

NEEDHAM PLANNING BOARD
Wednesday September 29, 2021
3:00 p.m.

Virtual Meeting using Zoom
Meeting ID: **826-5899-3198**
(Instructions for accessing below)

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US: +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592 or +1 346 248 7799 or +1 669 900 9128 or +1 253 215 8782 Then enter ID: **826-5899-3198**

Direct Link to meeting: <https://us02web.zoom.us/j/82658993198>

1. Appointments:

Interviews of 5 candidates for two at-large appointments for the Housing Plan Working Group 2021.

NEEDHAM HOUSING PLAN WORK PLAN

The Town of Needham has not had an approved Housing Plan in place since 2007, although it has made considerable progress in producing affordable housing since then, adding 894 new affordable units¹ and surpassing the state affordability goal of 10%. Despite reaching this threshold, the Town recognizes that significant unmet housing needs remain in the community, particularly in the context of unprecedented housing prices and the pandemic. Consequently, the Town has determined that it should revisit its housing agenda by obtaining updated documentation on the local housing dynamic and preparing a Housing Plan to strategically address identified priority housing needs.

The preparation of this Housing Plan would use a similar process established for the 2007 Affordable Housing Plan. First, the Planning Board would appoint a Working Group of representatives from appropriate boards and committees to work with staff from the Planning and Community Development Department in overseeing community outreach and preparing the document. The composition of the Working Group for the 2007 Plan included 2 representatives of the Planning Board, 2 from the Needham Housing Authority, 2 from the Select Board, 2 at-large members, as well as a representative from the Board of Health, Council on Aging, Finance Committee and Parks and Recreation Commission. For the 2021 Plan the composition of the Working Group will included 2 representatives of the Planning Board, 2 from the Select Board, 2 at-large members, as well as a representative from the Housing Authority, Board of Health, School Committee, Community Preservation Committee, Council on Aging, Finance Committee and Parks and Recreation Commission.

Second, the planning process would incorporate an inclusive public process to engage local leaders and residents in the process of establishing local housing priorities. This process would include the following major components:

- Interviews with housing stakeholders including representatives of the Needham Housing Authority, Council on Aging, League of Women Voters, Equal Justice Needham, etc.
- Community workshops that include small breakout group activities that engage participants in a local visioning process on housing, allowing residents to weigh-in on key questions related to housing challenges, goals, and priority actions.
- A community housing survey to obtain input on local needs and key approaches to address these needs. This activity was not incorporated in the 2007 planning process, however, might be considered as part of this initiative with support from the Town's Public Information Officer and the Information Technology Department.
- A final community-wide meeting to present the Plan and obtain further input.

Key components of the Plan would include the following:

- An Executive Summary that highlights the key takeaways from the Plan.
- A list of community housing goals that would include the results of the visioning process as part of the first community housing workshop.

¹ A total of 894 units were added to the Subsidized Housing Inventory (SHI) although 238 were actually affordable to those with incomes at or below 80% of area median income.

- A Housing Needs Assessment that provides documentation on key indicators of need.
- A Strategic Action Plan that includes the actions that the Town will pursue to promote greater housing diversity and affordability including the timeline for implementation and responsible entities.
- A list of local and regional housing organizations and entities.
- A glossary of housing terms.
- A summary of housing-related regulations and resources.

The following section lists the various tasks involved in the project accompanied by a projected timetable:

Task 1: Hold Initial Meeting

Conduct an initial meeting of the Working Group to discuss the planning process and timetable.

Timeframe for Completion: Within two (2) weeks of the appointment of the Working Group.

Task 2: Conduct Background Research and Information Gathering

Collect and analyze information from a wide variety of data sources, including but not limited to the following:

- Updated demographic, economic and housing data from the U.S. Census including the American Community Survey Five-Year estimates, 2015-2019 (hopefully the 2020 census figures might be available in time for this project).
- Updated population figures from Town Clerk records.
- Population projections from several sources.
- Information from the Town Assessor on the current value of residential property by type of property to analyze the range of housing values by housing type.
- Building permit information on the numbers of new dwellings by type.
- Updated school enrollment data and capacity issues.
- Current work force and wage information.
- Data regarding wait lists and wait times for affordable units in town.
- Types of housing inquiries and issues from the Council on Aging.
- Data on foreclosures.
- Multiple Listing Service data for properties that have sold within the last year and whether they involved teardown activity.
- More recent median house and condo prices.
- Home and apartment listings in local and regional papers and Internet (such as Craigslist, Zillow.com, trulia.com, apartments.com, etc.) as well as Chapter 40B market rents.
- Data on cost burdens by tenure, income, and type of household from HUD.

The task will also involve interviews with key local and regional stakeholders as well as a potential community housing survey.

Timeframe for Completion: Within two (2) months following the start date with another month or so required if a survey is conducted.

Task 3: Draft Housing Needs Assessment

Analyze and summarize key demographic, economic and housing trends and characteristics to identify priority housing needs. The Working Group will convene to discuss the draft. It will also be able to

review a draft PowerPoint presentation, agenda, and breakout group instructions for the upcoming community workshop.

Timeframe for Completion: Within three (3) months of the start date.

Task 4: Conduct Community Housing Workshop

Conduct a community workshop that highlights the key takeaways from the Housing Needs Assessment followed by breakout group discussions to engage participants in a local housing visioning process and enable local leaders, housing stakeholders, and residents to weigh-in on key questions related to housing challenges, goals, and priority actions. This input would provide important guidance in the preparation of the Strategic Action Plan.

Timeframe for Completion: Within four (4) months of the start date.

Task 5: Draft Strategic Action Plan

Prepare the Strategic Action Plan which summarizes the key short-term and longer-term strategies that the Town will consider implementing to promote greater housing diversity and affordability. Each strategy will include an estimated timeframe for implementation, next steps, required resources, and responsible entities. The Working Group will meet to discuss the draft as well as the PowerPoint presentation and other materials for the community-wide meeting under Task 6.

Timeframe for Completion: Within five (5) months of the start date.

