

March 30, 2022

Randi Frank
Randi Frank LLC (via E-mail)

Dear Ms. Frank, Screening Committee, and Cambridge City Council,

I am pleased to submit my resume for the position of City Manager for the City of Cambridge. I have twenty-five years of progressively responsible public sector experience at state, regional, and local levels, most recently as the City of Cambridge's Assistant City Manager for Community Development. As I review the focus group feedback regarding the leadership profile for City Manager, I am struck at its consistency with my approach to management and leadership and the subject matter experience in my current portfolio, making me well-suited for the City Manager position. At the helm of a department that brings together multiple disciplines, I am responsible for balancing competing priorities while ensuring organizational effectiveness, high level of service to the community, strong internal and external communication, and transparency. On the organizational development front, I prioritize staff development and advancing equity, inclusion, and anti-racism programs in the department.

One of the things I value most about my tenure in Cambridge is the relationships I have been able to foster, based on mutual respect, with City staff, members of the Cambridge community, and elected officials. My work in Cambridge, coupled with earlier experience in public, private, and non-profit organizations has provided me a strong understanding of the unique characteristics of Cambridge. I believe deeply in the core values of the Cambridge community and am working to create a livable, sustainable, resilient, equitable and just community. I bring to the table a progressive vision for the future grounded in these values, and strong relationships with City leaders, partner organizations, and residents who must work together to make any ambitious and multifaceted vision a reality.

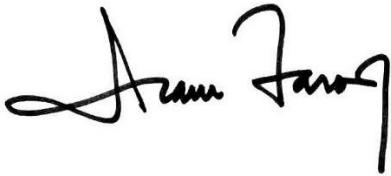
The greatest challenge that cities face today is to balance the demands of the present with the needs of future generations. Each of these requires courage in policy action and investment in supportive infrastructure, and hence a strong reason for the City Council and City Manager to work in close alignment. We stand today at the cusp of a rare opportunity afforded by the recovery from the COVID-19 pandemic. The disruption spurred by the pandemic has taught us to work in new ways and allowed us to question the status quo as never before. It is especially important that we be intentional about using our resources to tackle the needs of this moment while creating a community where future generations can thrive.

Through my work at the City, I have helped advance key strategies to address some of the most intractable problems at both these time horizons. By way of example, my department's work on developing and preserving affordable housing and supporting small businesses, workforce training, and entrepreneurship has helped provide housing stability and economic empowerment for numerous Cambridge residents. Our work on climate change mitigation and resilience aims to both support climate justice today and ensure a livable environment for future generations.

As a result of this work, Cambridge is widely acknowledged as a leader in sustainability and affordable housing. That said, there is much work that remains to be done in each of these areas and other significant priorities I am very interested in addressing – parks and open space, progressive approach to policing and public safety, evaluating municipal broadband, early childhood education, and maintaining sound fiscal management while meeting the community's needs. I am thrilled at the possibility of partnering with the City Council, staff, and community stakeholders on these topics to leverage our collective impact to further our goals and create models that other communities can replicate.

On a personal note, I am a first-generation immigrant. I came from India to study in Cambridge and the values and spirit of this city resonated with me as no other place. I am proud to call Cambridge my home for over twenty years. It has been a pleasure and an honor to have the opportunity to work on shaping my city and its future. I am excited at the possibility of continuing to serve the Cambridge community over the coming years in the even more meaningful role of City Manager. I welcome the constantly evolving challenges of the role and the chance to guide and support the stellar City staff team in achieving positive transformation for Cambridge. I thank you for your consideration and look forward to the next steps in this process.

Sincerely,

A handwritten signature in black ink, reading "Iram Farooq". The signature is fluid and cursive, with the first name "Iram" and last name "Farooq" clearly distinguishable.

Iram Farooq

IRAM FAROOQ

Pragmatic visionary building partnerships within and outside the organization to create a livable, sustainable, equitable, and just city

Community-focused, collaborative consensus-builder experienced in facilitating complex negotiations

Experienced leader with successful track record of managing change and creating organizational excellence. Focused on:

- Building morale and growing an inclusive and anti-racist organization
- Supporting growth and autonomy of staff to develop new leaders and deploy their creativity to better serve the community

PROFESSIONAL ACCREDITATION

ICMA-CM expected May, 2022
International City and County Managers Association

AICP

American Institute of Certified Planners

LEED-AP

Leadership in Energy and Environmental Design

EDUCATION

Master in Landscape Architecture, special emphasis on Land Planning
Harvard University, Graduate School of Design

