

Hello Ben,

Please find my application below and resume attached. I have also encouraged Jaclyn, our head of hiring to apply as I believe she has great insight into hiring matters.

1. Identify which category of public seat you are applying for (local nonprofit, local business, or resident) and describe your interest in participating on this board.
  - a. Category: Local business.
  - b. Interest: My interest in the board stems from two main motivations. First, I am a resident of Somerville. Somerville has recently seen great growth, and there have been many exciting results of this change. That being said, the benefits of this growth have not been equally received by all residents of the community. I believe that it is important to ensure that as businesses grow and come to Somerville that those who live here are able to work in those companies and take part in the growing/changing economy of the city. Second, I work at a rapidly growing Somerville based business. While we source some of our talent from the community, I wish that more of our employees were from the neighborhoods that surround our office. Not only is employment a way to give back to the community, I also believe that employees that are local will be happier employees (one reason, shorter commutes) who are more productive and stay longer. I would like to be part of JCRT Board of Trustees due to these two motivations.
  
2. What has been your interaction with the workforce development system, agencies, or nonprofits as a job seeker, employer, professional, or other stakeholder?
  - a. Interaction: I have mainly engaged with Somerville's workforce development system through my time spent as a member of Somerville's Workforce Development Strategic Plan steering committee. I have also spoken directly with members of Somerville's Community Corporation and worked with them to see if Finch could hire individuals they work with.
  
3. Have you served on a nonprofit board or governmental advisory committee in the past or currently? If so, what is one lesson would you take from that experience to the Job Creation and Retention Trust Board of Trustees?
  - a. I have served on three nonprofit boards. The first was Princeton University's Board of Trustees, I also served on the board of Knight's Cabin (a small Canadian nonprofit dedicated to supporting cancer survivors), and I am still a member of Princeton University's Rugby board of Trustees. One of the major lessons I have learned from my time on these organizations that I would bring to the JCRT is the matter of time horizons. Often we focus on the short-term, what do we need to do today, tomorrow, one month from now. However, when leading an organization with a mission to create lasting change, it is essential to consider the long-term implications of actions, and how

what we do today will echo years from now. As such, I would bring this perspective on the long-term mission of the JCRT to help ensure that what we do today works not only for tomorrow, but for the years that follow.

4. What do you believe is the biggest threat facing the regional labor market in the next 10 years?
  - a. While not necessarily restricted to the regional labor market the biggest threat I perceive is automation. I believe that in the next ten years we are going to see automation begin to take many jobs. As a person with a masters in economic history I am aware that technological change in the past has often been perceived by many (in that moment of change) as a job destroyer when really in the end it created more jobs. As such I am cautious when people say, "Our time is different", but I do worry that the nature of automation and its ability to apply across multiple sectors, and disrupt many industries at the same moment will create a period of economic transition and job loss unparalleled by past technological change.
  
5. What do you believe is the most urgent issue facing job seekers or employers today that the Job Creation and Retention Trust could address?
  - a. I believe I do not know enough to truly know the most urgent issue. That being said, one issue that I perceive to is the failure to connect the various efforts that are occurring across this city to help ensure people have access to good jobs. City governments are setting up boards, nonprofits are offering skills training, community colleges are creating courses/programs, and employers are looking for people. While these disparate groups do occasionally talk to each other, I believe that the group of people trying to work to address the problem of employment is fragmented and efforts are not concentrated in a way that could yield the greatest benefit. As part of its efforts I believe the JCRT must work to ensure its work is complimentary to other efforts, potentially even serving as a convening forum to connect the various groups across Somerville (and other nearby towns) to ensure the maxim benefit is achieved with the limited resources we will have.