



LEVINE PLANNING STRATEGIES

Tools for Building Communities

Levine Planning Strategies, LLC
PO Box 7215
Portland, ME 04112-7215
jlevine@levineplans.com
617-817-0424

November 19, 2019

To the Selection Committee:

We are pleased to offer our qualifications to assist Hallowell in developing an updated Comprehensive Plan. Our skills and approach are well-suited to this project.

CONTACT INFORMATION

Jeff Levine, AICP
Levine Planning Strategies, LLC
P.O. Box 7215
Portland, ME 04112-7215
jlevine@levineplans.com
(617) 817-0424
Twitter: @jlevineDUSP

Ezra Haber Glenn, AICP
Public Planning, Research, & Implementation, Inc.
8 Hall Street
Somerville, Massachusetts 02144
eglenn@public-planning.org; eglenn@mit.edu
(617) 253-2024

In addition to our consulting work, we are both affiliated with the Massachusetts Institute of Technology's Department of Urban Studies and Planning. Jeff Levine is a faculty member in economic development and planning, and conducts research on effective development and implementation of local government plans. Ezra Glenn is a lecturer in housing and community development, in addition to serving as chair of the undergraduate program.

I certify that all of the information contained in these qualifications is true and accurate.

Sincerely,

S/
Jeff Levine, AICP



B. PROJECT APPROACH AND SCHEDULE

With every project, we develop an approach in close consultation with the client. Our goal is to add value and be helpful as a project moves forward. However, we expect to focus our assistance on the following areas:

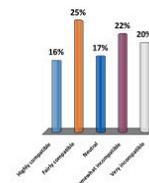
- *Data Analysis:* We will build on the data set provided for Comprehensive Plan development from the state, and collect data from reliable sources such as the U.S. Census, the Kennebec Valley Council of Governments, and the Greater Augusta Utility District, and provide it in accessible formats with explanatory narrative. This analysis would be focused on state requirements for certification, as well as additional areas identified as needs by the client. We will complete mapping as required by the state for certification.
- *Goal & Policy Development:* Based on the trends and patterns in the data, we will recommend goals and policies for consideration as recommendations in the plan.
- *Best Practices:* We are familiar with tools being used by comparable communities to address local goals and policies. We will summarize those practices and recommend customized versions of those practices for client consideration.



3. How compatible is this building?



1. Highly compatible
2. Fairly compatible
3. Neutral
4. Somewhat incompatible
5. Very incompatible



- *Public Participation Support:* We will work with the client to implement a public participation process that is designed to keep input diverse, constructive, and leading towards completion of a plan. We have used tools such as visual preference surveys and budget allocation exercises to help organize input and avoid negativity. As former public officials, we are experienced in working with the public. In Portland, we worked with a local maker space to produce a whiteboard map of the City, mounted on an ironing board, that staff was able to take to public meetings as a fun way to get ideas from the public. This whiteboard was particularly popular with youth.



- *Plan Drafting:* We will draft sections of the final plan as determined by the client. We are experienced in drafting technical documents in accessible language and in a format that is easily understandable to the public.

We have experience with data analysis and Geographic Information Systems. In addition, through our affiliation with MIT, we have access to experts in advanced planning and mapping analysis if needed. In order to keep costs low for the client, we would plan to do as much mapping as possible by contracting with research assistants to fulfill any mapping needs we cannot complete in house. Both the Kennebec Valley Council of Governments and the Greater Augusta Utility District also have GIS capacity, as an alternative to contracting with research assistants.

We are prepared to complete this work over the next 24 months, and are available to assist between 5 to 10 hours a week on average. A draft schedule is below. We are open to adjustments based both on client needs, as well as changes that may be required based on external factors. However, this draft approach and schedule will provide a starting point for the process.

