Hudson Logistics Center

Hudson, New Hampshire
Fiscal Impact Analysis

June 2020

Prepared for:

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Vice President, Development
Hillwood
66 E. Main Street, Unit 300I
Westminster, MD 21157

Prepared by:

Barrett Planning Group LLC
Plymouth, Massachusetts

Key Findings and Conclusions

At the request of Hillwood, Barrett Planning Group LLC has prepared a fiscal impact analysis of the proposed Hudson Logistics Center. We find that when the proposed facility is completed and occupied, it will have the following impact on the Town:

- Facility Size: $2.6 million square feet (sq. ft.)
- Total Estimated Assessed Value: $221,824,400
- Total Estimated Annual Tax Revenue: $4,243,500
- Total Estimated Cost of Community Services: $240,800
  - Public Safety (Police, Fire, Inspectional Services): $168,600
  - Public Works (Roads, Drainage, Plowing, Maintenance): $24,100
  - All Other (Administration, Assessing, Other): $48,100
- **Net Revenue: $4,002,700**
- Cost of Services per Sq. Ft. Floor Area: 9 cents
- Cost-Revenue Ratio: 0.056

For every $1.00 in new tax revenue, the Town will spend approximately 6 cents on municipal services for the Hudson Logistics Center.

- In addition, the Applicant estimates that the Hudson Logistics Center will provide a total of 1,400 direct jobs, as follows:
  - Lot A: 750
  - Lot B: 350
  - Lot C: 300
- These jobs will generate approximately $81,536,000 in direct wages
- The Applicant also estimates, based on experience with similar projects elsewhere, that the Hudson Logistics Center will support approximately 833 construction jobs.

Introduction

Barrett Planning Group has prepared this fiscal impact analysis at the request of the Applicant, Hillwood Enterprises, L.P. The proposed development consists of approximately 2.6 million square feet (sq. ft.) of distribution facilities on 372 acres off Hudson Road and Steele Road in Hudson, New Hampshire. Hillwood plans to divide the site into three lots, each to be used for one warehouse/distribution building. Two of the buildings will be approximately 1 million sq. ft. and the third, approximately 600,000 sq. ft. Nearly all of the site is located in the G-1 district, which is zoned for uses like that proposed by the Applicant. The present land use consists of two golf courses known as Green Meadows. Surrounding land uses include residential, commercial, and industrial development, a regional highway, and the Merrimack River.

What is Fiscal Impact?

Fiscal impact is the relationship between municipal revenues and municipal and school service costs associated with a given land use. We express that relationship as a ratio of service costs to revenue, or a "cost-revenue ratio." A land use that generates more revenue than service costs is "revenue positive," i.e., a ratio <1.00, or a low cost-revenue ratio. A "revenue neutral" land use represents the break-even point (1.00), and a "revenue negative" land use costs more in community services than the amount of revenue it produces (>1.00), or a high cost-revenue ratio. The ultimate questions for any fiscal impact analysis are these: can the proposed development generate enough revenue to pay for itself? Is it likely to have a positive or negative impact on the tax rate?

A fiscal impact analyst typically begins by studying demographic trends in order to understand how growth and change might be affecting a community's fiscal condition. The age of a community's population, the size and make-up of its households, the types of housing that exist, where people work, and the economic position of the community's households all have an indelible impact on municipal finances. Determining the amount of general fund revenue that various land uses already generate and the community's general fund expenditures to serve those land uses is also important. This type of existing conditions assessment matters because fiscal impact studies have to rely on known demographic, land use, and municipal finance conditions in order to predict the unknown – that is, the impact of a project that has not yet been constructed. The emphasis is placed on general fund activity because the general fund supports traditional municipal and school services. In addition, the operating and capital costs of services such as water and sewer are often covered by user fees. While those costs obviously matter, they are not necessarily dependent on general fund resources.

