



Daniel K. Slone
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Dan Slone assists innovative clients in designing and implementing their projects. He helps them create the right entities, put together the appropriate strategies, overcome impediments, and create the places, companies, and products of which they dream.

Before founding Vertical Vision, Dan was with McGuireWoods LLP for almost 35 years, more than 25 as a Partner. Previously, he had summer jobs as a day laborer in a chemical factory, a night auditor, a census taker, a law clerk, and an investigator for the Washington D.C. Public Defender Service. Dan also worked in a Congressional office in D.C. for a semester.

Over his 40+ years of legal practice, he has worked in real estate leasing and development, contaminated properties, wetland permitting, zoning ordinance drafting, non-profit creation and operation, and corporate creation, merger, and acquisition. For more details on Dan’s past work, please visit [Dan’s page](#) on the Vertical Vision website.

These days, Dan seeks out communities and companies that are interested in the next level of sustainability and resilience. In particular, he looks for those interested in innovations to support biodiversity.

Books—Nonfiction



Summer 2024

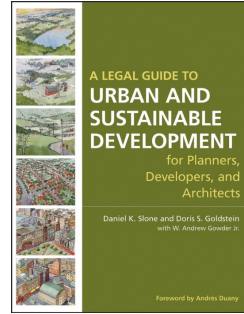


Fall/Winter 2024

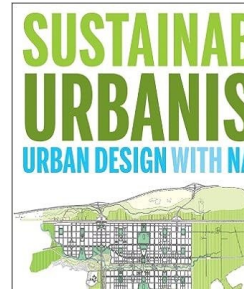
Honors

- Vertical Vision named one of Virginia’s Best Law Firms from 2018 through 2024 by U.S. News & World Report and Best Lawyers
- Named One of the “Best Lawyers in America,” Best Lawyers, 2005-2023, for Environmental Law, Land Use and Zoning Law, and Real Estate Law
- Named Environmental Lawyer of the Year in the 2022 edition of Best Lawyers for the Richmond Region
- Named a Virginia “Super Lawyer,” 2006-2020
- Named One of “America’s Leading Lawyers,” Environmental Law, Chambers USA, 2005-2019. In 2020, Chambers named Dan a “Senior Statesperson” whereupon he ceased speaking with them
- Recipient, Urban Land Institute Richmond, Vision Award Distinguished Member of the Year
- Recipient, World Green Building Council Chairman’s Award (2011 and 2018)
- Recipient, Henry David Thoreau Environmental Conservator, Better Housing Coalition Groundbreaker Award
- Recipient, Special Recognition for Service Award, Virginia Sustainable Building Network
- Recipient, Leadership Award, James River Green Building Council
- Member of three different teams winning Charter Awards from the Congress for the New Urbanism

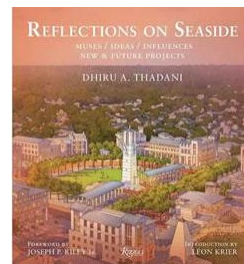
A Legal Guide to Urban and Sustainable Development for Architects, Planners and Developers, Co-authored with Doris Goldstein (Wiley 2008)



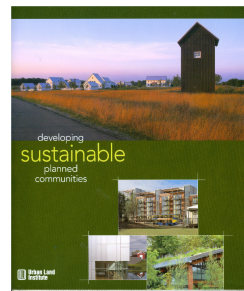
“Incorporating Sustainability through Codes, Covenants, and Restrictions (CC&Rs),” *Sustainable Urbanism: Urban Design with Nature* (Wiley 2007)



“The Art of Community Storytelling,” *Reflections on Seaside*, (Rizzoli 2020)



“Maintaining Sustainability,” *Developing Sustainable Planned Communities*, (ULI July 2007)



“Sustainability Planning and the Law” and “The Legal Impediments Survey,” *Sustainable and Resilient Communities: A Comprehensive Action Plan for Towns, Cities, and Regions*, Stephen Coyle (John Wiley & Sons, March 2011)



