



James G. Stockard, Jr. MCP '68 LF '78 Fund

Report prepared for James G. Stockard, Jr. MCP '68, LF '78
2019 – 2020



Harvard University
Graduate School of Design

Emily Klein

MUP '20



Biography

My name is Emily Klein and I am a Master of Urban Planning Candidate at the Graduate School of Design. I am originally from Montclair, NJ although I moved to Cambridge from New York City. I attended Barnard College where I majored in Urban Studies and authored a senior thesis looking at the impacts of natural disasters on women in American cities. After graduation, I worked for a year at Barnard College in their Office of Student Life where I ran social justice education programming for current students. I then worked for two years at HR&A Advisors Inc., a leading real estate and economic development consulting firm, as the Special Assistant for the Resilience Practice where I supported the work of cities across the country in developing climate adaptation and resilience plans to shore up city defenses against climate change-related vulnerabilities. In my time at HR&A, I also participated in projects that explored not just the physical resilience of cities but also their social resilience, analyzing questions of urban equity and inclusion. I decided to apply to pursue a master's degree in Urban Planning at the GSD to expand my skills and knowledge base in order to add my voice and passion to the critical work of improving our nation's cities, equipping them with the necessary tools to address today's gravest climate, housing, and equity challenges.

Since arriving at the GSD, I have focused my studies on Housing and Community Development, on which I am concentrating. For my final project in Professor Lily Song's "Community Development: History, Theory, and Imaginative Practice" last spring, I co-authored a paper looking at how to structure a community-led response to the managed



retreat of coastal communities suffering from repetitive property damage and community trauma due to climate change and sea-level rise. This research explored current approaches to community development, consensus building, and municipal buy-out strategies in order to reimagine a more equitable future path to relocation. This paper was recently nominated and selected for inclusion in *Platform 12: How About Now?*, a GSD publication highlighting exemplary student work.

After my first year's coursework, I knew I wanted to see what affordable housing provision looked like from inside a city government. Therefore, this past summer I supported the work of the Inclusionary Housing Unit within New York City's Department of Housing Preservation and Development (HPD) as a GSD Community Service Fellow funded by the Joint Center for Housing Studies. The Inclusionary Housing Unit manages the Inclusionary Housing program in New York City, responsible for overseeing, managing, and implementing New York City's inclusionary housing programs (both Voluntary Inclusionary Housing and Mandatory Inclusionary Housing). When a New York City residential project— either new construction or substantial renovation— triggers inclusionary housing, the project then will not be approved unless it provides a certain number of residential units at permanently affordable rents. Mandatory Inclusionary Housing (MIH) was established in 2016 and is now the nation's strongest affordable housing program but there are many programmatic challenges that this relatively new program is still working through. My work this past summer mainly supported the team by researching and presenting recommendations for action on projects where MIH overlapped with other zoning and/or political regulations in previously unseen combinations.

My main project was researching the overlap between MIH and the city's newly initiated Certificate of No Harassment (CONH) Pilot Program, which requires developers seeking to initiate full or partial demolitions, some alterations, or use/occupancy changes in areas of the five boroughs facing high development pressures to apply for and be granted a CONH to certify that there has not been harassment of the lawful occupants of a building prior to filing for building permit. Prior to my work, the Inclusionary Housing Unit did not have a clear workflow and organizational understanding of how a project should proceed if the building qualifies for both the CONH Pilot Program and



MIH. My research produced both a slide deck and a summary document explaining this process, which I had an opportunity to present to the Associate Commissioner of HPD.

In my final year at the GSD, I am homing in on growing my housing and community development skills including taking courses on public finance, green energy policy, action research, and critical race studies in contemporary American cities. Outside of my studies, I am a Research Assistant for CoDesign, a new initiative at the GSD which seeks to serve as a resource for students via tightened links between teaching, research, practice, and activism at the GSD through building out learning-by-doing partnerships with community-based, civic, and public sector partners in Greater Boston, and creating venues for conversations about possibilities and pitfalls of community design and learning. Additionally, I am one of three co-presidents of HUPO, the Harvard Urban Planning Organization, which provides academic, professional, extra-curricular, and social programming and support to MUP students at the GSD. Through this role, I have been working with my co-presidents to advance concrete adjustments to the MUP curriculum to more explicitly address the specifics of the communities we seek to plan with and for through a critical engagement with race, class, gender, and other social identities. I am also part of the second cohort of Harvard Climate Leaders, a student-led, faculty-advised program for masters and professional students across all Harvard graduate schools, developed in partnership with the Harvard University Center for the Environment. This program has provided me with a hands-on opportunity to engage with other scholars across Harvard who share a professional interest in climate-related work and develop professional skills and relationships within the climate sphere.

