

EQUITY TASK FORCE – TOWN OF NATICK

**MEETING MINUTES
Conducted via Zoom
September 27, 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
Dr. Tina Opie, Member at Large (arrived at 6:45 p.m.)
Dr. Marilyn Park, Member at Large

ABSENT:

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

ALSO PRESENT:

C. Lowry

ATTACHMENTS:

Draft minutes from 8-24-2021
Town of Natick Classification and Pay Plan as approved by Personnel Board
CDO job description as approved by Personnel Board

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 6:35 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 8-24-2021 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	Absent
Dr. Marilyn Park	Y

DIVERSITY OFFICER STATUS

Sue: The Select Board voted unanimously to fund the CDO from ARPA (American Rescue Plan Act) funds. Consequently, when Article 19 came up at Finance Committee, it was reported that the Select Board would not be seeking funds for the position. The SB asked for a recommendation of “No Action.”

Jamie: There’s a big focus on targeting disproportionately affect populations and engagement with these populations, so the position is within the intent of ARPA. This means we can get started immediately -- needn’t wait for Town Meeting. The SB also supported using ARPA funds taking a comprehensive look at human services across schools and town, especially with new populations. Also, there could be additional funds for DEI-related initiatives or additional funds for the position if needed.

Sue: Also, on September 15, the Personnel Board voted to approve the CDO job description and to add it to the Personnel Classification and Pay Plan at a Level 4. Town Meeting ratifies this plan -- they don’t get involved in adjusting positions.

CONSULTANT RFP UPDATE

Jamie: has been focussing on the CDO position and ARPA -- has not focused on the RFP since our last meeting. Hopes to get the RFP posted in the coming month, after several key positions have been backfilled.

Tina Opie arrived

WORK PLAN/SCHEDULE

Sue: So what should the work plan be going forward? Focus on an organizational group now, or wait for the CDO or consultant? Should we ask for an extension beyond November?

Guimel: We have a lot of information -- enough to get started.

Karen: We shouldn't put everything on hold, but we should keep going -- but wait to make decisions until the CDO is here.

Dorothy: Agree with that approach.

Jamie: Wants continued dialog with people in the group. Could use some input from people in the group.

Tina: signed up for one year -- will be rolling off. Are we filling a hole that should be filled by a professional it.

Marilyn: this may not take too long. We could have a DEI commission working with the CDO but limiting the scope.

Karen: we could make an interim recommendation

Guimel: couldn't the CDO convene a work group? Who isn't a public commission? People who would work. Likes the idea of something that sunsets. Also think we could do it fairly fast. We need something to react.

Sue: we could run into a difficult time for a few weeks to meet because of Town Meeting.

Karen: We could do this in one more meeting.

Jamie: that would be helpful for the person to have the three options.

Sue: REMAP (Racial Equity Municipal Action Plan) team would be very interested in talking to members of the ETF as a group or individually.

- Karen: Volunteers to serve on subcom.
- Guimel: Nominates Marilyn
- Marilyn: Nominates Guimel

Sue, Karen, Guimel, Marilyn will bring forth three options to the larger group.

The goal is to finish the work in one more general meeting.

ADJOURN:

At 7:12 p.m., Guimel moved to adjourn, Marilyn seconded the motion. The motion passed by a roll call vote of 8-0-0.

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	Y

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

Submitted by Karen Adelman-Foster

EQUITY TASK FORCE ADVISORY GROUP – TOWN OF NATICK

MEETING MINUTES

Conducted via Zoom

September 27, 2021

5:30 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 Chair

Guimel DeCarvalho, Member at Large

Dr. Marilyn Park, Member at Large

ABSENT:

None

ALSO PRESENT:

Mary DeBlois

ATTACHMENTS:

Subcommittee Consensus Recommendations On Entity/Committee

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 5:35 p.m. She noted that the meeting had been duly posted, and that all votes would be held via roll call.