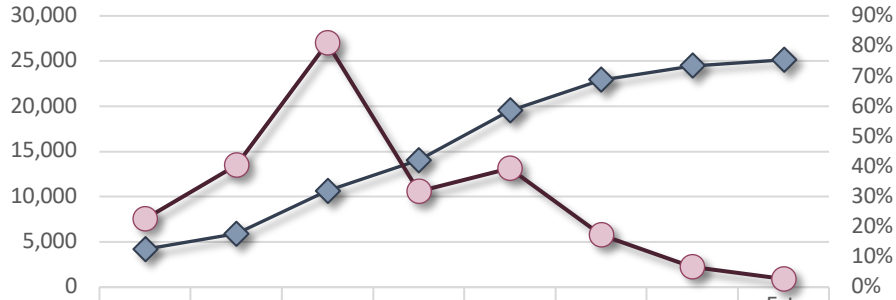
Future community service costs projected in a fiscal impact analysis may not materialize as actual changes in spending. Our job is to estimate the impact of the Hudson Logistics Center on municipal operations, but we do not control budget decisions the community will make later. Sometimes communities allocate revenue growth to other municipal operations or the public schools instead of the departments most directly affected by a new project. Cities and towns make appropriation decisions based on local policies and priorities, not on estimates and projections reported by fiscal impact analysts.

Hudson Demographic Snapshot

Located along the eastern side of Hillsborough County in southern New Hampshire, Hudson falls well within the orbit of Boston, Nashua, and Manchester employment centers. Its access to the region's jobs and services is due to Hudson's direct connection to U.S. Route 3 by the circumferential highway link to Route 3A (Lowell Road) and a second connection to the north via Route 111, which in turn brings Hudson within easy reach of Interstate Route 93. Due to its location and highway access, Hudson has a large suburban employment base with 656 employers and about 12,000 jobs.[1]

Hudson's location helps to explain its growth history. Since 1990, population growth has slowed considerably in Hudson, but this was not the case during the 1950s and 1960s when the combined effects of the "Baby Boom" and improvements to U.S. Route 3 between Boston and southern New Hampshire caused Hudson's population to more than double in just 20

Fig. 1. Hudson Population Growth: 1990 to Present
(Source: U.S. Census via Social Explorer)



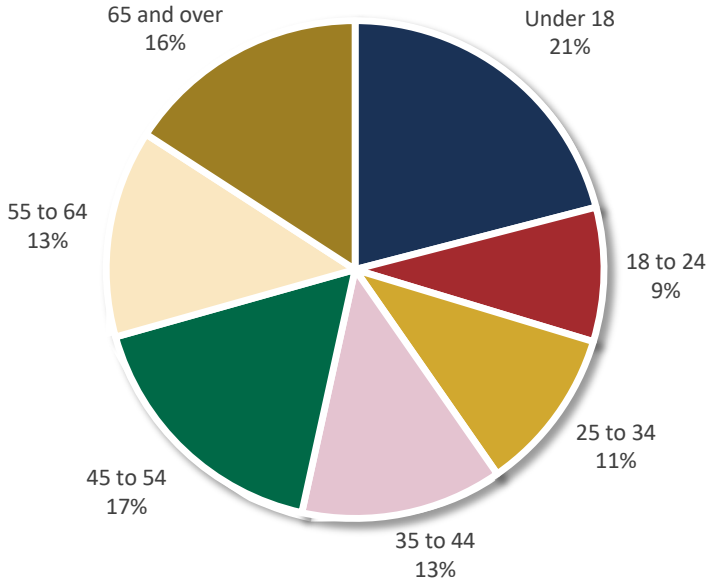
	1950	1960	1970	1980	1990	2000	2010	Est. 2017
Hudson Population	4,183	5,876	10,638	14,022	19,530	22,928	24,467	25,139
Growth Rate	22.7%	40.5%	81.0%	31.8%	39.3%	17.4%	6.7%	2.7%

[1] New Hampshire Economic and Labor Market Information Bureau, Covered Employment and Wages, Fourth Quarter 2019.

years. Today, the town's population density is 890 people per square mile (sq. mi.), almost double the population density of Hillsborough County.[2]

Hudson's current population is fairly well distributed across age cohorts (Fig. 2.). Overall, its population is slightly older than that of Hillsborough County and its average household is slightly larger, but the differences are small. More than half the town consists of working-age people, and 74 percent are in family households.

