

EQUITY TASK FORCE – TOWN OF NATICK

MEETING MINUTES

Conducted via Zoom

August 24, 2021

6:30 p.m.

PRESENT:

Sue Salamoff, Designee of the Select Board and Chair of Equity Task Force
Karen Adelman-Foster, Designee of the Select Board, Select Board Vice Chair
Dorothy Blondiet, Natick HR Director
Guimel DeCarvalho, Member at Large
Jamie Errickson, Designee of the Town Administrator and Deputy Town Administrator
Dr. Anna Nolin, Member at Large (joined at 8:15 p.m.)
Dr. Tina Opie, Member at Large

ABSENT:

Nora Elbasha, Designee of the School Committee
Eric Nguyen, Member at Large
Dr. Marilyn Park, Member at Large
Christine Robinson, Member at Large and Vice Chair of the Equity Task Force

ALSO PRESENT:

Steve Levinsky, Chair of the Personnel Board
Deb Sayre, Member of the Personnel Board
Frank Foss, Town Moderator
Patti Sciarra
Melissa Patrick
Daniel Zitnick
Dan
Kathryn Coughlin

ATTACHMENTS:

Draft minutes from 7-20-2021
Natick CDO job description db JE.doc
Natick CDO job description Tina Opie edits-8-24-21.doc
Natick Equity Task Force Consultant RFP.doc

CALL TO ORDER:

The Chair announced the names of the members present, announced that a quorum was present, and called the public meeting to order at 6:32 p.m. She noted that the meeting had been duly posted, and that all votes would be held via roll call.

MINUTES:

Anna moved and Guimel seconded the motion to approve the minutes of 7/20/2021. The motion passed by a roll call vote of 6-0-0.

Sue Salamoff (Chair)	Y
Christine Robinson (Vice Chair)	Absent
Karen Adelman-Foster	Y
Dorothy Blondiet	Y
Guimel DeCarvalho	Y
Nora Elbasha	Absent
Jamie Errickson	Y
Eric Nguyen	Absent
Dr. Anna Nolin	Y
Dr. Tina Opie	Y
Dr. Marilyn Park	Absent

DISCUSSION AND DECISION

- Sue announced that the SB voted unanimously to put on the fall ATM warrant the funding of a position of Chief Diversity Officer.

Draft Job Description for Chief Diversity Officer

- Steve Levinsky: Described the current process for approving job descriptions. The Personnel Board approves a job description and the placement of a position on the Town Classification and Pay Plan, and Town Meeting approves the Plan.
- Tina announced that she was sharing the link to the current ETF meeting to social media.
- Jamie: Guimel, Dorothy, and Tina have worked out details of the job description, working off the job description from last meeting.
- Tina: shared her doc (see above, Tina Opie edits). She believes the job description is too large -- fit for more than one position. We need community engagement regarding what people want this position to be/do. Thinks role needs clear scope, metrics, and accountability. If we're offering this role because of feedback from constituents, we want to make sure that this position offers what's needed. Question: can the CDO hire others?

- Steve Levinsky: We need to tease apart the job description from annual goals and success metrics. The description is what they're accountable for in terms of what they do in the town. So metrics wouldn't need to be included in the job description.
- Tina: But the role needs to be responsive to what the role will be held responsible for.
- Steve Levinsky: The metrics should generally connect, but don't need to specifically connect,
- Jamie: Was viewing it in the other direction. In order to do the community engagement and set up those metrics, you'd want the person there. Let that person do that work. Work on creating those goals and metrics with regular checkbacks. Agree we need metrics.
- Deb: Is it too simplistic to say that this position will evaluate town processes and establish goals?
- Sue: We're also preparing the RFP for the consultant for data collection and looking at town structures.
- Deb Sayre: How do those fit together?
- Jamie: More work needs to be done to create the initial focus of the person, then the position, separate from the job description.
- Sue: Where is the staff to conduct an equity audit in Natick? Does it need to be led by someone who's not internal to Natick? So far, the idea of people telling what they really think in general public forums isn't working.
- Jamie: Shared his edited document. Wants to keep the job description broad enough to allow the committee to evolve.
- Steve Levinsky: Agreed. This is intended to be illustrative, rather than a complete list of what the position will do.
- Jamie: Generally removes anything that refers to specific plans or entities and keeps things broad, as people, groups, and plans change. This is broadened language. This is generally speaking what you'll be asked to do, but that will change over time.
- Sue: The CDO should report to the TA, not the SB and TA, lest responsibility be diluted.
- Steve: What is the recommendation of the committee in terms of to whom the CDO reports?
- Guimel: Buckets would be as follows: training the staff, metrics, outreach, and being involved in the hiring process (serve on hiring committees, etc), contributing to strategic plan. If something had to go, would keep metrics and strategic planning.
- Steve Levinsky: About the specific line about the role being able to go around the TA and petition the SB. That's unusual.
- Guimel: This was part of the discussion. Wanted to make sure that if there were a disagreement that it was clear they could bring concern to SB.
- Jamie: There's a parallel with the sustainability director. Wants to make sure that the position description is structurally consistent with other staff. Day-to-day management is deferred by SB to TA.
- Anna: Is the worry that if they have to call the current organization on the carpet?
- Guimel: If a practice like the ability to go around TA is only assumed, it disadvantages those with less social capital. And might impair ability to be the disruptor that we're hiring them to be?

