

From: elisa hupp <elisahupp@gmail.com>
To: EZwirko@town.arlington.ma.us
Date: 08/28/2018 11:35 AM
Subject: Re: Housing Plan Implementation Committee

Hi Erin,

I'm so sorry it has taken me so long to answer these questions. I did my best, but part of my desire to join the HPIC is to increase my knowledge level regarding housing development. I have not been actively involved in housing development other than doing my best to be an informed resident and the tangential professional work I do at DHCD. I hope that is ok. Please let me know if you would like further clarification regarding any of my answers.

Talk soon,

E

1. Which 2016 Housing Production Plan strategy do you think the Town and HPIC should prioritize and why? You can find the HPP here: <https://www.arlingtonma.gov/town-governance/all-boards-and-committees/housing-plan-advisory-committee>

Prioritize strategies 8, 10, 11, 12, & 15. All of these strategies can be quickly implemented and do not require significant funding to move forward. They also involve community members and partnering with community and Metro Boston organizations which will lead to a more informed and comprehensive development strategy. Significant progress can be made towards creating affordable living opportunities by working with the resources in place, providing training on existing policy and regulations, and utilizing the ability of the town to change outdated or prohibitive zoning and other regulations which discourage or prohibit affordable housing. It is important to develop and rehab existing properties into affordable units, but prioritizing grass-roots community strategies can have a far greater immediate impact than people often realize. Increasing the communities knowledge of existing and potential housing crises and strategies to address such crises can also have a significant long term impact on development; the more knowledgeable the community and town officials are about housing needs and existing regulations and services, the more likely they are to make smart decisions regarding development of future housing opportunities. Unfortunately, uninformed towns often make decisions regarding development that appear to be good decisions for the town, but have significant long term negative impacts on their community members. Such pitfalls can be avoided if all involved are heavily informed about housing policy, zoning, and the needs of the community.

2. What do you see as barriers to residential development in Arlington?

Unsure

3. How have you supported increasing residential development in the community?

I have not been actively involved in increasing residential development in Arlington. As a former resident of Winthrop, MA, another town facing serious housing affordability and residential development obstacles, I actively attended town meetings and in the last couple of years became more in touch with my town council members. I am looking for ways to become even more active in my new community of Arlington.

4. What types of new housing do you think are needed within the community?

Housing units for aging and retired households of all incomes and health conditions. Based on my quick review of the HPP it appears that there is a significant aging population in Arlington. A lack of affordable housing options for aging adults is a contributing factor to the tight housing market across Metro Boston. I saw this in my former community of Winthrop. From what I understand, aging homeowners (of all sizes, income levels, and health conditions) are not able to move out of their homes for lack of affordable and reasonable living options. Whether the household is newly retired in perfect health and just looking to downsize to a smaller space with easy access to activities or they are senior, low income, and in poor health, housing options are minimal and unaffordable. Without movement of the aging homeowners and renters, existing houses remain unavailable. This keeps the market tight and increases homeownership and rental prices – there is a significant shortage of housing units across Metro Boston, Arlington is in Metro Boston and is seeing the impact of that shortage.

Additionally, affordable homeownership opportunities are seriously lacking in Arlington. It's nearly impossible for someone in public service (government, teaching, health care) to afford the massive home prices. Instead we are, unfortunately, contributing massive sums of money to rental units which do not contribute positively to our long term financial status which will have a negative impact on the community in ten to twenty years.

On Wed, Aug 22, 2018 at 4:03 PM Erin Zwirko <EZwirko@town.arlington.ma.us> wrote:
Excellent, let me know if you have any questions!

Erin Zwirko, AICP, LEED AP
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From: elisa hupp <elisahupp@gmail.com>
To: EZwirko@town.arlington.ma.us
Date: Wed, 22 Aug 2018 15:47:14 -0400
Subject: Re: Housing Plan Implementation Committee

Hi Erin,

I'm sorry for the delay, I am still interested! I will make a point to review the Arlington Housing Plan and provide thoughtful answers in the next couple of days. Thank you for following up.

E

On Wed, Aug 22, 2018 at 11:15 AM Erin Zwirko <EZwirko@town.arlington.ma.us> wrote:
Hi Elisa,

I wanted to follow up with you about your interest in the Housing Plan Implementation Committee. Please let me know if you are still considering responding to the questions below. We think you would be a great fit for the Committee and would welcome your participation.

