

MAPC OVERVIEW AND HOUSING PORTFOLIO

MAPC OVERVIEW

The Metropolitan Area Planning Council (MAPC) is the regional planning agency serving the people who live and work in the 101 cities and towns of Metro Boston. Established in 1963, MAPC is a public agency created under Massachusetts General Law Chapter 40B Section 24. It is governed by representatives from each city and town in our region, as well as gubernatorial appointees and designees of major public agencies.

Our mission is to promote smart growth and stakeholder collaboration within our region. Towards that end, MAPC's staff of more than 80 professional planners and project managers works across the following departments: Land Use, Transportation, Public Health, Data Services, Environment, Clean Energy, and Municipal Collaboration. Together, we strive to advance sustainable land use, a diverse housing stock, efficient and affordable transportation, protection of natural resources, economic development, public safety, sound municipal management, an informed public, and equity and opportunity among people of all backgrounds. Guided by MetroFuture, the agency's award-winning 30-year plan for our region, we support a vision of smart growth and regional collaboration through the promotion of:

- Efficient transportation systems
- Conservation of land and natural resources
- Improvement of the health and education of residents
- An increase in equitable economic development opportunities for prosperity

MAPC'S DIVERSE HOUSING PORTFOLIO

Staff within the Land Use department create, analyze, and disseminate housing data through our Data Services team; prepare housing related publications and articles; and produce planning documents, local and comprehensive housing plans, and model zoning bylaws and ordinances. In addition to our standard housing planning work, we recently created an award-winning model for regionalization and development of Regional Housing Services Offices to monitor affordable housing units in MetroWest and North Shore communities.

MAPC's housing staff has completed Housing Production Plans (HPPs), successfully adopted at the local level and approved by the Massachusetts Department of Housing and Community Development, in the following municipalities: Acton, Bellingham, Everett, Foxborough, Hamilton, Lexington, Littleton, Sharon, and Watertown. We are currently working on HPPs for Gloucester, Swampscott, Maynard, Quincy, and Woburn. Our policy and development recommendations are tailored to each community and are sensitive to their unique physical, political, and cultural contexts. Our focus on both short- and long-term implementation strategies to achieve local housing goals provides our communities with actionable approaches that reflect capacity as well as constraints.

MAPC has also led various market-rate and affordable housing planning efforts across a large number of our member municipalities. We have conducted market demand analyses in the City of Newton along the Needham Street Corridor, the City of Gloucester, and in the towns of Reading, Scituate, and Duxbury. An ongoing project looking at market demand issues is examining demand, barriers to development, and strategies to produce housing for middle-income households in Inner Core Communities.

We have helped many municipalities to zone for multi-family and mixed-income housing including: downtown zoning in Framingham and Marlborough; Inclusionary Zoning in multiple municipalities; Housing and Economic Development zoning for downtowns in Danvers, Reading, and Walpole; and a Housing Development Incentive Plan and Zoning for downtown Lynn.

Additionally, MAPC provides housing policy planning guidance to the broader MAPC region and works on projects with multiple municipalities. MAPC is putting the finishing touches on a Regional Housing Plan (RHP) for Metro Boston that includes a regional housing needs assessment, regional growth report, and regional housing action plan. Already released was its forecast of housing demand for new units at the regional and municipal level through 2030 and 2040. This work is frequently incorporated into local housing production and other plans.

The RHP has a companion Fair Housing and Equity Assessment (FHEA) for Metro Boston which was completed in 2014. The FHEA provides a framework for linking fair housing considerations with issues of transportation, employment, education, land use planning, environmental justice, and access to housing. It examines regional demographics and conditions and patterns of segregation and considers how activities, resources, and policies at the local and regional levels impact fair access to housing opportunity including access to affordable housing.

Fair housing is an increasing component of MAPC's work. We conducted one of the nation's first regional analyses of impediments in the South Shore HOME Consortium Fair Housing Plan, and built off of that approach with the West Metro HOME Consortium. MAPC developed an online Fair Housing Toolkit and training module to provide municipalities with the guidance and tools that they need to understand and address barriers to fair housing. This supplements the Guide to Managing Neighborhood Change and Minimizing Displacement, which supports identification of strategies to help people stay in their community in the face of mounting financial and other pressure for them to leave.

