

**NORMAN KHUMALO**

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March 29, 2022

Ms. Randi Frank  
Randi Frank Consulting, LLC  
7700 Hoover Way  
Louisville, KY 40219

Dear Ms. Randi Frank:

I am writing in response to the City of Cambridge's search for its next "creative" City Manager. I believe my qualifications and 21 years of experience in town management match your requirements.

I take great pride in my ability to collaborate with a community in developing and managing organizations, departments and programs that are anchored in engagement, generate high value and a focused commitment to community development and quality results. The diversity of responsibilities from manager to strategic and operational planner has prepared me very well to take on new and exciting challenges in a larger community. I have successfully built effective departments, managed multi-million dollar budgets, large scale capital projects, negotiated and established major relationships, established effective interaction with boards, among colleagues and other institutions and developed a high degree of mutual commitment and trust among those with whom I have worked.

My emphasis on quality programming, positive outcomes and attention to budgets has given me a strong appreciation for, and sensitivity to, the complexities in meeting the diverse needs of multiple constituencies. I know how to balance conflicting priorities and create a clear strategic and tactical direction to deliver outstanding results. I am particularly proud of my accomplishments in:

- Managing multi-million dollar budgets, large staff and resources to optimize community needs yet meet budgeted parameters.
- Facilitating development and management of long range financial, infrastructure/capital and community development plans and effectively promoting those plans and ensuing projects to constituencies for funding and implementation.
- Developing and implementing plans in cooperation with diverse disciplines to tailor programs and projects that are sustainable and deliver positive and ongoing results.
- Working with boards, civil society and others throughout the community to tailor enrichment and service enhancements to constituencies in ways that focus on real goals that deliver results.
- Implementing objectives with innovative and entrepreneurial programs that have generated trust and confidence in my teams' and my abilities.
- Applying my training in participant observation to better immerse myself in a community, understand the centrality of culture in motivating social action, how communities interact, and why communities do what they do.

- Applying my advocacy and coalition building experience to facilitate coordinated strategic activities that aim to bring about desired and lasting change in relation to social, economic and environmental issues – especially in the context of communities in transition and including Diversity, Equity, Inclusion and Belonging (DEIB), climate change, sustainability and human rights.

While my enclosed resume highlights my career accomplishment, I would very much appreciate an opportunity to meet with you or members of your search team to discuss my qualifications in more detail and where you can more closely examine the person behind the resume, and I can more substantively demonstrate why my skills and your needs are an excellent match.

Sincerely,

A handwritten signature in black ink, appearing to read 'Norman Khumalo', with a stylized, flowing script.

Norman Khumalo

## NORMAN KHUMALO

Highly talented Town Manager with significant success in creating and implementing operational strategies seeks to apply his extensive skills to a municipal organization. An intentionally collaborative and highly entrepreneurial spirit that offers a rare combination of superior management skills coupled with a keen understanding of what it takes to succeed as a community. A creative, analytical thinker able to translate board directives and community aspirations into cost-effective solutions, create practical budget-driven plans and manage expectations in facilitating and delivering practical, measurable results. Acknowledged for the ability to collaborate, identify, plan, and coordinate while establishing rapport with diverse disciplines to solve problems. Qualified by:

- Program Development/Evaluation
- Board Development/Collaboration
- Staff Development and Leadership
- Creative, Resourceful Problem Solving
- Inter-agency Collaboration
- Strategic and Tactical Planning
- Revenue and Expense Management
- Community Engagement Programs
- Needs Assessment
- Policy/Regulatory Compliance

### PROFESSIONAL EXPERIENCE

#### Town Manager - Hopkinton, Massachusetts

2009-Present

Town Manager for a rapidly growing town of approximately 19,000. Responsible for the day-to-day management of town departments, collective bargaining, budget development and management, and strategic and operational planning.