- Anna: This is the #1 thing I hear about these positions. Not too many jobs for one person, but it does need to be defined for the very reason Guimel has described. Sometimes they report to a citizen group. Likes that a level of report or audit is written into the description.
- Jamie: Likes the obligation of a report or an audit.
- Steve Levinsky: Would put that into “essential functions.”
- Deb Sayre: What are the requirements of the Sustainability Coordinator in terms of reports?
- Sue: Where do we identify the role of the schools in relation to this position?
- Deb Sayre: There’s a lot of duplication in the description. Saw that there was an expectation that the person would be working with all departments. Agrees shouldn’t be too detailed lest it not give the person to develop.
- Tina: People do not willingly change. So how are we expecting this person -- through charisma? Or what? -- to be successful in this role.
- Deb Sayre: Probably excellent communications skills and strategic planning. I think most change comes about through relationships.
- Tina: We’re talking about cultural norms changing -- what are the policies, procedures, and structural tools this person will have?
- Anna: Those things could be said about my role, too. What are the goals the town is having us work on? Maybe the ETF needs to say that we need goals, too.
- Tina: Anyone who walks into this role needs goals. Nothing to do with the system.
- Deb Sayre: But this person should come in and be able to set those goals.
- Guimel: Has to come with the enforcement goals
- Sue: We’re not starting from zero, but rather from the SB wanting to initiate an ETF, police chief, REMAP, etc. We have a beginning that needs to be built up.
- Melissa Patrick: The position would need to be able to communicate very well, but also have direction. CDOs burn out and become ineffective when the CDO has a lot of responsibility and no authority.
- Karen: No one should think that we can simply hire a CDO and not support them and assume they, on their own, will magically get everything done. That’s a recipe for failure.

Guimel moved to send the job description to the Personnel Board for consideration after the TA has made minor modifications, and Tina seconded the motion. A roll call vote was held, and the motion carried 7-0-0.

Sue Salamoff (Chair)	Y
Christine Robinson (Vice Chair)	Absent
Karen Adelman-Foster	Y
Dorothy Blondiet	Y

Guimel DeCarvalho	Y
Nora Elbasha	Absent
Jamie Errickson	Y
Eric Nguyen	Absent
Dr. Anna Nolin	Y
Dr. Tina Opie	Y
Dr. Marilyn Park	Absent

Job Description for the Diversity Consultant

- Jamie shared his screen: Natick Equity Task Force Consultant RFP
- Sue: Read through draft RFP.
- Guimel: This is great and a good way to focus all the questions. How do we tie this in with the task of the ETF in terms of our final objective of making our recommendations.
- Sue: Concentrated on what we haven't been able to do, and the need to identify structural issues. Didn't concentrate as much on how the committee works with the consultant from now to the end of the task. Sue thinks we have to figure out what our role is in terms of a consultant and a CDO. We have to discuss that as a group. Did we develop enough to benefit administration in putting together an RFP?
- Jamie: Back to Guimel's question -- for him, it's going to be more valuable to the SB and the TA. It will be valuable for the ETF, but maybe not on point for assisting the ETF in determining a recommendation regarding an eventual entity. Maybe we should add a component to the scope.
- Sue: How do we know enough until we actually do outreach into the committee? Won't that shape what we recommend?
- Anna: It's going to be iterative. We'll get data, make changes, get more data.
- Jamie: Maybe we should add some data collection -- some of the numbers behind the scenes. We can add some quantitative data collection. Put in the must-haves, then if possible, additional items. So first get all the things we want on paper, then we can structure the RFP accordingly.
- Sue: Are there other additions or subtractions people want to put forward.
- Karen: We can start thinking about the basis on which we'll make our recommendation for the eventual entity and the additional information we'll need to do that.
- Tina: What's the timeline?
- Jamie: For the CDO, likely late fall or early winter, due to the timeline of Town Meeting, which is responsible for the funding. For the consultant, funding is secure and we could move when we like. Might want to coordinate with the hiring of the CDO
- Anna: There needs to be someone to supervise that person -- should be the CDO. Two towns she looked at had "community fellows" to liaise with this group
- Tina: We need to square the time we've been given with the time we're taken.

- Sue: We'll need to ask for an extension.

Guimel made a motion to send the scope of work for the RFP to the Town Administrator for completion, Dorothy seconded the motion, and the motion carried 7-0-0.

ADJOURN:

At 8:20 p.m., Tina moved to adjourn, Guimel seconded the motion. The motion passed by a roll call vote of 7-0-0.

Sue Salamoff (Chair)	Y
Christine Robinson (Vice Chair)	Absent
Karen Adelman-Foster	Y
Dorothy Blondiet	Y
Guimel DeCarvalho	Y
Nora Elbasha	Absent
Jamie Errickson	Y
Eric Nguyen	Absent
Dr. Anna Nolin	Y
Dr. Tina Opie	Y
Dr. Marilyn Park	Absent

The motion passed by a vote of 7-0-0.