Lastly, MAPC actively works to advance state housing policy initiatives through advocacy and participation in dialogue with local and state officials, who regularly call on the unique perspectives that MAPC's Executive Director (a housing planner) and Chief Housing Planner and can offer. We also design and execute trainings for local officials on housing planning, affirmatively furthering fair housing, housing data and trends, transit-oriented development, aging in community, and other topics.

Jennifer Raitt from MAPC and Jennifer Goldson of JM Goldson worked collaboratively to design and execute trainings for the Massachusetts Housing Partnership. The training series included a combination of informational and hands-on sessions with municipal officials to learn about housing planning, housing needs and demand assessments, community engagement techniques, and housing goal and strategy setting. The trainings were offered in the Spring 2015 and will be offered again over the next calendar year. The information was also shared at the MHP Annual Housing Institute.

PRIOR EXPERIENCE WITH HOUSING PRODUCTION PLANS

MAPC has worked with numerous communities throughout Greater Boston to complete five-year Housing Production Plans (HPPs). HPPs help position communities to address unmet housing needs; influence the type, amount, and location of affordable housing; and meet the State mandate requiring 10% of total year-round housing units to be affordable. MAPC works closely with municipalities to develop each HPP, involving planning staff, housing committees, and boards. We also involve the community at several points throughout the planning process, via a survey of housing needs and multiple public forums.

Each HPP consists of an assessment of the community's housing needs and demand based on current data, population trends, and regional growth factors; an analysis of regulatory and non-regulatory development constraints; housing goals, including a numerical annual housing production goal; strategies for achieving goals; the identification of specific sites where the municipality will encourage affordable housing development; and an implementation plan. MAPC has a collaborative team of planners with backgrounds in Public Health, Energy, Data, Transportation, and the Environment who regularly contribute to the development of HPP strategies.

Current Housing Production Plan work includes:

- Town of Ashland: Ongoing through December 2015
- Town of Maynard: Ongoing through December 2015
- City of Quincy: Ongoing through December 2015
- City of Woburn: Ongoing as part of Master Plan through December 2015
- City of Gloucester: Ongoing through June 2016
- Town of Swampscott: Ongoing as part of Master Plan through June 2016

Recent HPP work includes:

- Town of Acton: Adopted and awaiting DHCD approved
- Town of Bellingham: Adopted and approved HPP update (MAPC wrote the original adopted and approved HPP)
- City of Everett: Adopted and approved
- Town of Lexington: Adopted and approved
- Town of Littleton: Adopted and approved
- Town of Watertown: Adopted and approved

MAPC has also completed components of Housing Production Plans and Housing Action Plans for the following municipalities. Recent examples include:

- Town of Canton: Housing Action Plan
- City of Salem: Housing Needs and Demand Analysis

OTHER RELEVANT EXPERIENCE AND QUALIFICATIONS

RESIDENTIAL MARKET ANALYSES

MAPC has worked with numerous municipalities throughout Greater Boston to identify and estimate future market demand for additional residential development.

To provide estimates of supportable units by type, tenure, price point, affordability, and more, MAPC analyzes numerous datasets, including U.S. Census data, real estate transaction data, building permit data, and others. This quantitative analysis is combined with interviews with residential real estate brokers, developers, and municipal housing staff to inform our understanding of local markets. Public input obtained through open houses and forums completes the analysis.

Recent and ongoing residential market studies include:

- Downtown Gloucester Market Study
- Stoneham Town Center Market Study
- Needham Street in Newton Market Study
- Reading Priority Areas Market Study

MAPC has worked with numerous municipalities within the Inner Core on a range of planning projects related to housing. Below are examples of current and previous work:

- City of Somerville Sustainable Neighborhoods Working Group assistance (ongoing)
- Chelsea Silver Line Corridor Transit-Oriented Development (TOD) Action Plan (ongoing)
<http://www.mapc.org/chelseatod>
- City of Boston – member of Mayor Walsh’s Housing Task Force and provided comprehensive housing demand projections and policy assistance on *Housing a Changing City: Boston 2030* (completed)
- City of Revere - Shirley Avenue Housing and Economic Development Analysis (completed) -
<http://www.mapc.org/local-project-work>
- Town of Saugus - Route 1 Corridor Study and Zoning Recommendations (completed)
- Town of Saugus - Accessory Dwelling Unit Bylaw and Inclusionary Zoning Bylaw (completed)
- City of Somerville – Dimensions of Displacement, Managing Neighborhood Change, Housing Forums (completed) - <http://www.mapc.org/local-project-work>
- Towns of Arlington Watertown, and Winthrop and Cities of Boston, Cambridge, Melrose, and Somerville - *Middle-Income Housing in Inner Core Communities Demand, Barriers to Development, and Strategies to Address Them* (completed)
- Smoke-Free Housing Initiatives with Local Housing Authorities in Middlesex County (completed)

KEY PROJECT PERSONNEL

MAPC would be delighted to work with the Town of Millis to complete a Housing Production Plan that meets State requirements. The following key personnel would form the project team, along with additional support staff from MAPC's Data Services team who have worked on previous Housing Production Plans and Comprehensive Housing Needs and Demand Assessments.

Jennifer Raitt, Assistant Director of Land Use Planning & Chief Housing Planner

Ms. Raitt has 20 years of housing, community development, and land use planning experience. She has been at MAPC since 2007, providing direct housing and planning technical assistance to municipalities and advising local, state, and federal officials on housing policy and programs. She also provides professional assistance to local officials and other allied organizations to address local needs and concerns in housing; reviews, evaluates, develops, and improves local housing plans, strategies, and by-laws; and provides her expertise to ensure implementation. Ms. Raitt recently helped develop MAPC's Fair Housing Toolkit and Managing Neighborhood Change Toolkit. Her areas of expertise include comprehensive planning, zoning for housing affordability, housing plans, affordable housing development and finance, and community visioning/meeting techniques.

Ralph Willmer, FAICP, Principal Planner

Mr. Willmer has over 30 years of planning experience, focusing on the preparation of community master plans, open space and recreation plans, housing production plans, and the drafting of zoning codes. As Principal Planner within the Land Use Division, he provides MAPC municipalities with a wide range of community master planning services. His understanding of land use, open space and recreation, and affordable housing, in addition to his experience in revision and updating zoning codes, has provided him with the expertise necessary to assist municipalities to move the planning and implementation process forward. Specifically, he works on projects that include master plans, open space and recreation plans, housing production plans, zoning revisions including the establishment of new 40R Smart Growth Overlay Districts.

Karina Milchman, Regional Planner & Housing Specialist

Ms. Milchman has nine years of experience in planning, media, and communications. She works closely with a wide range of municipalities to investigate local housing concerns, establish housing goals, and develop implementable strategies to achieve them. Since joining MAPC in 2014, Ms. Milchman has served as lead on seven Housing Production Plans and several housing studies, as well as contributed to housing market analyses and land use studies. Her areas of expertise include housing need and demand, neighborhood change, and barriers to affordability and housing production. Ms. Milchman holds a Master in City Planning and Certificate in Urban Design from MIT. She previously worked as a magazine editor and writer.

Timothy Reardon, Assistant Director of Data Services

Mr. Reardon has worked at MAPC since 2003. He has over 15 years of experience in regional planning, with a focus on using analysis and technology to support public engagement and informed decision-making. Mr. Reardon leads the applied research activities of MAPC's Data Services Department. These projects include integrated transportation and land use planning, scenario modeling for municipalities and development sites, socioeconomic projections, development of new datasets, policy-oriented technical analysis, and creation of local and regional indicators. He helped to pioneer the use of technology and decision support tools at MAPC such as wireless keypads, interactive websites, and online data collection methods.