Task	Dec 2019	Mar 2020	June 2020	Sep 2020	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021
Finalize Scope									
Advisory Committee Meetings	X	X	X	X	X	X	X	X	X
Public Participation & Outreach		X	X	X	X	X	X	X	
Data Collection and Analysis									
Goal and Policy Development									
Best Practices Analysis									
Plan Drafting									
Final Local Plan Approval									
State Certification Submission									

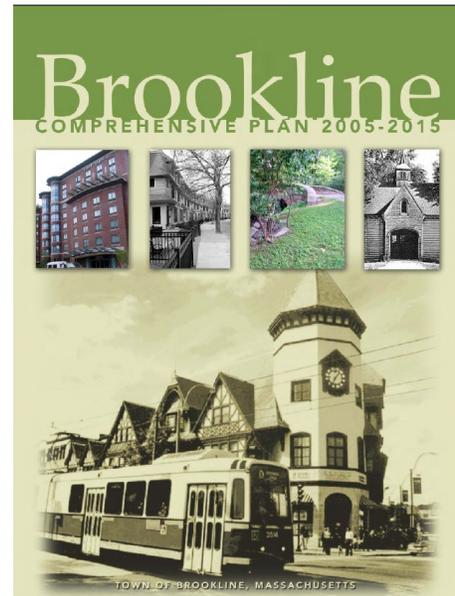
C. EXPERIENCE

Our team has extensive experience in development of Comprehensive and Master Plans in New England, for a variety of communities. Some were done in-house and managed by key personnel on this proposal. Others were completed by a consulting team including key personnel for this proposal:

- ✓ “Portland’s Plan 2030,” City of Portland, ME, 2015-2017 (in-house project.) *Best Plan: Maine Association of Planners (2019)* <https://portlandsplan.me>
- ✓ “Town-Wide Master Plan,” Town of Arlington, MA, 2013–2014 (with RKG consultants). (Total project budget: \$125,000) <https://www.arlingtonma.gov/departments/planning-community-development/master-plan>



- ✓ “Brookline Comprehensive Plan: 2005-2015,” Town of Brookline, MA, 2004-2006 (in-house completion of a consultant’s project. *Excellence in Planning Award: Honorable Mention (2006 APA-Massachusetts)*
<https://www.brooklinema.gov/242/Brookline-Comprehensive-Plan>
- ✓ “North Common Neighborhood Revitalization Strategy Area Plan,” City of Lawrence, MA, 2006 (with Cahill Associates)
- ✓ Master Plan, Town of Scituate, MA, 2004 (with McGregor & Associates)
- ✓ Master Plan, Town of Littleton, MA, 2002 (with McGregor & Associates and Ken Kreutziger)



- ✓ “Groton 2020 Update” (master plan), Town of Groton, MA, 2002 (with McGregor & Associates)
- ✓ Master Plan, Town of Weymouth, MA, 2001 (with McGregor & Associates and The Cecil Group, Inc.)
- ✓ Community Development Plan, Town of Braintree, MA 2001 (with Thomas Planning Services)
- ✓ Community Development Plan, City of Somerville, MA 2001 (in-house)

D. QUALIFICATIONS

Our team is uniquely positioned to help Hallowell with this project. We are former municipal planners who understand how local government works. At the same time, we are connected to best practices regionally and nationally through our connections with the Massachusetts Institute of Technology’s Urban Studies and Planning program. We specialize in taking these best practices with local needs and political cultures.

We enjoy working with local officials and staff to boost their capacity. Our scale allows us to do a deep dive into our projects and think about where we can be helpful. In addition, we have access to a variety of experts in subject areas that we can connect to our project teams as needed.