Task 6: Conduct Community-wide Meeting

Conduct a community-wide meeting to present the draft Plan and obtain feedback. The Working Group will reconvene to discuss the results of the community meeting and determine what changes should be made in the final Plan.

Timeframe for Completion: Within six (6) months of the start date.

Task 7: Finalize Plan

Finalize the Housing Plan based on comments.

Timeframe for Completion: Changes to the draft will be made within two (2) weeks following the Task 6 community meeting.

Candidate	time
Rhonda Spector	3:00 p.m. – 3:15 p.m.
Amanda Berman	3:15 p.m. – 3:30 p.m.
Oscar Mertz	3:30 p.m. – 3:45 p.m.
Emily Cooper	3:45 p.m. – 4:00 p.m.
Andrew Cohen	4:00 p.m. – 4:15 p.m.

From: [Rhonda Spector](#)
To: [Planning](#)
Subject: Affordable Housing Study Committee
Date: Thursday, August 12, 2021 2:27:32 PM
Attachments: [Rhonda Spector Resume 2021 .docx](#)

Dear Lee,

I am interested in being a member of the Affordable Housing Study Committee Needham is forming to revisit the town's housing agenda.

I have worked in economic development for most of my career and specifically worked on affordable housing development first in Holyoke when I worked at MassDevelopment, and then for the past six years as the Director of Development for 2Life Communities. At 2Life, I worked on both renovation and new construction of multifamily affordable housing for seniors. In my work at Massport and Massdevelopment I managed many planning and feasibility studies for a variety of types of projects.

I am currently working with Affirmative Investments part-time as a development consultant. Affirmative is an affordable housing developer working on small and medium sized community projects.

My resume is attached. I look forward to hearing from you about working on the Committee.

Sincerely,
Rhonda Spector

Rhonda Spector
Needham, Massachusetts
617-447-0799 | Rhonda@Spectortm.com

Senior level professional with leadership experience in real estate development as well at regulatory agencies at both state and local levels. Demonstrated success development, planning, permitting, community engagement and in leading sustainable projects.

EXPERIENCE

Director of Real Estate Development

Boston

2Life Communities

2015 – 2021

Leading the LEED-certifiable development of a \$10 million headquarters for 2Life Communities.

- Managed \$77 million refinance and rehabilitation of a 209-unit affordable housing community, including financing, design, construction, sustainability, and resident relocation. Project included renovation of all units, common areas, and \$2 million courtyard with fitness equipment and community gardens. Awarded an Enterprise Green Community designation.
- Spearheaded *Aging in Community* initiative for moderate-income seniors that modeled a new type of community. Negotiated a Purchase and Sale Agreement for a 4-acre site in Newton, and directed a multi-faceted finance, operations, design and marketing team.
- Site selection work - analyzed potential sites across Greater Boston for redevelopment opportunities including zoning and feasibility analyses.

Vice President, Planning and Development

Boston

MassDevelopment

2005 - 2013

- Led partnership between the Holyoke Housing Authority, City of Holyoke, Massachusetts Housing Partnership and MassDevelopment to create a plan for redeveloping Lyman Terrace, a public housing community in Holyoke. Supervised team, consultants, community process and negotiations with government agencies, business leaders, neighbors and residents. Project led to a RFP and successful community redevelopment.
- Managed all aspects of the rollout of sustainability practices for MassDevelopment. Member of Governor Deval Patrick's Zero Net Energy Task Force, and oversaw the first two Zero Net Energy housing developments in Devens.
- Provided technical assistance to cities and towns across the Commonwealth, including a Canal District master plan, Lawrence; Urban renewal plan, Gardner; Downtown plan, Worcester; and Garage feasibility and parking management plans, Medford and Natick. Sponsor and panelist for Urban Land Institute Technical Assistance Panels in Lawrence, Framingham and Haverhill.
- Managed regional economic development academies to formulate and implement educational forums for municipal leaders. Held regional conferences with public policy leaders and 50 to 85 participants on topics ranging from urban housing policy to the creative economy.

Senior Project Manager

Newton

National Development

2004

- Oversaw all aspects of permitting and pre-development for a 180-unit new construction development at Woodland Station, Newton, and a 425-unit development on a 70-acre site in Burlington. Prepared a 40B Comprehensive Permit application and negotiated a 99-year ground lease with the MBTA. Supervised all consultants and produced financial analyses for both projects.

Economic Development Officer
Town of Brookline

Brookline
2002 - 2003

- Acquired approval of a Town Meeting district re-zoning for a 229,000 square foot office building at 2 Brookline Place.
- Led Board of Selectmen committee for development of a town-owned 5-acre site for affordable housing.

Senior Project Manager
Carpenter and Company

Cambridge
1998 – 2001

- Produced a winning proposal in response to a Town Request for Proposals for a \$30 million Marriott Courtyard Hotel in Brookline. Supervised project team and extensive community and design review process. Won Town Meeting approval and completed permitting. Negotiated and executed a long-term ground lease with the Town.

Senior Project Manager
Massachusetts Port Authority

Boston
1988 - 1997

- Managed rehabilitation of a \$7.2 million conference center on the Boston Fish Pier. Supervised design, construction, installation of state-of-the-art communication technology, exhibits, furnishings and oversaw commencement of operations.
- Negotiated development options and ground leases with the World Trade Center Boston for the Seaport Hotel and East Office Building. Supervised planning, design review and permitting for both properties.
- Executed Development Agreement with Carpenter and Company for the \$100 million Hilton Hotel at Logan International Airport. Secured all hotel approvals from Massport Board of Directors.

EDUCATION

Boston University Graduate School of Management
Master's of Business Administration, Finance

University of Massachusetts, Amherst
Bachelor of Arts, Economics, Phi Beta Kappa, *Cum Laude*

August 27, 2021

Needham Planning Board
Public Services Administration Bldg.
500 Dedham Avenue
Needham, MA 02492

Dear Needham Planning Board:

I am delighted to submit my letter of interest and resume for the Affordable Housing Study Committee and so pleased to see that the town is taking this much-needed step towards promoting greater housing diversity and affordability. As my attached resume illustrates, I have considerable experience working on housing needs assessments and strategies across the Commonwealth – from the Cities of Newton and Chelsea to the towns of Weymouth, Lenox, Brewster, and the island of Martha's Vineyard. I have intimate experience working with developers, municipalities and other government agencies on real estate planning and the development of mixed-income and affordable housing projects. I have also been involved in the development of zoning updates, new complete street corridors and public spaces.