Bachelor in Architecture
School of Planning and Architecture, New Delhi, India

WORK EXPERIENCE

City of Cambridge

Assistant City Manager for Community Development 2015-present

Chief of Policy & Planning, CDD 2013-2015

Senior Project Manager Land Use & Zoning Project Planner, CDD 1999-2013

Leadership, Management, and Staff Development

- Inspire and motivate over sixty-five full time and fifteen part-time professional, administrative, and fiscal (union and non-union) staff spanning a range of experience and expertise
- Ensure accountability and high level of performance
- Mentor and support staff growth and professional development
- Build an exceptional team with diverse backgrounds and create a collegial and collaborative atmosphere to allow staff creativity to thrive

Anti-Racism, Inclusion and Equity

- Trained all staff on making connections, racial and cultural awareness and communication
- Created the Community Development Department's Anti-Racism, Inclusion and Equity (ARIE) initiative, following up on results of a department-wide climate survey. ARIE has included learning for all staff and action learning teams focused on internal practices, equitable community engagement, and equitable planning and program delivery are currently underway

Financial responsibility and budget oversight

- Key member of the core team preparing and presenting to the bond rating agencies in support of the City's consistent AAA bond rating
- Serve on the Capital Budget Committee making recommendations to the City Manager for the citywide capital budget
- Oversee a budget of about \$50 million in capital, operating, and grant funds related to all program areas supervised
- Oversee management and spending of Affordable Housing Trust Fund and grants such as Community Development Block Grant, HOME, and project specific grants from state, regional and foundation funders
- During COVID, responsible for management, allocation and spending of Cambridge's allocation of CARES Act funds, ARP-HOME funds and part of the Cambridge ARPA fund allocation
- Relate strategic planning for programs, services, and capacity building to the annual budget process resulting in staffing and budget growth to support new and expanding areas of endeavor

SELECTED HONORS & AWARDS

Projects

Ivory Prize for Housing Affordability – Top 25 – for the Affordable Housing Overlay
Ivory Innovations

Donald E. Hunter Award for Excellence in Economic Development for the Retail Strategic Plan
American Planning Association

Downtown Achievement Award for the Retail Strategic Plan
International Downtown Association

America's Best New Bike Lane for Western Avenue
PeopleForBikes

Charter Award for Best Urban Infill Plan for the Kendall Square Planning Study
Congress for the New Urbanism

Comprehensive Planning Award

- Concord-Alewife Planning Study
- Eastern Cambridge Planning Study

American Planning Association-MA

Governor's Smart Growth Innovation Award for the Concord-Alewife Planning Study
Commonwealth of MA

Individual

Women of Color Leading Change Cambridge YWCA

Aga Khan Scholar
Aga Khan Foundation

Foster collaboration

- Build and enhance relationships with peers from other City departments and support joint projects
- Lead inter-departmental initiatives such as Envision Cambridge, Resilient Cambridge, and Star Communities. Participate in initiatives led by other departments such as the Cambridge Health Improvement Plan and Urban Forestry Master Plan
- Build collaborative relationships with business associations, neighborhood groups, and non-profit institutions to advance and amplify shared goals
- Work with state and regional agencies such as DHCD, DOER, MassDOT, MBTA and MAPC to advocate for the interests of Cambridge and the region

Strengthen community engagement

- Engage the broadest range of the community in all work. Currently utilizing the Dept. of Human Services Program's proven Community Engagement Team model to build a CET at CDD to hear from communities we have historically not been good at reaching
- Use non-traditional models of engagement to meet the community where they are such as the CET focus group model and translation to foster language justice
- Work with numerous boards and committees, ranging from standing boards like the Planning Board to ad hoc committees like the BIPOC Business Advisory Committee

Lead and manage multidisciplinary projects

- Lead and manage capital and multidisciplinary planning projects of varying scale and complexity that address economic, environmental, and social sustainability
- Create policies and strategies for future development that balance growth, economic development, and creation of housing with development impacts such as transportation while ensuring long-term sustainability and community-building
- Manage and coordinate staff and consultant teams, budget and workflow, stakeholder engagement and public participation
- Provide leadership in the development of actionable policy strategies. Co-chaired the Climate Resilience Zoning Task Force, Getting to Net Zero Task Force. Chaired the Green Building/Zoning Task Force, Kendall Square and Central Square Advisory Committees. Oversaw the development of the Affordable Housing Overlay, Cambridge Public Space Lab, Cambridge Community Electricity program, Building Energy Use Disclosure Ordinance, Retail Strategic Plan, and Circular Economy Plan