Submitted by Karen Adelman-Foster

EQUITY TASK FORCE – TOWN OF NATICK

MEETING MINUTES

Conducted via Zoom

July 20, 2021

6:30 p.m.

PRESENT:

Sue Salamoff, Designee of the Select Board and Chair of Equity Task Force
Karen Adelman-Foster, Designee of the Select Board, Select Board Vice Chair
Dorothy Blondiet, Natick HR Director
Jamie Errickson, Designee of the Town Administrator and Deputy Town Administrator
Eric Nguyen, Member at Large
Dr. Anna Nolin, Member at Large (joined at 8:15 p.m.)

Guimel DeCarvalho, Member at Large

Dr. Tina Opie, Member at Large

ABSENT:

Nora Elbasha, Designee of the School Committee

Dr. Marilyn Park, Member at Large

Christine Robinson, Member at Large and Vice Chair of the Equity Task Force

ALSO PRESENT:

Mary Deblois

ATTACHMENTS:

Draft minutes from 5-3-2021

Draft minutes from 6-21-2021

Draft Town of Natick Job Description as modified during the meeting

CALL TO ORDER:

The Chair announced the names of the members present, announced that a quorum was present, and called the public meeting to order at 6:39 p.m. She noted that the meeting had been duly posted, and that all votes would be held via roll call.

MINUTES:

Guimel moved and Jamie seconded the motion to approve the minutes of 5/3/2021. The motion passed by a vote of 7-0-0.

Eric moved and Guimel seconded the motion to approve the minutes of 6/21/2021. The motion passed by a vote of 7-0-0.

DISCUSSION AND DECISION

Draft Job Description for Chief Diversity Officer

- Sue: Guimel and Jamie wrote the draft (attached).
- Guimel: Took feedback from the ETF and job descriptions from other towns to create the draft. The meat of it is the beginning paragraph -- who does the person report to directly -- and Essential Functions
- Karen: Is this position meant to cover both schools and municipal, or just municipal?
- Tina: There should be a way for the CDO to handle problems with the TA.
- Jamie: That's a policy decision that doesn't need to be in the job description. There are likely structures in the bylaws (or should be) that cover this kind of eventuality. It may be that the SB needs a policy to address this that the job description is parallel with.
- Tina: We need a set both of short and long term goals. We don't want it to be trail by committee. This needs teeth.
- Jamie: this needs to be part of the policy conversation. What do we put in the job description and what do we put aside. Some of these issues can be resolved with the leadership of the CDO.
- Eric: Yes - there is policy and there is job description, but that information is going to be important to the potential hire. Without that, we're setting the person up to fail. If we can't back up what we want this person to do, not sure it belongs. The other thing we can clarify whether the CDO is the responsible accountable entity or assists in this work.
- Sue: A possible example would be pursuing more aggressively diversity in volunteer participation.
- Tina: Who has the power if not the CDO?
- Jamie: Administration -- but of course there are worker protections. Where the power is depends on what the issue is. On hiring issues, it's the TA and Town Administration. On the bylaw level, it's Town Meeting. On other policies, there are different boards. From the public access perspective, everything we do is transparent. Also, with the form of government Natick has, the TA has a little less power than a Town Manager. Even this job description needs to go to the Personnel Board and then codified by Town Meeting.
- Tina: We need to know what the levers are for DEI across Natick -- maybe even before we hire this person.
- Sue: departments are addressing this independently.
- Tina: Can the TA be held accountable for DEI and the CDO be responsible? This gets back to organizational structure -- so maybe the TA is accountable.
- Sue: With the current atmosphere, Natick applied for and is successfully participating in the Racial Equity Municipal Action Plan (REMAP) program. So there's a positive climate that can be built upon.
- Jamie: The SB hires and fires the TA and sets the overarching objectives that the TA fulfills along with the day to day management of the town. Priorities are still set by the SB.
- Tina: There should be an org chart for the town.

- Tina: Maybe there's a case issue - give them the context about being able to wield influence without authority. Also history of making change. Also add race/ to "ethnicity" to say race/ethnicity in each case. Maybe request a writing sample.\
- Guimel: Should we list education at all?
- Jamie: We may need to for MEPA, for example, or to place it on the Town's personnel pay plan. But we need to make sure that our minimum qualifications aren't precluding the best candidates from even applying. We'll need to check with legal counsel.
- Anna (joins the meeting): Supports the loosening of educational requirements.
- Guimel says and Anna supports: The role of the CDO to be mostly centered on the municipal work but to meet the schools where they need to be met, as well, respecting the separate jurisdiction of the schools.
- Eric: There are definitely ways education is tied to pay scale -- so maybe be explicit in the ways other experience can substitute for some of the education. Also, should we articulate year by year goals -- create a little more structure to the goals.
- Karen: Maybe only as an example? Because we can't really impose goals.
- Tina: What's the deadline?
- Jamie: It would be nice to do it by Fall Town Meeting.
- Tina: Who makes sure the personnel committee has diversity?
- Guimel: It depends on the discretion of the appointing body.
- Tina: it should be embedded -- not based on the good will of the person in charge.
- Jamie: Through REMAP, we've been talking about encouraging diversity among elected officers.