I am extremely passionate about affordable housing and have been looking for a productive way to engage with efforts in my own town. In my current capacity as the Director of Housing & Community Development for the City of Newton, the regular assessment of the affordable housing landscape throughout the city and surrounding region is a critical and constant piece of my job. The identification of housing needs based off current data, market research and community outreach and engagement help to shape the City's housing strategy and goals in the short and long-term. I would be excited and honored to bring my robust experience in this area to support the Planning Board's work to develop a comprehensive Housing Plan for Needham.

I hope to hear from you soon to learn about next steps in this process.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amanda Berman', with a stylized, flowing script.

Amanda Berman

AMANDA BERMAN

689 Great Plain Avenue • Needham, MA 02492
323-605-2266 • amandaeberman@me.com

Dynamic and passionate urban planner who specializes in affordable housing planning and development, developing and managing innovative urban initiatives, and community development activities. Creative and self-motivated manager and mentor with outstanding ability to collaborate across multiple departments. Persuasive communicator with exceptional written, verbal and presentation skills. A proactive problem solver and strong strategic planner with the capacity to manage multiple projects in a fast-paced environment.

AREAS OF EXPERTISE

Affordable Housing Policy & Development
Urban Planning • Community Development
Placemaking • Public Space Activation
Project Development & Management
Partner Development & Relations • Marketing & Outreach Strategies
Team Leadership • Entrepreneurial Drive

EDUCATION

Master of Urban Planning (MPL) & Master of Public Art Studies (MPAS)

University of Southern California, School of Policy, Planning and Development & School of Fine Arts
Los Angeles, California • 2009

Bachelor of Arts in Communications and Business

The Pennsylvania State University • University Park, Pennsylvania • 2003

PROFESSIONAL EXPERIENCE

CITY OF NEWTON PLANNING & DEVELOPMENT DEPT. • Newton, Massachusetts 2017-PRESENT

<http://www.newtonma.gov/gov/planning/default.asp>

The Department is committed to community-based planning that guides the future of the City while promoting equity, healthful lifestyles, diverse housing options, a resilient economy, varied transportation options, and preservation of the built and natural environment.

Director of Housing & Community Development:

2018-PRESENT

- Manage the Housing & Community Development Division (8 staff members) which is responsible for over \$3 million in federal HUD grants annually, including the Community Development Block Grant (CDBG), HOME Investment Partnerships Program, and the Emergency Solutions Grant (ESG).
- The Housing & Community Development Division's programs are focused on the development, rehabilitation and preservation of affordable housing; human services for low- and moderate-income residents; homelessness prevention and support services; and the removal of architectural barriers for people with disabilities. The Division also acts as the lead entity for the 13-community WestMetro HOME Consortium, supporting member communities in their efforts to develop affordable housing and to provide direct rental assistance to low-income households.
- As one of the Department's senior staff, advise the Mayor and City Council on issues related to affordable housing and community development and provide input on the Department's goals and priorities.
- Manage the Newton Housing Partnership, a 9-member affordable housing advisory committee appointed by the Mayor to support the creation and preservation of affordable housing throughout the city.

- Oversee and support the realization of City-funded affordable housing projects, including two large affordable senior housing projects recently awarded Low Income Housing Tax Credits; the redevelopment of a historic single-family home into three units of affordable housing and a five-bedroom congregate home for severely disabled adults; and the possible redevelopment of the West Newton Armory into affordable housing.
- Manage the City's Inclusionary Housing program, from the review of multifamily and mixed-use proposals subject to the affordability requirements to ensuring a project's continued compliance throughout the pre-development, construction, marketing and occupancy processes.
- Led the update of the City's Inclusionary Zoning Ordinance over the course of two years (adopted August 2020), working with political leadership, community stakeholders, developers and consultants to identify an appropriate requirement that would increase the number of affordable units, while not disincentivizing multifamily housing projects across the city.
- Assist in the evaluation of 40B Comprehensive Permit projects, including project eligibility, drafting of Board Orders, project compliance, and post-completion cost certification reviews.
- Develop necessary guidelines and policies related to existing and new housing and community development programs within the Department.

Housing Development Planner:

2017-2018

- Provided management, support, and direction towards implementation of affordable housing and mixed-income projects throughout Newton, including review of housing projects seeking City funding.
- Assisted in the evaluation of 40B Comprehensive Permit applications, Inclusionary Housing project proposals, and other residential and mixed-use projects subject to affordable housing requirements.
- Assisted in the update of the City's Inclusionary Zoning Ordinance, providing support through research, writing, strategic direction, community outreach, and political engagement with City Council committees.
- Monitored compliance of affordable housing projects throughout the city in relation to DHCD and Newton guidelines and policies, including the development of affordable housing deed restrictions.
- Co-managed the City's First-Time Homebuyer Assistance Program (approx. 50 units in portfolio) through the oversight of unit resales and annual monitoring.
- Managed the City's Affordable Housing Master Database, including all SHI updates, and assisted in the research, calculations and determination of the City's 10% and 1.5% safe harbor thresholds.

RKG ASSOCIATES, INC. • Boston, Massachusetts

2016-2017

<http://www.rkgassociates.com>

Provides private, public and institutional clients, nationwide, a comprehensive range of advisory, planning, and strategic consulting services related to real estate, land use and economic development.

Senior Planner:

- Provided research, writing, community engagement, and project management assistance for the development of Housing Production Plans, zoning by-law updates, and master plans for various regional municipalities throughout Massachusetts, including Chelsea, Weymouth, Lenox, and Littleton.