Collaborate with City Council and community stakeholders

- Advise the City Council, Planning Board, Affordable Housing Trust and other ad hoc and standing committees short and long-term planning, zoning amendments, policy tools and implementation strategies to address a range of topics
- Work collaboratively to prioritize and advance policy goals of the Council, Trust, and volunteer boards and committees
- Work effectively with community partners, developers, and institutions
- Engage residents and neighborhood groups, businesses and business

PROFESSIONAL LEADERSHIP

Cambridge Compact for a Sustainable Future
Executive Committee Chair,
2017-present

USGBC Education Steering Committee
Member, 2010 – 2012

USGBC Board Nomination Committee
Member, 2011

APA National Conference – Local Programs Committee, Co-Chair
Planners Guide Committee, Co-Chair, 2011

Delegate Assembly – APA Climate Change Policy Guide
Massachusetts Delegate, 2011

Greenbuild Program Committee, 2008 – 2011

APA MA-Chapter Board of Directors, 2007 – 2011

LEED-NC Regionalization Task Force
State Chair MA, 2008

USGBC-MA
Founding Director, 2007 – 2009

associations, developers, and institutions on a range of topics to ensure well rounded, actionable, and implementable policy solutions with broad support

Manage growth and development

- Work with residents, developers and institutions to plan for and manage growth
- Manage the review of large development projects consistent with City goals, policies, and regulations. Leverage development to create benefits for the community such as publicly accessible open space, active ground floors, and innovation space. Select projects of note include redevelopment of the Volpe block, redevelopment in the MXD district, MIT SoMA and NoMA, North Point/Cambridge Crossing, CambridgeSide, Kendall Square/Cambridge Research Park, and Discovery Park

Franklin Regional Council of Governments

Land Use Planner

1997-1999

Delaware Division of Parks & Recreation

Parks Designer

1995-1997

Planning and Design Consultant

1994-1995

Clients: Trust for Public Land, City of Trenton NJ, and Open Space Institute NY

SELECTED SPEAKING ENGAGEMENTS & PRESENTATIONS

A'22 American Institute of Architects National Conference on Architecture, American Institute of Architects, 2022 (upcoming)

Women in Municipal Leadership: Representation for Shared Impact, Sasaki Foundation, 2022

Harvard University Joint Center for Housing Studies, 2021

Urban Land institute, 2021, 2018, 2016

Mid-America Regional Council, 2020

Bisnow, 2020, 2016, 2015

Boston University Initiative on Cities Urban Seminar Series, 2019

Climate Change Resilience Roundtable with Congresswoman Katherine Clark, 2019

Boston Society of Architects Sustainability & Resilience Symposium, 2019

Asian American Women in Leadership, Cambridge Public Library, 2018

Net Positive Energy + Water Conference, Living Future Institute, 2015

Net Zero North American Leadership Summit, Net Zero Coalition, 2015

Power of Ideas, Boston Magazine, 2014

Livable Cities Forum, ICLEI, 2014

Southern New England American Planning Association Conference, 2014

EcoDistricts Summit, EcoDistricts, 2013

National Planning Conference, American Planning Association, 2011, 2001

Seminar on Building the Future, MA Technology Leadership Council, 2010

Guest speaker/critic at Harvard GSD, MIT, and Tufts University, multiple years

CITY OF CAMBRIDGE, MA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Iram Farooq

Home Address:

Home/Work/Cell phone numbers:

E-mail address:

1. What major factors have motivated you to apply for the Cambridge City Manager position? How does this position fit your overall career goals?

Cities have, for several decades now, taken a lead in housing progressively more of the world's population and in developing solutions to the world's most pressing challenges – addressing climate change, poverty, and historic injustices to work towards building diverse and welcoming communities. In my career, I have been proud to have had a role in addressing these issues. This is especially true of my work at the City of Cambridge, most recently as the Assistant City Manager for Community Development.

I am an urban optimist and more importantly, I am a Cambridge optimist. More than any cities on the planet, we, in Cambridge are uniquely positioned to lead. We are a mecca of learning, an engine of innovation, of commerce, and economic opportunity. Within our 6.25 square miles, we have arguably the greatest concentration of passionate, diverse, problem-solvers -- in the community at large, elected officials, and on City staff. People who are creative changemakers and passionate about serving the Cambridge community and advancing our collective goals.