While my path after graduation remains undetermined, I am excited to continue working at the intersection of community development and climate change to help cities plan for a different future and the challenges and opportunities that come with it. I hope to work in the public sector, likely at the city level, as I am a firm believer in the power of local government. While I'm hoping the time between now and graduation doesn't go by too quickly, I am excited to return to the working world with the skills and critical perspective that the GSD has given me.



January 2020

Dear Jim and friends of the Stockard Fund,

Thank you so very much for your generous support of my master's studies. I likely would not be at Harvard were it not for the robust financial aid I was afforded through this scholarship. It has been a sheer pleasure to return to school and dive deeply into a topic that I care so much about and I have found my time at the GSD thus far to be intellectually stimulating, productively challenging, horizon-expanding, and overall really quite fun. I am grateful for the community I have found here, from the professors to my peers, and I know this is a group of individuals that will remain mentors and friends long after I finish my time at the GSD. While I only have one more semester left of my studies, I am excited to absorb as much knowledge and perspective as possible between now and May, making the most of my time at this exceptional institution. Thank you again for helping make this dream a reality for me.

Sincerely,

Emily Klein

eklein@gsd.harvard.edu

P.S. If you'd like to read more about my experience in the Inclusionary Housing Unit within New York City's Department of Housing Preservation and Development, I maintained a blog as part of my GSD Community Service Fellowship: <http://communityservicefellowships.gsd.harvard.edu/project/nyc-dept-of-housing-preservation-development>.



EMILY SOPHIA KLEIN

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EDUCATION

Harvard University Graduate School of Design | Cambridge MA

Master's Degree in Urban Planning | Class of 2020

Concentration: Housing and Community Development

Relevant coursework: Urban Energy Systems | Community Development History, Theory, and Praxis | Spatial Analysis & the Built Environment

Barnard College, Columbia University | New York NY

Bachelor's Degree in Urban Studies | Class of 2015, GPA: 3.93

Senior Research Thesis: *An Imperfect Storm: The Hazards and Vulnerabilities Facing Women in Post-Disaster American Cities*

HONORS AND AWARDS

Dean's List, Barnard College

Senior Marshal, Barnard College

Fall 2013 – Spring 2015

May 2015

PROFESSIONAL EXPERIENCE

Community Service Fellow | **NYC Department of Housing Preservation and Development**, New York NY

June – August 2019

In support of the Inclusionary Housing Unit, overhauled affordable housing pipeline project data management; created process for developer compliance within overlapping regulatory programs; modeled citywide complete and forecast affordable unit production.

Research Analyst and Administrative Assistant | **HR&A Advisors, Inc.**, New York NY

July 2016 – July 2018

Dual position sharing analytic and administrative responsibilities within firm's Resilience Practice. Analytic responsibilities included: development and delivery of curricula for resilient design capacity building workshops in Nairobi, Kenya and Paris, France; maintenance of an 1,800-person Subject Matter Expert database; engagement scoping and proposal drafting; budget management and grant reporting; and authorship of case studies, research memos, and best practice briefings. Administrative responsibilities included: business planning and strategic alignment; development of marketing collateral and thought leadership materials; and leadership of monthly practice-wide management meetings and firm-wide internal staff trainings.

Program Coordinator | **Barnard College Office of Student Life**, New York NY

July 2015 – June 2016

Administered equity-based model of co-curricular engagement that prioritized leadership and social justice education. Bolstered educational mission of Barnard through student organization advising and campus-wide programming rooted in identity exploration, community participation, and inter-group dialogue. Curricular coordinator for "Building Leadership & Understanding Equity" series.

Legal Projects Intern | **Legal Aid Society Manhattan Housing Court Project**, New York NY

July - August 2014

Oversaw the redevelopment of Legal Aid informational materials distributed to clients seeking legal advice to avoid eviction. Supported the work of the legal team, conducted client intake interviews, and assisted in casemanagement.

Proficient in: Microsoft Suite | Google Suite | Adobe Illustrator | Adobe InDesign | Adobe Photoshop | ArcGIS | Salesforce CRM

LEADERSHIP

Co-President | **Harvard Urban Planning Organization**, Cambridge MA

August 2019 – present

Nominated by peers to lead academic, professional, and community building programming for planning students. Spearheading an initiative to incorporate stronger focus on power, privilege, and identity into the planning curriculum.

Cohort Member | **Harvard Climate Leaders Program**, Cambridge MA

September 2019 – present

Member of student-led, faculty-advised program in partnership with the Harvard University Center for the Environment for master's students across all Harvard graduate schools focused on building policy skills and a professional network for climate-related work.

Research Assistant | **Community Design and Learning Initiative**, Cambridge MA

January 2019 – present

Student affiliate of Harvard Graduate School of Design's institutionalized effort to solidify local partnerships and engage nearby communities in the co-creation of equitable urban spaces through connecting planning pedagogy and local community activism. As a research ass't and member of the steering committee, responsible for building program materials and community partner outreach.

