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2nd Annual Report on Workforce Inclusion and Diversity

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April 9, 2012

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INTRODUCTION

The Town of Brookline recognizes and values diversity as a vital characteristic of the Town. Brookline celebrates the diversity of the community it serves and the individuals it employs, embracing the differences in race, color, religious creed, national origin, ancestry, gender, age, handicap, gender identity, sexual orientation and military background.

The Town of Brookline believes it has a responsibility to capitalize on the strength emanating from these differences and has a duty to ensure its employees, citizens, vendors and the members of the general public are treated with dignity and respect in all of their duties and dealings with the Town of Brookline.

The Town of Brookline believes a workplace that attracts and retains diverse personnel will allow it to serve its citizenry more creatively, strategically, and productively. A successful inclusion and diversity program will ensure these objectives, goals and priorities are maintained.

The Town of Brookline seeks to put in place strategies that are sustainable to ensure these objectives of inclusion and diversity are realized and maintained.

The mark of success for any initiative will be that it:

- Broadens acceptance and appreciation of diverse people, beliefs and life styles;
- Employees feel acknowledged for diverse experiences, backgrounds, and perspectives that they bring to the workplace;
- Employees feel valued for the contributions that they make to enrich and enhance the Town of Brookline; and
- Employees, residents, contractors and the general public feel welcomed and respected when dealing with the Town.

These objectives can only be achieved by ensuring that those who provide services and shape the policies and programs of the Town share those goals and values of creating a workforce that is inclusive and diverse.

Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you to be. This is the interrelated structure of reality. – Martin Luther King Jr.

The First Annual Inclusion and Diversity Report released in March 2011 reviewed recent, current and future actions and efforts the Town of Brookline has undertaken to realize Dr. Martin Luther King's vision. This Second Annual Inclusion and Diversity Report reviews the actions the Town has taken as a whole and details efforts individual departments currently make to ensure their services are accessible to individuals from all backgrounds and that these individuals are treated with respect and dignity in their dealings with the Town.

PREVIOUS ACTIONS

Several events occurred in Calendar Years 2009 and 2010 that prompted the Town of Brookline to develop new approaches to inclusion and diversity issues. Switching health care providers and moving into the state's Group Insurance Commission (GIC) saved the Town millions of dollars and also freed up resources in the Human Resources Department, allowing that department to establish new priorities for Training and Policy review.

PRECURSORS TO INCLUSION AND DIVERSITY INITIATIVES

In May 2010, Town Meeting voted to adopt a Resolution wherein the Town would "examine ways to understand the extent to which Brookline has made progress toward realizing the vision of Dr. (Martin Luther) King by preparing and making

available to the public an annual report based on, but not necessarily limited by, the Town's diversity reports and data collected on its departments, any appropriate reports the School department may have on the diversity, inclusion and achievements of its employees or students, and any other reports showing compliance with applicable equal opportunity laws and laws prohibiting discrimination." ¹

In June 2009, the Board of Selectmen delegated to the Town's Human Resources Director the task of compiling an annual report on the Town's efforts to realize Dr. King's vision.

Civil Service Constraints Removed

In May 2010 the Town was removed from the state's Civil Service system for clerical, labor and non-public safety professional positions. This followed an exhaustive review and report issued by Human Resources Board in 2006 recommending that the Town be removed from the constraints of Civil Service except for Police and Fire candidates. The report found Civil Service system had been underfunded for many years and was a largely unworkable civil service system that rewarded insiders who already knew the system. Ironically it effectively promoted nepotism, contrary to the civil service system's initial purpose of promoting merit-based hiring. Hence, the Human Resources Board's report found the system excluded entire populations of well-qualified candidates.

The Human Resources Board submitted a warrant article to the May 2009 Town Meeting which approved this action by a clear majority. The Human Resources Board, with the assistance of the Human Resources Department, ushered the home rule petition through the legislative process and Governor Deval Patrick signed it into law on May 10, 2010.

¹ On May 27, 2010, Town Meeting voted unanimously to adopt Article 17, a Resolution to establish an Official Annual Town-wide Commemoration of Dr. Rev. Martin Luther King, Jr. Day.

Moving out of the Civil Service system for clerical, labor and non-public safety professionals was critical to this shift in focus, as it freed the Town to think about new strategies to increase the diversity of its applicant pools, and it will allow the Town to begin thinking about new approaches to recruitment, promotional opportunities and employee development and evaluation.

Injustice anywhere is a threat to justice everywhere. -Martin Luther King, Jr.

The Grip of Health Care Cost is Lessened

Another significant change preceding the First Annual Inclusion and Diversity Report was the Agreement between the Town and Public Employee Committee's agreement to enter the state Group Health Commission (GIC) in July 2010. This change in group health insurance saved the Town more than \$4 million dollars in anticipated costs and went far to avoid lay-off, wage freezes and the elimination of vacant positions. Entering the GIC provides the Town with greater stability in health insurance costs and frees up valuable resources of the Human Resources Office to focus on policy and training objectives that have been side-lined while the Department focused on runaway health insurance costs.

THE FIRST ANNUAL REPORT ON INCLUSION AND DIVERSITY

The First Annual Report on Inclusion and Diversity detailed a number of policy and training initiatives that occurred during the 2010 calendar year, including the development of a new Anti-discrimination policy, supervisor training on Discrimination Law, joining the Commonwealth Compact and the adoption of an internal working group to look at inclusion and diversity issues and to develop collaborative partnerships with other municipalities and other Town departments such as the Human Relations/Youth Resources department, Public Safety, Planning and Community Development and the Public Schools.

Development of Anti-Discrimination Policy

During the Fall of 2010, the Town adopted a new “Policy against Discrimination, Sexual Harassment and Retaliation” which provides supervisors and employees straightforward processes and procedures to address any allegation of discrimination. The policy makes clear that the Town has zero tolerance toward discrimination, sexual harassment, as well as for retaliation for reporting such conduct or assisting with an investigation.

MCAD Supervisor Training

Likewise, the Town of Brookline trained over 175 Supervisors on the Massachusetts’s law prohibiting discrimination, sexual harassment and retaliation. The training was conducted by the Massachusetts Commission against Discrimination’s (MCAD) Training Division, covering both the state law and the Town’s newly adopted Policy against Discrimination, Sexual Harassment and Retaliation.

Commonwealth Compact

In October, 2010, the Town of Brookline joined the Commonwealth Compact, a collaboration of higher education institutions and for-profit and non-profit organizations.

The Commonwealth Compact and its 230 participants, that represent approximately 280,000 members of the Massachusetts workforce, are committed to ensure the Greater Boston area is a desired destination to work and live for people of color and women, with the belief that their contributions in the workforce will be vital to the region’s social and economic future.²

<http://www.commonwealthcompact.umb.edu/>

The Working Group

Under the purview of the Board of Selectmen and Town Administrator, the Human Resources Director assembled an Inclusion and Diversity Working Group comprised of Department Heads and senior managers to help the Human Resources Director to

² *Stepping Up: Managing Diversity in Challenging Times*, pg 1, report of the Commonwealth Compact, 2009.

define priorities, strategies, and best practices and to develop town-wide objectives and goals.

2011 EFFORTS AND ACCOMPLISHMENTS

2011 MARTIN LUTHER KING CELEBRATION, KEEPING THE PROMISE

In May 2010, Town Meeting voted to establish committee to ensure the Town consistently provided a celebration honoring the legacy of the Rev. Dr. Martin Luther King. Shortly thereafter, the Martin Luther King, Jr. Celebration Committee was established by a vote of the Board of Selectmen to reaffirm the Town of Brookline’s commitment to inclusiveness, tolerance, and diversity. The Committee is charged with planning the Town’s annual celebration of the life and legacy of the Rev. Dr. Martin Luther King, Jr.

The Committee members include Mariela Ames, Steve Bressler, Elizabeth Childs, Tony Daggett, Rob Daves, Karen Fischer, Betsy Shure Gross, Diana Hwang, Bobbie Knable, Rita McNally, Selectwoman Jesse Mermell, Larry Onie, Michael Traister, Ed Wang, who each worked diligently to pull off the event.

The first event organized by the MLK Committee, *Keeping the Promise*, was held on January 9, 2011 at the Coolidge Corner Theatre. The celebration was emceed by Malcom Cawthorne, a 1988 graduate of Brookline High School (BHS), who now teaches United States and African American history at BHS. Mr. Cawthorne is a member of the Boards of Directors of Hidden Brookline, and the Brookline Historical Society. The son of avid civil rights activists, Mr. Cawthorne was named after Malcolm X.

Dr. Peniel Joseph, author and Professor of History at Tufts University, was the keynote speaker of the event. Dr. Joseph is the author of the award-winning *Waiting ‘Til the Midnight Hour: A Narrative History of Black Power in America*. He is a frequent national commentator on issues of race, democracy, and civil rights who appears on C-SPAN’s Book TV, NPR, and PBS’s NewsHour.

The Senior PALS Children’s Chorus and the Baker School Jazz Band provided musical performances and students from the Town’s Steps to Success program gave readings of quotes by Dr. King, President Barack Obama, Congressman Shirley Chisholm, and former Congresswoman Barbara Jordan. The kick-off event was attended by approximately 300 persons and was regarded as a success.

The 2012 event, which will be detailed in the Third Annual Report, was also held at the Coolidge Corner theatre. The celebration was heavily attended with standing room only, with Keynote Speaker Callie Crossley, journalist and host of the Callie Crossley Show on WGBH. The message of the event was the ongoing income inequality and trends in voter identification laws.

“I’d like somebody to mention that...Martin Luther King Jr. gave his life for his cause,” she said, calling on the audience to rise up as King did and fight for social justice. “We all must stop talking and start doing.”³ This is a substantial challenge that the Town of Brookline will accept for calendar year 2012.

2011 WORKPLACE INITIATIVES AND SUSTAINABLE PROGRAMS

During 2011, the Town of Brookline continued to work toward ensuring a workforce that is welcoming and inclusive, where each individual that works for, interacts with or receives services from the Town is treated professionally, with dignity and respect.

To accomplish these goals, the Town must put in place strategies that are sustainable to ensure these objectives are realized and maintained.

³ Read more:

<http://www.wickedlocal.com/brookline/news/x58619724/Martin-Luther-King-Jr-Day-Remembering-the-man-living-the-legacy-in-Brookline#ixzz1q2mqG7je>

A critical component of any sustainable initiative is leadership commitment. Policy makers and governing bodies must be aware of and committed to the goal of ensuring and sustaining an inclusive and diverse workforce.