In addition to continuing focus on the priority areas I currently work on (as noted in my cover letter, resume and the responses below), I am interested in expanding my focus to the following priority areas:

- Replicate the work I have accomplished at the Community Development Department and build a strong City leadership team that works collaboratively and in partnership across departments to break down silos
- Support the Information Technology Department and Public Information Office to evaluate municipal broadband and create digital equity for all Cantabridgians
- Support the Police Commissioner in building on the Department's strengths to expand focus on trauma-informed law enforcement and restorative justice
- Support the Department of Human Service Programs in further expanding early childhood education

As noted in my cover letter, I can imagine no more worthwhile career goal than to continue to serve the City of Cambridge in an even more impactful role of City Manager. I hope to utilize the position to bring together the ingenuity of our creative and committed workforce, members of the Cambridge community, and partner with the City Council on advancing our shared goals to make us a truly livable, sustainable, equitable, resilient, and just community.

2. Tell us how you communicate with your governing body and its individual members (if applicable).

I am very proud of my positive working relationship with the Cambridge City Council. I prioritize keeping the City Council's goals front and center in my work and the work of my team. A principal job function of the City Manager and their team is to work with the City Council as a body to implement their policies and goals. The role of City Manager, and my current role as Assistant City Manager can, therefore, be most successful when it rests upon a foundation of frequent and transparent communication, open dialog, partnership, and mutual respect with City Council. I have had the privilege of working with the Cambridge City Council in the following ways:

- Advise the City Council as a body and individual councillors, as needed, on policy direction and mechanisms to achieve policy goals e.g. the Affordable Housing Overlay, Mayor's Task Force on Fare Free Bus Working Group, and Resilient Zoning Task Force
- support the work of council committees on topics of interest and key initiatives the committees are pursuing related to the full range of topics within my portfolio -- zoning, housing, climate change mitigation and resilience, economic development, support for small businesses, sustainable transportation, long range planning, civic engagement
- Create and implement plans and programs to advance City Council goals e.g. Envision Cambridge, Resilient Cambridge, the Building Energy Use Disclosure Ordinance and proposed updates to include emissions recreation of Homebridge
- Frame department budget so that all work items undertaken are consistent with and responsive to City Council goals
- Through management of Planning Board process, oversee the university town gown reporting and annual utility reporting
- Through managing the Planning Board's review of large development projects, ensure that growth and development is consistent with adopted plans and design guidelines e.g. the Volpe site redevelopment

3. Describe your leadership and management styles with employees - both management level and, if applicable, union representatives.

People I know would describe me as a pragmatic visionary. I am fueled by the bold long-term vision to create a livable, sustainable, equitable, resilient and just city. I am grounded by the pragmatic understanding that the bolder the vision, the more important it is to bring along all the groups who will need to partner to achieve that vision. To that end, I am a community-focused, collaborative consensus-builder. This is true when looking outward at partner organizations, and equally true, internally, when leading and managing an organization. My staff includes management and some union workers. While my interactions with union representatives beyond CDD staff have typically occurred when there was an issue or concern, honest, open communication grounded in a willingness to listen has been key to resolving any issues.

My leadership philosophy has been forged in adversity. I took charge of the Community Development Department (CDD) in the aftermath of a trauma that profoundly impacted me and the whole department. I had to dig deep to be the leader the department and the City needed me to be and guide the organization through grief and to a place of healing, while continuing to deliver the services and programs that the Cambridge community needed and expected. Today, I am an experienced leader with a successful track record of managing change and creating organizational excellence. Over the years I have focused on building morale, building operational capacity and support to enable staff to do their jobs better, and growing an equitable and anti-racist organization.

Improve Organizational Effectiveness

- Reimagined the department's deputy director role into a Chief of Administration and Operations



- Consolidated a suite of enterprise functions reporting to the Chief of Administration and Operations by moving existing functions and creating some new ones
 - Moved data and information management to the enterprise suite and expanded the team by adding a data analyst
 - Moved fiscal operations to the enterprise suite
 - Created a new communications manager position
 - Created a new business analyst position
- Reorganized functions to separate community planning from zoning and review of development projects to allow planning to occur without project-based concerns.
 - Created a new Zoning and Development division
 - Created a streamlined system for collaboration related to multidisciplinary review of development projects
 - Created a streamlined management and tracking system for small business grants
- Increased staff capacity and increased budget across multiple divisions to support expanded programs and initiatives and address City Council goals
- Leveraged enterprise staff to develop systems that improve organizational effectiveness
 - Created a system to eliminate paper timesheets while remaining compliant with Citywide system
 - Created a fiscal and contract tracking system to help project managers and fiscal staff manage contracts in a shared location
 - Worked with the IT Department to streamline management of CDD helpdesk request, deployment of new equipment, and training
- Continuously review and re-evaluate to determine if additional changes are needed