- Phi Beta Kappa
- Omicron Delta Kappa
- 2018 CNU Fellow

Professional Affiliations

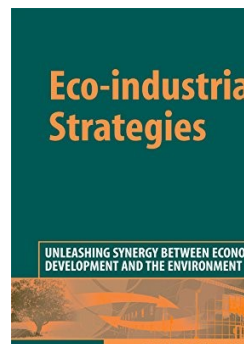
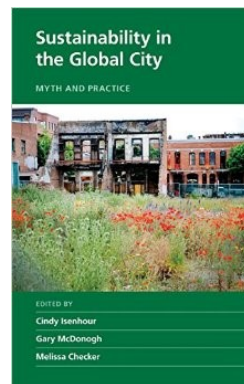
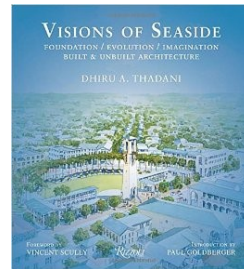
- Emerging New Urbanists, General Counsel (2024)
- Carbon Leadership Forum, General Counsel (2023-2024)
- Congressional Black Caucus for New Urbanism, General Counsel (2022-2024)
- Building Transparency, General Counsel (2019-2024)
- Urban Ecosystem Restorations – Board of Directors (2021-2022) Expert Advisory Panel (2017-2021)
- CNU Project for Code Reform 2020-2023
- Groundswell, General Counsel (2018-2023)
- Ocean Thermal Energy Corporation (Board of Advisors, 2018-2019)
- Congress for the New Urbanism
 - Board of Directors (2011-2017)
 - Charter Member, General Counsel (1992-2010, 2019-2024)
- Institute for Sustainable Economic, Educational & Environmental Design, General Counsel (2017-2024)
- Resilient Design Institute, Board of Directors (2013-2016), Board of Advisors (2016-2024)
- Resilient Virginia, Board Member (2014-2018)
- U.S. Green Building Council, Member (current) and Outside Counsel (1998-2021)
- World Green Building Council, General Counsel (2000-2017)
- EcoDistricts, General Counsel (2013-2021)
- Bioregional North America, Advisory Board Member (2009-2016)
- National Charrette Institute, Board

“New Urbanism as a Site Planning Tool,” *Green Building and Sustainable Development - The Practical Legal Guide* (American Bar Association 2009)

“Governance of Seaside in 2037,” *Visions of Seaside* (Rizzoli 2013)

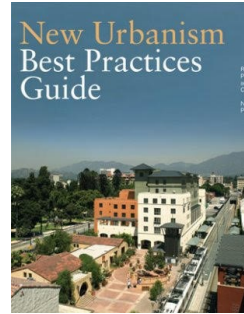
“Developing Sustainable Visions for Post-Catastrophe Communities,” *Sustainability in the Global City: Myth and Practice* (Cambridge 2015)

“The Energy of Eco-Industrial Development” and “Legal Elements of Eco-Industrial Development,” *Eco-industrial Strategies-Unleashing Synergy Between Economic Development and the Environment* (Routledge, 2017)



- of Directors (2007-2012)
- Greening America, Board of Directors (1995-2020)
- Form Based Codes Institute, Board of Directors (2007-2014), Emeritus (2015-2018)
- Transect Codes Council Charter Board Member (2010-2014)
- Green Roofs for Healthy Cities, Board of Directors (2003-2014)
- Seaside Institute, Board of Directors (2002-2011) (2017-2019)
- Tricycle Gardens, Board of Directors (2011-2020), Chair 2017-2018
- Eco-Industrial Development Council, Charter Board of Directors, (1998-2002)
- Member of four ULI Advisory Service teams
- Inger & Walter Rice Center for Environmental Life Sciences, Board of Directors (2003-2011)
- Committee Chairman, Environmental Land Use Committee of the Real Property, Probate & Trust Law Section of the American Bar Association (1998-2002)
- Sustainability Plan Advisory Committee, City of Richmond, Virginia (2011)
- Green Building Advisory Committee, City of Richmond, Virginia (2009-2018)
- Secondary Street Acceptance Requirements Advisory Committee, Virginia Department of Transportation (2009-2010)
- Virginia Subdivision Street Requirements Implementation Advisory Committee, Virginia Department of Transportation (2007-2008)
- Intergovernmental Green Building Group, City of Richmond, Virginia (2007-2008)
- Chair of Virginia Sustainable Future Committee - Virginia Department of