NEXT STEPS

- Dorothy and Tina will work on the next version.
- Karen and Jamie will work on a Warrant Article
- Sue will find a future meeting date
- Anna will send Jamie and Sue sample scopes of work for DEI consultants

ADJOURN:

At 8:49 p.m., Guimel moved to adjourn, Tina seconded the motion, and a vote was held by roll call.

Sue Salamoff (Chair)	Y
Christine Robinson (Vice Chair)	Absent
Karen Adelman-Foster	Y
Dorothy Blondiet	Y
Guimel DeCarvalho	Y
Nora Elbasha	Absent

Jamie Errickson	Y
Eric Nguyen	Y
Dr. Anna Nolin	Y
Dr. Tina Opie	Y
Dr. Marilyn Park	Absent

The motion passed by a vote of 8-0-0.

Submitted by Karen Adelman-Foster

DRAFT
Town of Natick
Job Description

Position Title:	Chief Diversity Officer	Grade Level:	4
Department	Select Board	FLSA Status	Exempt
Reports to:	Town Administrator		

Statement of Duties: The Chief Diversity Officer (CDO) is appointed by the Town Administrator and is responsible for the development of diversity, equity and inclusion programs for the Town of Natick working with the Select Board and relevant stakeholders. Under the supervision of the Town Administrator consistent with the policy of the [REDACTED], the CDO will work to develop and operationalize a long-term program of initiatives that will develop a diverse, equitable and inclusive culture and develop priorities that provide opportunities to build diversity and inclusive practices into the Town's operations. The CDO will work with the Natick Equity Task Force and/or any subsequent recommended entities as described in the essential job functions and participate in developing the scope of the position. For purposes of this position description, social equity is meant to include race/ethnicity, physical ability, LBGTQIA+ identity, socio-economic status as examples, but is intended to be inclusive of all people.

Supervision Required: The Chief Diversity Officer works under the general direction of the Town Administrator. The employee plans and prioritizes the majority of their work independently, in accordance with the standards and rules of the Town and Department and according to professional judgement. Employee is expected to solve most problems of detail or unusual situations by adapting methods or interpreting instructions accordingly. Work is generally reviewed only for technical adequacy, appropriateness of actions or decisions, and conformance with policy or other requirements; the methods used in arriving at the end result are not usually reviewed in detail. Instructions for new assignments or special projects usually consist of statements of desired objectives, deadlines and priorities. Technical and policy problems or changes in procedures are discussed with supervisor.

Supervisory Responsibility: The employee, as a regular and continuing part of the job, is not required to supervise any employees. However, the employee leads all departments and is accountable for the direction and success of diversity and inclusion programs accomplished through town departments/ divisions. Analyzes program objectives, determines work operations, estimates and allocates the financial and staff resources required.

Accountability: Consequences of errors, missed deadlines or poor judgment could result in excessive costs, delay of service delivery, or legal repercussions to the municipality.

The nature of the professional or technical work means that errors in analysis, techniques or recommendations would probably be difficult to detect. Consequences of errors, missed deadlines or poor judgment could result in excessive costs, delay of service delivery, or legal repercussions to the municipality. Other consequences of errors, missed deadlines or poor judgment may include significant monetary losses, waste of material, and damage to buildings, equipment or personal injuries.

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- Commented [EJ1]: I'm hesitant to specifically reference the ETF since it is designed as a short term advisory "task force" to the SB.
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Department
Chief Diversity Officer
7/2/21

DRAFT
Town of Natick
Job Description

Judgment: The work requires examining, analyzing and evaluating facts and circumstances surrounding individual problems, situations or transactions, and determining actions to be taken within the limits of standard or accepted practices. The employee uses judgment in analyzing specific situations to determine appropriate actions. Employee is expected to weigh efficiency, legality, and relative priorities in conjunction with procedural concerns in decision making.

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Complexity: The work consists of understanding and supporting the technical work of a professional office. The work of the office interacts heavily with local and state legal requirements and the employee must understand these sufficiently to support that work. The office is also engaged in .

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The work consists of the practical application of a variety of concepts, theories, practices and principles relating to the field of diversity, equity and inclusion. Assignments typically involve investigation and interpretation of conflict resolution, assessing services, programs and policies, recommending strategies, studying industry trends, maintaining policies, and evaluating compliance with established policies or contracts. Prepares reports and presentations as requested

Confidentiality: Employee has access to confidential information obtained during the performance of the regular duties of the position.

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The work consists of employing many different concepts, theories, principles, techniques and practices relating to an administrative field. Assignments typically concern such matters as studying trends in the field for application to the work; assessing services and recommending improvements. Has regular access to confidential information such as personnel files, HIPAA records, payroll data, collective bargaining documents, executive session strategies, and legal matters that are obtained during performance of essential position responsibilities and in accordance with the State Public Records Law.