Build staff morale

- Clarify the department's mission and help each staff member see how their work fits into the mission
- Improved communication within the department. Increased all-staff meetings from annually to quarterly with opportunities for town hall components as well as smaller group exercises to help build relationships
- Created a leadership team with regular meetings to support teambuilding, make programmatic silos more permeable, and increase collaboration across disciplines
- Supporting professional growth and autonomy of staff to develop new leaders and deploy their creativity to better serve the community
- Increased the department's travel and training budget
- Advocated for improved building safety
- Building a culture where all opinions are valued, staff are allowed to try new ideas and take risks within established bounds, and mistakes are learning opportunities
- Building a culture of regular meetings with supervisors to ensure accountability, provide, and receive feedback
- Fostering a collegial, collaborative environment where the team is more important than the individual and colleagues support each other, whenever needed
- Creating feedback loops through conversations and anonymous surveys

Grow an inclusive and anti-racist organization

- See response 4 below for details



4. Please explain how you have demonstrated commitment to, and include any accomplished records of, anti-racism, equity, inclusion, and diversity in organizations that you have managed.

As the first person of color to ever reach the level of Assistant City Manager in Cambridge, I am very aware that representation matters. At the Community development Department (CDD), I was the first and only person of color to be part of the department's leadership when I was promoted to Chief of Policy and Planning in 2013. Since taking over as the Assistant City Manager, I have adjusted the department's hiring practices and priorities so that today, 50% of our senior leadership team is BIPOC/MENA and 30% of department staff, overall, are BIPOC/MENA/AAPI individuals. The department has long had a good gender balance. Female leadership of 50% in 2015 has now increased to 60%, with 12% LGBTQ representation among leadership. My goal is to grow an anti-racist organization, both in internal interactions among staff and in outward facing planning, policies, and program deliver. Since taking over as the Assistant City Manager, I have:

- Trained all staff on making connections, racial and cultural awareness and communication
- Conducted a department-wide anonymous climate survey to gauge morale and identify staff issues and concerns, particularly related to equity and inclusion
- Created the Community Development Department's Anti-Racism, Inclusion and Equity (ARIE) initiative, with the mission to advance equity and end race-based disparities in government, both in the workplace and in our community. ARIE has included learning for all staff and action learning teams focused on internal practices, and equitable planning and program delivery are currently underway. The process:
 - Support staff and community in building capacity to implement anti-racism, equity, and inclusion
 - Develop, implement, and evaluate policies, practices, and key decisions to further anti-racism, equity, and inclusion
 - Engage underserved and underrepresented communities in decision-making, particularly those with potential to be adversely affected by the results of decisions
- Hired a Community Engagement Manager and now establishing a Community Engagement Team at CDD with outreach workers to be recruited from American-born Black and linguistic minority immigrant communities to deepen equitable community engagement and bring to the table those who have been historically left out of having a voice in civic discourse and decision-making
- Modified CDD job descriptions to introduce cultural competency requirements for all positions
- Worked with the City's Director of Equity and Inclusion to introduce more welcoming language and strengthen the invitation to apply for diverse candidates
- Developed questions related to cultural competency and social equity to be included in the interviews for every position in the department
- Serve on the City's Recruitment, Hiring and Promotions (RHP) Steering Committee led by the Department of Equity and Inclusion
- Have volunteered CDD to be a pilot department working with the RHP consultants to operationalize the review and improvement of job descriptions with an eye to expanding appeal to diverse candidates and removing unnecessary barriers to entry

5. Briefly describe your experience with (1) environmental sustainability-climate change issues, (2) social justice (3) alternative transportation efforts (4) affordable housing and (5) enhancement of the arts.

Under my leadership, CDD has advanced key strategies to address some of the topics that impact day to day life and operations and also shape the city in the long term. These include the following.