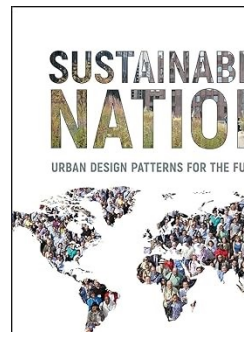
New Urbanism Best Practices Guide (New Urban News Publications 2003)



“Governance Along the Transect,” *Transect Urbanism: Readings in Human Ecology* (ORO Editions 2020)



Sustainable Nation: Urban Design Patterns for the Future (Wiley 2019)



Environmental Quality (2000/2001)

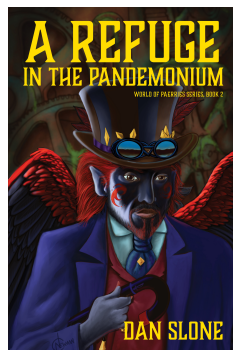
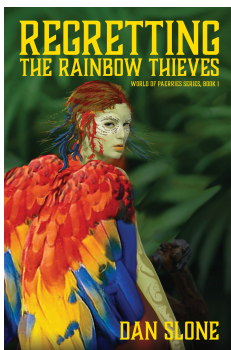
- Sky Institute, Board of Directors (2010)

Education

- ABT Course in Narrative Framework, Randy Olson, 2021 Round
- Awarded a certificate of completion for the Public Narrative: Leadership, Storytelling, and Action Program, 12/2019, John F. Kennedy School of Government at Harvard University, Executive Education.
- Analyzing / Presenting Data / Information Workshop, Edward Tufte 2018
- University of Michigan Law School, Ann Arbor, Michigan, J.D., *cum laude*, 1983
-*Journal of Law Reform*, Note Editor
- Birmingham Southern College, Birmingham, Alabama, B.A. Philosophy; B.A. Political Science, *summa cum laude*, 1980
-*Newspaper Editor*

Books - Fiction

Dan’s first novel, [Regretting the Rainbow Thieves](#), came out in early 2018. The sequel, [A Refuge in the Pandemonium](#), was released in the spring of 2020. The third book, [Stepping Into the Faerie Ring](#) was released in July of 2021. All three books are available on Amazon as paperbacks or e-books. Sign up for Dan’s newsletter at his [author website](#), follow him on [Facebook](#), and subscribe to his storytelling [YouTube channel](#).