JM GOLDSON COMMUNITY PRESERVATION + PLANNING • Boston, Massachusetts 2016-2017

<http://jmgoldson.com>

Assists communities with community preservation and affordable housing planning and implementation, as well as innovative community outreach and interactive public engagement.

Senior Community Preservation Planner:

- Provided research, writing and community engagement assistance for the development of Housing Production Plans, zoning by-law updates, and visioning plans for various regional municipalities, including Martha's Vineyard, Brewster, Sherborn, and Williamstown.
- Assisted the Town of Middleborough's Community Preservation Committee in the oversight and management of CPA funded projects. Tasks included project coordination, contractor oversight, budget and status report development, and grant writing.

COMMUNITY ARTS RESOURCES • Los Angeles, California • www.carsla.net

2007-2015

Develops urban-focused cultural and community planning initiatives and produces large-scale cultural events in public space.

Director of Community Development & Planning:

- Managed urban and cultural planning projects and events for clients, including government agencies, developers, architectural and planning firms, nonprofits, foundations and cultural institutions. Projects included CicLAvia, the nation's largest open-streets event; Go Little Tokyo, a community-led marketing and branding effort aimed at highlighting the neighborhood's unique cultural programs, community events, and dining and shopping experiences; the Durfee Foundation's Gentrification / Involuntary Displacement in Los Angeles report; the Southern California Association of Government's "Go Human" Tactical Urbanism Active Transportation Safety & Encouragement Campaign; the public outreach and engagement efforts for the Metro Gold Line Eastside Access Bicycle and Pedestrian Improvements Project in East L.A.; a business and programmatic plan for the new Grand Park in downtown Los Angeles; and the annual Chinatown Summer Nights event series.
- Oversaw client and partner relations, developing appropriate internal workflows to ensure expected results were delivered on time and under budget. Clients included LA Metro, the Southern California Association of Governments, the City of Santa Monica, CicLAvia, the Little Tokyo Community Council, the Jewish Community Foundation, the Los Angeles County Arts Commission and the City of Garden Grove.
- Authored cultural planning reports and publications, grounded in primary and secondary research.
- Developed new marketing and business development materials to strengthen company's visibility, particularly in the fields of urban planning and community outreach.
- Led the rebranding of the organization's digital identity, including the development of a new company website.

CICLAVIA • Los Angeles, California • www.ciclavia.org

2009-2013

Nonprofit organization, incubated within Community Arts Resources, that implements a series of car-free, open streets events to promote a healthier and more sustainable Los Angeles. Average per event attendance: 50,000 participants.

Co-Founder and Director of Development / Director of Strategic Planning:

- Co-founded organization in 2009 and successfully executed pilot event in partnership with the City of Los Angeles in October 2010, which attracted upwards of 25,000 participants.
- Developed and implemented original fundraising strategy, targeting corporate, local business, government, foundation and individual donors and partners. Notable donors included The California Endowment, the Goldhirsh Foundation, Google, Sony Pictures Entertainment, Blue Shield of California, Kaiser Permanente, the City of Los Angeles, LA Metro and KCRW.
- Assisted in the creation and implementation of the marketing and outreach strategy to introduce this new event and organization to the Los Angeles region.
- Assisted executive director in the management of a team of five staff members representing the areas of development, communications, outreach, marketing and production.

Additional Experience and References Available Upon Request

Oscar E. Mertz III
67 Rybury Hillway
Needham, MA 02492

Date: August 31, 2021

Re: Application for Citizen-At-Large representative
on the Affordable Housing Study Committee

Dear Needham Planning Board:

I am very excited by the timely establishment of this committee by the Needham Planning Board, and Planning Director, to address the critical issue of affordable housing in Needham. Over the past six months, I have become a volunteer with Equal Justice in Needham, joining a group of residents to focus on understanding Needham's challenges and opportunities for expanding housing choice. As the Planning Board has noted, there are several economic factors at play, and it is clear that Needham must address the inequities in our housing offerings. Rising housing prices and limited affordable options reflect a trend that threatens the overall economic viability and social fabric of the town if it continues without our attention to possible solutions.

The attached resume reflects my career as an architect and planner with involvement in building and planning projects across the country. Master planning of urban and suburban communities is of particular interest, as I can apply accumulated experience designing multiple building types to craft a variety of master plans, all with different contexts and socioeconomic forces to consider. Working with a range of clients and municipalities has provided valuable exposure to diverse zoning strategies. The goal has always been to balance the complex interrelationships of building uses, analyze the appropriate density, strive for dynamic placemaking, and prepare a project to be a catalytic influence and an economic success.

Thank you for your consideration for the citizen-at-large position. If selected, I would be an active, passionate representative, committed to the goals of the committee.

Sincerely,

A handwritten signature in black ink, appearing to read 'OEM III', written in a cursive, stylized script.