Work Environment: The work environment involves everyday discomforts typical of offices. Noise and physical surroundings may be distracting, but conditions are generally not unpleasant. The employee is expected to work beyond normal business hours in order to attend evening meetings.

Nature and Purpose of Contacts: Relationships are primarily with co-workers, both within the Department and in other Town Departments, permit applicants, elected and appointed board/committee members, and the public involving frequent explanation, discussion or interpretation of rules, regulations, practices, procedures, or guidelines in order to render service, plan or coordinate work efforts, or resolve operating problems. Other regular contacts are with employees of outside organizations and state agencies. More than ordinary courtesy, tact and diplomacy may be required to resolve complaints or deal with hostile, uncooperative or uninformed persons.

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Department
Chief Diversity Officer
7/2/21

DRAFT
Town of Natick
Job Description

Occupational Risks: Duties generally do not present occupational risks to the employee. Examples of injury include bruises from falls, cuts or burns, or muscular strains.

Essential Functions:

The essential functions or duties listed below are intended only as illustrations of the various type of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

- Provide leadership and partner with the Select Board, local community organizations and diversity leaders and experts to improve the Town's inclusive climate and design equitable structures throughout the Town's programs and processes. Review policies and plans developed town wide to ensure advancement of the Town's diversity, racial and social equity goals.
- Develop trainings and other educational materials to provide an engine for positively impacting the organization through creating a common language around diversity, racial and social equity and inclusion, facilitating dialogue amongst Town employees.
- Collaborate with the Town Administrator and HR Director on developing and facilitating regular antiracism, social inclusion, or other trainings as deemed appropriate, for Town employees, boards, and committees.
- Assist HR Director and town departments in setting and achieving diversity, equity and inclusion goals, specifically in recruiting, hiring, promoting and retaining qualified employees. Assist with outreach and recruitment and serve on hiring and interview panels.
- Develop and monitor internal racial and social equity metrics and goals across Town departments in collaboration with the Human Resources Director.
- Serves as a resource for the Town and residents regarding Human Rights, Equity/Inclusion and ADA, providing technical assistance when needed on these issues, and ensure the Town's ADA transition plan is current and advancing.
- Monitor and make recommendations relative to Federal, State and Local equal employment opportunity and non-discrimination policies, mandates and directives to ensure that the Town is in full compliance.
- Investigate ADA and Human Rights complaints and provide written reports appropriately and work with the Natick Equity Task Force and the subsequent recommended entities to address policies and procedures. Attend the Natick Equity Task Force and the subsequent recommended entities meetings.
- Provide prompt, fair and impartial processing and investigation of complaints of discrimination and provide counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.
- Advise and collaborate with town staff, Select Board and other boards/committees on coordination and assessment of diversity and inclusion initiatives and approaches to policies and projects within the Town.
- Identify best practices and emerging workforce trends in diversity and inclusion; identify external trends and benchmarks that inform and complement internal workforce goals and employee engagement.
- Research policies and practices in the existing organizational structure, and recommend

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Moved up [1]: <#>Monitor and make recommendations relative to Federal, State and Local equal employment opportunity and non-discrimination policies, mandates and directives to ensure that the Town is in full compliance. ¶

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Department
Chief Diversity Officer
7/2/21

**DRAFT
Town of Natick
Job Description**

- new or improved diversity, equity and inclusive policies and practices.
- Working with the Human Resources Department, complete and submit Equal Employment Opportunity, Commission workforce reports, and reports for the Massachusetts Commission on Discrimination (MCAD) and US Department of Labor as needed. Review, update and maintain the Town's Affirmative Action plan.
 - In collaboration with the Purchasing Director, oversee compliance with MBE/WBE programs.
 - Assist Town departments in the implementation of the ADA transition plan.
 - Assist the Human Resources Department with compliance with EEOC guidelines.
 - Develop ways to engage communities in meaningful dialogue about diversity, equity, and inclusion, what it means for Natick to be a welcoming community, including meeting regularly with various community groups.
 - Communicate orally, in writing or through graphic representations and statistical summaries with colleagues, managers, employees, the public, organized employee groups and representatives of various organizations. **The CDO will have the autonomy to report to the Select Board and implement the priorities and the policies set by the Select Board.**
 - Work with the town communications officer and others to promote participation of a diverse representation of town residents in civic engagement, town services, etc.
 - Design, implement, assess and prepare diversity initiatives and policies and provide recommendations for the Town Administrator and Select Board consideration.
 - Work to support and coordinate individual departments' DEI strategic plans with the overall town DEI strategic plan.

Recommended Minimum Qualifications:

Education and Experience: The Chief Diversity Officer must fulfill the following qualification or any equivalent combination of education, training and experience that provides the required knowledge, skills and abilities to perform the essential functions of the job.