Articles

- [“Post COVID-19 Policies for Biodiversity are Needed,”](#) *Living Architecture Monitor*, Summer 2020
- [“After the Pandemic, What’s Next for the Building Industry?,”](#) *Building Green*, June 8 2020
- “Building Resilient Cities,” Co-authored with Bruce Kerswill, Chair, WorldGBC, The G7 Summit, 2015
- “Emerging Issues in Green Building,” Co-authored with Adam S. Lovelady, Virginia Land Title Association Examiner, 2009
- “Risk-Reduction Tools: Learning to Manage the Potential Risks of Green Roof Design, Construction and Installation,” (Part 2 of 2) (Co-authored with Heather Stevenson), *Living Architecture Monitor*, Fall 2009
- “Risk-Reduction Tools, Learning to Manage the Potential Risks of Green Roof Design, Construction and Installation” (Part 1 of 2) (co-authored with Heather Stevenson), *Living Architecture Monitor*, Summer 2009
- “A Sheep in Wolf’s Clothing? Risk and Green Building” (co-authored with Adam S. Lovelady), *The LEED Guide*, Environmental Construction + Design, 2009
- “Optimizing for Sustainability: As Green Roofs are Expected to Fulfill More Roles, More Attention to Regional Demands and Economic Drivers is Required,” *Living Architecture Monitor*, Fall 2008
- “Mixing New Urban and Sustainable Development Practices,” *Urban Land Institute Richmond*, May 2002
- “An Argument for Sustainable New Urbanism,” *New Urban Post III*, March 2002
- “Overcoming Impediments to Implementing New Urbanism,” *New Urban News*, April/May 2001 (Reprinted in *New Urbanism: Comprehensive Report & Best Practices Guide*)
- “Civano - Oasis or Mirage?” *Council Report*, March/April 2001
- “The National Historic Preservation Act - What a Developer Needs to Know,” *Land Development*, Spring-Summer 1997
- “Wetlands Reform: Is the Tide Turning?” *Probate & Property*, July/August 1996, American Bar Association
- “Open for Business: The Legislative Framework of the Republic of Kazakhstan,” *Caspian Crossroads* (Summer/Fall 1995)
- “Haymount and the Developer’s Lament,” *National Wetlands Newsletter*, March/April 1995
- “The Birds and the Trees: What Every Developer Should Know About the Endangered Species Act,” *Probate & Property*, March/April 1995, American Bar Association
- “The Planner as Warrior (Together with an Argument for an Asterisk),” *Making Towns; Principles and Techniques*, Publication for the University of Maryland, January 1995
- “Haymount: Advancing Environmental and Social Agendas Through Development,” *Virginia Chapter, American Planning Association*, November 1994
- “Haymount: A Vision of a Real Town,” *Virginia Land Use Digest*, Winter 1994
- “Navigating the New Wetlands Regulations,” *The Practical Real Estate Lawyers* 73, May 1993
- “Keeping Contaminated Properties in Commerce,” *The Practical Real Estate Lawyer* 21, May 1991
- “Real Estate Contaminated by Off-Site Sources,” *Probate & Property*, September/October 1990, American Bar Association
- “Assessing Off-Site Groundwater Contamination Sources in Real Estate Transactions,” *2 Hazardous Material Control* 34, May 1989
- “The Michigan Environmental Protection Act: Bringing Citizen - Initiated Environmental Suits into the 1980s,” *12 Ecology Law Quarterly* 271, 1985

Recent Speaking Engagements

Dan speaks at conferences, board rooms, and live on web events on a wide range of topics such as those in his practice areas, his books, or his blogs. To explore a speaking engagement with him, please complete the [Speaking Form](#) and submit it at least 30 days before your event.

- “The Fourth Place: using its intrinsic value to encourage darkness and biodiversity,” 2024 Cities Alive Green Infrastructure Conference, Toronto, Canada (November 2024)
- Smith Lane Podcast, Episode 2: [Following Nature’s Blueprint](#) (April 2024)
- “The Fourth Place: connecting our places and stories with the darkness and wildlife,” 2024 Biophilic Institute Leadership Summit, Serenbe, Georgia (March, 2024)
- “The Role of Local Wildlife and Dark Skies in Making Places We Love”, Rural Renaissance Roadshow, Bentonville, AR (October, 2023)
- “The Ethical New Urbanist,” Congress for the New Urbanism (2021)
- “The Art of New Urban Contracts,” Congress for the New Urbanism (2021)
- “New Urbanism’s Role in Displacement, Public Assembly and Public Communication of Place,” Congress for the New Urbanism (2021)
- “Resilient Urbanism,” Congress for the New Urbanism (2021)
- “Community Storytelling,” Urban Land Institute, Community Development Council, Gold (Spring 2020)
- “Crafting Community Narratives,” CNU 28, Congress for the New Urbanism (Spring 2020)
- “Understanding Green and Resilient Buildings and Districts,” Virginia CLE, web broadcast (2019)
- “Shaken, Not Stirred: Community and Building Resilience—The Means to It and Its Measures,” Virginia Chapter of the U.S. Green Building Council (2019)
- “Authenticity: Frequently Requested, Seldom Desired,” National Town Builders Association (Fall, 2019)
- “Compassion for the Wild Creatures,” Metaphysical Planning: Divining the Compassionate City, Congress for the New Urbanism (2019)
- “Biophilia and Biophilic Design,” Creating Resilient Community Forests, Georgia Urban Forest Council, Jekyll Island, GA (November 15, 2018)
- “What Ecodistricts Can Learn From Industrial Symbiosis,” EcoDistricts Summit, Minneapolis-St. Paul, MN (October 18, 2018)
- “Climate Change Adaptation is Going Local: Are We Ready?” Crafting Quality Mixed-Use Development, Fall 2018 National Town Builders Association, Asheville, NC (September 7, 2018)
- “The Ecology of Governance”, Sustainable Nation Panel, 2018 Congress for the New Urbanism, Savannah, GA (May 17, 2018)
- “A Community Strategy for Integrating Human and Wildlife Habitat”, 2018 Biophilic Leadership Summit, Atlanta, GA (April 9, 2018)
- “The Edge City as an Ecodistrict,” Tyson’s TEDx (2017)
- “Smart Infill Training Workshop: Kickstart Community Revitalization, Economic Development & Improve Housing Choices,” New Partners for Smart Growth Conference, St. Louis, MO (February 4, 2017)
- “Legal Solutions for Failure to Act on Known Climate Risks,” Columbia University Law School, New York, NY (January 23, 2017)
- “Getting Projects Approved in the Age of Social Media,” Land Use in the 21st Century, Richmond, VA (November 17, 2016)
- “How to Zone Extraordinary Projects—Zoning and Regulatory Issues,” VACLE Live Webcast, Charlottesville, VA (September 20, 2016)
- “Factors in Building and Community Resiliency,” 2016 Resilient Virginia Conference, Richmond, VA (March 22-23, 2016)
- “Financial Strategies of Urban Regeneration,” WorldGBC Congress 2015, Hong Kong (October 30, 2015)