Fig. 2. Hudson Population by Age Cohort
(Source: 2018 American Community Survey 5-Year Estimates)



Hudson's housing stock is mainly comprised of single-family dwellings, so it makes sense that the vast majority of its households are families – that is, people related by blood, marriage, or other bond – and that most of its families are homeowners. Approximately 33 percent of Hudson families have dependent children under 18. The combined factors of a large base of single-family homes and high homeownership rate help to explain the somewhat older age of its population. Hudson has a relatively small inventory of rental housing for a suburb so close to two cities (Nashua and Manchester). Its housing is fairly new, with a large percentage of the current housing stock built since 1970.

Compared with Hillsborough County, Hudson has a large percentage of its population in the labor force: 73 percent of all residents 16 and over. Differences in education levels contribute to the somewhat greater presence of Hudson's labor force in management, professional, and education jobs than their counterparts in other towns nearby. However, the tradeoff for having better jobs and earning higher wages is that more Hudson residents work outside their own town than most residents of Hillsborough County. It is little wonder that Hudson residents are so keenly aware of traffic congestion because many of them experience it every day while commuting to and from a non-local place of employment.

[2] U.S. Census Bureau, Decennial Census 1950 to 2010, and 2018 American Community Survey (ACS) Five-Year Estimates, retrieved from Social Explorer. Unless otherwise noted, demographic data in this section are derived from the ACS.

Methodology and Analysis

Overview

When we prepare a fiscal impact analysis of a new nonresidential project, we often work with a model that assumes, directly or inferentially, the existence of a proportional relationship between the assessed value of a land use and its associated community service costs, i.e., the proportional valuation method.[3] This approach adopts the premise that the reasonably predictable "known" of assessed valuation can be used as a platform for estimating the less "known" of land use-generated costs. Like many other fiscal impact methods, proportional valuation accepts the idea that current municipal and school service costs are a valid basis for estimating future spending – that is, a community's experience today is a reasonable predictor of its average experience tomorrow. The model Involves a two-step process: first, estimating what the community spends to serve Its commercial and Industrial taxpayers today, and second, what the community will likely spend to serve the new development, using the existing condition as a guide.

The assumptions embedded in a proportional valuation study have to be checked in cases where there is no local precedent for a proposed development – especially a large one. Applying current cost-revenue relationships to a new commercial or industrial facility can severely exaggerate the associated future costs because the assessed value of new nonresidential development is often much higher per sq. ft. than that of established nonresidential land uses. Accordingly, the proper way to apply proportional valuation involves applying refinement coefficients to adjust for the size and value of new nonresidential development. In our experience, the coefficients provide a reasonably accurate estimate of commercial development service costs and we have used them for analysis of the Hudson Logistics Center. We also checked the results against our own database of past projects to determine If the costs are in range for actual existing nonresidential uses we have studied In the past. In addition, we conducted a literature search to locate some independent reports.

Before digging too deeply into local finance data, we always look first at the community's existing development pattern and land use mix for a comparable project. However, Hudson does not have a large warehouse/distribution facility like the Hudson Logistics Center. In situations like this, we have to research projects elsewhere that have enough similarity to serve as useful examples or case studies. That Is the approach we followed for this fiscal Impact analysis. Below we cover the case study examples first, followed by an analysis and projections rooted in Hudson's municipal operations and finance.

[3] Burchell & Listokin, *The Fiscal Impact Handbook* (Routledge, 1978, 2012).

Comparison Developments

We communicated with public safety officials in two towns: Londonderry, to learn about their experiences with the UPS and F.W. Webb facilities on Pettengill Road, and Raymond, which has a large Walmart distribution facility. These are the closest reasonably comparable facilities to the proposed Hudson Logistics Center that we could find in southern New Hampshire. There are obviously differences in the locations of these projects, but our purpose was to learn about the demands of this particular land use. We appreciate the information we received from our contacts in Londonderry and Raymond because they have had more important matters to contend with during the pandemic than requests from out-of-town consultants. The information they shared has played a key role in our analysis.