Our team has the following relevant skills for this project:



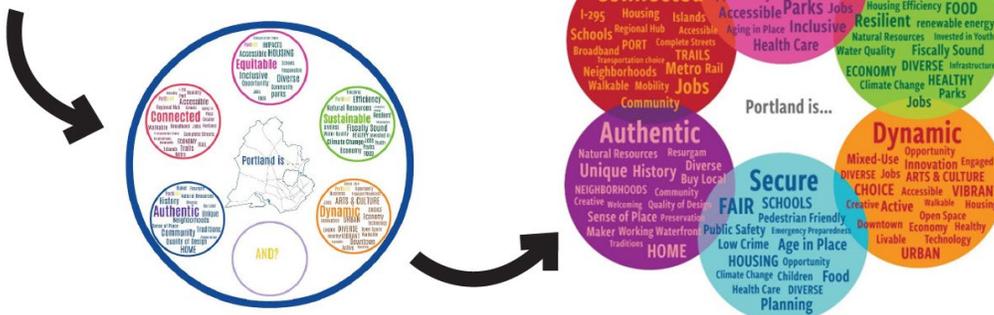
- Public Engagement:** We offer a variety of skills to assist the City in their public engagement process. Our approach is based on the evolving needs of a project. We have developed and run traditional public meetings, workshops, and open houses. We have also developed a “meeting in a box” model with a standard set of materials for meetings in peoples’ home or at neighborhood groups. This approach allows meetings to take place, with a common set of materials and reporting tools to help document feedback.



EXAMPLES OF COMMUNITY ENGAGEMENT

The graphics below represent the evolution of ideas through the community engagement process. Hand written ideas from citizens are captured and transformed into the final Plan document.

This is a draft version of the final diagram from the Portland Comprehensive Plan development process used the term “And...” and offered a chance for people to fill in their priority for a sixth priority area. This provided a structured change for feedback that was constructive to the process. In the end, the plan added the term “secure” to the other five terms.

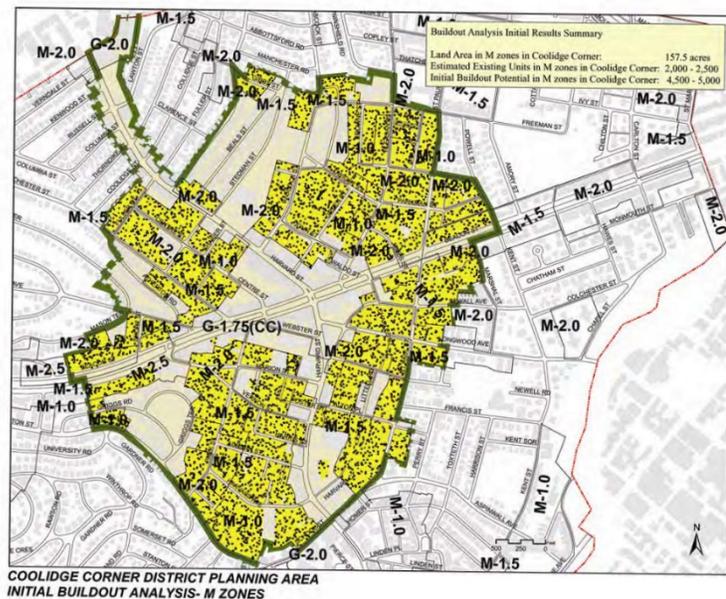


- Reporting of Results:** Complex data needs to be presented in ways that average residents can understand. We avoid jargon and acronyms when we convey data. Instead, we develop accessible way of presenting complicated information, through the use of compelling visuals and plain English.
- Subject Area Focus and Analysis of Interrelationships:** Planning is about making connections between different subject areas. We understand that subject areas need to be addressed in detail. We also understand what is required for state certification of a Comprehensive Plan. However, we also take those subject areas and put them all together so communities can evaluate the tradeoffs inherent in good city planning.
- Exploring the Fiscal Impacts and Needs of Growth and Change:** We have been involved in the public budgeting process in a variety of communities, and are fascinated with the connections between community growth and change and the local financial situation. Both short term (operational) and long term (capital planning) impacts of proposed plans should be part of the planning process, and need to be explored based on the specifics of each community.