2011 – Workplace Milestone 1: Leadership Commitment

In 2011, the Town of Brookline evidenced its continued leadership commitment to Inclusion and Diversity by

- Supporting an internal working group of senior managers to help guide inclusion and diversity objectives and goals for the Human Resources Office,
- Funding supervisor training on Navigating Workplace Conflict,
- Hiring an intern to work on Inclusion and Diversity issues,
- Analyzing the Town’s outdated “Affirmative Action Plan,” and
- Continuing to be an active participant in the Commonwealth Compact.

Each of these will be discussed in the following pages.

The Working Group

The Human Resources Director with the Town Administrator and Board of Selectmen felt it was important to ensure the Town’s top leaders were aware of, invested in and supportive of any Inclusion and Diversity initiatives that were being developed for its workforce.

To this end, a group of Department Heads was assembled to help the Human Resources Director define priorities and to ensure strategies are effective and sustainable based on their knowledge of their workforce.

The Department Heads and Senior Managers asked to participate were either proven leaders in diversity efforts, they manage a large group of employees or they had a particular expertise that could contribute to the development of inclusion and diversity efforts. The Working Group was comprised of the Director of Human Resources, the Police Chief, the Commissioner of Public Works, the Town's Human Services Coordinator, the Directors of Recreation and Human Relations-Youth Resources Department.

The need for the ongoing guidance of the Working Group is critical if the Town is going to establish a firm commitment at the top. These Town leaders are providing invaluable insight as to the way in which their departments learn, communicate, interact and perform their regular functions. Additionally, their participation in the Working Group will help these leaders to better communicate the importance the Town puts on diversity and inclusion, both internally to their employees and externally to the citizens of Brookline.

During the 2011 calendar year the Working Group met regularly to discuss how to approach the broad scope of inclusion and diversity issues in a workplace. The Human Resources Director asked the Working Group to help the Town develop initiatives that will focus on:

- leadership commitment,
- workforce representation,
- employee awareness, and
- culture of inclusion

Becoming a member of the Commonwealth Compact and the commitment to share workforce diversity data was explained to the group. However, the Compact's mission is specific to race, color and gender. The Human Resources Director challenged the Working Group to ensure that any inclusion and diversity efforts must extend to all the groups protected by the state and federal law, going well beyond the Commonwealth Compact's focus of race and gender. The Working Group readily agreed that all protected classes must feel

included and welcome and that focusing on gender and race alone was too limiting.

The Working Group also focused a significant amount of discussion on the scope of any diversity and inclusion initiatives among employees determining that it was important that the employees are respectful and professional amongst each other but that it was equally important that the employees' interactions with citizens that they serve were likewise respectful and professional across all groups. The importance of these differing perspectives underscores the need for close collaborative work between the Human Resources Office, which focuses on employees, and the Human Relations - Youth Resources Department, which focuses on the community.

The Working Group discussed overall objectives of increasing recruitment efforts to reach diverse populations, as well as education and training of the workforce to better understand inclusion and diversity issues; employee development and mentoring were also discussed. However, discussions of prioritizing these ambitious objectives were set aside by the Working Group as they would likely involve funding. Before such funding was sought the Group felt it was important to engage in an exercise of self reflection.

Specifically, the Working Group determined that it should proceed with the following goals:

- Self-Reflection: Who are we?
- Define the business need for inclusion
- Examine new recruitment and employee development tools
- Create a culture of inclusion and diversity

The Working Group determined the use of the Commonwealth Compact's survey was an appropriate starting point to gain a deeper understanding of, not only the composition of race and gender of its workforce, but also the attitudes

and initiatives of its leadership.⁴ Although Compact signers were not submitting data until 2012, the Group encouraged the Human Resources Office to gather the data in 2011 to allow them to review the results more promptly and to identify opportunities for change and to help them determine effective strategies, objectives and priorities.

The Compact survey was a good template because it provides a reporting mechanism that goes well beyond the barebones, snapshot reporting of the federally mandated EEO-4 and EEO-5. The collection of data is intended to be probative and reflective, as well as evaluative; therefore could readily be used as a springboard to help prioritize our inclusion and diversity initiatives.

The Human Resources Office was fortunate to find an Intern through Suffolk University's, Human Resources Masters Degree program. Ms. Kei Goshima, a candidate for a MS in Human Resources, had a particular interest in diversity and inclusion in the workplace.

The preliminary findings of the study, which follow, were reported to the Working Group in December 2011 and the Final Report will be made to the Board of Selectmen in early 2012.

2011 Workplace Milestone 2: Benchmarking, Preliminary Findings

During the fall and winter of 2011, Ms. Goshima (HR Intern) reviewed and revised the Commonwealth Compact survey to ensure it met Brookline's survey needs. For example, the Town seeks to explore diversity among all protected classes, not just race and gender.

⁴ The Working Group recommended the race and gender be the primary focus as the Town had data on those protected classes and other protected classes such as religion, sexual orientation etc. were not necessarily known and raise issues of privacy. However, those protected classes will be the focus of all inclusion and diversity initiatives.

Ms. Goshima also interviewed every Department Head, the Chairman of the Board of Selectmen and the Town Administrator to query the current attitudes and initiatives toward inclusion and diversity. She also worked closely with the Human Resources Director and the Director of Human Relations/Youth Resources in analyzing the data collected and reported to the Equal Employment Opportunity Commission through the EEO-4 reporting process.

In addition to providing data on employee diversity, the Compact survey format asks participants to report on diversity efforts in the area of board leadership and governance. The collection of data is intended to be probative and reflective, as well as evaluative. (The Commonwealth Compact Template is attached as Appendix 1).

The Commonwealth Compact Survey consists of the following sections:

- Organizational Information
- Boards and Governance
- Workplace Personnel
- CEO Questionnaire
- Customers/Consumers/Services
- Suppliers/Vendors
- Community Engagement/Best Practices
- Comments

Again, the Town's inclusion and diversity efforts are more broad-based than the Commonwealth Compact's and focus on the full range of protected classes under state and federal anti-discrimination laws.⁵

Diversity and Inclusion Survey

In order to gather the information, key Town personnel were interviewed according to the areas surveyed. The interviewees were:

⁵ Age, race or color, physical or mental disability, genetic information, maternity leave, national origin, religion, gender, sexual orientation, or current or former, membership in, application to, or obligation to perform military services.

- Chairman, Board of Selectmen
- Town Administrator
- Director of Human Resources
- Various Department Heads⁶
- Chief Procurement Officer

Each of the Town Leaders interviewed generously dedicated 45 to 75 minutes of their time and provided information as queried by Ms. Goshima. Most detailed diversity and inclusion efforts in their daily operations among both employees and with the citizenry. The majority of the department heads relayed specific instances where they responded with consideration and sensitivity to the needs of the citizens in the community their specific department serves.

We may have all come on different ships, but we are all in the same boat now. -Martin Luther King, Jr.

Department Inclusion and Diversity Efforts

When collecting survey data we found many Departments reported a host of initiatives that they have developed over time to respond to citizens' diverse needs. The following are examples of the Town's current efforts to reach those needs.

Most Departments have important materials or information printed in multiple languages.

- Chinese, Spanish, Portuguese, Russian (Health)
- Mandarin, Cantonese, Russian, Spanish (Council on Aging)

⁶ The Department Heads interviewed included, Director of Human Relations/Youth Resources, Chief of Police, Commissioner of Public Works, Director of Recreation, Director of Public Health/Human Services, Town Librarian, Director of Council on Aging, Director of Finance/Treasurer, Building Commissioner, Director of Planning and Community Development, Director of Veterans' Services

- Housing material in Spanish. Have had Russian and Chinese in the past as well (Planning)
- In nearly every language (Police)

The Library has collections of books, videos and other materials that are specific to various languages. For example, there are collections in Chinese, Russian, Korean and Spanish. These collections are not mere translations of popular American materials but rather the collections are culturally relevant.

Aside from written materials, translation services are available for those departments who regularly deal with the full range of languages often in emergency circumstances, such as the Police and Public Health department. Further, employees who speak languages other than English have been called upon to help assist a citizen with a particular language. Employees have provided informal translation services in Chinese, Spanish and Russian, often crossing department lines. The ability to provide informal translations by employees underscores one simple benefit of nurturing a diverse workplace.

Diverse people are represented in advertisements and printed materials and departments work to ensure their programming, literature and signage reflects the citizens that they service. In addition, Departments regularly respond in a variety of ways to their citizens' needs:

- Flu clinic for visually impaired people (Health)
- Disaster preparedness to be appropriate and sensitive for all groups and communities of people (Health)
- Wheelchair friendly van, services for 6 months old babies to seniors (Recreation)
- Social activities for teenagers with intellectual disabilities (Recreation) community
- Hiring a Therapeutic Specialist for programming (Recreation)

The Council on Aging has focused on its Lesbian, Gay, Bi-Sexual, Transgender (LGBT) population by hosting a training for area social workers that addressed issues faced by LGBT Elders. A viewing of

the award winning documentary “Gen Silent” hosted by the Council on Aging, the Goddard House in Brookline, and the LGBT Aging Project co-sponsoring awareness with Coolidge Corner Theater. The Council on Aging also has adopted friendlier signage and forms that are gender-blind. The Council on Aging has also established a policy of not addressing gender with Mr. or Mrs., which implies a specific gender.

The Recreation department hired a Therapeutic Specialist in 2011 to specifically ensure that programming is accessible to individuals across the spectrum and that such programming is accessible and adaptable to a variety of abilities and needs.

The Housing Division of the Department of Planning and Community Development continues to address fair housing issues in Brookline. Due to its close proximity to Boston and its excellent community services and public schools Brookline has higher housing costs, both rental and ownership, which is out of reach of most low and moderate-income families and individuals protected by fair house laws, e.g., seniors on limited income, persons with disabilities, households receiving public assistance, immigrants and minorities. And although the Town of Brookline historically prides itself as being welcoming to diverse populations, it is believed that people eligible for such housing may self-select out of Brookline because they believe they will not be able to afford to live in Brookline.

The Housing staff’s stated mission is to maintain Brookline’s diversity by helping to create housing that is affordable to households within a range of incomes. The staff uses a multi-prong approach ranging from preservation of existing and the development of new affordable housing for renters and home buyers. In 2011, the Division worked with the Brookline Housing Authority to advance its proposal to add 32 low-income rental units on the existing new Trustman Apartments, advancing the efforts of several private developers to include affordable units in market rate projects.