Oscar Mertz

Attachment: OEM3 resume



EDUCATION

MASTER OF ARCHITECTURE
YALE UNIVERSITY SCHOOL OF
ARCHITECTURE, 1988

BACHELOR OF ARCHITECTURE
PRINCETON UNIVERSITY, 1982

LICENSURE

REGISTERED ARCHITECT
MASSACHUSETTS #7893

AFFILIATIONS

AMERICAN INSTITUTE OF ARCHITECTS

BOSTON SOCIETY OF ARCHITECTS

LEED ACCREDITED PROFESSIONAL

FIRM TENURE

30 YEARS

ELKUS MANFREDI ARCHITECTS

Oscar Mertz III AIA, LEED AP

SENIOR ASSOCIATE, ARCHITECT

RELEVANT EXPERIENCE

10 CITYPOINT
WALTHAM, MASSACHUSETTS

74 MIDDLESEX AVENUE LAB/OFFICE
SOMERVILLE, MASSACHUSETTS

195 FIRST STREET – 77 LINSKEY WAY
CAMBRIDGE, MASSACHUSETTS

ANACOSTIA WATERFRONT – BALLPARK DISTRICT
WASHINGTON, DC

ASBURY PARK MASTER PLAN
ASBURY PARK, NEW JERSEY

ATHENAEUM BUILDING
CAMBRIDGE, MASSACHUSETTS

BAYOUTECH PARK
HOUSTON, TEXAS

BERTUCCI'S
VARIOUS LOCATIONS NATIONWIDE

BIRMINGHAM CITY CENTER
BIRMINGHAM, MICHIGAN

BLOOMFIELD PARK
PONTIAC, MICHIGAN

BUTTONVILLE MASTER PLAN
MARKHAM, ONTARIO, CANADA

CASINO MASTER PLAN
LOCATION CONFIDENTIAL

CITYPLACE
WEST PALM BEACH, FLORIDA

*Award for Excellence, (Large-scale Mixed-use),
Urban Land Institute, 2002*

*Superior Achievement in Design and Innovation,
Retail Traffic Magazine, 2002*

COPLEY PAVILION
BOSTON, MASSACHUSETTS

OSCAR MERTZ III AIA, LEED AP**CRYSTAL PALACE**

BEIJING, CHINA

ONE DAYTONA MIXED-USE

DAYTONA BEACH, FLORIDA

DOWNTOWN SAN JOSÉ

SAN JOSÉ, CALIFORNIA

EASTON TOWN CENTER

COLUMBUS, OHIO

FAIRVIEW POINT CLAIRE MASTER PLAN

MONTRÉAL, CANADA

THE FRANKLIN MINT

MIDDLETOWN TOWNSHIP, PENNSYLVANIA

FRONT STREET

HARTFORD, CONNECTICUT

GRAND AVENUE MASTER PLAN

LOS ANGELES, CALIFORNIA

THE HARBOR MERIDA

MERIDA, MEXICO

HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS**ADMINISTRATION – KRESGE HALL**

BOSTON, MASSACHUSETTS

HEART OF ISRAEL MASTER PLAN

TEL AVIV, ISRAEL

HEARTLAND TOWN CENTER

ISLIP, NEW YORK

HIGH STREET MASTER PLAN

ATLANTA, GEORGIA

HMV RECORD STORE – ROCK AND ROLL HALL OF FAME

CLEVELAND, OHIO

INDEPENDENCE HARBOR

PENN'S LANDING, PENNSYLVANIA

LAGUARDIA AIRPORT CENTRAL TERMINAL BUILDING

FLUSHING, NEW YORK

LIVE! RESORTS POMPANO

POMPANO BEACH, FLORIDA

MIXED-USE RESIDENCES

LOMAS VERDES, MEXICO

MOYNIHAN EAST

NEW YORK, NEW YORK

NATIONAL LANDING

ARLINGTON, VIRGINIA

NEW ENGLAND SPORTS AUTHORITY – LIBERTY TREE MALL

DANVERS, MASSACHUSETTS

THE PARK SAN LUIS POTOSI

SAN LUIS POTOSI, MEXICO

PALAMANUI

NORTH KONA, HAWAII

PHILADELPHIA INTERNATIONAL AIRPORT

PHILADELPHIA, PENNSYLVANIA

PIER 40 COMPETITION

NEW YORK, NEW YORK

PORT COVINGTON MASTER PLAN

BALTIMORE, MARYLAND

PUTNAM INVESTMENTS – CUSTOMER SERVICE CENTER

NORWOOD, MASSACHUSETTS

RELATED SANTA CLARA

SANTA CLARA, CALIFORNIA

RESTON TOWN CENTER EXPANSION

RESTON, VIRGINIA

RETAIL TOWN CENTER

SAN LUIS POTOSI, MEXICO

RIVIERA BEACH MASTER PLAN

RIVIERA BEACH, FLORIDA

SCOTTSDALE WATERFRONT

SCOTTSDALE, ARIZONA

THE SHOPS AND RESTAURANTS AT HUDSON YARDS

NEW YORK, NEW YORK

ST. PAUL CROSSING

BROOKLINE, MASSACHUSETTS

STREETS OF WOODFIELD

SCHAUMBURG, ILLINOIS

THE MANSION RESIDENCES AT TURNER HILL

IPSWICH, MASSACHUSETTS

THE RESIDENCES AT THE COLONNADE

BOSTON, MASSACHUSETTS

THE SHOPS AT SAKS FIFTH AVENUE

WHITE PLAINS, NEW YORK

OSCAR MERTZ III AIA, LEED AP

TOWN SQUARE METEPEC
METEPEC, MEXICO

UNION PARK MASTER PLAN
LAS VEGAS, NEVADA

UNION POINT MASTER PLAN
WEYMOUTH, MASSACHUSETTS

UNIVERSITY OF PENNSYLVANIA – UNIVERSITY SQUARE
PHILADELPHIA, PENNSYLVANIA

UPTOWN CHARLOTTE
CHARLOTTE, NORTH CAROLINA

URBAN DEVELOPMENT PROJECT
STAMFORD, CONNECTICUT

VAIL LIONSHEAD PARKING STRUCTURE REDEVELOPMENT
VAIL, COLORADO

VICTORY PARK
DALLAS, TEXAS

THE HOUSE RESIDENCES AT VICTORY PARK
DALLAS, TEXAS

WEST AVENUE
NORWALK, CONNECTICUT

WHITE FLINT MASTER PLAN
ROCKVILLE, MARYLAND

PREVIOUS EXPERIENCE

DONHAM & SWEENEY, INC

POLICE HEADQUARTERS
FRAMINGHAM, MASSACHUSETTS

KALLMANN, MCKINNELL & WOOD

COLUMBIA UNIVERSITY SCHOOL OF LAW
NEW YORK, NEW YORK

**WASHINGTON UNIVERSITY IN ST LOUIS – NATURAL
SCIENCES BUILDING**
ST LOUIS, MISSOURI

**YALE UNIVERSITY – BIOCHEMISTRY/BIOPHYSICS
LABORATORY**
NEW HAVEN, CONNECTICUT

PETER KURT WOERNER & ASSOCIATES

HERBERT S NEWMAN, ARCHITECT

ALLEN GREENBERG, ARCHITECT

SHORT & FORD ARCHITECTS

FOUR PRIVATE RESIDENCES
CONNECTICUT AND NEW JERSEY

Emily R. Cooper

56 Lee Road
Needham, MA 02494

emilymillercooper@gmail.com
617/794-6964(m) 781/449-1814(h)

August 27, 2021

Lee Newman
Planning and Community Development Director
Public Services Administration Building
500 Dedham Avenue
Needham, MA 02492

Re: Affordable Housing Study Committee

Dear Ms. Newman,

I am writing to express my interest in volunteering for the new Affordable Housing Study Committee in the Town of Needham. I believe that my background and experience would be a good fit for this Committee and I am eager to participate.