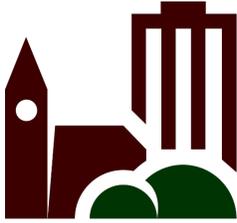


- *Maine Growth Management Act Certification:* We developed the 2017 Comprehensive Plan for Portland, which was certified by the Municipal Planning Assistance Program staff in two months. At the same time, this plan was far more than a checklist of state requirements. It was formatted based on local needs, but provided the backup needed to ensure that it would meet Growth Management Act requirements.
- *Final Documents in Editable Form:* We believe that plans should be living documents. While we believe in producing an initial run of paper plans that are attractive and accessible, we also provide our materials to communities in formats that can change as local needs change. We will provide text and documents in multiple formats when possible.
- *Code Audit and Revision:* Plans are only as good as their implementation in municipal funding, regulations and codes. We are experienced in auditing municipal zoning and other codes to ensure that they are consistent with city plans. In Portland, we modified the Land Use Code to allow for denser, mixed-income development along key corridors identified in the Comprehensive Plan based on the policies in that plan. In Brookline (MA) we audited the

existing zoning districts and determined that there was a gap between two-family and multi-family zones that did not match the built forms. As a result, we developed a new three-family zoning district to better plan for contextual infill development that we took through the Zoning Bylaw Committee and Planning Board. Ultimately, the new district was approved by Town Meeting.



- *Presentation to City Boards and Committees:* We have over 20 years of experience presenting to Planning Boards, City Councils, Town Meetings, and informal advisory committees for planning processes. With honest, clear presentations and responsive answers to questions, we maintain positive working relationships with decision-makers and advisers. At the same time, we add value by conveying best practices in planning to laypersons on these boards.



LEVINE PLANNING STRATEGIES

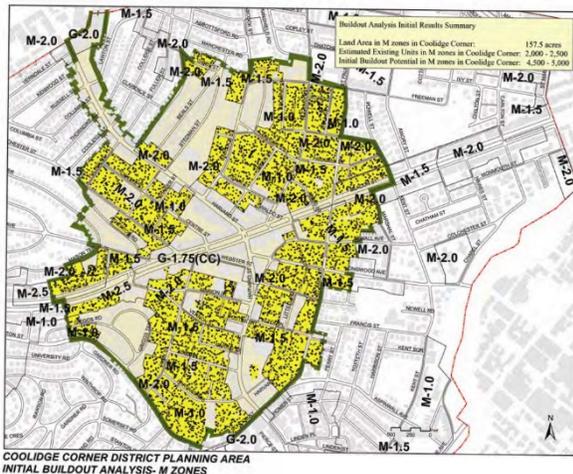
Tools for Building Communities

P.O. Box 7215
Portland, ME 04112-7215
617-817-0424



Levine Planning Strategies, LLC, is a small, New England-based firm committed to building communities by using data and effective planning tools. So often, planning processes are seen as battles. Instead, we see them as **conversations**, with a goal of coming up with **solutions**.

Whether helping a developer coordinate a good concept into implementation, or working with municipal staff on their land use code, or helping a community develop realistic and dynamic policies and plans, we see the value of planning for developers, and the value of developments to implement plans.



We care about what we do, and want to make sure good projects get done! We know that many cities and towns are on tight budgets. For that reason, we are always happy to discuss how to make our services affordable.

<https://LevinePlans.com>

Qualification Statement: Key Personnel and Listing of Current and Past Projects

Public Planning, Research, & Implementation, Inc.*

August, 2014

1 Key Personnel

EZRA GLENN, AICP, is the Founder and Executive Director of PUBLIC PLANNING, RESEARCH & IMPLEMENTATION, INC. (PPRI), a non-profit 501(c)3 organization founded in 2002 to undertake applied research, educational activities, and technical assistance for public and non-profit organizations in areas related to planning and community development.

In addition to this position, in 2007 Glenn was appointed Lecturer in Urban Studies and Planning at the Massachusetts Institute of Technology, where he teaches statistical methods and the practice of local planning and community development.

