

# City of Cambridge

Cambridge, Massachusetts

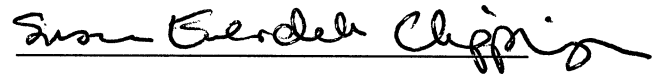
September 8, 1994

I, **Susan Everdell Clippinger**, do solemnly swear, that I will bear true faith and allegiance to the Commonwealth of Massachusetts, and will support the Constitution thereof.

So help me God.

I, **Susan Everdell Clippinger**, do solemnly swear and affirm that I will faithfully and impartially discharge and perform all the duties incumbent on me as **Director of Traffic, Parking and Transportation** according to the best of my abilities and understanding, agreeably, to the rules and regulations of the Constitution, and the laws of this Commonwealth.

So help me God.

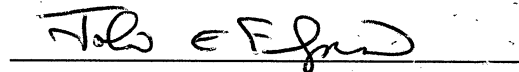


Susan Everdell Clippinger

Middlesex, SS.

September 8, 1994

Sworn to before me.



John E. Flynn  
Deputy City Clerk

## **SUSAN EVERDELL CLIPPINGER**

61 Rockview Street  
Jamaica Plain, MA 02130  
617-522-1360

### **WORK EXPERIENCE:**

**July 1984 -  
Sept. 1993**      **Deputy Director of Aviation for Transportation Services -  
Massachusetts Port Authority, Logan International Airport**

Built and managed a well functioning management team responsible for all parking and ground transportation operations at the nation's tenth busiest airport. Also supervised parking ticket collections and adjudication for the airport and the seaport. A key contributor to the creation of ground access policy and the strategies to implement them. Responsible for a \$9 million annual operating budget, 182 employees, and \$40 million in annual revenue.

Created and managed the public-private partnerships operating the three Logan Express bus services from remote terminals in Braintree, Framingham and Woburn. Developed and managed the Authority's single largest service contract for the on-airport shuttle bus operations, which includes 17 Authority owned buses operated on six different routes. Implemented elements of Total Quality Management for the Authority's front-line employees and for employees of the four bus contractors providing service in Massport's name including, customer service training, employee commendations, and customer and employee input into operational improvements to enhance service delivery. Selected to be media spokesperson for Logan Airport during travel peaks and congested traffic situations.

**Nov. 1981-  
July 1984**      **Director of Parking Management and Planning -  
Traffic and Parking Department, Boston**

Hired staff and set program and budget priorities to implement the parking management program (see below) recommended to the Mayor. Revamped meter program, purchased all new meters, doubled number of meters on the street and tripled meter revenue. Doubled the number of ticket writers, instituted a training program, increased ticket issuance 33% while ticket revenue increased from \$4 million to \$22 million. Expanded the Resident Permit Parking Program by tripling its size and computerizing the permit issuance and record-keeping procedures. Redesigned all parking signs using international symbols.

**May 1981 -  
Oct. 1981**      **Project Manager - Parking Management Study  
Mayor's Office, City of Boston**

Analyzed then current parking management program within the Traffic and Parking Department and, working with outside consultant, prepared and presented to the Mayor recommendations to increase parking revenues, efficiency, and service to the public.

**July 1980 -  
May 1981**      **Deputy Director - Office of Intergovernmental  
Relations, City of Boston**

Assisted in setting up the new office, which was created in July, by reorganizing the old Federal Relations Office's functions and expanding them to include responsibility for liaison with the State and City Council on grants and legislation. This included expanding the staff from 22 to 38 people, establishing budget procedures, and setting office priorities.

April 1978 -  
June 1980

**Project Manager - Downtown Crossing**  
**Traffic and Parking Department, City of Boston**

Managed all aspects of the development of the City's \$4 million pedestrian and transit mall from concept development through funding, design, engineering, and construction. The project required extensive and ongoing liaison with merchants, State and Federal agencies, City departments, and other affected groups to keep the work on schedule and to avoid or resolve problems.

July 1974 -  
April 1978

**Assistant to the Mayor's Transportation Advisor**  
**Mayor's Office, City of Boston**

Duties included the research and writing of position papers on issues of transportation policy for the City. Particular areas of responsibility included MBTA services and budget, elderly and handicapped transportation, designing and implementing the Senior Shuttle program, airport noise problems, and the federally required Transportation Air Pollution Control Plan, including writing the regulations for the City's Parking Freeze.