Environmental Sustainability-Climate Change

- Chaired the Cambridge Green Building/Zoning Task Force which, in 2010, created the City's first requirements for large new construction to meet LEED standards for green building. Also changed zoning to facilitate renewable energy systems and removed impediments to improving energy efficiency of existing buildings
- Co-chaired the first Cambridge Getting to Net Zero Task Force, which created the Net Zero Action Plan (NZAP), a roadmap to eliminate greenhouse gas emissions from buildings by mid-century. Recently completed the NZAP 5-year review with recommendations for improvements
- Created the Cambridge Community Electricity program
- Raised green building standards to higher levels, including net-zero emissions for municipal buildings
- Introduced the first requirement for district energy assessment and steam capacity in the K2 plan and subsequent rezonings in the district
- Created programs such as Sunny Cambridge to help residents and businesses interested in renewable energy systems to access resources and technical assistance
- Enacted the Building Energy Use Disclosure Ordinance (BEUDO) and proposed amendments to include accountability for emissions reduction
- Completed the Resilient Cambridge Plan in partnership with the Departments of Public Works and Public Health to address climate change vulnerabilities related to extreme heat, extreme precipitation, and storm surge/sea level rise with time horizons of 2030 and 2070. Began implementation
 - Partnered with local neighborhood based non-profits to conduct resilience audits and set the stage to improve community resilience
 - Worked with neighboring communities to create watershed based partnerships with Charles River and Mystic River communities
 - Identified coastal flood pathways and potential interventions to block them and protect 108,000 residents and \$60B of real estate value in twelve communities. Currently working with regional partners to seek funding to advance work to the next level

Social Justice

- Centered equity and inclusion as a cross-cutting lens through which we evaluated recommendations for all disciplines in Envision Cambridge, our citywide plan
- Incorporating an equity focus into the ongoing open space planning
- Broadening community engagement to determine who is not at the table and making active efforts to engage them. Using non-traditional formats to facilitate participation and meet people in safe spaces such as focus groups with linguistic minorities e.g. Cherry St process
- Creating a community engagement workbook with step-by-step guidance to facilitate equitable and anti-racist community engagement
- Presently reimagining engagement process with neighborhood groups to create mechanisms to broaden who is comfortable participating in neighborhood planning discussions.
- Significantly increased translation of material, offering key new documents and web pages in multiple languages
- Provided access to the first homebuyer lottery in recent years in multiple languages
- Engage a diverse group of youth in climate focused projects through the Cambridge/EF Glocal Challenge
- Collaborate with the Department of Public Health on the Food and Fitness Policy Council. A partnership project is to double SNAP at farmers' markets
- Working with neighborhood-based non-profits, Margaret Fuller House and Cambridge Community Center to conduct resilience audits, develop resilience hubs and support community resilience
- Developed the Affordable Housing Overlay zoning in part to facilitate the development of affordable housing in all parts of the City and address some of the disparities and historic injustices embedded

in zoning. This provision is already bearing fruit with the recent agreement for HRI to purchase a parcel in the Baldwin district from Lesley university

- Have begun work to re-evaluate the City's homeownership programs to see how they may be modified to better align with the City's values, and promote racial equity and socioeconomic justice

Sustainable transportation efforts

- Manage the work of the Bicycle, Pedestrian, and Transit Committees
- Completed the New Mobility Blueprint, and working on implementing the Neighborhood Electric Vehicle Charging Pilot and expansion of the City's Electric Vehicle Supply Equipment (EVSE) charging network. The goal is to help meet existing demand and enable the City to evaluate aspects of EVSE infrastructure networks and inform longer term strategies
- Manage and enforce the Parking and Transportation Demand Management ordinance, which has been transformative in reducing people driving alone for commute trips
- As part of the K2C2 studies, proposed the first elimination of minimum parking requirements and creation of maximum parking limits, with requirement for shared parking assessment. This has been adopted in subsequent rezoning in the Kendall Sq area. Proposed broader deployment citywide through Envision Cambridge. Presently supporting the City Council in eliminating minimum parking requirements citywide
- Manage the Blue Bikes program for the City
- Run the internal staff transportation demand management
- Run numerous bicycle trainings for all ages – elementary school students to seniors – to help them safely move through the city on bicycle

Affordable Housing

- Manage the inclusionary housing program
- Completed Incentive Zoning Nexus Studies in 2015 and 2019. Supported the City Council in increasing the incentive zoning (linkage) requirements more than four-fold, from \$4.58 in 2015 to \$21.02 at present
- Completed the Inclusionary Zoning Study Supported the City Council in increasing the inclusionary zoning requirement from a net 11.5% in 2017 to net 20%.
- Worked with the City Manager to meet and exceed the City Council's goal to double the funding to the Cambridge Affordable Housing Trust from City sources to almost \$38M in FY23.
- Developed and supported the adoption of creative and innovative new policy strategies, such as the Affordable Housing Overlay. Since the City Council's adoption in 2020, the AHO has been acclaimed as a national model and is nominated for the Ivory Prize.
- Worked with partners at Homeowners Rehab Inc., Lesley University, and the Affordable Housing Trust to reach agreement for HRI to acquire a site to develop affordable housing in the difficult to access Baldwin neighborhood.