Additional MAPC bios and staff information can be found here: <http://www.mapc.org/about-mapc/staff>

REFERENCES FOR MAPC

Littleton Housing Production Plan 2014-2019 (completed)

Keith A. Bergman
Town Administrator
Town of Littleton, MA
978-540-2461
kbergman@littletonma.org

Regional Fair Housing Plan South Shore HOME Consortium 2014-2019 (completed)

Quincy Housing Production Plan 2015-2020 (in progress)

Sean Glennon
City of Quincy
Community Development Director
Dept. of Planning & Community Development
34 Coddington Street, 3rd Floor | Quincy, MA 02169
617-376-1167
sglennon@quincyma.gov

Salem Housing Needs and Demand Analysis (completed)

Salem Point Neighborhood Vision and Action Plan (completed)

Salem Point Smart Growth Overlay District (in progress)

Lynn Goonin Duncan, AICP
Director of Planning & Community Development
120 Washington Street, Salem, MA 01970
978-619-5685
lduncan@salem.com

HPP EXAMPLES

Hamilton HPP: <http://www.mass.gov/hed/docs/dhcd/cd/pp/hamilton.pdf>

Lexington HPP: <http://www.mass.gov/hed/docs/dhcd/cd/pp/lexington.pdf>

Littleton HPP: https://www.mma.org/resources-mainmenu-182/doc_view/908-complete-littleton-housing-production-plan



Jennifer Maris Raitt

ASSISTANT DIRECTOR OF LAND USE PLANNING, CHIEF HOUSING PLANNER

EDUCATION

The New School MS in Nonprofit Management, 2004

Honors: *LaGuardia Full Fellowship*

University of Massachusetts at Amherst BA in Urban Planning and Documentary Studies, 1996

Honors: *Graduated Summa cum Laude with Interdisciplinary Honors; Alumni Assoc Senior Leadership Award; Robert G. Cooke Award; Peter F. DiGiamarrino Fellowship; Commonwealth Scholar*

AWARDS

Social Advocacy Award, 2014 American Planning Association Massachusetts Chapter

Kenneth E. Pickard Municipal Innovation Award, 2012 Massachusetts Municipal Association

Statewide Planning Award, Municipal Affordable

Jennifer Raitt, who has been with MAPC since 2007, is one of the most respected and sought-after housing experts in the Commonwealth. Ms. Raitt oversees MAPC's local and regional housing activities, advising local and state officials on housing policy and programs. She provides professional assistance to local officials and other allied organizations to address local needs and concerns in housing; reviews, evaluates, develops and improves local housing plans, strategies, and by-laws; and provides her expertise to ensure implementation.

RELEVANT EXPERIENCE

- **Metropolitan Area Planning Council, Boston, MA**
Assistant Director of Land Use Planning 2013–Present (concurrent with position listed below) Oversee and manage seven staff, manage major projects, and manage relationships with member municipalities and allied organizations. Manage eight coordinators of subregional councils.

Chief Housing Planner, 2007–Present – Develop and implement housing plans and strategies for 101 municipalities in Metro Boston; provide professional technical assistance on zoning and planning for affordable housing; supervise staff; serve on state working groups to influence and participate in state policy making. Serve on local advisory groups to lead housing planning efforts, including the Boston Housing Plan. Coordinated activities of Inner Core Committee (20 urban communities) from 2008–2011. Founding member of Massachusetts Housing Institute, a statewide training institute for municipal officials working on affordable housing initiatives.

Manager of Subregions 2011–2013 (concurrent with position listed above)– MAPC's eight Subregional Councils

*Housing Trust Guidebook,
2010*

*American Planning
Association
Massachusetts Chapter*

*Regional Spirit Award,
2010*

*MetroWest Regional
Collaborative*

*American Planning
Association, Divisions
Council, Distinguished
Service Award, 2010*

*American Planning
Association, Housing and
Community Development
Division, Outstanding
Service Award, 2006–2010*

*Comprehensive Planning
Award, Regional –
MetroFuture, 2009
American Planning
Association
Massachusetts Chapter*

*Massachusetts Governor's
Award for Smart Growth
Leadership, 2004*

*Town of Amesbury
Historical Commission,
Preservation Award, 2001*

*U.S. Conference of Mayors,
CDBG Best Practices
Citation, 1999*

are a primary avenue of communication between MAPC and our 101 member municipalities. The Councils provide valuable input and guidance in MAPC's design of programs and policy positions. Work includes oversight and management of eight projects with a total value of \$1.5 million.

*Interim Director, MetroWest Growth Management, 5/09–
1/10 (concurrent with above) – Chief Executive Officer.*

Reported to Executive Board, and responsible for achievement of organizational mission and financial objectives.