MINUTES:

None

DISCUSSION AND DECISION

A discussion was held regarding as to whether there should be an entity and what it should be. The group worked from a shared document (attached). Consensus was as follows:

Subcommittee Consensus Recommendations:

To establish entity/committee that:

Mission/Scope: To work in conjunction with the Chief Diversity Officer in supporting the CDO's functions. The Entity/Committee may assist the CDO in such projects as: (1) building strong community relations and outreach (2) creating an avenue for all persons who come into contact with the Town to report any violations of civil rights principles (3) review Town by-laws, charter,

articles, policies that contribute to an inequitable outcome and to provide recommendations to the Select Board.

The Entity/Committee makes reports and recommendations to the Select Board.

Composition: The Select Board shall appoint a diverse and inclusive group of five to seven members for the Entity/Committee who shall be qualified for such appointment by virtue of their interest, demonstrated relevant and significant knowledge, life experience or training. The Entity/Committee is to have at least 51% representation of communities that are historically marginalized populations. Members of the Entity/Committee are to be nominated by the Chief Diversity Officer and appointed by the Select Board. Members shall not include sitting members of the Select Board, School Committee, Planning Board, or Finance Committee.

The Entity/Committee may provide the Select Board with a recommendation to modify its structure or charge at any time, but must do so before the end of its term.

The suggested process for seeking members may include but are not limited to: regular announcement process, social media, direct emails to community organizations, Pegasus.

Term: The terms of the first members are to end on June 30, 2023. Reappointments and future terms to last 3 years and be appointed on a staggered schedule.

ADJOURN:

At 8:15 p.m., Guimel moved to adjourn, Marilyn seconded the motion. The motion passed by a roll call vote of 4-0-0.

Sue Salamoff (Chair)	Y
Karen Adelman-Foster	Y
Guimel DeCarvalho	Y
Dr. Marilyn Park	Y

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

Submitted by Karen Adelman-Foster

Town of Natick
Classification and Pay Plan
Effective ~~July 1, 2021~~ January 1, 2022

Grade	Minimum	Point 1	Point 2	Maximum
6	\$125,000.00	\$140,000.00	\$155,000.00	\$165,000.00 181,500.00
5	\$100,000.00	\$120,000.00	\$135,000.00	\$145,000.00 159,500.00
4	\$75,000.00	\$90,000.00	\$105,000.00	\$125,000.00 137,500.00
3	\$60,000.00	\$72,000.00	\$85,000.00	\$105,000.00 115,500.00
2	\$48,000.00	\$55,000.00	\$62,500.00	\$80,000.00 88,000.00
1	\$42,000.00	\$48,000.00	\$54,000.00	\$60,000.00 70,000.00

GRADE 6

Chief of Police
Deputy Town Administrator/Director of Finance
Deputy Town Administrator/Operations
Fire Chief
Town Administrator

GRADE 5

Comptroller
Deputy Chief of Police
Director of Community & Economic Development
Director of Facilities Management
Director of Human Resources/Labor Relations
Director of Information Technology
Director of Public Works
Director of Strategic Initiatives & Partnerships

GRADE 4

Assistant Comptroller

Building Commissioner
~~Chief Diversity Officer~~
Deputy IT Director/Systems Network Administrator
Director of Assessing
Director of Senior Center & Community Services
Director of Public Health
Director of Recreation & Parks
Director of Sustainability
Morse Library Director
Treasurer/Collector

GRADE 3

Assistant Assessor (certified)
Assistant Director of Assessing
Assistant Director of Council of Aging

GRADE 3 continued

Assistant Director of Finance
Assistant Director of Recreation & Parks
Assistant Town Clerk
~~Assistant to Town Administration~~
Assistant Treasurer/Collector
Bacon Free Director
Benefits Manager
Budget Analyst
Communication/Information Officer
Community & Economic Development Administrator
Development Review Planner
Director, Bacon Free Library/Asst. Director of Morse Library
Director of Recreation Programs/Special Events
Environmental Health Agent
Executive Director, Farm
Facility Maintenance Manager
Golf Course Manager
Housing/General Planner
Information Systems Network Administrator
Local Building Inspector (certified)