As an experienced housing professional, I am aware of the challenges and opportunities that municipalities face in meeting the varied housing needs of the residents. I am knowledgeable of the vast array of public affordable housing resources – from the broad policies and parameters to the detailed ‘nuts and bolts’ of regulations and requirements. My current work at the Massachusetts Executive Office of Elder Affairs and MassHealth (the State Medicaid Agency) has helped me better understand the macro level issues intrinsic to creating housing within Massachusetts as well as the individual issues that families and individuals face when trying to locate and maintain housing.

Prior to my work at the Commonwealth, I was employed at a private nonprofit consulting firm. Many of my consulting engagements seem similar to the duties of the Affordable Housing Study Committee. Specifically, I assisted states and local governments in developing strategies to address the housing needs of very low-income families and individuals. These strategic planning activities including conducting needs assessments, interviewing key informants, researching relevant documents, soliciting stakeholder input, and crafting customized recommendations that were realistic and achievable for the community.

Every project I have worked on during my tenure as a professional has involved partnering with stakeholders from various backgrounds. To reach consensus, I have had to learn to juggle personalities, agency missions, and financial incentives. Although this partnership-building can be difficult, I feel it is critically important since it is these relationships that ultimately impact success.

More important than my professional expertise in this area is my knowledge of the community. I have lived in Needham for 17 years, have children in the school system, am an active Town Meeting member, and am involved in numerous community activities and groups. All of these things combined help me have a greater understanding of the community’s needs and concerns.

Sincerely,

Emily Cooper

Emily R. Cooper

56 Lee Road
Needham, MA 02494

emilymillercooper@gmail.com
617/794-6964(m) 781/449-1814(h)

Nationally recognized expert with over 25 years experience helping organizations and governments access and better utilize affordable housing programs to assist homeless people, people who are unstably housed, and people with special needs. Expertise includes scattered-site and site-based models and approaches to expand permanent supportive housing linked with evidenced-based supportive services for very low-income individuals and families with disabilities, who are homeless or most at-risk of homelessness.

Expertise

Subject matter expert in homeless and affordable housing programs, including the Continuum of Care Program, and mainstream housing programs as well as all relevant statutes, regulations, and policies, with an emphasis on combining resources to expand affordable housing options for households with incomes below 50% of the area median.

Committed problem solver able to work across various agencies, often with competing agendas, to achieve consensus around a mutual goal.

Experienced facilitator of planning processes to expand housing options for people with disabilities, veterans, and people who are homeless or unstably housed, focused on building partnerships, right-sizing strategies, and achieving measureable outcomes.

Skilled trainer for housing and services providers and agencies, homeless organizations, Public Housing Authorities, and state and local government on topics related to affordable housing, homelessness, local planning, fair housing, intersection of housing and healthcare, grant administration, reporting, and financial management.

Accomplished author of numerous publications regarding the affordable housing delivery system and how to increase access to permanent housing and supportive services resources by people with disabilities and people who are homeless.

Professional project manager able to manage multiple concurrent projects with competing deadlines, including proposal development, staff allocation, timetables, product development, budget tracking, and contract compliance.

Experience

MassHealth

2019-present *Special Advisor on Housing*

- Serve as subject matter expert to MassHealth on issues related to housing and homelessness.
- Ensure alignment across and within MassHealth with regards to implementing clear housing strategies and policies.
- Assist in identifying areas where MassHealth can streamline or enhance operations as it relates to homeless/housing unstable members and their benefits.
- Work with key leadership and programmatic MassHealth staff to conceive, design, and implement innovative programs and policies that will better serve members in the community and incentivize the creation of additional affordable housing.
- Provide technical assistance, training, and support around housing to MassHealth staff and contractors.

Massachusetts Executive Office of Elder Affairs

2016-present *Chief Housing Officer*

- Lead statewide Interagency Council on Housing and Homelessness efforts to develop strategies to address homelessness among elders and chronically homeless individuals including the development of a statewide Homeless Data Warehouse.
- Craft strategies to deploy MassHealth resources for chronically homeless individuals including hosting multiple "surge" events with the City of Boston that resulted in over 100 chronically homeless elders receiving housing and support services.
- Cultivate local partnerships between local elder support agencies and affordable housing providers to enhance the ability of older adults to age in the place and delay or prevent unnecessary hospitalization and or homelessness.

Technical Assistance Collaborative, Inc., Boston, MA

2014-2016 *Director, Housing Practice*

2009-2014 *Senior Associate*

1999-2009 *Associate*

- Consulted with communities in long-range planning and partnership building to expand housing and services for vulnerable populations, including facilitating strategy development with over 30 Continuums of Care, and seven states and localities working to better utilize and allocate their existing resources.
- Provided HUD-funded technical assistance to homeless providers in over 20 states in partnership with 15 HUD Field Offices and 8 separate TA firms, including supportive services financing, eligible costs, eligible participants, service delivery approaches, and grant administration
- Managed complex national technical assistance initiatives including handling multiple clients, creating comprehensive work plans, developing realistic budgets, tracking expenditures, establishing timelines and meeting deadlines, and producing high-quality on-time deliverables.
- Prepared and delivered public presentations for a wide array of audiences, including large groups of housing and urban planning professionals, community-based practitioners, and nonprofit advocates, including keynote addresses.
- Provided day-to-day leadership, supervision and direction of ten interdisciplinary staff in completing project work – ensuring that staff receive high-quality supervision, coaching and mentoring from project start to finish – and provide input into business development opportunities and future direction of the agency.

