

Ms. Erin Zwirko  
Assistant Director  
Department of Planning and Community Development  
730 Mass Ave. Annex  
Arlington, MA 02476

Dear Erin,

I am writing to apply for a position on the Town of Arlington Housing Plan Implementation Committee (the "Committee"). As a former high school teacher in an urban setting, a former intern at The Community Builder, an affordable housing developer, and the owner of a two-family home on East Arlington, I bring a keen interest in community development. As a commercial real estate attorney at Goulston & Storrs in Boston focused on multifamily development, I will contribute an important skillset to the Committee. I hope you will seriously consider my application.

I see that the Committee is currently advancing a Bylaw Amendment implementing a municipal Affordable Housing Trust Fund, and considering a Real Estate Transfer Fee. I imagine the Committee will also work on renewing DHCD's certification of the Town's Housing Production Plan, which expires on October 6, 2021. I would be excited to work on these initiatives.

My work at Goulston with developers, investors, tax-credit investors and municipal staff and officials will help me research the Committee's initiatives in an educated manner, consider them from multiple perspectives, and communicate effectively with disparate stakeholders. Over the past year, I represented a developer in securing a Comprehensive Permit in a town outside of Boston. We worked closely with town staff to plan traffic and infrastructure improvements, and helped the town secure a Safe Harbor under 40B. Given these benefits, the development was permitted in a largely amicable manner. The housing production plan was key to achieving safe harbor, and an important vision guiding the Planning Department and the ZBA throughout our meetings, hearings and deliberations. It would be a privilege to contribute to such a tool in Arlington, and to help implement it by generating funding from sources like the Affordable Housing Trust Fund and a potential real estate transfer fee.

I hope to get involved with local government in Arlington, and hope you will consider my credentials. I look forward to meeting you via Zoom.

Sincerely,

Michelle Shortsleeve

**MICHELLE SHORTSLEEVE**  
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**EDUCATION**

- Boston University School of Law, J.D., *magna cum laude*. GPA: 3.84** **May 2018**  
Honors: Paul J. Liacos Distinguished Scholar, 2016-17 (awarded to top 15 students in second year class)  
*Public Interest Law Journal* (2016-18; Note Editor, 2017-18); Faculty Appointment Committee;  
Public Interest Scholar (full-tuition scholarship based on academic merit and commitment to service)
- Yale University, M.A. in Urban Education Studies** **May 2010**
- Dartmouth College, B.A., *cum laude*, in History. GPA: 3.63** **June 2007**  
Activities: Varsity Lacrosse (NCAA Div. I Final Four, 2005 and NCAA Div. I Championship, 2006)  
Study Abroad: Madrid, Spain: Universidad Complutense, 2006

**EXPERIENCE**

- Goulston & Storrs, Boston, MA. Associate; Summer Associate** **Oct. 2018 – Present; June-Aug. 2017**
  - *Zoning and Land Use*: Analyzed, drafted memoranda and advised developers on state and local regulations including M.G.L. Ch. 91, Boston Zoning Code, and municipal codes; facilitated client meeting with and hearing before local historical commission to permit solar array; in concert with client, consultants and town staff, drafted waiver list, mitigation plan and ZBA decision for 320-unit 40B development (now under construction)
  - *Acquisitions, Dispositions, Financing*: analyzed and advised clients on title, survey and diligence matters, negotiated title exceptions and affirmative coverage with title companies; drafted conveyance, authority and ancillary loan documents for acquisitions, dispositions, refinancings, lines of credit; managed closing logistics
  - *Tax Credit Work*: Drafted purchase, donation and guaranty agreements, reviewed DOR submission packages
  - *Pro Bono*: Represented tenant in eviction/rent-withholding/conditions case and secured agreement with BHA
- Boston Office of Fair Housing and Equity, Boston, MA. Investigations & Enforcement Intern** **Jan.-May 2017**
  - Investigated claims by interviewing constituents, drafting discovery requests, and reviewing responsive documents
  - Researched fair housing law and wrote cause and no cause determinations to close investigations
- Boston University School of Law Civil Litigation Clinic, Boston, MA. Student Attorney** **2016-17**
  - Represented clients in Boston Housing Court and before the Department of Unemployment Assistance
  - Researched and wrote memoranda on Massachusetts employment, landlord-tenant and family-law issues
- The Community Builders, Boston, MA. Legal Department Intern** **May-Aug. 2016**
  - Researched and wrote memoranda outlining HUD and IRS standards, tax, nuisance and easement law
  - Drafted letters to HUD and city agencies requesting action on permit applications and compliance disputes
- Achievement First Amistad High School, New Haven, CT. US and AP World History Teacher** **2011-15**
  - As Lead Planner, wrote curricula that synthesized AP standards, literacy goals, and culturally-relevant content
- New Haven Academy High School, New Haven, CT. Humanities Teacher** **2010-11**
  - Developed curricula for and taught U.S. History, U.S. Labor History and World Religions to 9th-12th graders
- OC&C Strategy Consultants, Boston, MA. Associate Consultant; Summer Associate** **2008-09; 2006**
  - Analyzed information technology cases using cold-calling, market research and excel modelling
- Jesuit Volunteer Corps Northwest, Ashland, MT. Dorm Assistant, St. Labre Indian School** **2007-08**
  - Tutored and mentored Crow Indian students boarding at St. Labre Indian School

**FUN FACTS**

- **Assabet Valley Girls Ice Hockey, Concord, MA. Won National Championship, Squirt A Div. 1997-98**