Glenn's past positions include Director of Community Development for the City of Lawrence, MA, where (among other responsibilities) he administered the CDBG and HOME programs for an entitlement city of 80,000; Director of Planning & Development for the City of Somerville, MA; and Land Use Planner at the law and consulting firm of McGregor & Associates in Boston.

Glenn has a BA from the University of Pennsylvania (1991) and an MA in social anthropology from the University of California at Davis (1996). He has been a member of the American Institute of Certified Planners (AICP) since 2002, and serves as president of the Board of Directors of the Somerville Community Corporation and Steering Committee Member for the Mel King Institute for Community Building, a collaborative effort of the Massachusetts Association of Community Development Corporations and LISC–Boston.

*Ezra Glenn, AICP, Executive Director, 8 Hall Street, Somerville, MA 02144; 617.721.7131; eglenn@public-planning.org

2 Current and past projects

The following activities are all either currently underway or have been completed within the past three years (designated with a “★” following the project title); projects designated with a “†” were *managed* by members of the proposed research team.

40B Technical Assistance, Duxbury, MA †

PPRI is currently working under the Massachusetts Housing Partnership Technical Assistance program to provide consulting services to the Town of Duxbury on a 24-unit 40B affordable housing project. Total project budget: \$15,000.

Building the Capacity of Coastal Communities to Address Climate Change Risks

Ezra Glenn is currently serving as a Statistical Advisor to a joint research and demonstration project of the Consensus Building Institute and the National Estuarine Research Reserve System Science Collaborative. This ongoing, two-year project is investigating the effects of interactive gaming and collaborative simulation activities on local climate change strategies. Total project budget: \$637,000.

Software Tools for Local and Neighborhood Demographic Analysis ★, †

Working with the Puget Sound Regional Council, PPRI (Ezra Glenn, Project Lead) developed customized software tools and related training and technical assistance to assist local and regional planning agencies with demographic analysis of data from the American Community Survey. Total project budget: \$10,000.

Evaluation of HUD Sustainable Communities Initiative ★

Ezra Glenn served as a technical advisor/subject expert with Summit Consulting on a three-year evaluation of HUD’s \$235M Sustainable Communities Initiative (Contract C-DEN-02532). This multi-year study included collection of baseline data, interim performance tracking, and outcomes assessment for 143 local and regional grantees. Total project budget: \$1.8M.

Master Plan, Town of Arlington ★

Working with RKG Consultants, PPRI (Ezra Glenn, Project Lead) assisted with the preparation of a Master Plan to guide development in the town of Arlington, MA. Responsibilities included elements related to demographic and land use analysis, qualitative and quantitative research, and assistance with public participation. Total project budget: \$125,000.

Site Advisor, Massachusetts Cultural Council †

Since 2011, Ezra Glenn has served as a site advisor, technical expert, and grant reviewer for the Massachusetts Cultural Council’s program in Arts & Economic Develop-

ment. He has authored community assessments and recommendations for cultural development strategies for seven Massachusetts Communities, and reviewed and rated over 100 individual grant applications. Total project budget: \$8,200.

Municipal Impacts of Growth Analysis, Town of Westwood ★, †

Working with Community Opportunities Group, Inc., PPRI (Ezra Glenn, Project Lead) prepared statistical analysis of demographic and housing data to inform the town of Westwood, MA on the cost of community services related to new housing growth. Total project budget: \$1,500.

Affordable Housing Production Plan, Town of Easton ★

Working with Community Opportunities Group, Inc., PPRI (Ezra Glenn, Project Lead) prepared statistical analysis of demographic and housing data to inform the town of Easton, MA on an affordable housing development strategy. Total project budget: \$20,000.

Expiring Use Study, MassHousing, Inc. ★, †

Building on the work of HUD's comprehensive 2006 study of expiring use housing nationwide, Ezra Glenn researched a "Portrait of Expired and Expiring Affordable Housing in Massachusetts" for MassHousing's Preservation Committee. The report analyzed data from all 351 municipalities in the state and included a discussion of the effects of expiring use on the supply of affordable housing with special attention to changing demographics of affordability, as well as the effects of potential unit losses on town-by-town compliance with the state's "40B" inclusionary housing law. Total project budget: \$9,000.