- “The Politics and Process of Adaptive Reuse” and “The Power of Good Design” 2015 NTBA Roundtable, Atlanta, GA (October 16, 2015)
- “Steaming Hot Topics in Green Buildings: Green Risk Assessment and Ecodistricts,” VACLE Live Webcast, Charlottesville, VA (September 16, 2015)
- “District Governance,” Ecodistricts Target Cities Phase III Action Workshop, Atlanta, GA (June 10, 2015)
- “Ethical Urban Planning,” CNU 23—Meeting the Demand for Walkable Places, Dallas, TX (April 30, 2015)
- “Suburban Retrofit—How to Get it Done,” CNU 23—Meeting the Demand for Walkable Places, Dallas, TX (April 29, 2015)
- “Future for Neighborhoods,” 50th Anniversary of Richmond Museum District, Richmond, VA (November 13, 2014)
- “History of VAWP,” Virginia Association of Wetland Professionals, Wakefield, VA (September 26, 2014)
- “The Devil’s in the Details: The Business and Social Consequences of Entity Choice,” 2014 EcoDistricts Summit, Washington, D.C. (September 25, 2014)
- “New Urbanism,” CNU 22—The Resilient Community, Buffalo, NY (June 7, 2014)
- “Present Legislation Affecting Lean Urbanism,” CNU 22—The Resilient Community, Buffalo, NY (June 6, 2014)
- “Adopting Effective Form-Based Codes,” Form Based Codes Institute, Charlottesville, VA (May 22, 2014)
- “You Have the Right To...’: Understanding the Legalities of Climate Change,” Local Solutions Conference: Northeast Climate Change Preparedness, Manchester, NH (May 20, 2014)
- “Challenges of Sprawl Retrofit,” American Planning Association, Atlanta, GA (April 29, 2014)
- “Describing the Future: Securing the Architectural and Sustainability Legacy of Neighborhoods and Ecodistricts with Governance Documents,” Architecture Week at the Virginia Center for Architecture, Richmond, VA (April 7, 2014)
- “Water and Wetlands Update,” Winter 2013, McGuireWoods LLP and Williamsburg Environmental Group, Richmond, VA (December 3, 2013)
- “Organizing Districts Around Human Health,” EcoDistricts Summit, Boston, MA (November 12, 2013)
- “Keeping or Replacing Conventional Code Provisions,” Form-Based Codes Institute, Lansing, MI (November 5, 2013)
- “Adopting Effective Form-Based Codes,” Form-Based Codes Institute, Lansing, MI (November 4, 2013)
- “Potential Chicago Climate Change,” 13th Kratovil Conference on Real Estate Law & Practice: Adaptation of the Built Environment to Achieve Resilience to Climate Change, Chicago, IL, (September 26, 2013)
- “Tonic or Toxic? Reimagining Homeowner Associations, Architectural Codes and Community Building,” McGuireWoods LLP, Richmond, VA (September 24, 2013)
- “Natural Growth Boundaries: The Constraints Created by Air and Water,” CNU 21-Living Community, Salt Lake City, UT (May 31, 2013)
- “New Urbanism in China,” CNU 21-Living Community, Salt Lake City, UT (May 31, 2013)
- “Sprawl Retrofit,” CNU 21-Living Community, Salt Lake City, UT (May 29, 2013)
- “Leadership in Clean Energy and Climate: New Directions in Policy and Infrastructure Investment,” Washington Clean Energy Roundtable 2013, Washington, D.C. (May 14, 2013)
- “Integrating Living Architecture into the City,” International Green Conference 2012, Bangalore, India (November 26, 2012)
- “Best Practices in Waste Management,” International Green Conference 2012, Bangalore, India (November 26, 2012)
- “Principles and Techniques of Urban Design,” ArchExchange East Exchange 2012, Richmond, VA (Nov. 7, 2012)
- “Interim Uses as a Key Component of Retrofit and Planned Densification,” ULI SDC Council Meeting, Denver, CO (Oct. 17, 2012)
- “Weaving Environmental Sustainability into Supply Chains,” VA Manufacturers Association-VA Industry Environmental Conference, Richmond, VA (Sept. 13, 2012)
- “Going Beyond the Building to Achieve a Sustainable Region,” Energy Day, Brunswick, GA (August 22, 2012)
- “Managing Your Board,” World Green Building Council Member’s Day, Stuttgart, Germany (June 18, 2012)
- “Understanding the Role of Sustainable Urbanism in the Conservative Agenda,” CNU 20—The New World, West Palm Beach, FL (May 11, 2012)