- Effectively collaborated with the Select Board, Appropriations Committee, Department Heads and town boards to upgrade the town's credit rating from AA to AAA.
- Collaborated with the Select Board, Visioning Steering Group and various stakeholders to develop the Town's vision statement.
- Collaborated with boards and staff to initiate and institutionalize a repeatable strategic planning process for goal setting, linking the budget process to the town's overall strategic goals.
- Successfully worked with local boards and staff to qualify and certify the town as a "green community"; create the Climate Action Workgroup; and facilitate Hopkinton's participation in the Department of Public Utilities' Stakeholders Process in investigating the role of gas local distribution companies as the Commonwealth achieves its target 2050 climate goals.
- Successfully re-organized the permitting departments into a consolidated, one-stop shop land use, planning and permitting office; created and implemented the Assistant Town Manager role; consolidated the treasury/accounting/assessors offices into a Finance Department headed by a Chief Financial Officer; and, in collaboration with area town managers, created the MetroWest Veterans Services District serving the towns of Medway, Hopkinton, Ashland and Holliston.
- Implemented the first Engineering and Facilities Department to support the town's capital/asset management and sustainability goals; the procurement department to manage spend and ensure compliance; professionalized an effective Youth and Services Department to

address youth needs and mental health; and collaborated with the Select Board transitioning a private library to a public town library.

- Secured multi-million grants expanding the town's grant portfolio to fund town infrastructure and key strategic initiatives; including \$2.6M in grant funding to complete inter-municipal sewer agreement to support job creation and expansion of the town's sewer capacity.
- Successfully facilitated the institutionalization of the Town's Marathon Invitational Entry Program which now raises approximately \$300,000 annually for local civic organizations.
- Initiated and facilitated the Caring Community Initiative as the focal point for providing high quality customer service and care for town staff and residents, including working with local civic and faith organizations to create a functional network of care in Hopkinton.
- Successfully negotiated labor contracts, host community agreements, tax increment finance agreements, health insurance and strategic land-purchases for the Town.

#### **Assistant Town Manager - Westford, Massachusetts**

2002-2009

Assistant Town Manager for a rapidly growing town of 25,000. Responsible for managing permitting, engineering, animal control, building custodial services departments. Assisted the Town Manager in collective bargaining, budget development and management, and strategic and operational planning.

- Initiated and received Town funding for a consensus-based Comprehensive Master Plan process.
- Streamlined the Permitting Department's application review process which directly increased communication and collaboration between major land use boards. The result was a more efficient project review process and consensus planning on long-term public-private capital financing strategy.
- Instituted a goal setting process for Planning Board and facilitated an annual goal-setting session for Board of Selectmen as a foundation of the department's work program.
- Proposed, obtained funding and implemented a town wide permitting software program that improved customer service and strengthened information sharing across departments.
- Conceived and implemented an inter-municipal agreement with the Westford Housing Authority that reduced duplication and costs relative to the Town's affordable housing program.
- Restructured the engineering department into a town-wide service department.
- Negotiated infrastructure improvements and open space acquisitions as part of large scale project review to offset fiscal impacts on town services.

#### **Interim Town Manager - Westford, Massachusetts**

Feb –Aug 2008

Interim Town Manager for a municipality of 25,000 with responsibility for Town departments, collective bargaining, budget development and strategic planning.

- Led a consensus-based budget process and streamlined budget planning that successfully reconciled and received approval for an \$84M annual operating budget.
- Planned, coordinated and successfully supported the 2008 annual town meeting process.
- Finalized negotiations with two unions.
- Proposed and implemented a bid process for Town insurances resulting in significant cost savings in the Town's general insurance.

**Town Planner – Walpole, Massachusetts**

2002-2004

Town Planner for a community of 26,000 with responsibility for providing planning department oversight, budget development and management, implementing Planning Board goals and developing a strategic long range plan and targets for implementation.

- Negotiated with private sources to ensure adequacy of town services to support new large projects at no additional cost to the town while protecting private aesthetic concerns.
- Coordinated the preparation of the Town's Master Plan. This project significantly improved clarity and visibility to town's land use and strategic planning matters.

**Planner - Wellesley, Massachusetts**

1998-2002

Provided staff support to the Design Review Board and Historic District Commission, and when called upon the Planning Board. Developed and prepared reports including, but not limited to zoning research and analysis, site plan review, design review, community planning studies and comprehensive planning.

- Created and implemented a fee schedule for land use applications and projects.
- Proposed, secured private funding and designed the Public Parking and College Institutions directional signs.

**Transportation Project Manager – Elder Services of the Merrimack Valley, Lawrence, MA**

1997 - 1998

Directed the development, implementation and supervision of a regional multi-agency transportation database project, including planning scheduling, coordination and expediting contracts, service schedules and project reports.

