

# ANDREW C. SHAPIRO, AICP

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January 16, 2023

To Whom it May Concern:

I am writing to express my sincere interest in the Town of Middleton's Town Administrator position. I believe that I am strong candidate for this position given my wide-ranging professional experience, spanning more than a decade, as a high-level municipal management professional primarily focused on community and economic development initiatives; as well as my strong record of achievement advancing complex projects and initiatives on behalf of communities that required leadership, collaboration, innovation, and deft judgment.

Since 2019, I have served as the Director of Community and Economic Development for the Town of North Andover, where I oversee five (5) direct reports (16+ indirect reports) in a division with an overall budget of approximately \$1.6 million that consists of the following departments: Planning, Health, Conservation, and Building/Inspectional Services. In April of 2022, I was promoted to Assistant Town Manager, retaining my aforementioned duties and adding to them the responsibility of overseeing the Town's \$9.3 million American Rescue Plan Act (ARPA) allocation. A small sample of projects that I have overseen in North Andover include negotiation of tax increment financing (TIF) and community benefits agreements between the Town and Amazon Services LLC for the development of a 3.8 million sf distribution and warehouse facility; production of an area plan for one of the town's primary commercial corridors; and creation of a municipal vulnerability preparedness and all-hazards mitigation plan.

I am certified by the American Institute of Certified Planners (AICP) and have worked in large cities like Los Angeles (internship), in Massachusetts Gateway Cities like Salem and Lowell as an economic development practitioner, in a regional planning capacity (City of Boston, Mayor's Office of Emergency Management – Metro Boston Homeland Security Region), and in smaller but growing suburban settings like where I currently work. All of this experience came after a five-year stint in federal government relations in Washington, DC and earning a Master's Degree in Urban and Regional Planning from Virginia Tech. I believe that his combination of varied experiences prepared me well to take on any number of challenges that I might encounter as a Town Administrator.

I have also continued to build upon my education, experience, and skillset in municipal government. In 2021 I earned a Certificate in Local Government and Leadership Management from Suffolk University, in partnership with the Massachusetts Municipal Association (MMA). This program covered coursework in Strategic Leadership, Budgeting and Financial Management, Human Resources Management, Contemporary Management Challenges for Local Government, and Administrative Strategies of Local Government. Moreover, the Town Manager in North Andover has been generous enough to expose me to various high level municipal management functions, such as working through human resources actions and allowing me to participate in collective bargaining for two police department units (Sergeants and Lieutenants).

I appreciate the complexity of both challenges and opportunities that a community like Middleton faces and I am proud to say that in my professional career I have dealt with many scenarios that I believe equip me well to help the town address them. For instance, I have worked diligently toward creating more opportunities for affordable housing. Both North Andover and Middleton are "MBTA Communities" as designated by the Commonwealth of Massachusetts, which mandates compliance with the new Section 3A of the State's revised Zoning Act. I am leading North Andover's 3A compliance efforts and recently played a part in the Town's successful Town Meeting approval of an inclusionary zoning bylaw. I am also working actively on efforts to improve Town facilities, including my role in overseeing construction of a new 13,500 square foot senior center in North Andover. And of course, my focus on economic development keeps me steeped in efforts to improve and revitalize downtown centers; efforts I have undertaken in all the communities in which I have worked. All these endeavors required critical thinking, teamwork, and clear communication, and consensus building; skills that I possess and know I will wield effectively as a Town Administrator.

Attached to this cover letter is my resume. I can be reached at 240-643-3683 or [acshapiro@gmail.com](mailto:acshapiro@gmail.com). I look forward to hopefully hearing from you and I thank you for your consideration.