The Housing staff also does extensive outreach to market new homeownership opportunities,

including advertising in newspapers with large and a diverse readership, and noticing metropolitan wide agencies, institutions, and websites which serve a diverse populations. As a result, minority interest in purchasing these affordable units in Brookline is strong, and success in completing a purchase is high. These affordable fair housing initiatives are also available for employees allowing a more diverse pool of employees to live and work in Brookline.

Other regular programming includes homelessness prevention. The staff continued to administer a three-year grant for Homelessness Prevention and Rapid Re-Housing program in collaboration with the Brookline Mental Health Center. This program assisted in some 100 households, preventing them from becoming homeless.

The Housing Division has also collaborated with the Human Relations-Youth Resources staff and with the WestMetro HOME Consortium on public information and training on fair housing issues.

Likewise, the Housing Division and the Human Relations –Youth Resources staff have collaborated on Cable Access Television (CATV) series entitled “Fair Housing Conversations”, produced and hosted by Steve Bressler, the director of Human Relations-Youth Resources. In 2011, one program of the series was devoted to the topic of Fair Housing as it relates to persons with disabilities. These CATV segments are linked to the Division’s website which contains a lot of information on fair housing issues.

<http://batv.org/streaming-video/ondemand/fair-housing-conversations-3>

http://www.brooklinema.gov/index.php?option=com_content&view=article&id=493%3Afair-housing&catid=36%3Ahousing&Itemid=160

Likewise, the Human Relations-Youth Resources department’s Hidden Brookline Committee continues its efforts to educate the public about the role of Brookline residents involved with or benefiting by trading in African-American slaves

during the early history of the Town. The committee continues its walking tours and put together an exhibit "From Slavery to Freedom" at the Main and Coolidge Corner libraries.

The Human Relations-Youth Resources Commission met with Police Chief Daniel O'Leary to discuss Police Department Racial/Gender Breakdown of Police/Community Interactions July-December 2010 and Brookline Police Part A Crimes, where he discussed in part, police officer interactions with women and members of minority groups.

The Brookline Police Department regularly requires its police officers to participate in mandatory in-service training. In 2011, a number of those trainings focused on how to deal with diverse populations including:

March 2011 - All officers took part in a class, "Handling Emotional Disturbed Prisoners."

May 2011 - All officers took part in "Victims with Disabilities" and "Victims Voices," trainings sponsored by the Municipal Police Institute.

August 2011 - Officers watched a compelling video called "Minds on the Edge," a multi-platform media project that explores severe mental illness in America, on the internet at www.mindsontheedge.org.

Between May 2011 and December 2011, police officers took part in four different trainings on Racial Profiling sponsored by the Municipal Police Institute.

November - December 2011 - the Brookline Police supervisors participated in an innovative training, *Unconscious Biases*, which described unconscious biases that all individuals harbor and how they affect split second decision making. Supervisors are trained on not only how to analyze data on a monthly basis but also on how to constructively counsel officers who have stats that are out of the norm so that potential biases are identified and dealt with. Supervisors are required to report their findings quarterly and the factors for both

supervisors and police officers are a part of the performance review. Police officers are currently being trained in the same program.

Police Chief Daniel O'Leary was recognized by the National Guard as a "Patriotic Employer" for "contributing to National Security and protecting liberty and freedom by supporting employee participation in American's Nation Guard and Reserve Force."

These interviews of the various Department Heads and Senior Managers provided refreshing glimpses at the various ways Departments are attending to the diverse needs of their citizenry. Of particular interest, was the fact that the Department Heads were not necessarily aware that the actions they were taking, in attending to the needs of their customers, were necessarily "inclusion and diversity" efforts. And although it was encouraging to hear the anecdotes of the Department Heads, it was clear that these efforts were not necessarily communicated across Departments. Rather, we found these efforts, which were inspirational and effectively contributed to greater inclusion, were occurring on an ad hoc basis. Communication of such efforts across Departments would educate other departments of the work and reinforce the idea that inclusion and diverse are important, expected and to be achieved. Similarly, such efforts should be communicated to the public who likewise may not be aware of the services that are being provided.

Surveys and Feedback

The Departments also seek feedback from their customers in a number of ways. Some Departments use various social networks such as Facebook which provides feedback. Others regularly survey participants in their programming, while others will look to internet-based rating sites such as Yelp to garner feedback. This is another area that could be explored to provide regular feedback from the public regarding the Town's inclusion and diversity efforts.

Challenges Faced with Commonwealth Compact Survey Format

Before relying on too heavily on the information gathered, it was important to review with the Working Group some of the Commonwealth Compact shortcomings.

Format of the questions

The Commonwealth Compact survey questions were reviewed with the Working Group and with the Town's legal counsel. Many of the questions were revised as they were too narrowly and focused on race and gender. Rephrasing of the questions was necessary to broaden them to achieve the objectives of the Town's inclusion and diversity goals and to ensure we were asking and reporting questions within the framework of the current state and federal law. (See Appendix 2 for a listing of questions)

The modifications of the questions did not alter the focus of the question and, in fact, often led to a discussion of the protected classes and of inclusion and diversity, generally, among each person interviewed. This back and forth provided a secondary effect of educating and sharing information across departments.

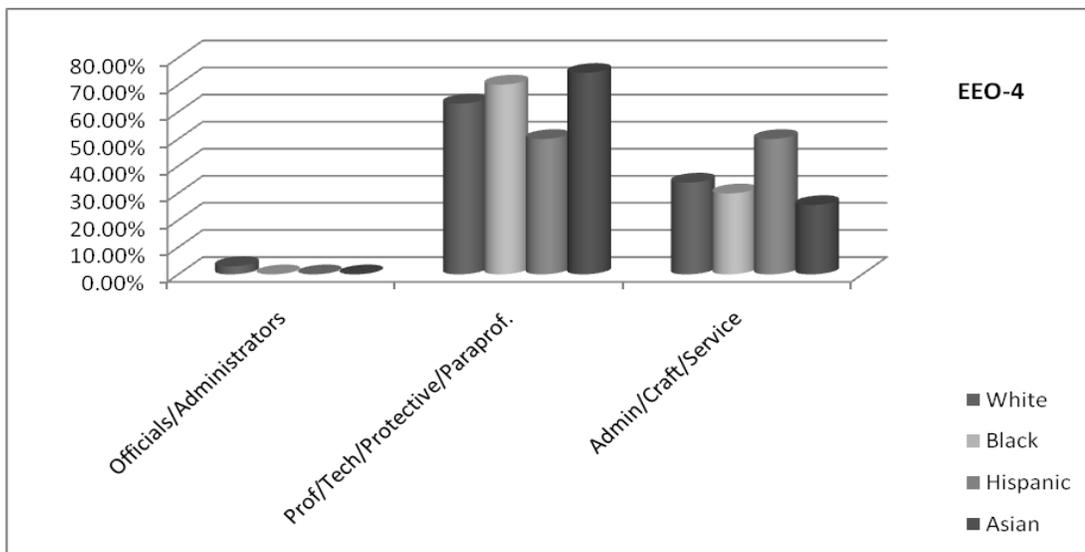
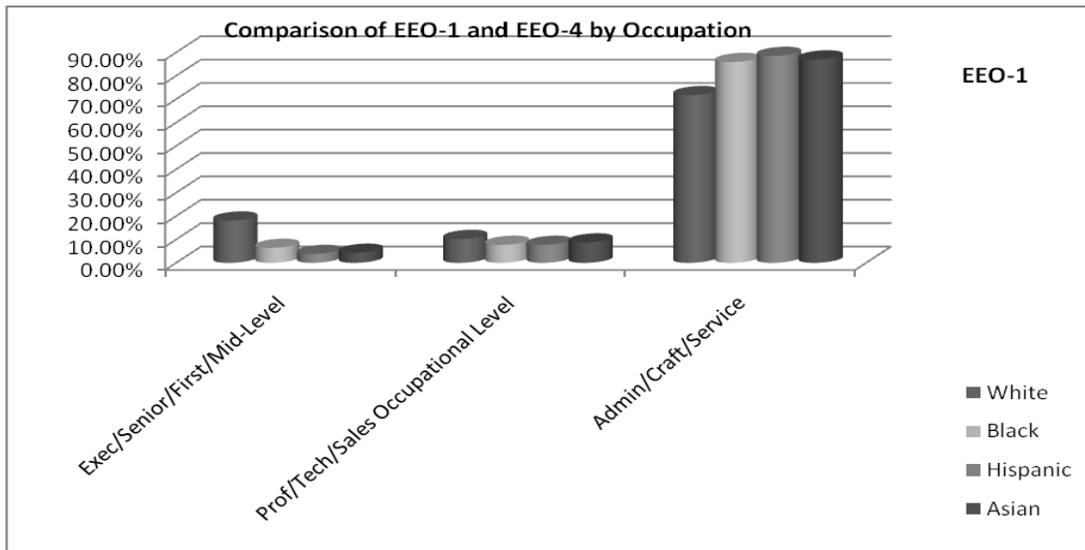
Consistency of Job Categories (EEO-4 to EEO-1)

When analyzing and reporting data on the distribution of race across job categories, it became apparent that the format of questions used by the Commonwealth Compact does not fit the range of job categories in a government setting. The Commonwealth Compact is a collaboration of higher education institutions, for-profit and non-

profit organizations. The designation of categories upon which signers are asked to report appears to be very similar to the U.S. Equal Employment Opportunity Commission (EEOC) categories used for private employers to report (EEO-1). The Town of Brookline reports EEO-4, the State and Local Government Report, to EEOC in odd-numbered years. Public Schools are required to report data in even numbered years. Each of these formats use job categories that suit the Particular industry.

Since the Town will be reporting its data to the Commonwealth Compact in 2012, the HR Intern converted the EEO-4 categories to EEO-1 categories, carefully assessing each position to see how the various positions fit into the EEO-1 categories, This exercise revealed an issue that is being shared with the Commonwealth Compact directors. Other municipal and governmental agencies will likewise, have to perform a similar conversion and depending on how those converted designations are made the outcomes of the differences can be quite significant. Therefore, it is important when government entities are reporting such data that they are reporting similar positions in the same categories to ensure that results are consistent and meaningful.

For example, EEO-4 has "Protective Services" as one of the categories for Police officers and Firefighter, but EEO-1 does not. Police Officers and Firefighters were categorized as "Service Workers," similar to security guards. Likewise, the EEO-1 designates Captains, Sergeants and Lieutenants as supervisors, not protective service, a difference that is not reflected in the EEO-1 categories.



Comparison of EEO-1 and EEO-4 by Occupation

These charts illustrate how the inclusion of one group of employee in one category can significantly change the data when shifted to a different category under one reporting criteria or another.