- **Boston University Metropolitan College, Boston, MA**
Instructor of Urban Affairs & City Planning, April 2008 – Present
Develop curricula and teach Undergraduate and Graduate courses: Skills and Techniques for Planners; Affordable Housing Finance; Housing Policy; Nonprofits & Land Use Development; Community Development Planning; and Housing and Community Development.
- **Commonwealth of Massachusetts Department of Housing & Community Development**
Peer-to-Peer Program Consultant, 2004–2008 – Assisted municipalities with range of affordable housing planning activities.
- **North Shore Housing Trust, Inc., Newburyport, MA (now Harborlight Community Partners)**
Executive Director, 2004–2007 – Founding director. Led affordable housing development in a 34–community region, including the completion of three developments. Developed organizational systems, business plan, housing, provided technical assistance to nonprofits, municipalities and developers and community education and advocacy.
- **Town of Amesbury, Amesbury, MA**
Community Development Director, 1998–2004 – Developed and managed programming, planning, and implementation for multi–million dollar, Federal– and

RECENT PUBLICATIONS & PRESENTATIONS

APA PAS Report on Aging in Community, Contributor

National APA Conference, Seattle, 2015, Topic: Aging in Community

National Housing Conference, Oakland, 2014, Topic: The Future of Fair Housing

Enterprise Community Partners Webinar, 2013, Topic: Preserving Affordable Housing near Transit

New England Women in Real Estate, 2012, Topic: Affordable Housing in Greater Boston

Bring Workers Home Forum, National Association of Realtors and National Housing Conference 2011, Topic: Regional Housing Plans and Workforce Housing

Growing Station Areas: The Variety and Potential of Transit Oriented Development in Metro

State-funded program. Secured and administered over \$7 million dollars for housing, economic development and infrastructure projects; implemented revitalization projects from inception through completion. Coordinated town-wide Master Plan process and creation.

- **Holyoke Community Land Trust, Inc**, Holyoke, MA
*AmeriCorps*VISTA Leader and VISTA Development & Public Relations Coordinator, 1996–1998* – Secured funding to complete housing development projects. Formed homeowner education service. Trained VISTA members with Corporation for National and Community Service.

COMMUNITY LEADERSHIP

- **American Planning Association**
Active member and leader since 2001
Member, Board of Directors Legislative and Policy Committee, 2011– present
APA Policy Guide on Aging in Community, Task Force Chair and Lead Author, 2014
APA Policy Guide on Smart Growth, Contributor, 2012
Chair, Divisions Council Policy Committee, 2009–10
Chair, Housing and Community Development Division, 2008–10
Vice-Chair, Housing and Community Development Division, 2004–08
APA Policy Guide on Housing, Contributor, 2006
- **American Planning Association, Massachusetts Chapter**
Board of Directors, 2006–11. Co-Chair National Planning Conference Committee Boston 2011. Chair, Housing and Community Development Committee, 2005–08
- **Local Initiatives Support Corporation, Learning Community on Gentrification** Member, 2014–present
- **Citizens Housing & Planning Association**
Boston, MA, Board of Directors, October 2008 – present
- **North Shore Community Development Coalition**

*Boston, Contributing
Author, MAPC, June 2012*

*Foreclosure: Community
Impacts, Prevention, and
Stabilization Strategies,
Co-Author, APA Planners
Advisory Service,
September 2010*

*The Use of Chapter 40R in
Massachusetts as a Tool
for Smart Growth and
Housing Production, Co-
Author, MAPC/ CHAPA
2009*



EDUCATION

- *Massachusetts
Institute
of Technology
Cambridge, MA
Master's thesis: "The
Forgotten Class:
Reconceptualizing
contemporary
middle-income
housing in New York
City." Research
assistant to Prof.
Brent Ryan, Urban
Design and Public
Policy.*

Salem, MA, Board of Directors, November 2010–2013

- **Federal Home Loan Bank of Boston Affordable Housing
Development Competition.** Juror, 2007–2013

Karina Milchman REGIONAL PLANNER & HOUSING SPECIALIST

Karina works to achieve the goals of regional equity and housing affordability set forth in MAPC's MetroFuture plan. She provides direct planning and housing technical assistance to municipalities, working closely with them to design Housing Production Plans and Action Plans; investigate local concerns about neighborhood change, housing, and competing planning priorities; and develop implementable strategies to realize their planning objectives. Her interests and expertise include issues of neighborhood change, housing need and market demand analyses, and barriers to housing affordability and production. She is skilled in urban design and written, verbal, and visual communications.