Enhancement of the Arts

- Partner with Arts Council and the Cambridge Office of Tourism on the Tourism, Economic Development and Arts (TEA) initiative
- Partner with Arts Council on the vacant storefront creative design contest to activate the streetscape and support artists
- Allocate some Small Business Challenge Grants funding to support activation of business districts in partnership with arts e.g. through popups like the Inman Incubator
- Conducted the initial study on the Foundry to create the framework for the City's partnership with the CRA to create a community focused STEAM facility
- Worked with City Council and developers to create zoning requirements for arts spaces welcoming to the community. Two examples are the Volpe parcel and Biomed Realty's 585 Third St



- Partnered with Arts Council and DPW on the City's first design competition for bicycle racks to be located on Main St. Some of the designs are now used citywide

6. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as operating an electric utility.

In my current role as Assistant City Manager for Community Development, I manage over 65 full time staff and 15 part time staff in the Community Development Department (CDD) that encompass five programmatic divisions and an administration division that provides enterprise functions to the department.

7. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as operating an electric utility.

The largest operating and capital budgets I manage directly is in my current role as Cambridge's Assistant City Manager for Community Development. I am responsible for managing approx. \$50M of funds, with an additional \$5M currently allocated through American Rescue Plan Act funds, for small business support. For FY22, the breakdown is as follows:

\$12.90M	Operating
\$0.45M	Capital
\$32.00M	Affordable Housing Trust
\$1.50M	CDBG
\$4.20M	Managed small business grants from CDBG, CARES Act funds and Mayor's Disaster Relief Fund
\$5.00M	Additional ARPA funds

8. In a diverse municipality such as Cambridge how do you ensure that municipal services are delivered equitably to all parts of the community.

The mechanism to ensure equitable delivery of services throughout the community is twofold – first to design the programs in an equitable way and second to ensure convenient and accessible ways for community members to provide feedback on the quality of service.

The City of Cambridge has existing tools that enable this to happen seamlessly. The Cambridge Anti-racism Equity and Inclusion Initiative has created a strategy filter. The filter is a design tool that can be used when developing a program to prioritize social and racial equity. The City's biannual citywide survey is a statistically accurate tool to receive feedback from diverse members of the public from different parts of the city and understand their experience when interacting with City programs and services

Under my leadership, we have been testing ways to apply an equity lens for some time in our planning and program development and are constantly working to adjust and refine our tools. Our Parks and Open Space planning work is currently using an equity filter, particularly when identifying gaps in open space and determining priority for park redesign and improvements. Envision Cambridge, our citywide planning process used diversity, equity and inclusion as a cross cutting lens for all sections of the plan. When determining the sequencing for area plan, a lens that combines equity, climate justice, and development pressures is used. The first area plan completed was for the Alewife area, one of the most vulnerable from climate perspective and an area experiencing development pressure. The next area, currently under study, is Cambridge St – a street with diverse residents and businesses, home to long term immigrant communities, that is likely to be impacted by new transit connectivity.

9. Describe any experience you have which substantiates your ability to create and maintain collaborative partnerships and work productively with outside organizations (public and private).

My most impactful work that has yielded the greatest benefit for the Cambridge community has been grounded in collaboration – with public, private, and institutional stakeholders. An example is the K2 Planning Study, which has been implemented over time through multiple rezonings. The Volpe block rezoning, for example, was able to leverage redevelopment of the site to generate significant public benefit for the Cambridge community. In discussions such as these, I am skilled at bringing diverse interests to the table and helping facilitate consensus building in an open and transparent way. This creates the opportunity to develop solutions that are built on our shared values, advance our goals, and have strong buy-in from all stakeholders.

As noted in my application materials, I have built partnerships and strong working relationships with Cambridge residents and neighborhood associations, businesses and business associations, educational and other institutions, with City department leadership, elected officials, and state agencies, that enable me to begin any collaboration from a place of trust. I have strong relationships with each of these stakeholder groups in Cambridge and extensive experience in bringing them together to develop consensus solutions that expand our collective impact. A recent example is my work as co-chair of the Cambridge Resilience Zoning Task Force, which has recommended a suite of zoning changes, currently under development, to make new development more resilient to the long-range impacts of climate change. I believe that my willingness to invite all opinions to the table and respectful and active listening with an open mind are crucial starting points for any productive engagement.