- “Too Much Water or Too Little? Using the Landscape to Advance Regional Sustainability Without Destroying Urbanism: A Florida Transect”, CNU 20—The New World, West Palm Beach, FL (May 10, 2012)
- “Sprawl Retrofit: Corridors as the Thread that Tie Everything Together”, CNU 20—The New World, West Palm Beach, FL (May 9, 2012)
- “202 G: Reshaping the Homeowners’ Association in Tough Times: Can We Turn Enemies Into Allies?”, CNU 20—The New World, West Palm Beach, FL (May 9, 2012)
- “Integrating Residential and Community Energy Efficiency,” Low Carbon Earth Summit, Dalian, China (Oct. 26, 2011)
- “HUD Retrofitting Suburbia,” US Environmental Protection Agency, Washington, DC (Oct. 20, 2011)
- “Legal Aspects of Green Building Policy,” US Environmental Protection Agency, Newport News, VA (Oct. 10, 2011)
- “Retrofitting the American Dream,” 2011 Smart Growth Summit, Baton Rouge, LA (Aug. 18, 2011)
- “Drafting Adopting and Implementing Form-Based Codes to Achieve Sustainable Communities,” Florida Bar CLE Seminar, Ponte Vedra Beach, FL (Aug. 12, 2011)
- “Coding for Sustainable Development,” APA Virginia 2011 Annual Conference, Wintergreen, VA (July 22, 2011)
- “Building, Block and City Context for EcoDistricts, Microgrids, NetZero Neighborhoods and Smartblocks,” CNU 19—Growing Local, Madison, WI (June 4, 2011)
- “Sprawl Retrofit Action: From Design to Reality; Seeping vs. Sweeping,” CNU 19—Growing Local, Madison, WI (June 3, 2011)
- “Retrofitting Suburbia,” CNU 19 - Growing Local, Madison, WI (June 1, 2011)
- “Sustainable Neighborhoods: Best Practices,” ABA Forum on Affordable Housing and Community Development Law, Washington, D.C. (May 25, 2011)
- “Planned Densification: Issues of Planning, Building and Harvesting Value of Anticipated Densities,” Makeover Montgomery: Innovative Strategies for Rethinking America’s Suburbs, Silver Spring, MD (April 16, 2011)
- “Retrofitting and Repairing Suburban Sprawl,” Greenprints 2011, Atlanta, GA (March 14, 2011)
- “National TOD Node and Development Trends and How National Trends and Regional Case Studies Apply Locally,” ULI Richmond Quarterly Speaker Program, Richmond, VA (March 8, 2011)
- “Integrating More Sustainable Design into Form-Based Codes,” 10th Annual New Partners for Smart Growth, Charlotte, NC (Feb. 3, 2011)
- “Green/Sustainability in Richmond,” CityGreen, University of Richmond, Richmond, VA (Dec. 9, 2010)
- “Green Building Challenge and Opportunities,” Cities Alive 8th Annual Green Room 7 Wall Conference, Vancouver, BC (Dec. 1, 2010)
- “How to Integrate a Form-Based Code with Existing Code,” SmartCode @ Work Webinar Series (on-line) (Nov. 18, 2010)
- “GreenBuild Legal Forum Panel: Issues in Data Collection and Use,” GreenBuild 2010, Chicago, IL (Nov. 18, 2010)
- “ABC’s of Form-Based Codes: Legal Issues,” Form Based Codes Institute, Covington, KY (Nov. 10, 2010)
- “Sustainability in Historic Downtowns,” Virginia Downtown Development Association, Charlottesville, VA (Nov. 4, 2010)
- “Green Buildings: User Behaviors,” VCU Rice Center and MeadWestvaco Pre-Conference to VA Governor’s Conference on Energy, Richmond, VA (Oct. 12, 2010)
- “Regulatory Frameworks and Implementation,” CNU Illinois Sprawl Repair in Chicagoland, Chicago, IL (Oct. 7, 2010)
- “Integrating Sustainable Design Elements into Form-Based Codes,” Form Based Codes Institute Webinar (June 22, 2010)
- “Managing Sustainability with an Ever-Increasing Vocal Civil Society,” 2010 Corporate Citizenship and Sustainability Conference, New York, NY (June 18, 2010)
- “Sprawl Retrofit,” CNU 18—New Urbanism: RX for Healthy Places, Atlanta, GA, Panelist (May 22, 2010)
- “Agricultural Urbanism”, CNU 18 - New Urbanism: RX for Healthy Places, Atlanta, GA, Panelist (May 22, 2010)
- “Where to go from Here? Rethinking Stalled Suburban Development,” CNU 18—New Urbanism: RX for Healthy Places, Atlanta, GA (May 21, 2010)