- Worked with software vendor to continually update and improve database technology and project management software, including MS Access and Project Manager. Won follow up funding and contracts.
- Created a public/private partnership that delivered transportation for elders in the Merrimack Valley.

**Africa Regional Manager - OXFAM AMERICA, Boston, MA**

1995 – 1997

Directed and supervised all operations of this international development organization's Africa program, operating in 15 countries, and performing projects for indigenous organizations, government departments as well as private sector clients and international entities. Provided technical services in project management and grant approval. Represented Africa Program in relations with Board, donor meetings, and in respect to advocacy, public outreach and agency policy formulation.

- Designed and coordinated Oxfam America's response to the Rwanda genocide and Great Lakes region crisis.

**Southern Africa Program Coordinator - OXFAM AMERICA, Boston, MA**

1993 – 1995

Provided programmatic and administrative backstopping to the Southern Africa program. Designed, coordinated and monitored multiple grants and project plans.

- Co-led the Southern Africa Educational Campaign, advocating on behalf of the region's countries in transition.

**Senior Town Planner - CITY OF BULAWAYO, Zimbabwe** 1990 – 1991  
Under the direction of the Chief Planner, assisted in the development of the city’s comprehensive planning program. Acted as the city’s spokesperson on a daily basis with the general public, government officials and other city departments. Prepared presentations and met with the public to prepare and explain comprehensive plans. Reviewed and drafted zoning ordinances and other land use controls.

**Town Planner CITY OF BULAWAYO, Zimbabwe** 1988 - 1990  
Participated in the development of local development plans and land use maps. Collected analyzed and managed data to support planning studies.

## **EDUCATION**

<b>M.A. Public Administration</b> (Carleton University, Canada)	1993
<b>M.Sc. Regional and Urban Planning</b> (University of Zimbabwe)	1987
<b>B.Sc. Honors Sociology</b> (University of Zimbabwe)	1985

On the job training and specialized training in Google Suites, MS Word, Access, Excel, PowerPoint, Project, GIS, Munis

Dear Candidate:

We have reviewed your resume for the City of Cambridge, MA City Manager Position. Based on the information that you provided, we believe you meet a major portion of the requirements of the position. To determine if you will be one of the semifinalist candidates, please complete the attached questionnaire, which is based on the [Cambridge Manager Profile](#) (attached).

This questionnaire includes some standard information about each candidate arranged in a format for convenient review by us and the City of Cambridge and contains as a number of open-ended questions. There is a 500 word MAXIMUM on all open-ended questions. Please provide us with the following information *even if it is on your resume*.

We ask that you complete the questionnaire as a Word or PDF document and email it to us so we may review and provide copies to the Initial Screening Committee and Council Members if you are selected as a semifinalist candidate (we will let you know either way if you are selected or not selected as a semifinalist).

For your information, the Initial Screening Committee will be made up of 4 City Council Members and 12-20 other representatives of major stakeholders in Cambridge. They will review (May 2-4) the semifinalist candidates resumes and questionnaires and select candidates to participate in a zoom interview in private (May 12-13) with the consultants and the Initial Screening Committee. The Initial Screening Committee will decide which candidates will be recommended to the full Council for public interviews on June 1 & 2.

Please provide this information by April 8, 2022 to be considered further in this recruitment process (let me know if you need more time) Email completed questionnaire to [randi@randifrank.com](mailto:randi@randifrank.com)

Thank you very much for your interest. We will keep you informed of the process.

Cordially,

Robert Slavin  
Slavin Management Consultants  
[slavin@bellsouth.net](mailto:slavin@bellsouth.net)

Randi Frank  
Randi Frank Consulting, LLC  
[randi@randifrank.com](mailto:randi@randifrank.com)

## CITY OF CAMBRIDGE, MA

### CITY MANAGER

#### SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Norman Khumalo

Home Address

Home/Work/Cell phone numbers:

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

Motivating Factors:

- First, my understanding of the Cambridge City Manager job is that it represents an opportunity that would allow me to draw on my life and professional experience in town administration, budgeting, personnel management, board relations, strategic planning, community development, housing, transportation, civic engagement for change and enable me to expand my strategic management capabilities.
- Second, my cumulative professional experience and success have prepared me well to take on a new challenge working for a larger community, where I will have more responsibility and the chance to make a greater contribution. I have successfully progressed to higher-level positions before. For example, from City Planner to Senior Planner at the City of Bulawayo, from Southern Africa Program Coordinator to Regional Manager at Oxfam America, and from Town Planner to Assistant Town Manager then to Town Manager here in Massachusetts. My previous work for the City of Bulawayo, under a City Council form of government, and my role as the Africa Regional Manager for Oxfam gave me solid experience working in very large communities.
- Third, the Cambridge City Manager position would allow me to contribute in diverse areas while bringing together my cumulative academic training (behavioral sciences, social change, administration, and regional/urban planning) and professional experience (direct service delivery, executive level management, and I am inspired by Cambridge's commitment to addressing income inequality, social change, social justice, equity, and anti-racism and am hoping to offer my strategic contributions in these areas. Cambridge's work in affordable housing, climate change/sustainability, and public transportation aligns with my professional passion, especially when projecting the aforementioned themes from a "human rights" perspective.
- Fourth, Cambridge is politically, socially, and economically diverse. To me, it is also a community in transition – pursuing contemporary ideals and in some cases losing ground on gains achieved in the past. My interest and accomplishments in partnering with "communities in transition" to achieve stated community goals and equity through participatory development, heightens my interest in joining Cambridge in its pursuit of DEI goals - working with its volunteer teams and talented staff in an inclusive, transparent and collaborative environment.

Fit with Career Goals:



- My career goal is to partner with a diverse community to build a world-class city government trusted by its citizens to provide the best quality equitable services in the world.
- I have always believed that good governance must be driven by a commitment to building community, equity, fairness, accountability, transparency, and excellence in public service. I studied social sciences because I felt that social science skills were crucial in managing and executing Zimbabwe's transition in 1980 from white minority rule to majority rule. As a Planner, my mission would be to expand services to underserved populations. A few years into my city planning career, I then returned to University to study public administration and international development. My decision was based on the realization of the interconnectedness of the world, even at the village level or neighborhood level. This interconnectedness was part of the reason for the success and failure of most community development programs. Thereafter, my work at Oxfam America became my lived experience in a global village and afforded me a deeper understanding of planning and practicing community development in the face of power and related power structures. Thus, the prospect of working for the City of Cambridge - a global village - offers an exciting opportunity to bring together my accumulated experience in direct service delivery, strategic partnership building and serving a diverse, global community in transition.

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

- My first step in communicating with the Select Board (my governing body) and its individual members is to actively listen and then communicate early, simply, strategically, and with context and empathy to develop a trusting relationship.
- My communication approach is driven by a strong desire to provide excellent service, being curious most of the time, the need to better understand the governing body and community's needs, and to find better ways of engaging and working together more efficiently and more effectively. It is also borne out of my inclination to learn, adapt and achieve compromise for mutual benefit. Further, the need to clarify expectations and reach a common understanding, and invite feedback even when exposing my vulnerabilities, drives my communications with the governing board.
- I view my communication with the governing body as a means of facilitating and supporting the board in making the appropriate, beneficial policy decisions for the community. In that regard, I strive to provide balanced, objective, and fair advice to the board.

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

- My leadership and management styles with employees are based on "Ubuntu" – an African philosophy that acknowledges everyone's full humanity. Ubuntu means "I am because you are" and affirms that, as human beings, we are attached in every respect.
- The principles behind my leadership and management styles include balancing confidence with humility; balancing a desire to accomplish with patience; balancing hard work with having a joyful experience; committing to fostering a compassionate, kind, and caring work environment; and prioritizing wellness, team work, collaboration, autonomy and freedom, empowerment and empathy.
- The pandemic has strengthened my belief in "Ubuntu", especially concerning the need to be holistically human-centered, to better understand my colleagues and