Walmart Distribution Center. Walmart's regional distribution center in Raymond is a 1.1 million sq. ft. warehouse and associated structures built ca. 1996 on 220 acres a half-mile south of Route 101. It is the only general merchandise facility serving Walmart's New England retail stores. According to local officials, the Raymond Police and Fire Departments combined respond to approximately 82 calls per year at the Walmart facility.[4] Fire alarm tests account for 41 percent of those calls, and about one call per month (on average) is for a business check. Requests for emergency medical assistance are much less frequent, roughly four out of every 100 calls. Other events such as vehicle lockouts, parking complaints, theft, or auto accidents make up the rest (the number of accidents reported to us translates into about one every four months).

We specifically asked the staff in both departments to explain the kinds of problems they have experienced, if any, responding to a large facility like the Walmart center. Police Chief Michael Labell told us the call volume is comparatively small (by our analysis of his data, less than 1 percent per year) and often, the calls involve the police providing support to emergency medical staff for ambulance calls. He also said there had been problems with large 18-wheel trucks trying to turn around on rural roads because directional signage to and from the facility was poor, but these problems no longer occur because the signage had been improved. Both the Police Chief and Fire Chief said that on balance, the service demands from the Walmart distribution center have been limited. In their experience, establishing a working relationship between Town staff and facility management makes a significant difference in the ability of town government to manage the impact and maximize the benefits to the community.

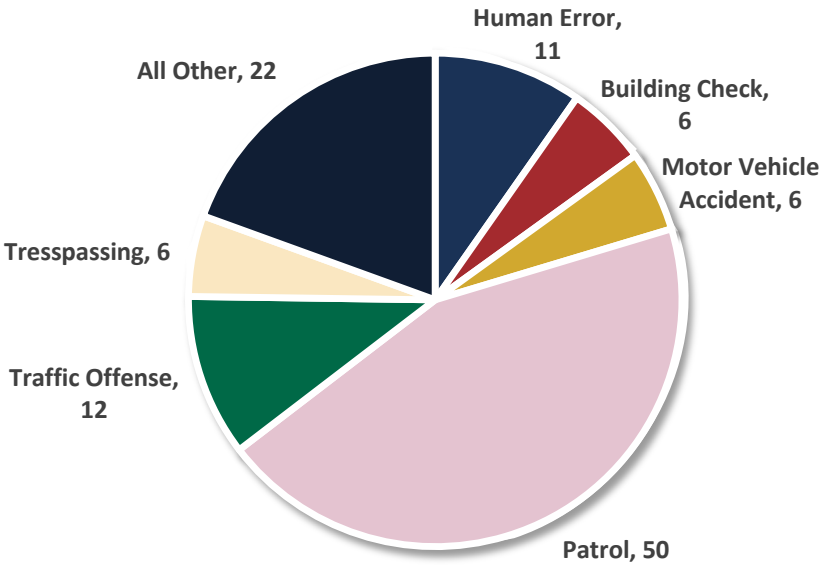
Pettengill Road Facilities. Pettengill Road is a recently developed public road that runs south of the Manchester Regional Airport between roadways connecting to the Everett Turnpike and Route 3 to the west and Route 28 to the east. It provides a strategic location for major shipping and distribution facilities, and that is what authorities in Londonderry and

[4] Michael Labell, Chief of Police, and Jason Grant, Deputy Fire Chief, Town of Raymond, to Fiona Coughlan, Barrett Planning Group, June 8, 2020.

Manchester had in mind. In 2013, Londonderry created an Airport Area Tax Increment Financing (TIF) District to finance the infrastructure that would be needed to lure companies like UPS, FedEx, and F.W. Webb. We requested public safety data from the Londonderry Police and Fire Departments, using the UPS facility at 52 Pettengill, F.W. Webb at 50 Pettengill, and FedEx Ground Facility at 44A Industrial Drive as address points. The departments responded with multiple years of call data for the UPS address.

According to the information we received, between 2017 and mid-June 2020 (39 months), the Londonderry Police responded to 113 calls generated at 52 Pettengill Road. Including all types of reported calls, the average incident rate per month is 2.9.[5] Fig. 3 categorizes the calls by type. As shown, 44 percent involved traffic stops by officers on patrol.