RELEVANT EXPERIENCE

Master of Arts, City Planning; Urban Design Certificate; Concentration in City Design & Development, Department of Urban Studies and Planning, June 2013.

- **Tufts University Medford, MA**
Teaching Assistant to Prof. Meghan Hughes, Art History; staff writer for The Tufts Daily. Bachelor of Fine Arts in Studio Art; Minor in Art History, June 2006.

RELATED SKILLS

Graphic: InDesign, Illustrator, Photoshop, SketchUp

Research & Data

Analysis: Microsoft Excel, ArcGIS, LexisNexis

Communications:

Writing, visual presentation, public speaking skills; proficient in various social media platforms

- **Metropolitan Area Planning Council, Boston, MA**
Regional Planner & Housing Specialist, July 2015 – present
Housing Planner, Jan. 2014 – July 2015 – Provide planning and housing technical assistance to communities in the Boston metropolitan area; construct research queries and conduct quantitative and qualitative analysis to assess market demand, housing needs, land use scenarios, and zoning impacts; focus on issues of neighborhood change, barriers to housing affordability and production, and anti-displacement strategies; produce reports and presentations, develop webpages; produce site plans, massings, renderings, and other visuals; and facilitate public meetings.
- **Nicholas Dagen Bloom, Editor, New York, NY**
Contributor, Aug 2013 – Dec 2013 – Authored several pieces for *Affordable Housing in New York City: Triumph, Challenge, & Opportunity* (Princeton University Press, forthcoming).
- **Fenway Community Development Corporation, Boston, MA**
Planning Intern, June 2012 – Aug 2012 – Researched and wrote *Student Housing Patterns in the Fenway: A report on the pressures of university expansion on neighborhood housing stock* to support advocacy and community planning work; attended community meetings and liaised with board members.
- **MIT COLAB, Cambridge, MA**
Intern, June 2012 – Aug. 2012 – Helped launch the Urban Research-Based Action Network, a national network of scholars and practitioners designed to facilitate collaboration and coordinate needs;

wrote the concept paper, designed and wrote the inaugural newsletter; planned and organized meetings and conferences.



EDUCATION

Massachusetts Institute of Technology, Master in City Planning, 2003
Thesis: Septic Regulations and Suburban Development Patterns: An Analysis Based on Soil Data In Norfolk County, Massachusetts

Oberlin College, B.A. in Biology and Geology, 1995

AWARDS

Open Planning Tools – Exemplary Implementation Award, 2014
Open Planning Tools Group

Robert Davidson Staff Recognition Award,

Timothy Graf Reardon

ASSISTANT DIRECTOR OF DATA SERVICES

Timothy Reardon has worked at MAPC since 2003. He has over fifteen years of experience in regional planning, with a focus on using analysis and technology to support public engagement and informed decision-making. Mr. Reardon leads the applied research activities of MAPC's Data Services Department. These projects include integrated transportation and land use planning, scenario modeling for municipalities and development sites, socioeconomic projections, development of new datasets, policy-oriented technical analysis, and creation of local and regional indicators. He helped to pioneer the use of technology and decision support tools at MAPC such as wireless keypads, interactive websites, and online data collection methods.

RELEVANT EXPERIENCE

- **Metropolitan Area Planning Council, Boston MA**
Regional Planner, 2003 – 2007
Senior Regional Planner, 2007 – 2011
Manager of Planning Research, 2011 – 2013
Assistant Director of Data Services, 2013 – present
- Conducted technical analysis for MetroFuture, MAPC's long-range regional planning process.