This was an important exercise as it illustrates how easily data can be misreported having results that are unintended. Such reporting of issues can be

problematic when discussing such sensitive issues as inclusion and diversity.

Another challenge faced was the fact that EEO-1 Race and Ethnic Categories were revised in F2005, taking effect in the 2007 reporting period. Since this change only occurred for EEO-1 reporting, our EEO-4 reporting data is lacking the information on new race categories “Native Hawaiian or Other Pacific Islander” and” Two or More Races.” The multiple-race category is one that Human Resources Office

has sought for some time, as employees who identify with multiple heritages are not comfortable aligning with one particular race.⁷

Job Category Audit

Following this conversion of EEO-4 to EEO-1 data, the HR Intern worked with the Directors of Human Relations/Youth Resources Director and the Human Resources to audit the current report filed with the EEOC, measuring it against information we had gathered during the interviews with Department Heads. Specifically, the HR Intern reviewed whether positions were consistently categorized across departments. The HR Director and Intern made needed corrections to our internal reporting mechanisms, including the payroll system where these criteria are currently housed. Therefore, the Town's next report to the EEOC in 2013 will be more accurate across the various job categories.

However, identification and reporting of race will continue to be difficult as employees are not required to report race upon hire and increasingly new employees do not report race information. This leaves the Department Heads with an uncomfortable EEO mandate to report race based on visual survey, a job that generally falls to the Human Resources Department. This federal requirement falls short of a true assessment of the racial composition of the Town's workforce, and offers only a glimpse of our workforce diversity issues.

2011 – Workplace Milestone 3: Supervisor and Employee Awareness

In June of 2011, the Town sponsored a 12-hour training entitled, Navigating Workplace Conflict: Developing Communication Skills to augment the MCAD training these Senior Managers undertook in

⁷ EEOC approved on 11/16/05, following a 30 day period for public comment, the office of management and budget (OMB) approved the revised EEO-1, begin to use the revised survey for the reporting period beginning 09/30/07)

2010. The primary focus of the training was to craft a consistent, Town-wide response to conflict.

The goal of pairing conflict resolution and anti-discrimination training is to ensure that disputes, actions or conduct that could escalate to unlawful acts will be identified early and promptly corrected.

Similar supervisor training that reinforces and builds upon the training on the discrimination and conflict resolution training will continue into 2012 with a continued emphasis on effective communication, performance coaching, team-building, cross-cultural competency and discrimination.

Finally, in 2011, the Human Resources Department sent two of its staff to the MCAD Train the Trainer trainings. Those trained staff members trained nearly one hundred firefighters on the Massachusetts law against discrimination. Such training will continue with other employee groups in 2012.

Injustice anywhere is a threat to justice everywhere. -Martin Luther King, Jr.

2011 – Workplace Milestone 4: Examination of Affirmative Action Plan

Another important accomplishment is the review and analysis of the Town's Affirmative Action Plan, first drafted in 1979 and most recently updated in 1994. The State and Federal statutes, regulations and case law concerning Affirmative Action plans have been heavily litigated and revised in the nearly 40 years since the Plan was first crafted. Further, many reporting mandates by the state, e.g., Mass. Commission Against Discrimination and federal government no longer exist and the Town has not been under any court-ordered, Affirmative Action plan since 2003.

During the spring of 2011, the Town's Office of Legal Counsel reviewed the Town's existing Affirmative Action Policy and Affirmative Action

Procedures (which are portions of an Affirmative Action Plan the Town first promulgated in 1979⁸). To conduct that review, attorneys surveyed court decisions reflecting the current judicial view of voluntary (versus court-ordered) affirmative action measures that consider a person's protected class (such as race, gender, etc.).

Generally, the analysis shows that selection decisions based on a protected class can be a problem under constitutional provisions guaranteeing equal protection of the laws. Race-based decisions can only be made when they are narrowly tailored to address the need to remedying past discrimination. Accordingly, the Town must be careful to refrain from employment measures or selection criteria that take into account a person's membership in a protected class as a selection criterion. Further, any "affirmative action" plans the Town uses should state clearly that the Town will not discriminate on the basis of a protected class and the plan should not include measures that would amount to class-conscious selection decisions. This analysis does not, in any way, limit the Town's ability to have robust and meaningful Inclusion and Diversity initiatives and goals.

This analysis was provided and discussed with the Working Group as well as the Human Relations – Youth Resources Commission. Although the term "Affirmative Action" may have become a hotly charged, outmoded term, the Town's goal of equal employment and our diversity and inclusion remains firm; recognizing that there is plenty of work to be done to ensure that employees and the citizens they serve are treated with professionalism and respect regardless of their differences, as

⁸ The Town promulgated the Affirmative Action Plan and many of its specific provisions (including a provision on goals and timetables for the hiring of minority and female applicants) in 1979 pursuant to then-existing requirements of the MCAD as a condition for the Town receiving certain types of federal funding. In 1985, the Town amended the plan to include the Affirmative Action Procedures. The plan was last amended in 1994.

evidence by the new focus on Inclusion and Diversity.

The Human Resources Office as guided by legal counsel will work with the Human Relations - Youth Resources Department to craft a new Equal Employment Opportunity plan and Policy. We expect to have a newly adopted Equal Employment Opportunity Policy by mid-year 2012.

2011 – Workplace Milestone 5: 2011 EEOC Reporting and 2010 Census Data

EEOC Reporting of Race Composition, Limited

As discussed previously, the primary method of collecting workforce race data was through the federal mandate of the Equal Employment Opportunities Commission, a mandate that dates back to the 1970s. Federal law requires the Town to report the race of its employees across the various job classifications and their salaries in documents known as the EEO-4 (Town) and the EEO-05 (Schools) every two years.

The reports have evolved little over the decades and provide only barebones data as to the race composition of the workforce. The information captured is a snapshot and therefore does not include the change in employment composition over the course of the year.

The 2011 EEO-4 Data Reveals Increases in Minority Employees.

Town of Brookline workforce, like its Census region, has experienced an increase in its minority population. When compared against the Brookline U.S. Census data from 2005-2009,⁹ the Town's

⁹ Work needs to be done to address which race data should be used as comparative data to provide a benchmark by which Brookline can measure its progress. The U.S. Office of Management and Budget determines the Metropolitan Statistical Areas and the Micropolitan Statistical Areas, which are used by the US Census Bureau and other government agencies. Further, a consortium of Federal agencies consisting of the Equal Employment Opportunity Commission (EEOC), Department of Justice (DOJ), Department of Labor (DOL) and Office of Personnel Management (OPM) entered into

workforce is representative of the Town's racial makeup, except for Asian employees. Work needs to be done in expanding the applicant pool to include more Asian individuals.

The report from the Town's 2011 EEO-4 and the School's 2010 EEO-5 are attached as Appendix 3.

Table 1

Employment of People of Color by Level of Position % of Total				
Position (EEO Defined)	2005	2007	2009	2011
Official/Admin	0	0	0	0
Professionals	5	8	5	5
Technicians	5	7	8	8
Protective Services	11	14	13	17
Paraprofessionals	5	17	28	27
Admin Support	23	20	14	10
Skilled Craft	4	3	23	5
Service Maintenance	13	10	15	27

It is important to consider how employees are distributed across the job categories. The Town of Brookline continues to have too few person of color among its Department and Division Heads (Official/Admin). With regard to gender however, four of the fourteen Department Heads or about one-third are women. Employees identified as a person of color have continued to increase in number among Technicians, Protective Services and Paraprofessionals. Some of the categories, such as

an agreement with the U.S. Census Bureau (the Bureau) to construct the Census 2000 Special EEO File for use as a benchmark. Further, the data being compiled and analyzed by the Commonwealth Compact will also be interesting to explore as it shares a wide variety of organizations that are committed to addressing diversity issues in their organizations. These and other data sets will be reviewed by the Inclusion and Diversity Working Group, as well as the Human Resources Department and Legal Counsel's Office as they review the 1994 Affirmative Action Plan.

skilled craft, which seemingly spiked in 2009, indicate that there may be some reporting or categorizing error as such a spike in any employee group is unlikely due to the relatively low turnover of employees at the Town of Brookline, and underscores the need for a better mechanism to track employee data which is largely manual.

The 2010 Census Data

The latest Census data was reported in 2010 and the first results were released in the spring of 2011. Census data for 2010 will continue to be released through 2013.¹⁰ That data found that Brookline's population saw a 3 percent spike over the last decade, with the addition of 1,625 residents. While the Asian (12.8 to 14%) and Hispanic (3.5 to 5.1%) population increased in Brookline, the African American (2.7 to 2.4) and Caucasian (81.1 to 78.9%) populations dipped. Overall, Brookline has continued to become more racially diverse over the past decade with approximately 23.3% being minority or mixed-race.

Likewise, the senior population increased by 5.4%, surpassing the state's growth rate of 4.9%. Further, 8.2% of those seniors have incomes below the poverty level.

Regarding the Town's ethnic and linguistic diversity, 26.3% of Brookline's population is foreign born. 50.4% of all foreign-born residents are from countries in Asia, including China, Japan, Korea and India. Another 30.3% are from Europe and the remaining 20% are from the Americas, Africa, and Oceania.¹¹

¹⁰ During the summer and fall of 2011, Summary File 1 data was released providing information regarding age, sex, households, families, and race groups. Summary File 2 data is scheduled to be released in the spring of 2012 including information regarding age, relationship and home ownership, available for specific race and ethnic groups. As reported in *Town of Brookline, Planning and Community Development UPDATE, Special Edition: Census 2010*, January 2012.

¹¹ As reported in *Town of Brookline, Planning and Community Development UPDATE, Special Edition: Census 2010*, January 2012, pg 9.

Note: The following charts compare the race or color composition of Brookline workforce against that of Brookline's general population. The time periods span two different census periods (2000 and 2010) and account for some of the differences in the variance of the numbers.