- Three (3) to five (5) years' experience in public or business administration, human resources, legal, social work, public policy, organizational development, psychology, education, or related field.
- Professional experience developing programs to increase cultural competence and implementing DEI initiatives, creating strategic plans with measurable action and change management is highly preferred.
- Bachelor's degree in business, employment law, human resources management, social work, organizational behavior or related field is desirable; minimum of three or more years of related experience; or any equivalent combination of education, training, and experience which provides the required knowledge, skills and abilities

Department
Chief Diversity Officer
7/2/21

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Serve as the Town's affirmative action officer and ADA Coordinator. ¶

Long-term priorities (other duties that may fall under this include):

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**DRAFT
Town of Natick
Job Description**

to perform the essential functions of the position; Master's degree in above related subjects highly desirable. Demonstrated experience with diversity topics, including but not limited to: assessments, strategy development, policies, hiring practices, educational programs (including unconscious bias), scorecard development and tracking preferred.

Special Requirements: Valid Class D Motor Vehicle Driver's License recommended.

Knowledge, Abilities and Skill

Knowledge:

- Working knowledge of personal computer systems including Microsoft Office and Google software.
- Working knowledge of municipal government; ability to independently structure, collect, analyze, and present economic and qualitative information in management reports; ability to understand and interpret laws; to work within a large organization to accomplish given ends through negotiation; skill in dealing with the general public with sensitivity.
- Knowledge of commonly used organizational diversity and education resources, concepts, practices, and procedures. Working knowledge of design and development of such programs.
- Knowledge of laws related to equal opportunity, disability issues, human and civil rights. Knowledge of community, action groups, politics (local), neighborhood and business concerns.
- Ability to work cooperatively in a diverse community and to maintain effective relationships with parties who may have conflicting opinions.
- Exceptional communication skills, de-escalation, mediation and supervisory skills.

Abilities:

- Ability to meet and deal effectively with colleagues, public officials and the public.
- Ability to take the initiative required to handle problems effectively.
- Strong customer service skills.
- Ability to communicate clearly.
- Ability to utilize technology for communication and organization.
- Ability to maintain confidential information.
- Ability to maintain, manage, and organize project records.
- Ability to deal with sensitive inquiries and complaints.

Skill:

- Excellent oral communication skills.
- Analyze data and effectively communicate analysis.
- Systems thinking

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Department
Chief Diversity Officer
7/2/21

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Physical and Mental Requirements

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Physical Skills:

- Little or no physical demands required to perform the essential functions of the position.
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Motor Skills:

- Duties are largely mental rather than physical, but the job may occasionally require the employee to use basic motor skills to perform activities such as moving objects, operating a telephone system, personal computer and/or most other office equipment.

Visual Skills:

- Visual demands require the employee to constantly read documents and computer screens for general understanding and analytical purposes.

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Position Title:	Chief Diversity Officer	Grade Level:	
Department		FLSA Status	Exempt
Reports to:			

Statement of Duties: The Chief Diversity Officer (CDO) is appointed by the Town Administrator and is responsible for the development of diversity, equity and inclusion programs for the Town of Natick working with the Select Board and relevant stakeholders. Under the supervision of the Town Administrator consistent with the policy of the [redacted], the CDO will work to develop and operationalize short and long-term strategies that will develop a diverse, equitable and inclusive culture and prioritize opportunities to build diversity and inclusive practices into the Town's operations. The CDO will have the autonomy to report to the Select Board and implement the priorities and the policies set by the Select Board. The CDO will work with the Natick Equity Task Force and the subsequent recommended entities as described in the essential job functions and participate in developing the scope of the position. For purposes of this position description, social equity is meant to include race/ethnicity, physical ability, LBGTQIA+ identity, socio-economic status as examples, but is intended to be inclusive of all people.

Supervision Required: The CDO works under the general direction of the Select Board. The CDO plans and prioritizes the majority of their work independently, in accordance with the standards and rules of the Town and Department and according to professional judgement. The CDO is expected to solve most problems of detail or unusual situations by adapting methods or interpreting instructions accordingly. Work is generally reviewed only for technical adequacy, appropriateness of actions or decisions, and conformance with policy or other requirements; the methods used in arriving at the end result are not usually reviewed in detail. Instructions for new assignments or special projects usually consist of statements of desired objectives, deadlines and priorities. Technical and policy problems or changes in procedures are discussed with supervisor.

Supervisory Responsibility: ?????????? The CDO will determine the sufficient staff and volunteer base necessary to execute their job.

Accountability: Consequences of errors, missed deadlines or poor judgment could result in excessive costs, delay of service delivery, or legal repercussions to the municipality.

Judgment: The work requires examining, analyzing and evaluating facts and circumstances at the individual, interpersonal and institutional (systemic) levels to actions to be taken within the limits of standard or accepted practices. The employee uses judgment in analyzing specific situations to determine appropriate actions. Employee is expected to weigh efficiency, legality, equity, inclusion, and relative priorities in conjunction with procedural concerns in decision making.

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Finally, The Equity Task Force would benefit from outlining carrots and sticks available to the CDO. As written, this sounds like oodles of responsibility but very little accountability from others. In other words, the position seems like a Band-Aid not a structural DEI response

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Complexity: The work consists of understanding and supporting the technical work of a professional office. The work of the office interacts heavily with local and state legal requirements and the employee must understand these sufficiently to support that work. The office is also engaged in assessing complex social interactions.