Thanks!
Erin

Erin Zwirko, AICP, LEED AP
Assistant Director
Department of Planning and Community Development
Town of Arlington
direct: 781-316-3091
ezwirko@town.arlington.ma.us

From: "Erin Zwirko" <EZwirko@town.arlington.ma.us>
To: "elisa hupp" <elisahupp@gmail.com>
Date: Thu, 02 Aug 2018 10:00:14 -0400
Subject: Re: Housing Plan Implementation Committee

Thursday at 3pm was a time that just happened to work, and the Committee does not have a set meeting day/time. I think there would be interest to hold the meetings in the evening and we generally try to schedule meetings based on everyone's availability.

Thanks again!
Erin

Erin Zwirko, AICP, LEED AP
Assistant Director of Planning



ELISA HUPP BRESNAHAN

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(412) 443-0213 · elisahupp@gmail.com

Creative and energetic human services professional with experience in program management and evaluation, organizational development and engagement, grant management, and fiscal oversight.

SUMMARY OF SKILLS AND EXPERIENCE

- Hands on experience communicating complicated messages to a variety of audiences in multiple formats.
- Extensive experience collaborating with stakeholders to drive change and progress mission.
- Expert in navigating social service resources and building lasting partnerships.
- Excellent interpersonal skills; the ability to engage large and small audiences of diverse backgrounds.

EXPERIENCE

Contract Manager

September 2012 – present

Massachusetts Dept. of Housing & Community Development (DHCD), Division of Housing Stabilization

- Manage \$4 million in federal funding distributed to non-profits and governmental organizations.
- Oversee contracts developing and maintaining and effective relationships with each organization.
- Spearhead funding procurements from initial planning through to the award process.
- Communicate grant requirements to supervisors and other government officials.
- Represent DHCD on a variety of committees and planning groups across the Commonwealth.
- Analyze and interpret funding regulations ensuring successful monitoring and audit reviews.
- Develop and write policy and programmatic manuals for distribution to management and local providers.
- Conduct reviews and monitor outcomes, writing reports and corrective action plans to document success.
- Develop and coordinate technical assistance to vendors through memos, training, and webinars.
- Manage monthly invoicing process, monitoring contractor budgets and allocations.

Program Coordinator

September 2010 – August 2012

Townspeople, Inc.

San Diego, CA

- Oversaw rental assistance program serving low income households experiencing housing instability.
- Coordinated outreach efforts to community members and organizations throughout San Diego County.
- Served as a liaison between management, partner agencies, and funder ensuring successful outcomes.
- Managed sensitive information while advocating for improved programming and financial resources.
- Participated in management sessions discussing strategic planning and agency mission setting.
- Oversaw and maintained program data developing quarterly/annual reports and guiding program success.
- Identified creative solutions to budgeting shortfalls leading to increased staffing and a balanced budget.

Program Manager

February 2008 - December

2009

Housing Resource Center

Salinas, CA

**After completion of AmeriCorps VISTA year, agency created this management position for me.*

- Oversaw low-income housing programs designed to assist households with preventing homelessness.
- Completed and ensured timely submission of reports for private and governmental grants.
- Conducted ongoing evaluation of agency programs to improve effectiveness and increase participation.
- Established and maintained effective relationships with fellow non-profit and government funders.
- Developed program marketing tools to increase participation amongst low income households and landlords.



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- Represented organization to Board of Directors, local city and county officials, and general public in a variety of settings including televised broadcasts.

Program Developer, AmeriCorps VISTA

January 2007 – January 2008

Housing Resource Center

Salinas, CA

- Developed financial literacy curriculum and presented over 100 workshops to low-income individuals.
- Recruited and organized 45 volunteers for over 400 hours of service at workshops and fundraising events.
- Developed press releases and agency marketing materials.
- Wrote organization monthly and quarterly newsletter and annual holiday appeal letter.
- Provided administrative support to agency staff and Executive Director and board.

EDUCATION

Master of Science in Human Services

Capstone: Promoting self-efficacy and self-determination among homeless women: A best practices guide.

College of Public and Community Service

University of Massachusetts Boston

Graduate Certificate, Gender, Leadership and Public Policy

John W. McCormack Graduate School of Policy and Global Studies

University of Massachusetts Boston

Bachelor of Art in Studio Art and Communication Rhetoric (double major)

University of Pittsburgh

INTERNSHIPS

Edward Collins Center for Public Management

- Conducted literature review assisting with government grant proposal.

Massachusetts Interagency Council on Housing and Homelessness

- Organized and communicated with regional non-profits across MA in preparation for homeless youth count.
- Assisted in writing 2014 Massachusetts Youth Count Report.

Center for Women in Politics and Public Policy

- Assisted with Political Progress for New England annual research project.