Chart 1

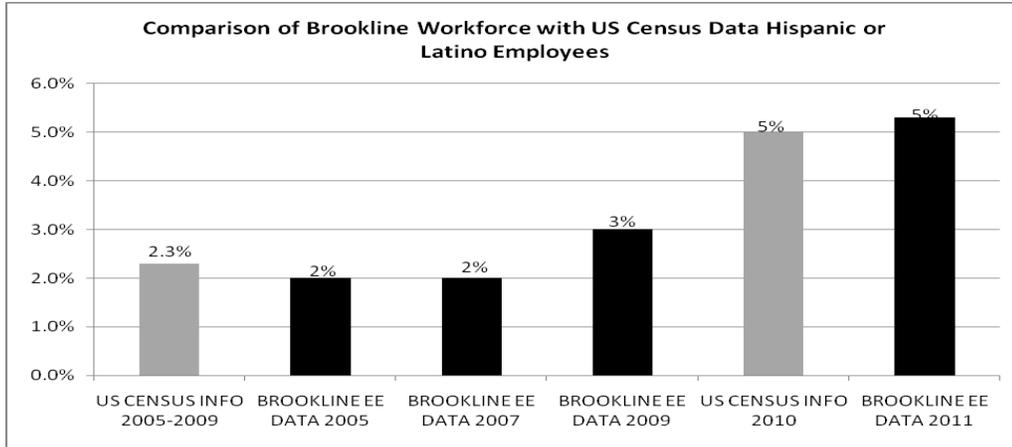


Chart 2

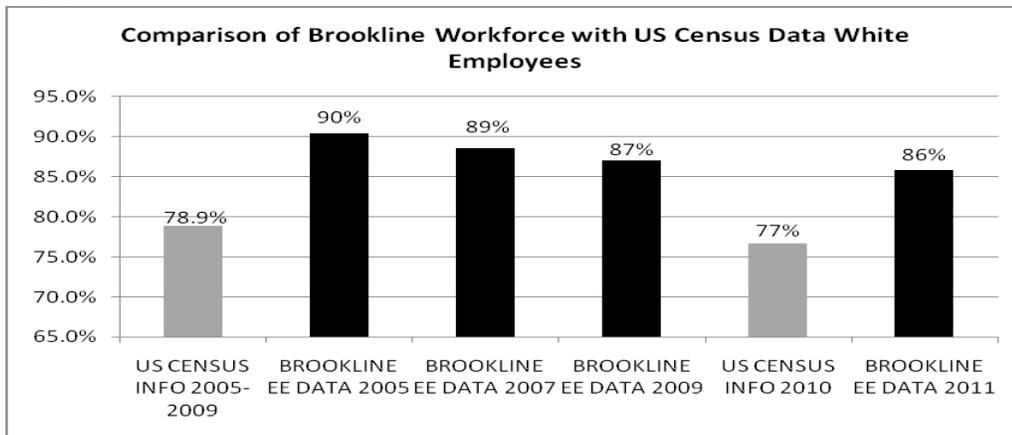


Chart 3

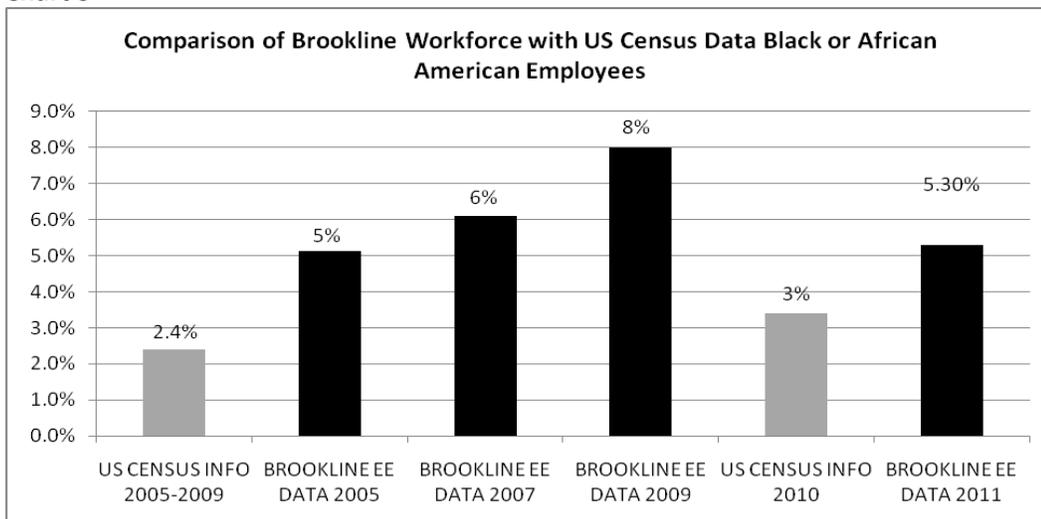
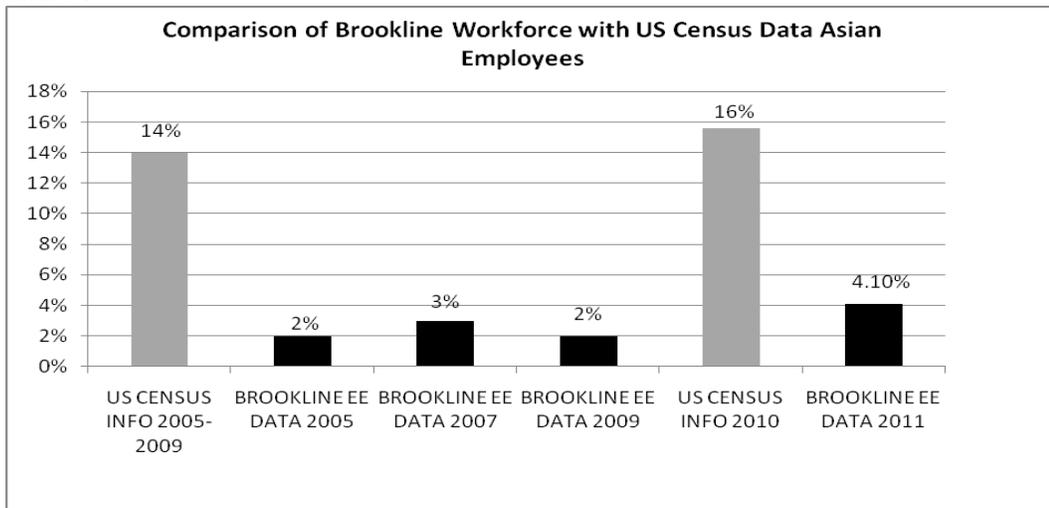


Chart 4



Over 30% of Brookline residents speak a language other than English at home with nearly a third of these reporting that they speak English less than “very well.” Those languages included 36% Asian language such as Chinese, Japanese, and Korean, Indo-European at 39% and Spanish is spoken by 15% of the residents.

This increased diversity among residents illustrates how the Town’s employees who service these individuals much be sensitive to and able to respond to the unique demands and needs of these groups.

2011 – Workplace Milestone 6: School Initiatives

During 2011-2012 the Public Schools of Brookline engaged in a number of initiatives related to diversity and inclusion for staff and students.

Strategic Plan Goal Measurements

In 2011 the Brookline Public Schools publicly reported their progress toward the Goals in their Strategic Plan implemented during the 2010/2011 school year. Specifically relevant is Public Schools of Brookline Strategic Plan Goal #2 – Eliminate achievement gaps with respect to race, ethnicity and socio-economic status and increase achievement of students with special needs through individualized strategies and programs.

Measurements were determined and a rating system in the form of letter grades (A, B, C, D) was devised to report the School’s progress. The letter grades were defined as follows:

“A” The outcome for the current year exceeds the goal and is higher than the outcome in each of the three previous years

“B” The outcome for the current year exceeds or meets the goal

“C” The outcome for the current year does not meet the goal

“D” The outcome for the current year does not meet the goal and is lower than the outcome in each of the three previous years

The results of the Strategic Plan Goal Measurements were presented to the School Committee and published in the annual At School in Brookline document which is accessible through a link on our district website at <http://www.brookline.k12.ma.us/>.

Using a comprehensive methodology,¹² the School attained an overall rating of “B+” on Goal #2 as the

¹² The School Department reported the progress toward Strategic Plan Goal # 2 through an analysis of data, by

data indicated that “gaps by ethnicity and soio-economic status tended to decrease in 2009/2010. The At School in Brookline report contains specific data and a full description of ratings for each measure of Goal #2.

Recruitment and Retention of High Quality Staff

Attracting Candidates of Color

The Brookline Public Schools continues to maintain an affiliation with Massachusetts Partnership for Diversity in Education (MPDE), each year participating in the MPDE Diversity Job Fair sending a number of School District representatives each year.

The Brookline Public Schools has automated its application process through SchoolSpring, which has national exposure. Through its affiliation with SchoolSpring, Brookline is highlighted in Teachers of Color magazine as another way to expand its diverse candidate pool.

The School District has a strong affiliation with Minority Student Achievement Network (MSAN), a national coalition of multiracial, suburban-urban school districts that have come together to study achievement gaps that exist in their districts. Members of the Brookline Public Schools participate in conferences and research activities relevant to elimination of existing achievement gaps. Additionally, the Schools advertise many of its open positions through job posting on the MSAN website as another way to attract candidates of color from across the nation.

Long-range Planning to Increase Staff of Color

Although the Brookline Public Schools take steps to attract the teachers of color who already exist, there is a national problem with disproportionate numbers of staff of color as compared to our student populations. In fact, in Massachusetts, only

subgroup, on the following measurements: MCAS Scores, MCAS Growth Scores, Courses Taken (looking specifically at courses taken beyond the standard level and specifically AP courses taken), SAT/ACT Scores (Math, Reading, Writing), and Graduation Rate.

approximately 8.5% of our teaching force is non-white.

In order to address the shortage of teachers of color, the Brookline Public Schools have been worked with several other local communities (Arlington, Lexington, and Andover) and with MPDE to implement a Today’s Students Tomorrow’s Teachers (TSTT) program for the 2011/2012 school year. The TSTT program now has a cohort of five students in the freshman class at the High School.

Today's Students, Tomorrow's Teachers’ mission is to recruit, mentor, and place economically-challenged and culturally-diverse high school students through college to employment as teachers and leaders who will inspire and strengthen their communities.

Through this program, the District will work with Brookline students of color and/or students from low income families who would like to become teachers. The program has had great success is mentoring students to become teachers and to return to TSTT communities to work. The program includes a comprehensive curriculum with trained teacher mentors through high school, provides SAT preparation, assists students with college entry, including scholarships to partner universities, and provides mentors through college and the job search process (including preparation for passing licensure tests such as MTEL).

Therefore, establishing comprehensive, sustainable inclusion and diversity initiatives continues to be has become a critical component of the Human Resources’ agenda.

Training in 2011 built upon this base of training by the MCAD and training planned in 2012 will continue to address inclusion and diversity issues.

NEXT STEPS - WORKPLACE INITIATIVES AND SUSTAINABLE PROGRAMS

The calendar year 2012 will be a year of doing rather than reflecting as was necessary in 2011. The objectives of the Working Group will continue to be pursued and recommendations made to the Human Resources Office so that a strategic plan can be developed to ensure the Town will continue to develop and support sustainable initiatives that promote inclusion and diversity in the workplace.