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Confidentiality: Employee has access to confidential information obtained during the performance of the regular duties of the position and will maintain confidentiality of these materials.

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Work Environment: The work environment involves everyday discomforts typical of offices. Noise and physical surroundings may be distracting, but conditions are generally not unpleasant. The employee is expected to work beyond normal business hours in order to attend evening meetings. However, the Town of Natick will defer to the employee's judgement given that extensive working outside of normal business hours infringes upon personal well-being.

Nature and Purpose of Contacts: Relationships are primarily with co-workers, both within the Department and in other Town Departments, permit applicants, elected and appointed board/committee members, and the public involving frequent explanation, discussion or interpretation of rules, regulations, practices, procedures, or guidelines in order to render service, plan or coordinate work efforts, or resolve operating problems. Other regular contacts are with employees of outside organizations and state agencies. More than ordinary courtesy, tact and diplomacy may be required to resolve complaints or deal with hostile, uncooperative or uninformed persons.

Occupational Risks: Duties generally do not present occupational risks to the employee. Examples of injury include bruises from falls, cuts or burns, or muscular strains.

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Essential Functions:

The essential functions or duties listed below are intended only as illustrations of the various type of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

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Immediate priorities (essential duties):

- Provide leadership and partner with the Select Board, local community organizations and diversity leaders and experts to improve the Town's inclusive climate and design equitable structures throughout the Town's programs and processes. Review policies and plans developed town wide to ensure they comply with the Town's racial and social equity goals.
- Town Employee Training (In collaboration with current REMAP):
 - Develop new employee groups to provide an engine for positively impacting the organization through effective leadership, engagement, programming and management; develop and build programs that create a common language around

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- racial and social equity and inclusion and facilitate dialogue amongst Town employees.
- Collaborate with the Town Administrator and HR Director on developing and facilitating regular antiracism and social inclusion trainings for Town employees, boards, and committees.
- Town Employee Recruitment & Retention:
 - Assist Town departments in setting and achieving equity and inclusion goals, specifically in recruiting, hiring, promoting and retaining qualified employees. Assist with outreach and recruitment and serve on hiring and interview panels.
- Defining & Metric Gathering:
 - Develop and monitor internal racial and social equity metrics and goals across Town departments articulating key stakeholders, timelines.
 - Collaborate with the Human Resources Director to develop metrics and to identify and report on the Town's internal diversity goals.
 - Outline consequences of not meeting established metrics
- Ombudsman Services:
 - Serves as a resource for the Town and residents regarding Human Rights, Equity/Inclusion and ADA, provides technical assistance to the Town regarding Equity/Inclusion and ADA issues and activities and ensure the Town's ADA transition plan is addressed and works
 - Investigate ADA and Human Rights complaints and provide written reports appropriately and work with the Natick Equity Task Force and the subsequent recommended entities to address policies and procedures. Attend the Natick Equity Task Force and the subsequent recommended entities meetings.
 - Monitor and make recommendations relative to Federal, State and Local equal employment opportunity and non-discrimination policies, mandates and directives to ensure that the Town is in full compliance.
 - Provide prompt, fair and impartial processing and investigation of complaints of discrimination and provide counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.
- Proposing Policy:
 - Advise and collaborate with employees and the Select Board in the establishment, coordination and assessment of diversity and inclusion initiatives. Identify, execute and promote best practices in the areas of equity, inclusion and diversity.
 - Identify best practices and emerging workforce trends; identify external trends and benchmarks that inform and complement internal workforce goals and employee engagement; bringing new ideas to the Town's diversity, equity and inclusion initiatives.
 - Research policies and practices in the existing organizational structure for systemic and institutional racism norms and recommend new racially equitable policies and practices.
- Liaison With Town and School Department:

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- Working with the Human Resources Department, complete and submit Equal Employment Opportunity Commission workforce reports, and reports for the Massachusetts Commission on Discrimination (MCAD) and US Department of Labor as needed. Review, update and maintain the Town's Affirmative Action plan.
- In collaboration with the Purchasing Director, oversee compliance with MBE/WBE programs.
- Assist Town departments in the implementation of the ADA transition plan.
- Assist the Human Resources Department with compliance with EEOC guidelines.
- Serve as the Town's affirmative action officer and ADA Coordinator.

Long-term priorities (other duties that may fall under this include):

- Community Outreach:
 - Develop ways to engage communities in meaningful dialogue about racial and social equity, inclusion, and what it means for Natick to be a welcoming community, including meeting regularly with various community groups.
 - Communicate orally, in writing or through graphic representations and statistical summaries with colleagues, managers, employees, the public, organized employee groups and representatives of various organizations.
 - Work with the Town Communications Officer to promote participation of a diverse representation of town residents in civic engagement, town services, etc.
- Equity Strategic Plan Development:
 - Design, implement, assess and prepare diversity initiatives and policies and provide recommendations for the Town Administrator and Select Board consideration.
 - Work to coordinate individual departments' DEI strategic plans with the overall Town DEI strategic plan.
- Consult on proposed articles, policies, bylaws, and governance.