2008

MAPC

Outstanding Planning Award, Low Impact Development Toolkit, 2005

Massachusetts Chapter of the American Planning Association

RECENT PUBLICATIONS & PRESENTATIONS

Putting Legacy First: Planning for the Boston 2024 Olympics MAPC, Boston; June, 2015

Is the Program Working? New Spatially-Discrete Tools for Rapid Assessment & Program Evaluation of SRTS Mode Shift Impacts

Transportation Research Board Moving Active Transportation to Higher Ground: Opportunities for Accelerating the Assessment of Health Impacts, April 13, 2015

Reshaping the Region: Transit Proximity and Leverage in Metropolitan

Developed fine-scale land use projections for 164 municipalities. Designed comprehensive, multi-disciplinary regional model using Community Viz software. Model included mechanisms that allowed stakeholders to modify key assumptions in public setting and view outcomes. Based on public input, created four alternative regional growth scenarios and summarized key outcomes.

- Led communications efforts of MetroFuture, MAPC's long-range regional planning process. Conceptualized, designed, and implemented various public engagement efforts, presentations, and print materials. Wrote and produced documents summarizing results of public meetings, surveys, and review of municipal planning documents. Worked with staff and allies to define various project elements, including Visioning Themes, Goals, Study Areas, and Implementation Strategies. Principal author and editor of MetroFuture Regional Plan and Implementation Strategies.
- Managed Data Services staff providing support to a variety of MAPC technical assistance efforts through data analysis, mapping, 3-D visualization, and decision support tools. Managed the production of maps and descriptive text for *Metropolitan Perspectives*, MAPC's Annual Report and Calendar.
- Worked with Data Services Director to pioneer the use of various decision support tools, including GIS-based scenario modeling, 3-D visualization, wireless keypads, and interactive web mapping.
- Coordinated the South Shore Coalition, one of MAPC's subregions. Developed network of contacts in 13 municipalities. Coordinated monthly meetings, provided technical assistance, and organized large-scale public forums on topics of

*Boston Transportation
Research Record 94th
Annual Meeting
Compendium of Papers,
2015*

*We're Not as Young as
We Used to Be:
Observations and
Projections of
Demographics and
Housing in Metro Boston
Southern New England
American Planning
Association Conference,
Oct. 24, 2014*

*Tailoring Community-
Based Wellness
Initiatives with Latent
Class Analysis —
Massachusetts
Community
Transformation Grant
Projects
Preventing Chronic
Disease 11:130215,
2014*

*Population & Housing
Demand Projections for
Metro Boston: Regional
Projections and
Provisional Municipal
Forecasts
MAPC, Boston, Jan. 2014*

Kids Are Commuters

special interest.

- Managed the provision of technical assistance to external clients through analysis of demographic data, modeling, mapping, and data packaging.
- Presented results of Data Services research and MetroFuture analysis to various regional partners, conferences, and MA legislative committees.
- Wrote and produced the Massachusetts Low Impact Development Toolkit, a collection of products summarizing LID concepts, techniques, and regulatory strategies.
- Provided individual technical assistance to municipalities to support the development of local zoning and stormwater regulations.
- **Planners Collaborative, Boston MA**
Project Planner, 1998 – 2001
 - Planner and project manager for local and regional planning projects in New England. Developed and conducted public participation, education, and visioning programs. Wrote and edited local and regional land use plans.
 - Mediated discussions among municipalities and water utilities regarding exclusive service areas.
 - Wrote and edited public information documents for the Federal Transportation Administration and Massachusetts Water Resources Authority.
- **Earth Tech, Inc., Concord, MA**
Environmental Scientist, 1997 – 1998
 - Coordinated federal, state, and local environmental permitting for utilities, developers, and municipalities.
 - Delineated wetlands, assessed impacts, and designed mitigation measures.
 - Wrote and edited permitting documents, participated in public hearings, and interacted with

Too! Measuring and Maximizing Walk to School Potential
141st American Public Health Association Annual Meeting, Boston, Nov. 2013

Growing Station Areas: the Variety & Potential of Transit Oriented Development in Metro Boston
MAPC, Boston; 2012

The Greater Boston Housing Report Card 2012: A New New Paradigm for Housing in Greater Boston.
MAPC, Boston, 2012

regulatory agencies.

AFFILIATIONS

Egleston Square Main Street, Inc., Boston, MA,
Board of Directors, 2003 – 2010, 2014 – present
Board President, 2006 – 2010
Volunteer of the Year, 2015