Fig. 3. Number of Police Calls by Type, 2017-2020
52 Pettengill Road, Londonderry
(Source: Londonderry Police Department)



The Londonderry Fire Department reported 13 calls over the 12-month period from July 2019 and June 2020.[6] Almost all stemmed from fire alarm malfunction. Two involved emergency medical response to motor vehicle accidents. The average duration of each incident, meaning the average amount of time requiring Fire Department personnel, was 6.1 hours (about 80 hours total).

[5] William R. Hart, Police Chief, Town of Londonderry, to Fiona Coughlan, June 15, 2020.
[6] Darren O'Brien, Fire Chief, Town of Londonderry, to Fiona Coughlan, June 8, 2020.

Consultation with Hudson Town Departments

Our review of this project included consultation with the Town Administrator, Finance Director, Town Planner, Police Chief, Fire Chief, Assessor, and Public Works Director. Below is a summary of concerns they identified that have a bearing on this fiscal impact analysis.

Traffic. The most oft-cited concerns we heard involve the traffic that will be generated by the Hudson Logistics Center. Data published in the Applicant's traffic study and additional data we received from the Town Engineer indicate that over roughly four years (2014-2018), there have been a combined total of 164 accidents at the ten intersections most directly affected by the proposed development. There have been several accidents since 2018 at the Walmart/Sam's Club access drive and Lowell Road, Lowell Road/Dracut Road, and Lowell Road and Rena Ave. The Police Department reports that traffic congestion in the vicinity of Lowell Road and the proposed site is intense during morning and evening commuting hours and after-school hours as well. They have concerns about the additional demands that will likely be placed on their department due to traffic growth on Lowell Road between the proposed subdivision road (opposite Rena Ave.) and Sagamore Bridge Road.

Inspectional Services. When we spoke with the Fire Department, the primary concern we heard is the increased demand that a 2.6 million sq. ft. project will place on inspectional services staff. The issue is not only the time required for plan review and inspections during construction. Rather, as Chief Buxton points out, commercial and industrial projects involve frequent interior changes that trigger building, electrical, and other permit and code inspection requirements. Considering the sheer size of the proposed development, he anticipates a "near constant" demand on staff time. Although we were not able to get comparison data for inspectional services demands from Londonderry and Raymond, we concur with Chief Buxton's assessment because we have observed it so many times in other work we have done. Tenant fit-ups, adjustments, interior space alterations, installation of new technology, and a variety of related activities do occur with nonresidential development, and the capacity the Town needs to respond to these additional demands should be accounted for in the fiscal impact analysis.

Public Works. The main concern of the Public Works Department is the time and expense of maintaining the proposed subdivision road and associated drainage, extending 2,670 feet from Lowell Road into the site.

Administration & Finance. The Assessing Department will most likely need to purchase outside services to assist with determining the market value of the property once the Hudson Logistics Center is completed. The information required to set the value is not the sort of data that city and town assessors have ready access to, so the need for (and expense of) outside professional services needs to be recognized. That need may not be limited to a single year of

occupancy at the new facility. The Town Assessor and other administration and finance functions tend to be overlooked in fiscal impact studies because much of their work is invisible to the general public, but these offices and departments function as a scaffold for the community's direct service operations.

Proportional Valuation and Annual Cost of Municipal Services

Fiscal impact studies would be simple if they required nothing more than entering numbers in spreadsheet formulas, but they are not so simple at all. Two analysts reviewing the same project will probably reach similar conclusions about the amount of revenue a development will generate, but the process of estimating new service costs is a challenge and people do not always agree about the best way to proceed. In addition, studies of a proposed development that has established precedents in the community have the benefit of readily available comparison data.

Proportional valuation is one approach to estimating the net increase in the cost of services associated with new development. It is not the only approach, but it is efficient, and it makes plausible use of local government finance data. Its main problem, as alluded to earlier, is its propensity to distort (inflate) the new cost of services. Much like per capita cost and revenue studies of new housing developments, proportional valuation is an "average cost" approach that assumes what the community spends today on services is a good indicator of what it will spend in the future.