Sincerely,



Andrew Shapiro, AICP

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## EXPERIENCE

TOWN OF NORTH ANDOVER | North Andover, MA

### Assistant Town Manager / Director of Community and Economic Development

April 2022 - Present

- In addition to performing all functions of “Director of Community and Economic Development” role, responsible for administration and oversight of Town's \$9.3 million in American Rescue Plan Act (ARPA) funding, as well as other special projects and initiatives as directed by the Town Manager.
- Lead all public engagement activities related to ARPA, including management of an outside consultant that provides polling and sentiment tracking assistance. Utilize data gleaned from these processes to inform how the Town expends ARPA resources. Projects approved for funding thus far include procurement of a mobile library van; repair and upgrades to Town's sewer infrastructure; and planning for age-friendly and community health needs.
- Represent the Town before regional and state coalitions for purposes of coordination on economic development, transportation, and other long range planning initiatives.
- Currently co-managing construction of the Town's new 13,500 square foot Senior Center; managing owner's project manager and design team, running weekly meetings, resolving conflicts and challenges as they arise, and managing its budget and schedule.

### Director of Community and Economic Development

2019 – April 2022

- Oversee activities and staff (5 direct reports; 16+ indirect) of Division which includes four departments: Planning, Conservation, Health, and Inspectional Services; \$1.6+ million budget across all departments.
- Worked in close coordination with Town Manager on several projects/initiatives, including: negotiation of tax increment financing (TIF) agreement and development agreement for construction of a 3.8 million square foot Amazon distribution facility; negotiation of development and community benefits agreement for mixed-use redevelopment of 76 acre property; and obtaining Town Meeting approval of an inclusionary zoning bylaw that requires multi-family projects to include 15% of its provided housing units as affordable for families earning up to 80 percent of the area median income.
- During height of COVID-19 pandemic, spearheaded support for small businesses in the form of: distribution of approximately \$500,000 in local grants to over 150 small businesses for rent subsidization and other expenses; distribution of free personal protective equipment (PPE); directing businesses to free technical assistance opportunities and assistance in applying for Federal PPP funding.
- Worked with staff to successfully obtain six grants and two state earmarks totaling over \$650,000 to advance Town priorities, such as: Creation of a Municipal Vulnerability Preparedness and All-Hazards Mitigation Plan, addressing food insecurity among residents, capital projects to create new sidewalk connections advance Complete Streets principles, and updating American with Disabilities Act (ADA) plans and procedures.

CITY OF LOWELL | Lowell, MA

### Director of Economic Development

2017 – 2019

- Oversaw a team of three employees that worked with me to devise and implement the City of Lowell's overall economic development strategy; engage businesses of all sizes to assess needs, explain City services and permitting procedures; and underwrite loans and tax increment financing agreements.
- Partnered on the issuance of four loans from a non-profit economic development partner organization totaling \$235,000 to small businesses located in Downtown Lowell.
- Supported development of new mixed-income multi-family housing by underwriting Housing Development Incentive Program (HDIP) tax increment exemption (TIE) agreements and spearheading development of City's Urban Center Housing Tax Increment Financing (UCH-TIF) Plan and Zone.

- Other duties: grant writing, liaising with State and quasi-public regional entities charged with overseeing economic development programs, and working with brokers and property owners to fill vacancies and maximize their properties' full potential for redevelopment.

CITY OF SALEM | Salem, MA

**Economic Development Planner**

2013 – 2017

- Wrote successful grant applications for infrastructure, historic preservation, public art, and social program projects totaling over \$3.8 million; managed these and other projects totaling close to \$9.7 million.
- Managed the City's business incentive programs, business recruitment and retention initiatives, and coordinated with state and local economic development agencies and organizations.
- Managed consultant contracts and activities related to planning, capital improvement and pre-development / feasibility analysis projects (example projects: production of economic development plan for an environmental justice neighborhood and pre-development study of a City-owned parcel).
- Assisted private developers with identification of parcels or properties appropriate for projects; drafted requests for proposals (RFPs) for private redevelopment of City owned parcels; managed land disposition processes.

