Ships Rise: Navigating Economic and Workforce Development Frederick County’ and “Tech Incubators as Critical Infrastructure”.

Education

- **UNIVERSITY OF WISCONSIN - MILWAUKEE**, Milwaukee, Wisconsin August 1995
Master of Science: Urban Studies - Economic Development
- **UNIVERSITY OF WISCONSIN - GREEN BAY**, Green Bay, Wisconsin May 1993
Bachelor of Science: Regional Analysis - Community and Economic Development

COLIN TARBERT

CAREER SUMMARY

Proven leader with 20 years of experience in economic development, real estate, and urban revitalization, serving as CEO and former Deputy Mayor for a major American city. Demonstrated expertise in leading public-private partnerships, managing multi-million-dollar budgets, and fostering economic growth. Adept at aligning stakeholders, securing funding, and delivering high-impact outcomes in real estate development, policy implementation, and stakeholder engagement.

PROFESSIONAL EXPERIENCE

BALTIMORE DEVELOPMENT CORPORATION, BALTIMORE, MARYLAND

President & CEO, June 2019 – Current

- Lead and oversee the City's economic development agency, including Emerging Technology Centers and Made in Baltimore programs, with a \$6M operating budget and 35 staff members. Provide leadership for business retention, attraction, and expansion; oversee major economic development projects, policy, and research; and serve as a member of the mayor's cabinet. Oversee governance, financial and asset management, strategic planning, negotiations, and legal compliance for the 750-room Hilton Baltimore hotel.
- Selected accomplishments:
 - Managed the economic response to the COVID-19 pandemic by issuing over 2,000 grants totaling more than \$30 million with most funds going to local, minority, and women-owned enterprises.
 - Created and implemented Baltimore Together, a comprehensive economic development strategy (CEDS) for equitable growth engaging over 2,000 stakeholders through multiple annual summits open to the public.
 - Negotiated a public-private partnership to complete the \$250 million CFG Bank Arena redevelopment.
 - Led the completion of the \$45 million newly constructed Lexington Market featuring nearly 50 local vendors.
 - Hosted the European Union's International Urban and Regional Cooperation convening, bringing together representatives from 24 cities across Europe and North America to exchange best practices and highlight Baltimore's economic development successes.

MAYOR'S OFFICE OF BALTIMORE CITY, BALTIMORE, MARYLAND

Deputy Chief, Office of Strategic Alliances, December 2016 – May 2019

- Led special projects and initiatives focused on economic and community development for the mayor.
- Selected accomplishments:
 - Established the Neighborhood Impact Investment Fund, Inc., a non-profit public-private loan fund in excess of \$70 million created to spur investment in Baltimore's distressed and disinvested neighborhoods.
 - Oversaw the redevelopment of the historic Broadway Market in Fells Point – a \$5 million renovation with 12 local tenants.

Deputy Mayor, Office of Economic & Neighborhood Development, May 2014 – December 2016

- Developed and implemented all major policies and initiatives related to economic and community development for the City of Baltimore.
- Oversaw 7 City agencies and 3 mayoral offices representing approximately 1,700 employees, \$177 million in annual operating budgets, and \$72 million in planned capital projects, including the Baltimore Development Corporation, Baltimore Housing, Planning Department, Recreation & Parks Department, Mayor's Office of Employment Development, Visit Baltimore, Baltimore Office of Promotions & the Arts, Baltimore Convention Center, Office of Minority and Women-Owned Business Development, and Office of Immigrant and Multicultural Affairs.
- Supervised eight staff members, served on the mayor's cabinet and senior staff and represented the mayor on key civic and non-profit boards.
- Selected accomplishments:
 - Secured approvals for \$535 million in tax increment financing for Port Covington – one of the country's largest urban redevelopment projects anchored by Under Armour's World Headquarters.
 - Ensured the opening of Amazon's 2.4 million square foot Fulfillment Center, which created over 3,600 new jobs.
 - Secured \$75 million in new state funding commitments for blight elimination.
 - Created a \$6 million affordable housing fund to provide gap funding on for LIHTC projects.
 - Implemented a Business Recovery Plan to assist over 400 businesses affected by civil unrest.
 - Established a personal property tax credit program to retain and attract grocery stores in food deserts.

Deputy Director, Office of Economic & Neighborhood Development, May 2010 – May 2014

- Managed City policy on economic and community development by overseeing four City agencies, serving on mayoral task forces and working closely with public, private and non-profit leaders.
- Selected accomplishments:
 - Developed two apartment tax credit programs that supported over 50 projects, resulting in nearly 7,000 new apartments and over \$15 million in new annual tax revenue for the City.
 - Represented the mayor on the Planning Commission, which reviewed and approved the City's first comprehensive zoning code in over 40 years.

BALTIMORE DEVELOPMENT CORPORATION, BALTIMORE, MARYLAND***Senior Economic Development Officer, May 2006 – May 2010******Inner Harbor Coordinator, August 2006 – May 2010***

- As Senior Economic Development Officer, responsibilities included managing the disposition of City property for development, conducting financial analysis for public assistance and guiding projects through regulatory processes. Daily tasks involved managing and overseeing over \$250 million of economic development projects within the Central Business District, Inner Harbor, and South Baltimore areas, and assisting businesses with a variety of issues from tax credits to obtaining City services.
- As Inner Harbor Coordinator, responsibilities included coordinating the services of 12 City agencies, serving as Chairman of an inter-agency Inner Harbor Task Force, managing 23 lease agreements with private and non-profit organizations, and responding to constituent concerns.

HIMMELRICH ASSOCIATES, INC., BALTIMORE, MARYLAND***Director of Development, August 2004 – May 2006***

- Responsibilities included project and construction management, architecture and design, construction document preparation, tenant coordination, proposal solicitation, and contract execution.
- Played a key role in the adaptive reuse of a historic Montgomery Ward warehouse overseeing approximately \$15 million of construction, including eight corporate buildouts totaling over 200,000 square feet of new tenant space ranging from data centers to interior design offices, a parking lot expansion consisting of 300 spaces and the installation of new elevators.

BALTIMORE DEVELOPMENT CORPORATION (BDC), BALTIMORE, MARYLAND***Mayoral Fellow, Summer 2004***

- Conducted data research and developed recommendations to enhance management of the Baltimore Inner Harbor, contributing to the establishment of a Business Improvement District; supported architectural and urban design initiatives; and collaborated with the mayor, government officials, and business leaders.

BOARDS & ORGANIZATIONS

Current Board Positions

- Baltimore Hotel Corporation, Chair
- Baltimore Convention & Tourism Board
- Baltimore Development Corporation
- Charles Street Development Corporation
- Downtown Partnership of Baltimore, Inc.
- Neighborhood Impact Investment Fund, Inc.
- West North Avenue Redevelopment Authority

Past Board Positions

- Baltimore Public Markets Corporation, Chair
- Baltimore City Planning Commission
- Central Baltimore Partnership (Steering Committee)
- East Baltimore Development, Inc.
- Park Heights Renaissance
- Pride of Baltimore, Inc.
- Waterfront Partnership of Baltimore

EDUCATION & CERTIFICATION

Certified Economic Developer (CEcD), International Economic Development Council, 2024**Master of Architecture (M.Arch.), University of Maryland, 2004**

- 3.88 GPA, Certificate in Urban Design

Bachelor of Science in Architecture (B.S.), University of Maryland, *summa cum laude*, 2002

- 4.00 GPA, Certificate in Entrepreneurship