~~Planner/Conservation Agent~~Open Space
~~Planner/Conservation Agent~~
Prevention & Outreach Program Manager
Procurement Manager
Project Manager
Public Health Nurse
Regulatory Compliance Coordinator
Senior Environmental Health Specialist
Senior Planner
Social Work Administrator
Staff Accountant
Veterans Agent

GRADE 2

Assistant Assessor (non-certified)
Assistant Director, Bacon Free Library
Assistant Director, Farm
Assistant Director, Internal Operations, Farm
~~Associate Project Coordinator~~
Clinical Social Worker
Coordinator of Adaptive Programs
Data Analyst
Executive Assistant
Executive Assistant to the Town Administrator & Select Board
Executive Assistant to the Fire Chief
Facility Custodial Supervisor

Golf Course Superintendent
Human Resources Coordinator
Payroll Manager
Sanitarian
~~Senior Executive Assistant~~
Senior Executive Assistant to the Chief of Police
Social Worker
Social Worker Coordinator

Special Assistant to Director of Facilities Management

Special Assistant to the Director of Finance
Special Asst. to Director of Senior Center & Community Service
System Specialist Administrative
Youth Center Coordinator

GRADE 1

Animal Control Officer
Finance Coordinator
Golf Professional
Outreach Coordinator
Parking Enforcement Office
Program Manager Volunteer Services
Student Officer

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Position Title:	Chief Diversity Officer	Grade Level:	<u>4</u>
Department	Select Board/Town Administration	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, lead the Town’s efforts to support disproportionately impacted populations impacted by the COVID-19 crisis, and engage with the Select Board and relevant stakeholders in advancing such work. Under the supervision of the Town Administrator consistent with the policies of the Select Board and Town Administration, the CDO will work to develop and operationalize a long-term program of initiatives that will develop a diverse, equitable and inclusive culture, target support for disproportionately impacted populations of the COVID-19 pandemic, and develop priorities that provide opportunities to build diversity and inclusive practices into the Town’s operations. The CDO will work with boards/committees of the Town as well as community groups as necessary and described in the essential job functions. 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 according to professional judgement. The 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 supports departments and is accountable for the direction and success of diversity and inclusion programs, as well as support for disproportionately impacted populations following the COVID-19 pandemic, 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

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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.

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.

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 work also must understand, interact, and operate within a complex municipal form of government.

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 may have access to confidential information obtained during the performance of the regular duties of the position.

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. The position may have 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, elected and appointed board/committee members,

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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, state agencies, and disproportionately impacted populations of the community. 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.

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, with specific attention to supporting populations disproportionately impacted by the COVID-19 pandemic.
- 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, 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 from populations disproportionality impacted by the COVID-19 pandemic.
- Develop and monitor internal racial and social equity metrics and goals across Town departments in collaboration with the Human Resources Director.
- 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.
- 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.
- Working with Human Resources and other town departments as appropriate, complete, update, and maintain Equal Employment Opportunity Commission workforce, Massachusetts Commission on Discrimination (MCAD) and US Department of Labor, the Town's Affirmative Action plan, MBE/WBE programs, ADA Transition Plan, and others as assigned.

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- 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.
- 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.

Recommended Minimum Qualifications:

Education and Experience: The Chief Diversity Officer must fulfill the following qualifications 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.

- ~~(5)~~ years² 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, engaging with diverse populations, 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.

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

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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.

Physical and Mental Requirements

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the position's essential functions.

Physical Skills:

- ~~Little or no physical demands required to perform the essential functions of the position.~~
- ~~Occasionally,~~ the employee is required to lift, push, carry, or pull objects such as office equipment up to 40lbs.
- Some travel required.

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:

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

This job description does not constitute an employment agreement between the employer and the employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.