JEFFREY ROBERT LEVINE, AICP

P.O. Box 7215

Portland, ME 04112-7215

617-817-0424

blumlevine@gmail.com

PROFESSIONAL EXPERIENCE

MASSACHUSETTS INSTITUTE OF TECHNOLOGY 2019-

Faculty, Department of Urban Studies and Planning

Teach courses in the Masters of City Planning curriculum. Provide student mentoring and advise. Conduct research on urban planning topics.

LEVINE PLANNING STRATEGIES

2019-

Owner and Principal

Operating boutique consulting firm in the areas of land use planning, real estate development, entitlement services, and demographic analysis.

CITY OF PORTLAND, MAINE

2012 - 2019

Director of Planning and Urban Development

Led a department of 25 staff in urban planning, community development, housing, preservation, inspections and other land use activities in a regional core city. Represent the City in state, regional, and private venues. Worked with the City Manager, Mayor and City Council to advance common core goals.

Accomplishments include:

- Leveraging City and Federal funds through grant writing and seeking in-kind assistance for planning projects. Grantors include the U.S. Environmental Protection agency and Portland (OR) State University. Partnership with the Portland Society for Architecture has resulted in significant leverage of City resources.
- Guiding City through rezoning process to allow infill development in urban neighborhoods and proactive inclusionary zoning ordinance amendments to address workforce housing issues.
- Completing of new Comprehensive Plan for the City (<https://portlandsplan.me>) and initiated City-wide land use code overhaul (<https://www.recodeportland.me>)
- Instilling an excitement about urban planning and community development in the Department, City government, and residents of Portland by providing new forms of outreach to the community and a sense of accessibility.

TOWN OF BROOKLINE, MASSACHUSETTS

2004 - 2012

Director of Planning and Community Development (2005-2012)

Oversaw Town's land use planning and development office in a community of 60,000 residents, including dense neighborhoods and commercial areas. Led planning team

in affordable housing, economic development, comprehensive planning, zoning, and historic preservation activities. Analyzed land use issues and present recommendations to the Town Boards/Commissions and the public. Represented the Town at state and regional activities. Managed \$1 million annual operating budget and a staff of 15 FTE. Maintained high level of communication with a demanding set of stakeholders, including neighborhood groups, Town Boards/Commissions, Town Meeting, the Board of Selectmen and the public.

Accomplishments included:

- Guidance of the \$32 million 40B adaptive reuse project at the former Saint Aidan's church into a 59-unit mixed income development with significant preservation of historic structures and open space.
- Working with commercial and residential developers on several significant new developments valued at over \$250 million.
- Working with selected developer for former Town-owned reservoir site to develop mixed income housing, including financing and marketing of lots.
- Designing and financing approximately \$4 million in public improvements in the Village Square/Gateway East area.
- Completion of neighborhood plan for the Coolidge Corner district of Town, a dense, mixed-use, transit oriented regional center.
- Restructuring of staffing in order to better serve the Town and the public.
- Significant zoning amendments to protect neighborhoods from inappropriate demolition of historic homes.
- Preparing for the launch of Hubway bicycle sharing in Brookline, including fundraising, coalition building, & development of regional partnerships.

TOWN OF BROOKLINE, MASSACHUSETTS

Assistant Director, Planning & Community Development (2004-2005)

Assisted Planning & Community Development Director in day-to-day operations of the Department. Staffed several Boards, Commissions, and citizen advisory committees. Accomplishments included:

- Managing completion of the **Brookline Comprehensive Plan: 2005-2015**, winner of an award from the Massachusetts Chapter of the APA.
- Completing the Town's Five Year Consolidated Plan.