Sept. 1972 -  
March 1974

**Coordinator Greater Boston Committee on the**  
**Transportation Crisis, Inc.**

Active member of the Committee starting November 1970. Hired as the coordinator in September 1972. Responsible for coordinating, building and fund-raising for a broad-based coalition opposed to the Interstate Highway System planned for the region. When the Governor announced his no-highway, pro-transit policy in November 1972, the coalition's direction and priorities had to shift from opposition to the highways to transit advocacy. Developed transit policy objectives, new members, workshops, a slide show and newsletter.

April 1968 -  
July 1972

**Administrative Assistant - Boston Environment Inc.**

Responsible for compiling and disseminating information about environmental issues and organizations. Coordinated the volunteer staff. Represented BEI in the Environmental Coalition and in the Boston Transportation Planning Review.

**MEMBERSHIPS:**

Institute of Transportation Engineers - Member.

Women's Transportation Seminar.

**AWARDS AND CITATIONS:**

1986

Pride In Performance citation for outstanding performance -  
Commonwealth of Massachusetts

1988 & 1989

Airport of the Year - Airport Ground Transportation Association.

1992

Transportation Person of the Year - New England Bus Association.

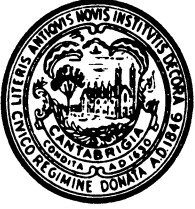
**EDUCATION:**

1969

BA, Sociology - Beloit College, Wisconsin.

1971

Graduate Work in Transportation - Massachusetts Institute of Technology.



CITY OF CAMBRIDGE  
CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300  
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EXECUTIVE DEPARTMENT  
ROBERT W. HEALY  
City Manager

RICHARD C. ROSSI  
Deputy City Manager

September 12, 1994

To The Honorable, The City Council:

In response to Awaiting Report Item No. 21, regarding the status of the new Traffic Director, please be advised of the following:

I am pleased to inform you that after a comprehensive and lengthy search process, I have appointed Susan Everdell Clippinger as Director of Traffic, Parking & Transportation. Ms. Clippinger has served for ten years as Deputy Director of Aviation for Transportation Services at Massachusetts Port Authority's Logan Airport. In that capacity, she oversaw all parking and ground transportation operations, developed and implemented ground access policy and programs and created and managed innovative transportation services, including on-airport shuttle bus operations and Logan Express services to the airport from suburban locations. Ms. Clippinger, overseeing more than 180 employees, also initiated customer service training, employee recognition programs and employee and customer input in evaluation of existing and planned services.

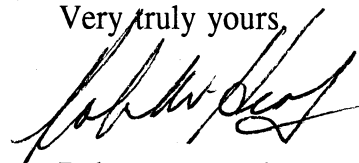
Prior to joining Massport, Ms. Clippinger was employed by the City of Boston in various traffic, parking and transportation operations and planning capacities, including serving as Project Manager for development and implementation of the Downtown Crossing pedestrian and transit mall project and, more recently, serving for five years as Director of Parking Management and Planning in the Traffic & Parking Department. Her experience, training and clear enthusiasm for working for the City will be a great asset to Cambridge in meeting our current and future parking, traffic and transportation needs.

As you are aware, I requested the assistance of a citizen interview committee comprising Robyn Champion, William Covalucci, Astrid Dodds, Yvonne Gittens, Gerald Hathorne, Susan Miller-Havens, and Simon Shapiro, and chaired by Liz Epstein, Director of the Environmental Program, to screen and interview candidates for this position. After laboring with extraordinary focus and commitment over several months to identify and rigorously interview candidates, the committee unanimously recommended Ms. Clippinger as the superior candidate for this position. After interviewing Ms. Clippinger and conducting thorough interviews with numerous references, I fully concur with the committee's assessment of Ms. Clippinger's outstanding qualifications for this position.

The Honorable, The City Council  
September 12, 1994  
Page 2

Ms. Clippinger will assume the position of Director of Traffic, Parking and Transportation on September 6, 1994. Again, I am pleased to announce Ms. Clippinger's appointment to this important position.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy", written in a cursive style.

Robert W. Healy  
City Manager

RWH/mev  
attachment

Consent Agenda # 2

A-76

Response to Awaiting Report Item  
Number Twenty-One regarding the status  
of the Traffic Director.

In City Council,

Sept. 12, 1994

*Placed on file*