Table 1 on the next page applies the proportional valuation method to the data we have from the Town of Hudson. It illustrates, step-by-step, how we arrived at the estimated new cost of services per year, $240,800. It is important to note that $240,800 is an estimate of ***total*** service costs derived from proportional valuation. The allocation of those dollars to various municipal service categories is a judgment call, and it is far less formulaic than the process used to arrive at the total. We assigned the vast majority of the cost estimate to public safety because the consultation process with Town staff reinforced for us that the project's impact on public safety is the greatest of all concerns.

Table 1. Proportional Valuation Analysis (FY 20 Dollars)[7]

	Input	***Result***
A	Municipal Operating. Budget	$33,131,300
B	Non-Residential Real Property Value	$384,101,400
C	Total Real Property Assessed Value	$3,128,960,800
D	Ratio (C / D)	0.123
E	Non-Residential Parcels	714
F	Total Parcels	9,662
G	Average Value: Non-Residential Parcel (B / E)	$538,000
H	Average Value: All Parcels (C / F)	$323,800
I	Ratio (G / H)	1.66
J	Refinement Coefficient	0.740
K	Non-Residential Expenditures (A * D * J)	$3,009,600
L	Residential Expenditures (A – K)	$30,121,600
	Estimated Expenditure by Function for Nonresidential Development	
M	Public Safety (*Police, Fire, EMS, Inspections*) 45%	$1,354,300
N	Public Works (Roads, Drainage, Equipment Maintenance) 30%	$902,900
O	Other (*Admin & Finance, Other Services*) 25%	$752,400
P	Total (K)	$3,009,600
	Impact of Proposed Facility	
Q	Estimated Assessed Value	$221,824,400
R	Ratio, New Value to Total Existing Nonresidential Value (Q / B)	0.58
S	Ratio, New Value to Existing Average Nonresidential Value (Q / G)	412.35
T	Refinement Coefficient	0.1386
U	Increased Cost of Services (P * R* T)	$240,800
	*Estimated Expenditure by Function for Proposed Facility**	
W	Public Safety (Police, Fire, EMS, Inspections) 70%	$168,600
X	Public Works (Roads, Drainage, Equipment Maintenance) 10%	$24,100
Y	Other (Admin & Finance, Other Services) 20%	$48,200

**Assigned costs reflect relative impact on each category of service, based on our analysis of input from Town staff.*
Numbers may not total due to rounding.

[7] Source of refinement coefficients: Burchell & Listokin, *The Fiscal Impact Handbook* (Routledge, 1978, 2012).

Annual Revenue Estimate

We base our estimate of the Hudson Logistics Center's property tax revenue on the assessments of similar space in Londonderry, where all of the distribution facilities on Pettengill Road are fairly new (built since 2015). The following table reports the assessments from Londonderry. The average values shown in blue provided the multipliers we used to estimate what the assessment will be in Hudson.[8]

Table 2. Basis for Estimate of Facility's Assessed Value

FW WEBB 10 Webb Drive			Average Assessment/Sq.Ft. (All Projects):	$62.86
			Average Land/Sq.Ft.	$3.64
	Total	CALC		
Building Sq. Ft.	768,020	$60.08		
Land Area:	3,244,087	$3.38		
Building Valuation:	$46,138,900			
Land Valuation:	$10,950,500			
Total Valuation:	$57,089,400			
Prior Year:	$52,154,600			
Prior Year:	$15,717,200			
Replacement Cost	$30,742,841			
UPS LOGISTICS CENTER 52 Pettengill Road				
	TOTAL	CALC		
Building Sq. Ft.	603,357	$62.92		
Land Area:	1,965,427	$4.04		
Building Valuation:	$37,963,200			
Land Valuation:	$7,938,500			
Total Valuation:	$45,901,700			
Prior Year:	$41,908,200			
Prior Year:	$41,908,200			
Replacement Cost (Built 2015)	$24,176,515			
FEDEX GROUND FACILITY 44A Industrial Drive				
	TOTAL	CALC		
Building Sq. Ft.	303,925	$66.03		
Land Area:	2,198,560	$3.50		

[8] The town's current assessment ratio is 83.5 percent, so even if the Hudson Logistics Center may have a higher market value, the actual experience of a nearby town with new distribution facilities is a better (albeit conservative) basis for estimating Hudson's revenue.