CITY OF SOMERVILLE, MASSACHUSETTS

1998 - 2004

Director of Transportation and Long-Range Planning (2000-2004)

Responsible for a division of the City's Office of Housing and Community Development that focused on land use transformations in formerly industrial areas. Completed overall reuse plan for the 145-acre Assembly Square district that began the redevelopment process of the district into a \$30 million mixed-use, transit-oriented development. Represented the Mayor at regional organizations and before citizen groups. Managed disposition of a 9.1-acre site owned by the Somerville Redevelopment Authority, including development of a Request for Proposals and

completion of a Land Disposition Agreement.

Land Use Planning Manager (1998-2000)

Managed zoning code review and planning operations. Worked with developers on site plan review of their proposals to develop improved projects. Represented the City in public meetings on issues of planning and development.

CAPE COD COMMISSION

1996 - 1998

Regional/Transportation Planner

Performed a variety of planning and regulatory studies and activities for a regional land use planning and regulatory agency.

EDUCATION

University of Minnesota (Humphrey Institute of Public Affairs)

Masters of Planning in Economic Development, 1995.

Awarded Hubert H. Humphrey Scholarship to study public affairs

Wesleyan University

Bachelor of Arts in Public Policy with Departmental Honors, 1991

Washington Semester in Public Policy at The American University

PROFESSIONAL ACTIVITIES AND MEMBERSHIPS

Principal Information Officer, Northern New England Chapter, American Planning Association, 2019-present

Muskie School of Public Service MPPM Advisory Board, 2015-present.

METRO (Portland, ME) Board of Directors, 2014-2018, 2019-.

PACTS (Portland, ME) Policy Committee, 2013-2015.

Urban Ring Citizens Advisory Committee, 2002-2012.

Somerville Redevelopment Authority, 2005-2012.

Metropolitan Area Planning Council, 2005-2012; Executive Committee, 2011-2012.

County Roads Regional Adjudicatory Board, 2007-2012.

Member, New Building Committee, Agassiz Cooperative Preschool, 2010-2012.

Somerville Charter Advisory Committee, 2008-2009.

Metropolitan Highway System Advisory Board, 2008-2010.

Boston Region Metropolitan Planning Organization, 2004-5.

Regional Transportation Advisory Council, Boston MPO, 2001- ; Chair, 2004-2005.

Chair, Inner Core Committee, Metropolitan Area Planning Council, 2002-6.

Beyond Lechmere Citizens Advisory Committee, MBTA, 2004-2005.

Board of Directors, Massachusetts Chapter-American Planning Association, 2000-2003.

Curriculum Vitae

Personal

Ezra Haber Glenn, AICP
8 Hall Street
Somerville, Massachusetts 02144
eglenn@public-planning.org ; eglenn@mit.edu
617.253.2024 (w) ; 617.628.9881 (h) ; 617.721.7131 (c)

Education

- MA, 1996 University of California at Davis
Social Anthropology; concentration in Sociology of Planning and Policy-Making.
Honors: Wakeham Teaching Fellowship (two years), National Science Foundation
finalist (honorable mention).
- BA, 1991 University of Pennsylvania
Anthropology. Honors: Phi Beta Kappa, *magna cum laude*, Dean's List, Benjamin
Franklin Scholar.

Professional Experience

- 2002-present Public Planning, Research, and Implementation, Inc.
Founder and Executive Director
- 2007-present Massachusetts Institute of Technology, Cambridge, Massachusetts
Department of Urban Studies and Planning
*Lecturer in Urban Planning and Community Development; Special Assistant to the
Department Head; Chair, Undergraduate Program in Urban Studies & Planning*
- 2006-2007 City of Lawrence, Massachusetts
Community Development Department
Director of Community Development
- 2004-2006 City of Somerville, Massachusetts
Mayor's Office of Strategic Planning & Community Development
Director of Planning & Development
- 2003-2004 City of Somerville, Massachusetts
Office of Housing & Community Development
Director of Commercial & Economic Development
- 1999-2003 McGregor & Associates, P.C., Boston, Massachusetts
Environmental & Land Use Planner
- 1996-1999 City of Somerville, Massachusetts
Planning Department
Senior Planner
- 1996-1997 Lincoln Institute of Land Policy, Cambridge, Massachusetts
Research Assistant
- 1992-1993 Catholic Charities Refugee & Immigration Services, Boston, Massachusetts
VISTA Volunteer