The means we use must be as pure as the ends we seek. - Martin King, Jr.

However, in Calendar 2012, those initiatives will stem from collaboration with employees, among departments and across the community; a reaching out rather than reflecting inward.

RECRUITMENT AND RETENTION OF STAFF

The Town of Brookline's Human Resources will allocate resources in 2012 to develop partnerships with other entities, communities and departments in order to attract a broader and more diverse applicant pool for vacancies as they arise.

Collaboration with other municipalities

The Town will collect data and report it to the Commonwealth Compact. More importantly, it will continue to participate with Commonwealth Compact members who are invested in increasing diversity across the Boston Metropolitan area.

A critical component of the Town's participation in the Compact is the participation of other governmental entities who report employment statistic in a format similar to the EEO-4. Following the Compact model of collaboration, the Town will work toward building a coalition of municipalities that share similar diversity objectives and attempt to regularly share information regarding job openings and promising resumes of a broad array of applicants seeking municipal jobs.

Collaboration among Departments and the Community

The Departments represented on the Working Group, e.g., the Human Relations/Youth Resources, Human Resources, Police, Recreation and Public Works will continue to develop partnerships with other municipalities, private employers and entities to discover proven inclusion and diversity strategies and to share them with the Working Group.

Sharing inclusion and diversity efforts across departments will foster a consistent message and approach to inclusion and diversity within and among the Town's workforce. Such consistent approaches will likewise provide a powerful demonstration that the Town of Brookline is an inclusive welcoming Town and, as a result, a greater pool of high-quality, diverse candidates will seek employment with the Town due to its reputation.

CONTINUED EMPLOYEE TRAINING AND DEVELOPMENT

Training in 2011 built upon a base developed by the MCAD Training Division. The Human Resources Department will continue to expand its employee development and training with an underlying focus on inclusion and diversity issues. In 2012, the Human Resources Department will continue to provide supervisor training and will perform an employee survey on inclusion and diversity in an effort to understand employee's current views and opinions on diversity in the Brookline workforce; allowing the Town to adopt initiatives that are relevant and necessary.

The Human Resources Department will also work with the Human Resources Board to update and develop its policies including the Family Medical Leave Act Policy and guidelines, the Workplace Violence Policy and a general harassment or bullying policy. These policies, once revised will include training, each establishing clear criteria as to what conduct is expected of public employees, including respectful, professional treatment of co-workers and the general public with an underlying sensitivity to inclusion and diversity. Mechanisms to address instances where those standards are not met by employees or the public will also be addressed.

DEVELOPMENT OF AN EEO PLAN

In 2012, the Human Resources Department in collaboration with the Human Relations-Youth Resources Commission and in consultation with the Town’s Legal Department, will craft a new Equal Employment Opportunity Policy to replace its outdated Affirmative Action policy and procedures and to bring them in line with the current law, while ensuring they foster robust inclusion and diversity efforts, including all applicants, employees and citizens are treated equitably, professionally, and with dignity and respect.

The Police Department will likewise prepare its own Department EEO as outlined by the Federal Department of Justice and required for certain Federal grants. The development of the Police Department’s policy will developed in conjunction with the Town’s policy to ensure the policies share consistent objectives.

STRATEGIC PLAN BASED ON EMPLOYEE AND LEADERSHIP SURVEYS

The Working Group will begin to align diversity strategy to business strategy, including ways to increase employee awareness of inclusion and diversity, to ensure supervisors know how to identify and address different perspectives of employee and citizens. The Human Resources Office will continue to work closely with the Working Group to review the results of the 2011 Leadership and the 2012 Employee survey to developing a three- year strategic plan that identifies specific goals and objectives to ensure inclusion and diversity efforts are ongoing and sustained.

REPORTING DATA AND RESULTS

During the summer and fall of 2012, the Town will submit to the Commonwealth Compact its survey for inclusion in the Compact’s 2012 survey data.

Likewise, a mid-year report will be made to the Board of Selectmen, regarding the data gathered from the employee survey. This survey results will also be used in devising a three-year strategic plan with a first draft, as recommended by the Working

Group, to be reviewed and adopted by the Board of Selectmen.

At the end of the calendar year 2012, the Human Resources Department and the Inclusion and Diversity Working Group will report to the Board of Selectmen any findings or recommendations they have determined to date.

SUMMARY

The Town achieved each of its objectives outlined in the First Annual Report on Inclusion and Diversity, including the establishment of a Working Group to help guide the Human Resources Director in developing inclusion and diversity Initiatives and expanding executive and supervisor training.

The Town continued to expand its employee development with an underlying focus on diversity and inclusion issues, sending its staff to MCAD trainings and conducting a 12-hour Conflict training and training approximately 140 employees on the parameters of the State’s anti-discrimination law and the Town’s Anti-Discrimination, Sexual Harassment and Retaliation Policy.

All progress is precious and the solution of one problem brings us face to face with another problem.
– Martin Luther King, Jr.

The Town also completed a comprehensive survey of its leadership to measure its level of commitment to diversity and Inclusion issues. Although there is a solid level of commitment and a general awareness among department heads of their employees’ and citizen’s diverse needs, efforts of inclusion and diversity occur in an ad hoc manner across departments. Often the departments’ work in this area is inspiring such as the Council on Aging’s commitment to LGBT elders and the Library’s extensive collections in various languages; collections which are greatly valued by the community. But these pockets of inspiration must be shared across departments, aligned and highlighted as a part of an overall Town vision.

Efforts must be made to ensure there is a common, shared goal of inclusion and diversity across departments.

In 2012, the Town will begin to foster initiatives that seek to not only reach for greater inclusion and diversity but to highlight such efforts, communicating them to the public to ensure there is a general awareness that the Town of Brookline is firmly committed to such an inclusive and diverse provision of services. It is important for citizens to be aware and understand, when interacting with Town employees, that their diversity is important and brings richness to the Town, ensuring Brookline will continue to be a vibrant, highly sought after community.

To achieve these broad objectives, the Working Group must continue to align diversity strategy to business strategy and to recognize that solid inclusion and diversity efforts must be properly funded so that they will remain sustainable. Therefore, in order to be achievable, it is important that a three-year strategic plan be developed with measurable outcomes. These strategies should be geared toward the workforce, including the manner in which the workforce delivers its services to the public.

APPENDICES

Appendix 1 Commonwealth Compact Survey Template

Appendix 2 Town Diversity Survey, Leadership

Appendix 3 2011 EEO-4 Report (Town)
2010 EEO-5 Report (Schools)

APPENDIX B: Commonwealth Compact Year 2 Benchmark Data Form

You may use this form as a guide to completing the on-line Benchmark Data Collection form, but please do not submit this in hard copy to us. Please be sure to submit your data through our on-line form only.

Thank you for taking the time to provide your benchmark data.

This form consists of six pages; following each page you can continue to the next page, or submit what you have completed and return to complete the form later. All fields in red are required.

Web Page 1

SECTION I:

Organizational Information

1. Organization Name _____ 2. Email _____ 3. Website _____
 4. Telephone _____ 5. Fax _____

Your password: Choose a password to log into our directory or update your information _____
 Contact Information _____

6. Name of primary organization contact _____ 7. Email _____ 8. Telephone _____

9. Where are your corporate headquarters located? _____
 10. Where are your employees located? Select the most descriptive category:
 Only in Massachusetts; Only in New England; Only in USA; US and Internationally

11. What staff contributed to this report? _____
 Benchmark Data _____

12. Total number of employees _____ 13. Number of employees in Massachusetts _____ 14. Overall organization budget or gross revenues _____

Web Page 2

SECTION II: Boards/Governance

The person most familiar with the composition of the board should complete this section. Please fill out this chart according to the membership of the Board of Directors of your organization, regardless of their location

Role Categories	Race/Ethnicity										Totals						
	Hispanic or Latino		Not Hispanic or Latino						FEMALE								
	Female	Male	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African American		Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races		
Members of Executive Committee (if board has one)																	
Any Additional Officers not Included Above																	
Voting Members (Not including Officers/Exec. Comm.)																	
Non-Voting Members																	
How many voting board members have served more than two years? If there are people in the roles above whose ethnicity/race you do not know, please describe them here (e.g., There is 1 officer whose race I do not know): _____																	

Yes/No Questions

- 15. Does your board offer mentoring, orientation or training to its members? YES NO
- 16. Does your board have an on-going process for identifying a diverse pool of candidates for board service?
If your response to the previous question was yes, how does your board go about doing this? YES NO
- 16a. Use the services of search firms for identifying a diverse pool of candidates for board service? YES NO
- 16b. Have access to some formal or informal source of diverse candidates, such as the National Association of Asian American Professionals, The Partnership, Association of Latino Professionals in Finance and Accounting, Emerging Leaders, etc. (If so, please indicate source(s)) YES NO
- 17. Has your board adopted or endorsed a diversity policy and/or goals for your organization? (Please describe) YES NO
- 18. Does the board formally assess its own performance with respect to achievement of diversity goals? YES NO

APPENDIX B: Commonwealth Compact Year 2 Benchmark Data Form *Continued*

Web Page 3

SECTION III: Workplace Personnel

Tell us about the racial, gender, and ethnic diversity of your employees in Massachusetts

All Organizations

TABLE II: Number of Employees (Report employees in only one category)

Job Categories	Race/Ethnicity		Not-Hispanic or Latino										Totals										
	Hispanic or Latino	Female	MALE					FEMALE															
			White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian		American Indian or Alaska Native	Two or More Races								
Executive, Senior Level Officials and Managers 1.1																							
First/Mid-Level Officials and Managers 1.2																							
Professionals 2																							
Technicians 3																							
Sales Workers 4																							
Administrative Support Workers 5																							
Craft Workers, Operatives, Laborers and Helpers 6																							
Service Workers 9																							
If there are people in the jobs above whose ethnicity/race you do not know, please describe them here (e.g., We have 15 clerks whose race I do not know):																							

30

Educational Institutions Only

TABLE III: Number of Employees (Report employees in only one category)

Job Categories	Race/Ethnicity		Not-Hispanic or Latino										Totals										
	Hispanic or Latino	Female	MALE					FEMALE															
			White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian		American Indian or Alaska Native	Two or More Races								
Tenure Track Faculty																							
Other Faculty																							
Students: Undergraduate																							
Students: Graduate																							
International Students - Total Only for Undergraduate Students																							
International Students - Total Only for Graduate Students																							
If there are people in the jobs/roles above whose ethnicity/race you do not know, please describe them here (e.g., We have 5 tenure track faculty whose race I do not know):																							

SECTION IV. CUSTOMERS/ CONSUMERS/ SERVICES

38. How do you ensure that your programs/services/products are delivered in a culturally sensitive or culturally competent manner?