Building Valuation:	$20,068,000
Land Valuation:	$7,694,700
Total Valuation:	$27,762,700
Prior Year:	$25,791,100
Prior Year:	$25,791,100
Replacement Cost (Built 2015)	$12,226,903

FEDEX SHIPPING FACILITY (Industrial Condo)		
10 Industrial Drive		
	TOTAL	CALC
Building Sq. Ft.	75,264	$62.43
Land Area:	0	N/A
Building Valuation:	$4,699,100	
Land Valuation:	$0	
Total Valuation:	$4,699,100	
Prior Year:	$4,315,100	
Prior Year:	$4,315,100	
Replacement Cost (Built 2015)	$4,214,784	

Using Londonderry's average assessed value per sq. ft. of facility space and average assessment for land, we estimated Hudson's estimated new revenue as follows:

Table 3. Hudson Logistics Center Estimated Annual Tax Revenue

						Tax Rate:	**$19.13**
New Construction:	Building Area	Assessment*		Lot Area	Assessment	Total	Taxes
Building 1	1,079,700	$67,875,200	Lot A	161.8	$25,641,800	$93,517,000	$1,789,000
Building 2	1,000,700	$62,908,900	Lot B	97.0	$15,372,400	$78,281,300	$1,497,500
Building 3	522,000	$32,815,500	Lot C	108.6	$17,210,700	$50,026,200	$957,000
Total	2,602,400	$163,599,600		367.4	$58,224,900	$221,824,500	**$4,243,500**

*Building assessment is building area * $62.86/sq. ft.
**Land assessment is lot area (in sq. ft.) * $3.64/sq. ft.
***Tax rate is Hudson's FY20 rate of $20.28 *minus* the county portion.

The proposed development also will generate one-time, non-recurring revenue from various permit fees and the Town's impact fee assessment. Our report does not include non-recurring revenues because we were asked to focus our analysis on annual expenditures and annual revenue.

BARRETT
PLANNING GROUP LLC

REPRESENTATIVE LIST OF PAST AND CURRENT ENGAGEMENTS

Comprehensive Planning

- Hingham Master Plan
- Littleton Master Plan
- Tewksbury Master Plan
- Westford Comprehensive Plan
- Dedham Master Plan
- Lincoln Comprehensive Plan
- Arlington Master Plan
- Medfield Master Plan

Fiscal & Economc Impact Analysis

- National Development, Waterstone & Bridges at Lexington
- Westwood Planning Board, University Station
- Westford Multifamily Impact Analysis
- Dedham Planning Board, Legacy Place
- Jefrrey Donohoe Associates, Impact of Relocating Military Personnel from Island of Guam
- North Andover Community Development Department, Osgood Landing Chapter 40R District

Zoning

- Southbridge Comprehensive Zoning Revision
- Bedford Great Road Zoning Revision
- Tewksbury Comprehensive Zoning Revision
- Beverly Inclusionary Zoning Bylaw

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CONSULTANT & PUBLIC-SECTOR EXPERIENCE

Principal, Barrett Planning Group LLC, April 2017-Present. Small private consulting firm with 32 years of community development and planning experience. Judi Barrett provides training, technical assistance, and strategic planning services to municipalities from Maine to Florida. She has led numerous comprehensive plans, neighborhood revitalization and commercial center vision plans, zoning ordinances and bylaws, and housing plans, and she is highly respected for her work in socioeconomic and fiscal impact analysis.

Director of Municipal Services, RKG Associates, Inc., May 2013 – April 2017. Played an instrumental role in expanding RKG's practice in Massachusetts as part of a longer-term company plan to consolidate and reorganize its New England economic development operation. Responsible for marketing, business development, project management, client relations, and supervising teams of RKG staff and subcontractors. Significantly expanded the firm's housing planning and public policy work. Projects ranged from comprehensive plans to major zoning revisions, housing market studies , economic development plans and policy studies, conflict resolution, and training and technical assistance contracts.