Massachusetts Department of Housing and Community Development

1997-1999 *Supportive Housing Specialist, Bureau of Federal Rental Assistance*

- Responsible for a portfolio of federally-funded rental assistance programs for targeted special populations including ten HUD Shelter Plus Care grants and seven Section 8/HCV initiatives serving persons with special needs.
- Created structure from program onset including overseeing implementation, creating administrative plans, documenting program rules and policies, and developing necessary interagency documents to clarify roles and responsibilities.
- Successfully competed for over \$10 million in HUD funding for new vouchers and other federal housing resources.

Tenderloin Housing Clinic, San Francisco, CA

1994-1995 *Support Services Coordinator*

- Designed and implemented a new 100-unit McKinney-Vento sponsor-based Shelter Plus Care grant for individuals who were homeless and had co-occurring mental illness and substance use issues.
- Responsible for overall grant administration and management of companion supportive services, including responsibility for the budget and the supervision of support staff.

Marin Housing Center, San Rafael, CA

1992-1994 *Family Advocate*

- Provided direct case management and support to homeless families in a transitional shelter. Conducted needs assessments, identified and coordinated resources, and provided onsite overnight support.
- Designed and implemented a new ten-bed emergency shelter including the development of policies, protocol, and procedures and the physical site design.

Education, Activities, and Acknowledgements

Masters of Public Health, University of North Carolina Chapel Hill

Bachelor of Arts, Cornell University

Town Meeting Member (*elected*) – 2015-present

Expert Panel, Morgan Institute Health Policy Center: *Addressing Future Home-Based Health and Personal Care Needs for a Growing and Diverse Population* – 2018

Advisory Group, Brookings Institute: [*Housing as a Hub for Health, Community Services, and Upward Mobility*](#) – 2018

AIDS Housing Corporation Board Member – 2003-2005

MassHousing Community Service Partnership Award – 2018

Commonwealth of Massachusetts Performance Recognition Citation – 2017

Select Publications

- [*Establishing and Operating a Continuum of Care*](#)
- [*Overview of CoC Program Components and Eligible Costs Online Module*](#)
- [*Continuum of Care Program Start Up Training for FY2013 Funds*](#)
- [*Section 8 Made Simple*](#)
- [*Examples of Housing Choice Voucher Waiting List Preferences \(prezi\)*](#)
- [*Housing Choice Vouchers Targeted to Non-Elderly Persons with Disabilities – Another Tool to Help End Homelessness*](#)
- [*Strategies to Help People with Disabilities Be Successful in the Housing Choice Voucher Program*](#)
- [*Non-Elderly Disabled Vouchers – Category 2 Lessons Learned from Implementation 2011-2013*](#)
- [*The Olmstead Decision & Housing: Opportunity Knocks*](#)
- [*Priced Out series \(biennial report\)*](#)

From: [Andrew Cohen](#)
To: [Planning](#)
Subject: Housing Study Committee
Date: Wednesday, September 1, 2021 5:01:58 PM
Attachments: [resume 4-2021.doc](#)

September 1, 2021

Dear Needham Planning Board:

I am interested in serving on a Study Committee on affordable housing for the Needham Planning Board. I served for six years as a Commissioner of the Needham Housing Authority (a five-year term following a one-year "replacement" appointment), and I am very committed to affordable housing in Needham. I work well in a team, I take my public responsibilities seriously (I have worked for the Commonwealth for 26 years), and I will ensure that the Planning Board receives the comprehensive Housing Plan that it seeks from the Study Committee. My resume is attached.

Thank you for your serious consideration. Please feel free to contact me if you have any questions.

Andrew Cohen

Andrew Cohen
75 Peacedale Rd.
Needham, MA 02492
cell: (617) 504-7362

ANDREW L. COHEN

75 Peacedale Road
Needham, Massachusetts 02492
(781) 444-0729
acohen@publiccounsel.net (work)
cohenesq@hotmail.com (home)

EMPLOYMENT EXPERIENCE

Director of Appellate Panel, Committee for Public Counsel Services
Children and Family Law Division, Boston, Massachusetts
July 2006 to Present

- Oversee 150-member panel of child welfare appellate attorneys, including review of briefs and critique of oral arguments.
- Represent agency in *amicus curiae* briefs to the Massachusetts Supreme Judicial Court.
- Design trainings and lecture regularly to experienced and newly-certified attorneys on all facets of child welfare law and trial and appellate practice.
- Supervise law student internship, co-op, and summer clerkship programs.
- Assist Trial Panel Director with oversight of 1000-member panel of child welfare trial attorneys.
- Supervise appellate litigation and administrative tasks of staff counsel and work of support personnel.

Staff Counsel, Committee for Public Counsel Services
Children and Family Law Program, Boston, Massachusetts
July 1997 to July 2006

- Assisted directors with oversight of child welfare appellate and trial attorneys.
- Managed mentor program for child welfare trial and appellate programs.
- Collaborated in the drafting and implementation of (a) performance standards governing child welfare trial and appellate practice, and (b) agency complaint investigation and prosecution procedures.
- Created and implemented agency-wide system for monitoring compliance with malpractice insurance requirement.
- Maintained active child welfare appellate and trial caseload.

Staff Attorney, Committee for Public Counsel Services
Children and Family Law Program, Salem, Massachusetts
September 1995 to July 1997

- Represented indigent parents and children in litigation brought by the Massachusetts Department of Social Services in the Juvenile, District and Probate & Family Courts, including adoption, custody, guardianship, care and protection, and termination of parental rights proceedings.

Associate
Choate, Hall & Stewart, Boston, Massachusetts
August 1994 to August 1995

- Represented creditors, debtors, and trustees in hearings before the United States Bankruptcy Court.
- Conducted trials and drafted motions, legal memoranda, settlement agreements, disclosure statements and plans of reorganization.
- Responsible for case management and primary client contact on most matters.