- Options (select all that apply):
- a. Materials are printed in multiple languages
 - b. Staff members are multilingual/translation services are available
 - c. Diverse people are represented in advertisements and printed materials
 - d. Other – describe below

38a. Describe other programs here:

39. Do you provide or participate in any special training for managers and staff to improve their cultural sensitivity/competence? Provide example(s)

40. Does your organization conduct surveys and/or use other mechanisms to obtain customer feedback to gauge their levels of satisfaction with your products, programs and/or services? If yes, please share 3-5 of the most recent principal findings (optional)

41. Do you find these surveys to be effective mechanisms for improving consumer satisfaction?

SECTION V. SUPPLIERS/ VENDORS

42. What is the number of contracts over \$50K (corporate or university) or \$10K (non-profit) you had with vendors in 2008?

43. What is the number of contracts over \$50K (corporate or university) or \$10K (non-profit) you had with minority-owned vendors in 2008?

44. What is the number of contracts over \$50K (corporate or university) or \$10K (non-profit) you had with woman-owned vendors in 2008?

45. How much did you spend in 2008 in contracting expenditures? (Please include only contracts or vendor relationships over \$50K if you are a corporation or university or \$10K if you are a non-profit)

46. How much did you spend in 2008 in contracting expenditures with minority-owned contractors? (Please include only contracts or vendor relationships over \$50K if you are a corporation or university or \$10K if you are a non-profit)

47. How much did you spend in 2008 in contracting expenditures with woman-owned contractors? (Please include only contracts or vendor relationships over \$50K if you are a corporation or university or \$10K if you are a non-profit)

48. Do your major suppliers have policies in place to encourage a diverse workplace and supplier base?

49. Do you have a policy to encourage supplier diversity?

SECTION VI. COMMUNITY ENGAGEMENT/ BEST PRACTICES

50. What are the top 5 (either most successful, visible or well received) things your organization does to promote diversity, inclusion and racial, ethnic, and gender equality?

51. How do these initiatives contribute to your organization's overall objectives?

SECTION VII. COMMENTS

52. Is there any part of your data that you would like to clarify or provide some context for? If so, please do so here.

53. We know that 2008 was the beginning of cutbacks, hiring freezes and layoffs for many organizations around the country. Please include here anything that you would like to add about how this has impacted your organization, or diversity at your organization.

54. Please offer any comments about particular successes you have achieved or challenges you have faced. Again these will not be linked to particular organizations, but we believe that taken together they can offer a treasure trove of wisdom going forward.

55. Please provide any constructive feedback you would like to add about your experience filling out this template, the value of the tool or the data we collect, or other general feedback.



Questions for Department Heads (Section IV 28-41)

28. How has the diversity of your workplace changed over the last 3-5 years in terms of race?

Options: More Diverse – No Change – Less Diverse

29. How has the diversity of your workplace changed over the last 3-5 years in terms of gender?

Options: More Diverse – No Change – Less Diverse

30. Please confirm which if any of the following elements are incorporated into your recruitment program to ensure a diverse pool:

Select all that apply:

- a. Advertise in ethnic media
- b. Search for talent in diverse talent resources (please provide examples below)
- c. For a search, require people of color of women to be interviewed/considered
- d. Other – Please list or explain below

30a. Other elements in your recruitment program:

31. Does your organization sponsor or provide leadership programs that encourage and support inclusion and diversity?

33. Does your organization sponsor or provide learning or training programs that encourage and support inclusion and diversity?

35. Of your answered Yes in questions 31 to 34, please briefly describe those programs.

36. Does your employee performance review assessment system explicitly recognize and reward efforts that foster diversity and incorporate diversity goals?

38. How do you ensure that your programs/services/products are delivered in a culturally sensitive or culturally competent manner?

Options (select all that apply):

- a. Materials are printed in multiple languages
- b. Staff members are multilingual/translation services are available
- c. Diverse people are represented in advertisements and printed materials
- d. Other – describe below

38a. Describe other programs here:

39. Do you provide or participate in any special training for managers and staff to improve their cultural sensitivity/competence?

Provide example(s)

40. Does your organization conduct surveys and/or use other mechanisms to obtain customer feedback to gauge their levels of satisfaction with your products, programs and/or services? If yes, please share 3-5 of the most recent principal findings (optional)

41. Do you find these surveys to be effective mechanisms for improving consumer satisfaction?

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4) EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS (Read attached instructions prior to completing this form)				APPROVED BY OMB 3046-0008 EXPIRES 12/31/2005
DO NOT ALTER INFORMATION PRINTED IN THIS BOX			MAIL COMPLETED FORM TO: EEO-4 Reporting Center PO Box 8127 Reston VA 20195	
A. TYPE OF GOVERNMENT (Check one box only)				
<input type="checkbox"/> 1. State <input type="checkbox"/> 2. County <input type="checkbox"/> 3. City <input checked="" type="checkbox"/> 4. Township <input type="checkbox"/> 5. Special District <input type="checkbox"/> 6. Other (Specify) _____				
B. IDENTIFICATION				
1. NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C) Town of Brookline				
2. Address--Number and Street 333 Washington Street	CITY/TOWN Brookline	COUNTY Norfolk	STATE/ZIP 02445	EEOC USE ONLY A _____ B _____
C. FUNCTION				
(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s) attach a list showing name and address of agencies whose data are not included.)				
<input checked="" type="checkbox"/>	1. Financial Administration. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and GENERAL CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)		8. HEALTH. Provision of public health services, outpatient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation service, etc.	
	2. STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.		9. HOUSING. Code enforcement, low rent public housing, fair housing ordinance enforcement, housing for elderly, housing rehabilitation, rent control.	
	3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance. (Hospitals and sanatoriums should be reported as item 7.)		10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.	
	4. POLICE PROTECTION. Duties of a police department sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities.		11. CORRECTIONS. Jails, reformatories, detention homes, halfway houses, prisons, parole and probation activities	
	5. FIRE PROTECTION. Duties of the uniformed fire force and clerical employees. (Report any forest fire protection activities as item 6.)		12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.	
	6. NATURAL RESOURCES. Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc., and PARKS AND RECREATION. Provision, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, marinas, zoos, etc.		13. SANITATION AND SEWAGE. Street cleaning, garbage and refuse collection and disposal. Provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.	
	7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.		14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY	
			15. OTHER (Specify on Page Four)	

D. EMPLOYMENT DATA AS OF JUNE 30

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	Black				White	Black			
		A	B	C	D	E	F	G	H	I	J	K
OFFICIALS ADMINISTRATORS	1. \$0.1-15.9											
	2. 16.0-19.9											
	3. 20.0-24.9											
	4. 25.0-32.9											
	5. 33.0-42.9											
	6. 43.0-54.9											
	7. 55.0-69.9											
	8. 70.0 PLUS	1	1									
PROFESSIONALS	9. \$0.1-15.9											
	10. 16.0-19.9											
	11. 20.0-24.9											
	12. 25.0-32.9											
	13. 33.0-42.9											
	14. 43.0-54.9											
	15. 55.0-69.9											
	16. 70.0 PLUS	16	15					1				
TECHNICIANS	17. \$0.1-15.9											
	18. 16.0-19.9											
	19. 20.0-24.9											
	20. 25.0-32.9											
	21. 33.0-42.9											
	22. 43.0-54.9	12	7					5				
	23. 55.0-69.9	16	15					1				
	24. 70.0 PLUS	1	1									
PROTECTIVE SERVICE	25. \$0.1-15.9	1						1				
	26. 16.0-19.9											
	27. 20.0-24.9											
	28. 25.0-32.9											
	29. 33.0-42.9	8						8				
	30. 43.0-54.9	91	67	5	3	7		9				
	31. 55.0-69.9											
	32. 70.0 PLUS											
PARA-PROFESSIONALS	33. \$0.1-15.9											
	34. 16.0-19.9											
	35. 20.0-24.9											
	36. 25.0-32.9											
	37. 33.0-42.9											
	38. 43.0-54.9											
	39. 55.0-69.9											
	40. 70.0 PLUS											
ADMINISTRATIVE SUPPORT	41. \$0.1-15.9											
	42. 16.0-19.9											
	43. 20.0-24.9											
	44. 25.0-32.9											
	45. 33.0-42.9	5	1					2		1	1	
	46. 43.0-54.9	9	3					6				
	47. 55.0-69.9											
	48. 70.0 PLUS											

D. EMPLOYMENT DATA AS OF JUNE 30 (Cont.)

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE										FEMALE			
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE			
			WHITE	Black				White	Black						
		A	B	C	D	E	F	G	H	I	J	K			
SKILLED CRAFT	49. \$0.1-15.9														
	50. 16.0-19.9														
	51. 20.0-24.9														
	52. 25.0-32.9														
	53. 33.0-42.9	1						1							
	54. 43.0-54.9														
	55. 55.0-69.9														
56. 70.0 PLUS															
SERVICE MAINTENANCE	57. \$0.1-15.9														
	58. 16.0-19.9														
	59. 20.0-24.9														
	60. 25.0-32.9														
	61. 33.0-42.9	2	1		1										
	62. 43.0-54.9	2						2							
	63. 55.0-69.9														
64. 70.0 PLUS															
65. TOTAL FULL TIME (LINES 1 - 64)		165	111	5	4	7	0	36	0	1	1	0			
2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)															
66. OFFICIALS/ADMIN															
67. PROFESSIONALS															
68. TECHNICIANS															
69. PROTECTIVE SERVICE	8	2	1					4			1				
70. PARA-PROFESSIONAL															
71. ADMIN. SUPPORT															
72. SKILLED CRAFT	1							1							
73. SERVICE/MAINTENANCE															
74. TOTAL OTHER THAN FULL TIME (LINES 66 - 73)	9	2	1	0	0	0	0	5	0	0	1	0			
3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30															
75. OFFICIALS/ADMIN															
76. PROFESSIONALS															
77. TECHNICIANS	1	1													
78. PROTECTIVE SERVICE	3	3													
79. PARA-PROFESSIONAL															
80. ADMIN. SUPPORT															
81. SKILLED CRAFT															
82. SERVICE/MAINTENANCE															
83. TOTAL NEW HIRES (LINES 75 - 82)	4	4	0	0	0	0	0	0	0	0	0	0			

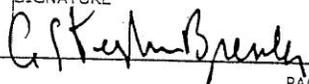
REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

MA 0110400

LIST AGENCIES INCLUDED ON THIS FORM

Police

CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS FORM C. Stephen Bressler		TITLE Director
ADDRESS (Number and Street, City, State, Zip Code) Human Relations-Youth Resources 11 Pierce Street Brookline, MA 02445		TELEPHONE NUMBER extension: (617) 730-2330 FAX NUMBER
DATE 10/19/2011	TYPED NAME/TITLE OF AUTHORIZED OFFICIAL C. Stephen Bressler, Director	SIGNATURE 

EEOC FORM 164, FEB 97 (Previous Editions Obsolete)

PAGE 4

**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4)**

EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
(Read attached instructions prior to completing this form)

APPROVED BY
OMB
3046-0008

EXPIRES
12/31/2005

DO NOT ALTER INFORMATION PRINTED IN THIS BOX

MAIL COMPLETED
FORM TO:
EEO-4 Reporting Center
PO Box 8127
Reston VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District
 6. Other (Specify) _____

B. IDENTIFICATION

1. NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C.)

Town of Brookline

2. Address--Number and Street 333 Washington Street	CITY/TOWN Brookline	COUNTY Norfolk	STATE/ZIP MA 02445	EEOC USE ONLY A B
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C. FUNCTION

(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s) attach a list showing name and address of agencies whose data are not included.)