- residents, including placing their needs, aspirations, resilience, wellness front and center in my daily routines with renewed enthusiasm.
- I approach Union Representatives as my strategic partners and with respect while holding them accountable to our ground rules and contracts. I view our conversations as insightful and offering more opportunities to learn, especially learning the “emotional” aspects of the organization. I encourage department managers to meet regularly with union leaders to review operational matters. I challenge them to use such meetings to identify issues that might become part of the parties' negotiation proposals. Such meetings not only reduce grievances but also increase our understanding of issues to be resolved and thus, increase the chances for grievances being settled at the supervisor or department manager levels. Working at Oxfam America I was inspired by its work with unions amongst immigrant communities here in the USA and cooperatives in the global south.
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.*
- Most recently, in Hopkinton, I partnered with the Select Board and Senior leaders in the development and adoption of the “Pledge, Principles And Actions On Systemic Racism In Our Community and Other Communities”. As a result, the Select Board FY 22 goals prioritize equity, and the proposed FY 23 budget is entitled “Growth With Equity” and addresses equity in service delivery, especially in the areas of special education, mental health services, diversity, and other vulnerable underserved populations. I am collaborating with senior leaders to monitor our progress and am evaluating my direct reports based on progress made to address systemic racism, social injustice, and inequity. I have also collaborated with the Town’s Human Resources Department and Personnel Committee on the DEIB initiative. The “B” stands for belonging.
  - As a Planner, I contributed to the production of affordable/workforce housing and special needs housing as well as implemented the institutional framework for sustaining the availability of such housing long-term. In Wellesley, the Town championed the Ardmore case and the friendly 40B concept. In Westford, I partnered with the Board of Selectmen, Affordable Housing Committee, and the Westford Housing Authority in producing affordable housing units and special needs housing on town-owned land. I negotiated additional resources for the Town to support the Westford Housing Authority in monitoring the town’s subsidized housing inventory.
  - At Elder Services of the Merrimack Valley, I developed a regional transportation model to provide transportation services to and from medical appointments for the elderly, a constituency that is normally excluded from the traditional urban transportation systems.
  - At Oxfam America, the Southern Africa and Rwanda programs were driven by a need to reverse racial injustice concerning land redistribution and in the case of Rwanda, deliver community justice for victims of the Rwandan genocide.
  - At the University of Zimbabwe, I was part of the student leadership council and was responsible for transitioning student social services to meet the needs of the new African student population with an equity lens.
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.*

- Sustainability-Climate Change: I firmly support addressing climate change by reducing the use of fossil fuels and the resulting greenhouse gas emissions. I have collaborated with the Select Board in prioritizing climate change as the town's strategic priority. I have partnered with the Hopkinton Sustainable Green Committee in creating a "Climate Action Workgroup" of which I am a member. Through the Town Manager and Select Board office, Hopkinton is one of the most active "interveners" in the Department of Public Utilities matters involving operations of gas utilities as well as the Commonwealth's efforts to reach its target 2050 climate goals, of which I am a key contributor. Hopkinton is a Certified Green Community. I have facilitated the development of the Town's Municipal Vulnerability Plan and Stormwater Management efforts and also championed the inclusion of green elements in town projects (New DPW, Library buildings), the successful implementation of the Solarize Mass program in Hopkinton, and various Power Purchasing Agreements benefiting the community.
  - Social Justice: See answers to item #4 above.
  - Alternative transportation efforts: In collaboration with the Select Boards, I introduced the first public transportation routes in Westford and in Hopkinton. Most recently I collaborated with the Senior Services Team to introduce the DIAL-A-RIDE service in Hopkinton. I have included Transportation Demand Management requirements in Tax Increment Finance and Host Community Agreements. In partnership with the Select Board and Trail Committees both in Westford and Hopkinton, I championed the development of trails, bike lanes on Main Street in Hopkinton and am guiding the Upper Charles Trail Committee in planning the Upper Charles trail that will link with the Milford trail to the west and a trail in Ashland to the east. I played a similar role in Westford during the planning of the Bruce Freeman Rail Trail.
  - Enhancement of the Arts: In Hopkinton, I have represented the Town in building a successful relationship with the Hopkinton Center for the Arts, including negotiating its leasing of a town building and then subsequently helping the center secure Eversource grants. I also represented the Town in negotiating with the 26.2 Foundation on the International Marathon Center project to be built on East Main Street, close to the Boston Marathon start line. In both cases, I successfully included provisions guaranteeing access by town residents, especially low-income residents.
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.*
- 253 Town of Hopkinton – also negotiate and oversee health benefits for approximately 770 school employees
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.*
- Comprehensive Operating Budget - \$107 million
  - Combined capital budget \$76 million in Hopkinton
8. *In a diverse municipality such as Cambridge how do you ensure that municipal services are delivered equitably to all parts of the community.*
- Ensuring equitable delivery of services requires a comprehensive evidence-based strategy, including the following:

- Buy-in, adoption, and marketing of a formal policy on equity in service delivery by the council.
- Setting achievable goals for staff that are built into the annual performance review process to ensure accountability.
- Exploring service delivery gaps, root causes thereof, and who is impacted: this includes marginalized or underserved constituencies, neighborhoods and populations, and types of service.
- Understanding, advocating, and educating the community about service gaps from an equity perspective and collaboratively designing solutions.
- Formalizing equitable partnerships for direct service delivery, including facilitating, supporting, and empowering grassroots organizing, planning, implementation, monitoring, and evaluation to inform service delivery, council, and town decisions on equitable delivery of services.
- Institutionalize and build capacity to embed the above bullet item into the City's formal decision-making processes and workflows - making the necessary targeted adjustments to ensure effective follow-up.
- Proactively budget for programs that address the needs of constituencies and neighborhoods identified in bullet 3.
- Identify and dismantle systems at City Hall that limit access and opportunity for disenfranchised underserved constituencies.
- Identify key performance indicators for measuring equity in service delivery in a transparent manner.
- Educate and incentivize staff as stewards and advocates for equity and inclusion

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 goals in creating and maintaining collaborative partnerships include institution building, sharing knowledge, public education, enhancing the community's social capital and resiliency, and excellence in service delivery. Specific examples are:

- I have built effective relationships with the Chamber of Commerce and civic organizations in Hopkinton. The Town has a formal partnership agreement with the Chamber of Commerce. Through this partnership, the Town can support economic initiatives and events through the Chamber.
- In collaboration with the Select Board, I have leveraged the Boston Marathon to bring additional resources into the community. I coordinated the establishment of the Invitational Entry Program which is now generating approximately \$300,000 for local nonprofits for over 30 partners each year.
- In collaboration with the Human Resources Department, I led the formation of the Caring Community Initiative, first focusing internally on town staff and then expanding to the community in partnership with the Faith Community and other service-oriented local non-profits. This initiative provides support to town residents - one that is not available through traditional channels.
- I have established and maintained effective relationships with Hopkinton's legislative team, and area town managers to bring additional resources to Hopkinton and the Metrowest region, including becoming a board member of the 495 Partnership.
- My work at Oxfam America was centered around building and sustaining partnerships with like-minded organizations in the global north and south

covering 15 countries in Africa working on poverty alleviation, community development, and emergency/disaster response.

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.*

- I have negotiated Tax Increment Finance agreements with developers that have won Town Meeting and State approval. In addition to job creation and increased valuations, the TIFs I negotiated have included equity and social justice provisions, targeted support to the high school, are tied to a Host Community Agreement, and protect the base value of the building where demolition is planned. Examples include:
  - Lykan Bioscience LLC: Project Investment of \$12 million, creating 125 full-time jobs over 5 years; Lykan is now poised for a second TIF that will create a \$110 million investment, 125 full-time jobs.
  - Perkin Elmer – \$13,000,000 investment to retain 175 jobs and create 225 new jobs
  - Lonza- investing \$70 million to retain 130 jobs and create 300 new jobs

*Infrastructure:* I have championed infrastructure improvements targeting buildings, roadways, IT infrastructure, water, and sewer to support economic development and job creation using local funding, developer funding through Host Community Agreements, and state and federal grants.

*Policies:* I have supported the Select Board in developing evidence-based policies and decisions to support economic development.

*Training and workforce development:* I recently applied for and received a \$90,000 workforce development grant that will target immigrants in Hopkinton and surrounding towns. In collaboration with the legislative team, Police Chief and Human Resources, I have received grant funding to train veterans interested in transitioning into law enforcement. Graduates from this program have secured full-time jobs in law enforcement.

At Oxfam America, I reviewed funded, monitored and evaluated economic development and income generating projects.

11. *Are you currently employed?* Yes

12. *What are your salary expectations?* Negotiable

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

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

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