ANDREW L. COHEN

Associate

Goodwin, Procter & Hoar, Boston, Massachusetts

September 1990 to July 1991; September 1992 to July 1994

- Represented creditors, debtors, bondholders' committees and trustees in pre-trial, trial, post-trial and appellate proceedings.
- Drafted reasoned opinion letters for REIT transactions and asset securitizations regarding substantive consolidation and bankruptcy remoteness issues.
- Conducted discovery and extensive research in patent, trademark and copyright litigation.

Law Clerk to the Honorable Carolyn Dineen King

United States Court of Appeals, Fifth Circuit, Houston, Texas

August 1991 to August 1992

- Drafted approximately sixty opinions (twenty published) for Judge King on a broad range of civil and criminal issues; prepared Judge King for oral argument; attended Fifth Circuit panel and *en banc* proceedings in New Orleans.

Clayton R. Louderbeck Memorial Legal Writing Instructor

University of Pennsylvania Law School, Philadelphia, Pennsylvania

September 1989 to May 1990

- As third-year law student, taught first-year class to draft legal memoranda, perform legal research using library and computer database resources, and present appellate arguments; facilitated group discussions; and lectured on various research and writing topics.

PUBLICATION

- *Due Process*, in Amy Karp, et al., Child Welfare Practice in Massachusetts, ch. 8 (MCLE 2006, Supp. 2012, Supp. 2021, forthcoming).
- *Child Welfare Appeals*, 41 Appellate Procedure, Massachusetts Practice (4th ed. 2020) (cite??) (authorship of chapter noted on acknowledgment page)
- *Influencing and Challenging Judges and their Decisions in Child Welfare Cases*, ABA Child Law Practice Today (September 11, 2019), available at: https://www.americanbar.org/groups/public_interest/child_law/resources/child_law_practice_online/january---december-2019/influencing-and-challenging-judges-and-their-decisions-in-child-/.
- *Representing Parents on Appeal*, in Martin Guggenheim & Vivek S. Sankaran, Representing Parents in Child Welfare Cases: Advice and Guidance for Family Defenders, 327-388 (ABA 2015).
- *Representing Nonresident Fathers in Dependency Cases*, 27(10) ABA Child Law Practice 145 (Dec. 2008), reprinted in Claire S. Chiamulera, Ed., Advocating for Nonresident Fathers in Child Welfare Court Cases, ch. 4, 49-65 (ABA 2009).
- *Addressing Special Advocacy Issues*, in Claire S. Chiamulera, Ed., Advocating for Nonresident Fathers in Child Welfare Court Cases, ch. 6, 101-124 (ABA 2009).
- *Evidence in Care and Protection and Termination of Parental Rights Cases*, in Amy Karp, et al., Child Welfare Practice in Massachusetts, ch. 8 (MCLE 2006, Supp. 2012, Supp. 2021, forthcoming).
- *Special Considerations in Representing Parents*, in Amy Karp, et al., Child Welfare Practice in Massachusetts, ch. 22 (MCLE 2006 & Supp. 2012).
- *Child Welfare Proceedings in the Probate and Family Court*, in Amy Karp, et al., Child Welfare Practice in Massachusetts, ch. 16 (MCLE 2006 & Supp. 2012), with M. Winchester.

PUBLISHED DECISIONS

- Adoption of Luc, 484 Mass. 189 (2019) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee)
- L.B. v. Chief Justice of Prob. & Fam. Ct. Dep't, 474 Mass. 231 (2016) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee)
- Adoption of Douglas, 473 Mass. 1024 (2016) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee, with Jaime Prince)
- Guardianship of V.V., 470 Mass. 590 (2015) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee)
- Adoption of Olivette, 79 Mass. App. Ct. 141 (2011).
- Adoption of Ilona, 459 Mass. 53 (2011) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee).
- Adoption of Torrence, 454 Mass. 1010 (2009).
- Care and Protection of Rico, 453 Mass. 749 (2009) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee).
- Care and Protection of Sophie, 449 Mass. 100 (2007).
- Custody of Lori, 444 Mass. 316 (2005) (*amici curiae* brief to Supreme Judicial Court on behalf of Committee and Greater Boston Legal Services).
- Adoption of Ramona, 61 Mass. App. Ct. 260 (2004).
- Adoption of Galvin, 55 Mass. App. Ct. 912 (2002).
- Adoption of Sherry, 435 Mass. 331 (2001) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee, with Susan Dillard).
- Adoption of Holly, 432 Mass. 680 (2000) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee, with Susan Dillard).
- Adoption of Vito, 47 Mass. App. Ct. 349 (1999), S.C., 431 Mass. 550 (2000).
- Adoption of Lars, 46 Mass. App. Ct. 30 (1998), S.C., 431 Mass. 1151 (2000) (*amicus curiae* brief to Supreme Judicial Court on behalf of Committee).
- Adoption of Helen, 429 Mass. 856 (1999).
- Adoption of Hugo, 44 Mass. App. Ct. 863, S.C., 428 Mass. 219 (1998), *cert. denied sub nom.* Hugo P. v. George P., 119 S.Ct. 1286 (1999) (with Susan Dillard).

BOARDS AND ORGANIZATIONS

- *National Alliance for Parent Representation*, a division of the ABA Center on Children and the Law, Steering Committee (2006 – present)
- *Needham Housing Authority*, Commissioner (2012 – 2018)
- *Boston Bar Association*
 - Board of Editors, *Boston Bar Journal* (2005 – 2008)
 - Family Law Section Steering Committee (2000 - present), Co-Chair (2003 – 2005), Vice-Chair (2001 – 2003); co-chair of several subcommittees (2000 – 2008)

BAR ADMISSIONS •

- Massachusetts, December 1990
- First Circuit Court of Appeals, January 1995
- United States Supreme Court, August 2002

EDUCATION

University of Pennsylvania Law School, Philadelphia, Pennsylvania
J.D., June 1990, *Cum Laude*
Law Review, Senior Editor

Harvard College, Cambridge, Massachusetts
B.A., English and American Literature and Language, June 1987
Magna cum Laude with Highest Honors in Concentration
Thomas Hoopes Prize for Senior Thesis