Director of Planning, Community Opportunities Group, Inc., March 1996 – April 2013. Established and built a well-respected municipal planning practice for a small Boston-based firm that specializes in community development and housing. Planning group offered services in city and town planning, open space and recreation plans, housing and economic development plans, zoning, fiscal impact analysis, technical assistance, and capacity building. Also provided expert witness services for Chapter 40B comprehensive permit appeals. Won three planning awards from the Mass. Chapter of the American Planning Association.

Director, Community Development Fund, Executive Office of Community Development, June 1993 – March 1996. Managed the Community Development Fund (CDF), the Commonwealth's largest set-aside of Community Development Block Grant (CDBG) funds for non-entitlement cities and towns. Directed annual application round, prepared application package and technical assistance materials, oversaw the review and awards process, and supervised grant compliance and grantee monitoring. Reported to Deputy Secretary of Community Development.

Community Development Administrator, Town of Plymouth. September 1988 – June 1993. Responsible for developing a comprehensive community development department offering housing, economic development, park ad open space, and other programs and services with CDBG and other funds. Oversaw the formation of Plymouth's "Main Street" program (Downtown/Waterfront), wrote the special legislation that created the Tourism Fund and Visitor Services Board, and provided staff support and technical assistance to numerous boards and commissions. Assisted with preparing master plans for the Downtown/Waterfront Area, North Plymouth, and Manomet

Salisbury Inclusionary Zoning Bylaw

Lenox Comprehensive Zoning Revision

Comprehensive Zoning Update for Downtown Needham

Affordable Housing

Chapter 40B Technical Assistance Consultant for Zoning Boards of Appeals

Brookline Housing Production Plan

Wellesley Housing Production Plan

Brewster Housing Production Plan

Nantucket Affordable Housing Trust Strategic Plan

Falmouth Housing Demand Study and Needs Analysis

Amherst Tax Incentive Legislation for Affordable Housing Development

Technical Assistance & Strategic Planning

Citizen Planner Training Collaborative (CPTC) Comprehensive Curriculum Revision & Update

Plymouth Regional Economic Development Foundation Technical Assistance & Board Training

GrowSmart RI/Land Use Training Collaborative Strategic Plan

Nantucket Affordable Housing Trust Five-Year Strategic Plan

City of Chelsea Strategic Plan for Affordable Housing

EDUCATION

- Harvard University, Bachelor of Liberal Arts (cum laude). Concentrations: American Civilization and Government.
- Graduate coursework in American Studies, University of Massachusetts Boston; and Economics and Community Development at Harvard University and Tufts University.

PROFESSIONAL AFFILIATIONS & SERVICE

- American Planning Association (APA)
- APA-Massachusetts Chapter, Chair, Housing and Community Development Committee
- Urban Land Institute, Boston/New England Chapter, Member, Housing and Economic Development Product Council
- Trainer, APA-MA AICP Exam Preparation Course: Economic Development, Public Participation Modules
- Trainer, Citizen Planner Training Collaborative (CPTC)
- Trainer, Neighborhood Revitalization Strategy Areas (NRSA) and Neighborhood Planning Strategies for HUD CDBG Grantees
- Guest Lecturer, Graduate Planning Courses, University of Massachusetts, Massachusetts Institute of Technology, Harvard Graduate School of Design.

RECENT CONFERENCE PRESENTATIONS

- APA National Planning Conference, 2015, 2016, 2017, 2018.
- Central Florida Regional Affordable Housing Coalition, 2018 Housing Summit, "Regulatory Strategies to Create Affordable Housing"
- ULI Housing Conference: Housing Opportunity, 2016, Boston, Massachusetts. "Affordability in the Suburbs: From Fair Housing to Community Opposition."
- APA Northeast Region Conference, 2015, Saratoga Springs, NY. "Getting Ahead of Demographic Trends."
- Southern New England APA Conference, 2011-2017
- Massachusetts Housing Institute, 2014, 2015, 2018
- Cape Cod Housing Institute, 2017, 2018, 2019, 2020