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Recommended Minimum Qualifications:

Education and Experience: The Chief Diversity Officer must fulfill the following qualification or any equivalent combination of education, training and experience that provides the required knowledge, skills and abilities to perform the essential functions of the job.

- Three (3) to five (5) years' experience in public or business administration, human resources, legal, social work, public policy, organizational development, psychology, education, or related field.
- Professional experience developing programs to increase cultural competence and implementing DEI initiatives, creating strategic plans with measurable action and

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change management is highly preferred.

Special Requirements: Experience working in a Massachusetts municipal planning or permitting office preferred.

Knowledge, Abilities and Skill

Knowledge:

- Working knowledge of personal computer systems including Microsoft Office and Google software.
- Working knowledge of municipal government; ability to independently structure, collect, analyze, and present economic and qualitative information in management reports; ability to understand and interpret laws; to work within a large organization to accomplish given ends through negotiation; skill in dealing with the general public with sensitivity.
- Knowledge of commonly used organizational diversity and education resources, concepts, practices, and procedures. Working knowledge of design and development of such programs.
- Knowledge of laws related to equal opportunity, disability issues, human and civil rights. Knowledge of community, action groups, politics (local), neighborhood and business concerns.
- Ability to work cooperatively in a diverse community and to maintain effective relationships with parties who may have conflicting opinions.
- Exceptional communication skills, de-escalation, mediation and supervisory skills.

Abilities:

- Ability to meet and deal effectively with colleagues, public officials and the public.
- Ability to understand multiple perspectives and respond in appropriate manner.
- Ability to resolve conflict.
- Ability to take the initiative required to handle problems effectively.
- Strong customer service skills.
- Ability to communicate clearly.

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- Ability to utilize technology for communication and organization.
- Ability to maintain confidential information.
- Ability to maintain, manage, and organize project records.
- Ability to deal with sensitive inquiries and complaints.

Skill:

- Excellent oral communication skills.
- Analyze data and effectively communicate analysis.
- Systems thinking
- Fluency with identity, demonstrated self-awareness of identity and implications of identity

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Physical and Mental Requirements

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Natick Equity Task Force Consultant RFP

- I. Request for Proposal**
- II. Context & Project Overview**
- III. Scope of Services**

The consultant selected to work in partnership with stakeholders on this project will be expected to produce the products and services listed below, resulting in the completion of a final report with recommendations for actionable steps towards achieving our goal. It is the Town of Natick's intention to complete both phases of this proposal, however we reserve the right to contract for only the work that will be supported by the project budget. Based on expertise and prior experience with similar projects, the consultant is free to suggest changes or alternatives in their response to this request. All deliverables submitted for review will become the property of the Town of Natick. Deliverables should be submitted as specified below and can include digital versions in an acceptable digital format for use in PowerPoint presentations and on the town's website.

IV. Project Tasks

1. Meet with the Town Administrator and the Equity Task Force to discuss project approach, framework for work, goals, priorities, and develop common set of expectations.
2. Project meetings for updates and feedback – Town Administrator, Equity Task Force until the Diversity Officer is on staff.
3. Review Charter, Bylaws, The Racial Equity Municipal Action Plan (REMAP), Human Resources Policies, Select Board Policies, School District Policies, Budget for resource allocation, Language Accessibility Policy, etc.
4. Perform key stakeholder interviews with:
 - a. Town Department Heads
 - b. Town Employees
 - c. Town Government elected and appointed volunteers
 - d. Partnerships

- e. Community Cultural Liaisons
- f. Focus Groups with under-represented groups.

5. Develop opportunities for public engagement; check assumptions and priorities with Natick community.
6. Drafting audit report findings, inequitable policies and priority level for changes, potential new policy language.
7. Present the draft findings to the Town Administrator, and the Diversity Officer
8. Final presentation to the Select Board and the public.

V. Deliverables

A. Status reports at least monthly to (Town Administrator & Equity Task Force/Select Board until the Diversity Officer is on staff) including a summary of all costs incurred and work performed during the period.

B. The consultant will document all findings, conclusions, and recommendations in a formal report. The report will include at a minimum:

1. summary of stakeholder meetings & data gathering process,
2. data obtained organized into key demographics
3. evaluation of existing policies & procedures,
4. list of opportunity gaps & barriers, including language/ communication challenges.

C. The consultant will provide documents that include:

1. recommendations for policy, programming & procedural change, including municipal service delivery
2. recommendations for community engagement including:
 - a. accessibility
 - b. communication/ information dissemination
 - c. inclusion
3. recommendations for equitable voting processes
4. recommendations for continuous training for town departments & employees

5. recommendations for recruitment, retention & support for employees from BIPOC & marginalized communities

D. Oral presentation of the results of the project and recommendations

1. to the Diversity Officer and Town Administrator
2. to the Select Board.

E. The consultant will provide two (2) printed copies of the final report and other documents to the town. Contractor will also provide a copy of the final report in PDF.

The consultant will provide all documents in digital formats, PDF preferred.