CITY OF BOSTON | Boston, MA

**Regional Planner, Mayor's Office of Emergency Management**

2012 – 2013

- Managed over \$7.3 million in Urban Area Security Initiative (UASI) grant funded projects for the Metro Boston Homeland Security Region, which is comprised of Boston and eight surrounding municipalities.
- Projects entailed significant regional coordination, planning, project/budget management, subject matter comprehension, and stakeholder engagement.
- Examples of projects: emergency sheltering of functional needs populations, regional evacuation planning, and emergency and pet sheltering initiatives.

UBS – U.S. OFFICE OF PUBLIC POLICY | Washington, DC

**Political Action Committee (PAC) Administrator**

2007 – 2009

- Managed the UBS Americas Fund for Better Government 2008 election fundraising cycle, resulting in over \$1.4 million in contributions and \$1.3 million in expenditures.
- Represented the firm at events in and around Washington, DC in order to convey public policy goals and interests to elected officials and various stakeholders; assisted in organizing the firm's presence at the 2008 Democratic National Convention in Denver, CO.
- Coordinated activities of the PAC Board, consisting of 27 senior officials from UBS business units in the Americas (Investment Bank, Wealth Management, Global Asset Management), including the CEO of the Americas.

AMERICAN BANKERS ASSOCIATION | Washington, DC

**Senior Program Manager, Grassroots Advocacy**

2004 – 2007

- Served as primary generator of grassroots communications garnering support and opposition to federal legislation.
- Monitored legislative activity and served as a point-person for association membership on responding to issues related to banking and financial services public policy.
- Aided in the production of a grassroots newsletter targeted to over 70,000 bank employees from around the U.S., outlining issues of importance to the financial services industry.

**EDUCATION**

SUFFOLK UNIVERSITY | Boston, MA

2020 – 2021

**Certificate, Local Government Leadership and Management**

- Program offered in partnership with the Massachusetts Municipal Association (MMA)

- Coursework: Strategic Leadership, Budgeting and Financial Management, Human Resources Management, Contemporary Management Challenges for Local Government, and Administrative Strategies of Local Government

VIRGINIA TECH | Alexandria, VA

2009 – 2011

### Master's, Urban and Regional Planning

- Concentration: Land Use and Physical Development Planning
- Capstone Major Paper: GIS and Census-Based Examinations of the Variables that Influence the Success of Carsharing and Carsharing Market Strength in San Francisco

SYRACUSE UNIVERSITY – MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS | Syracuse, NY

2000 – 2004

### Bachelor of Arts, Political Science

- Minor: Management Studies
- Syracuse University London Program, Spring 2003
- Theta Chi International Fraternity, Alpha Chi Chapter

## PROFESSIONAL MEMBERSHIPS AND CERTIFICATIONS

- American Institute of Certified Planners (AICP) 2015 – Present
- Member, American Planning Association (APA), National and Massachusetts Chapters 2015 – Present

## VOLUNTEERISM AND BOARD PARTICIPATION

- Affordable Housing Trust, City of Newburyport, MA January 2023 – Present
- Merrimack Valley Comprehensive Economic Development Strategy (CEDS) Stakeholder 2022 – Present
- Merrimack Valley Regional Transit Authority (MVRTA) Advisory Board, Town of North Andover Rep. 2019 – Present
- Targeted Economic Development Strategy Steering Committee, Town of North Andover Rep. 2019 – Present
- Coalition of Columbia Gas Impacted Communities, Town of North Andover Rep. 2019 – Present
- Merrimack River District Commission Steering Committee, Town of North Andover Rep. 2019 – 2020
- UMass Lowell Economic Development Committee | Lowell, MA 2018 – 2019
- MassHire Greater Lowell Workforce Board | Lowell, MA 2018 – 2019
- Planning Board (Secretary), City of Newburyport, MA 2015 – 2019
- North Shore Workforce Investment Board | Salem, MA 2013 – 2017
- Salem Main Streets Steering Committee | Salem, MA 2013 – 2017

## AWARDS AND RECOGNITION

- Northeast Independent Living Program Americans with Disabilities Act (ADA) Champion 2022
- Historic Salem Inc. Preservation Award 2017
- Massachusetts American Planning Association Chapter Social Advocacy Award 2015