Cambridge is widely acknowledged as a leader in municipal management, service delivery, and a broad range of government endeavors. Yet, improvement is possible in each of these areas. As the scale of problems we address escalates, such as the housing crisis and the climate crisis, the scale of intervention needed to reach our shared goals is more significant than ever before. I believe that the key to accelerating our impact is to foster even stronger communication, relationship, and trust between government, institutions, residents, and business. In talking to each of these groups, it is clear that they share core values and have common goals for Cambridge's future. While each may have a different approach to achieving the goals, there is much to be gained by working collaboratively, with all voices at the table so we can understand and harness the strengths that each group brings to address these problems that are difficult, if not impossible, to solve individually.

10. Please describe your economic development experience. Provide measurable results such as number and type of business placements, number of jobs created/saved types of incentives used, etc.

Cambridge does not provide tax incentives as a mechanism to attract businesses to the City. We rely, instead on stability, community assets, and high level of services, coupled with our significant anchors, our institutions of research and higher learning. We do offer training and a number of programs to support business, with focus on retail and small businesses, particularly women and minority owned businesses.

- Fund training programs such as the Biomedical Career Training, Microenterprise workshops
- Provide grants for Storefront Improvement Program including an architectural barriers removal component. Also provide grants for Small Business Enhancement Program which funds interior accessibility improvements and staff consultation
- Created small biz liaison position to focus economic development attention supporting retail and small, local businesses
- Created and co-managed the City Manager's Small Business Advisory Committee to best support small businesses and business district during the COVID-19 pandemic.

- Provided \$4.8M in grants and loans, partnering with the Cambridge Redevelopment Authority, to small businesses for relief and recovery from the pandemic. Over 70% of grant recipients were women and minority owned businesses. Have begun disseminating an additional \$5M from ARPA funds to support small businesses.
- Created a BIPOC Business Advisory Committee to advise on strengthening the city's outreach efforts, information-sharing, business programs and policies to better help local BIPOC-owned businesses
- Currently initiating a disparity study, working with the Purchasing Department to understand disparity in City procurement, over time, from women, minority, and veteran-owned businesses. The study is expected to serve as the foundation for creating a sheltered market
- In FY22, helped 255 business owners and residents attended through small business workshops, special business events, and startup, expansion, relocation, or business development assistance, 17 businesses through facade, signage and lighting, and storefront accessibility improvements, 16 small businesses through the Small Business Enhancement Program and Retail Interior Accessibility Program, and held 15 events and sessions to support local commercial districts
- Supported the City Council in developing zoning and business permit policy to allow cannabis related businesses to locate in Cambridge, with a focus on economic empowerment and social equity applicants who represent communities disproportionately harmed in the war on drugs. Cambridge's first retail cannabis location opens in April 2022 with two more expected to open this summer
- Market Cambridge as a location for business, maintain a supportive business climate, and strengthen mutually beneficial partnerships with businesses and institutions. Attend BIO convention to market Cambridge and the Life Sciences Corridor to businesses interested in (re)locating e.g. Philips North America, who moved to Cambridge Crossing and in 2021, included 2000 jobs in Cambridge
- Work with the Purchasing Department and the State Office of Supplier Diversity to participate in and organize vendor fairs, panels, and informational sessions to encourage local, minority, women, and veteran-owned businesses to do business with the City

11. Are you currently employed?

Yes

12. What are your salary expectations?

I have a deep commitment to serving the City of Cambridge. I am comfortable with the scope of salary laid out in the job description and look forward to having a more detailed discussion with the City Council, if I am selected for the role.

13. Is the resume that you submitted accurate and current? If not, please explain any discrepancies.

Yes. My resume is current and accurate.

A clarification is that very early career information is deleted/consolidated on the resume to conserve space.

- A year of experience in India working at DKS Consultants, a multidisciplinary architecture/landscape architecture/planning firm is deleted.
- Teaching assistantships at Harvard University while at graduate school are deleted
- Early experience in the US post-graduation is consolidated into one category that combines an internship at the Trust for Public Land with consulting work for the Open Space Institute, NY and the City of Trenton, NJ

14. Do you hold any professional certifications? If so, please list.

ICMA-CM *International City and County Managers Association* (expected May, 2022)
AICP *American Institute of Certified Planners*
LEED-AP *Leadership in Energy and Environmental Design*

15. If selected as a finalist candidate for this position, we will conduct comprehensive background checks on you. These will include educational degree verification; driving, civil and criminal court record checks; a credit check; internet checks, Sex Offender Registry check and reference checks. Will we find anything concerning you that you need to disclose and explain ahead of time?

No

16. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

No

17. Have you ever been fired or resigned under pressure from a job? If so, please explain.

No

18. Have you ever sued an employer or been sued by an employer or employee? If so, please explain.

No