- “Coding for LEED for Neighborhood Development,” CNU 18—New Urbanism: RX for Healthy Places, Atlanta, GA (May 20, 2010)
- “Retrofitting Suburbia”, CNU 18—New Urbanism: RX for Healthy Places, Atlanta, GA (May 20, 2010)
- “Legal Issues,” SmartCode Workshop, Atlanta, GA (May 19, 2010)
- “Zoning, the different types and how ‘formed based zoning’ would impact our community,” Hampshire County Planning Commission, Romney, WV, (Apr. 21, 2010)
- “Greening Your Community,” The Steward School, Richmond, VA (Feb. 22, 2010)
- “Re-Thinking Land Use with Sustainability In Mind,” Urban Land Institute, Richmond, VA (Feb. 19, 2010)
- “Retrofitting the Suburban Landscape: Legal Challenges, Property Opportunities, and Design Considerations,” 9th Annual New Partners for Smart Growth Conference, Seattle, WA (Feb. 5, 2010)
- “Overcoming Legal and Political Barriers to Sustainable Urban Development,” CNU-FL Statewide Conference, St. Petersburg, FL, (Jan. 28, 2010)
- “ABCs of Form-Based Codes: Legal Issues,” Form Based Codes Institute Workshop, St. Petersburg, FL (Jan. 27, 2010)