Awards

“Committed to Caring” Award, Office of the Dean of Graduate Education, Massachusetts Institute of Technology (2016)

Department of Urban Studies & Planning, Outstanding Contribution to Student Life (2015)

Jeffrey Graham Award for Excellence in Community Development, Massachusetts Association of Community Development Corporations (2014)

Rolf R. Engler Award for Outstanding Service, Department of Urban Studies & Planning, MIT (2013)

Department of Urban Studies & Planning, Outstanding Contribution to Student Life (2013)

Department of Urban Studies & Planning, Outstanding Contribution to Student Life (2009)

Professional Affiliations and Volunteer Positions

Current

American Institute of Certified Planners, member

American Planning Association, member; Massachusetts Chapter Board of Directors (1998-2003); MIT University Liaison (2010-present)

Public Planning, Research, and Implementation, Inc., Executive Director and Founder
Somerville Community Corporation, Board Member & Past-President

Mel King Institute for Community Building: Steering Committee; Curriculum Committee; Academic Roundtable

Tech Sychogeographic Psociety (TSP), 12th Emissary

Somerville Social Equity Campaign, Advisory Team Member

Executive Order 418 Pre-Approved Planning Consultant, Department of Housing and Community Development, Commonwealth of Massachusetts

Reviewer, Adams Arts Program Implementation Grants, Massachusetts Cultural Council

On-Call Planning Consultant, Massachusetts Housing Partnership 40B Affordable Housing Technical Assistance Program

Past

Somerville Community Preservation Committee, Citizen Member (2013–2017)

Agassiz Cooperative Preschool, Treasurer (2001-2003)

New England Planning, Editor (1998-2002)

Mystic River Watershed Association, Board of Directors (1997-2002); Vice President (2000-2002)

Alewife/Mystic River Advocates, Board of Directors (1996-2000)

Somerville Conservation Commission, Associate Member (1996-1999)



REFERENCES

Jeff Levine, AICP; Levine Planning Strategies, LLC

Kevin Donoghue, Former City Councilor (District 1)
City of Portland
389 Congress Street
Portland, ME 04101
kjdonoghue@gmail.com
207-409-2807

Sean Dundon, Chair, Portland Planning Board
Vetro FiberMap
480 Congress Street, Third Floor
Portland, ME 04101
Sean.Dundon@vetrofibermap.com
207-415-8609

Bob Allen, Former Chair, Brookline Board of Selectmen
Law Office of Robert L. Allen Jr., LLC
300 Washington Street #2
Brookline, MA 02445
ballen@boballenlaw.com
617-383-6000



Ezra Glenn, AICP; Public Planning, Research & Implementation, Incorporated

Laura Shufelt, Assistant Director of Community Assistance
Massachusetts Housing Partnership
160 Federal Street
Boston, MA 02110
857-317-8582
lshufelt@mhp.net

Elaine Wijnja, AICP
Principal Land Use Planner
Department of Housing & Community Development
100 Cambridge Street, Suite 300
Boston, MA 02114
617-573-1360
elaine.wijnja@state.ma.us

Ralph Willmer, FAICP
Technical Assistance Program Manager and Principal Planner
Metropolitan Area Planning Council
60 Temple Place, 6th Floor
Boston, MA 02111
617-933-0734
rwillmer@mapc.org

Judi Barrett
Director of Municipal Services
RKG Associates, Inc.
634 Central Avenue
Dover, NH 03820
617-847-8912
jbarrett@rkgassociates.com