X	1. Financial Administration. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and	X	8. HEALTH. Provision of public health services, outpatient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation service, etc.
	GENERAL CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)	X	9. HOUSING. Code enforcement, low rent public housing, fair housing ordinance enforcement, housing for elderly, housing rehabilitation, rent control.
X	2. STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.	X	10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.
X	3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance. (Hospitals and sanatoriums should be reported as item 7.)		11. CORRECTIONS. Jails, reformatories, detention homes, halfway houses, prisons, parole and probation activities
	4. POLICE PROTECTION. Duties of a police department sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities.	X	12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
	5. FIRE PROTECTION. Duties of the uniformed fire force and clerical employees. (Report any forest fire protection activities as item 6.)	X	13. SANITATION AND SEWAGE. Street cleaning, garbage and refuse collection and disposal. Provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.
X	6. NATURAL RESOURCES. Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc., and PARKS AND RECREATION. Provision, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, marinas, zoos, etc.		14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
	7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.	X	15. OTHER (Specify on Page Four)

D. EMPLOYMENT DATA AS OF JUNE 30

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	Black				White	Black			
A	B	C	D	E	F	G	H	I	J	K		
OFFICIALS ADMINISTRATORS	1. \$0.1-15.9	0	0	0	0	0	0	0	0	0	0	0
	2. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
	3. 20.0-24.9	0	0	0	0	0	0	0	0	0	0	0
	4. 25.0-32.9	0	0	0	0	0	0	0	0	0	0	0
	5. 33.0-42.9	0	0	0	0	0	0	0	0	0	0	0
	6. 43.0-54.9	0	0	0	0	0	0	0	0	0	0	0
	7. 55.0-69.9	0	0	0	0	0	0	0	0	0	0	0
	8. 70.0 PLUS	23	18	0	0	0	0	5	0	0	0	0
PROFESSIONALS	9. \$0.1-15.9	1	0	0	0	0	0	1	0	0	0	0
	10. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
	11. 20.0-24.9	0	0	0	0	0	0	0	0	0	0	0
	12. 25.0-32.9	1	0	0	0	0	0	1	0	0	0	0
	13. 33.0-42.9	1	0	0	0	0	0	1	0	0	0	0
	14. 43.0-54.9	14	4	1	0	0	0	9	0	0	0	0
	15. 55.0-69.9	22	9	0	0	1	0	11	0	0	1	0
	16. 70.0 PLUS	50	24	2	0	0	0	23	1	0	0	0
TECHNICIANS	17. \$0.1-15.9	1	1	0	0	0	0	0	0	0	0	0
	18. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
	19. 20.0-24.9	0	0	0	0	0	0	0	0	0	0	0
	20. 25.0-32.9	0	0	0	0	0	0	0	0	0	0	0
	21. 33.0-42.9	0	0	0	0	0	0	0	0	0	0	0
	22. 43.0-54.9	4	3	0	0	0	0	1	0	0	0	0
	23. 55.0-69.9	9	7	0	0	0	0	2	0	0	0	0
	24. 70.0 PLUS	11	8	1	0	1	0	0	0	0	1	0
PROTECTIVE SERVICE	25. \$0.1-15.9	0	0	0	0	0	0	0	0	0	0	0
	26. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
	27. 20.0-24.9	0	0	0	0	0	0	0	0	0	0	0
	28. 25.0-32.9	0	0	0	0	0	0	0	0	0	0	0
	29. 33.0-42.9	0	0	0	0	0	0	0	0	0	0	0
	30. 43.0-54.9	0	0	0	0	0	0	0	0	0	0	0
	31. 55.0-69.9	0	0	0	0	0	0	0	0	0	0	0
	32. 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
PARA-PROFESSIONALS	33. \$0.1-15.9	4	1	0	0	0	0	3	0	0	0	0
	34. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
	35. 20.0-24.9	3	0	1	0	0	0	1	0	1	0	0
	36. 25.0-32.9	7	3	1	0	0	0	3	0	0	0	0
	37. 33.0-42.9	18	1	0	0	1	0	12	0	1	3	0
	38. 43.0-54.9	6	1	0	0	0	0	4	1	0	0	0
	39. 55.0-69.9	4	1	0	0	0	0	3	0	0	0	0
	40. 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE SUPPORT	41. \$0.1-15.9	0	0	0	0	0	0	0	0	1	0	0
	42. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
	43. 20.0-24.9	1	0	0	0	0	0	1	0	0	0	0
	44. 25.0-32.9	0	0	0	0	0	0	0	0	0	0	0
	45. 33.0-42.9	14	0	0	0	1	0	12	0	0	1	0
	46. 43.0-54.9	26	4	0	0	0	0	19	1	1	1	0
	47. 55.0-69.9	2	0	0	0	0	0	1	0	1	0	0
	48. 70.0 PLUS	1	1	0	0	0	0	0	0	0	0	0

D. EMPLOYMENT DATA AS OF JUNE 30 (Cont.)

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	Black				White	Black			
	A	B	C	D	E	F	G	H	I	J	K	
SKILLED CRAFT	49. \$0.1-15.9	0	0	0	0	0	0	0	0	0	0	
	50. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	
	51. 20.0-24.9	0	0	0	0	0	0	0	0	0	0	
	52. 25.0-32.9	0	0	0	0	0	0	0	0	0	0	
	53. 33.0-42.9	0	0	0	0	0	0	0	0	0	0	
	54. 43.0-54.9	80	72	2	3	0	0	3	0	0	0	
	55. 55.0-69.9	6	6	0	0	0	0	0	0	0	0	
56. 70.0 PLUS	1	1	0	0	0	0	0	0	0	0		
SERVICE MAINTENANCE	57. \$0.1-15.9	5	3	0	0	0	0	2	0	0	0	
	58. 16.0-19.9	0	0	0	0	0	0	0	0	0	0	
	59. 20.0-24.9	0	0	0	0	0	0	0	0	0	0	
	60. 25.0-32.9	15	9	2	4	0	0	0	0	0	0	
	61. 33.0-42.9	8	5	2	0	1	0	0	0	0	0	
	62. 43.0-54.9	46	36	2	5	0	0	3	0	0	0	
	63. 55.0-69.9	0	0	0	0	0	0	0	0	0	0	
64. 70.0 PLUS	0	0	0	0	0	0	0	0	0	0		
65. TOTAL FULL TIME (LINES 1 - 64)	384	218	14	12	5	0	121	3	5	7	0	
2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)												
66. OFFICIALS/ADMIN	0	0	0	0	0	0	0	0	0	0	0	
67. PROFESSIONALS	8	1	0	0	0	0	7	0	0	0	0	
68. TECHNICIANS	5	1	1	0	0	0	3	0	0	0	0	
69. PROTECTIVE SERVICE	201	154	17	5	9	1	15	0	0	0	0	
70. PARA-PROFESSIONAL	165	50	14	11	10	1	69	0	5	5	0	
71. ADMIN. SUPPORT	235	51	3	4	2	0	165	1	3	6	0	
72. SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	
73. SERVICE/MAINTENANCE	21	8	4	3	0	0	3	0	2	1	0	
74. TOTAL OTHER THAN FULL TIME (LINES 66 - 73)	635	265	39	23	21	2	262	1	10	12	0	
3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30												
75. OFFICIALS/ADMIN	1	1	0	0	0	0	0	0	0	0	0	
76. PROFESSIONALS	4	2	0	0	0	0	2	0	0	0	0	
77. TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	
78. PROTECTIVE SERVICE	0	0	0	0	0	0	0	0	0	0	0	
79. PARA-PROFESSIONAL	4	1	0	0	0	0	2	1	0	0	0	
80. ADMIN. SUPPORT	3	0	0	0	0	0	5	0	0	0	0	
81. SKILLED CRAFT	4	3	0	0	0	0	1	0	0	0	0	
82. SERVICE/MAINTENANCE	16	12	1	2	0	0	1	0	0	0	0	
83. TOTAL NEW HIRES (LINES 75 - 82)	32	19	1	2	0	0	11	1	0	0	0	

REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

LIST AGENCIES INCLUDED ON THIS FORM

Advisory Committee	Planning
Assessors	Purchasing
Building	Recreation
Comptroller	Retirement
Council on Aging	Selectmen
DPW Engineering Admin.	Town Clerk
DPW Highway	Town Counsel
DPW Motor Equip. Repair	Treasury
DPW Parks	Veterans
DPW Sanitation	
DPW Water	
Health and Human Services	
Human Relations-Youth Resources	
Human Resources	
Information Services	
Library	

CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS FORM C. Stephen Bressler		TITLE Director	
ADDRESS (Number and Street, City, State, Zip Code) Human Relations-Youth Resources 11 Pierce Street Brookline, MA 02445		TELEPHONE NUMBER extension: (617) 730-2330	
DATE 10/19/2011	TYPED NAME/TITLE OF AUTHORIZED OFFICIAL C. Stephen Bressler, Director	FAX NUMBER	SIGNATURE 
E-MAIL sbressler@brooklinema.gov			

**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4)**

APPROVED BY
OMB
3046-0008

EXPIRES
12/31/2005

EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS
(Read attached instructions prior to completing this form)

DO NOT ALTER INFORMATION PRINTED IN THIS BOX

MAIL COMPLETED
FORM TO:
EEO-4 Reporting Center
PO Box 8127
Reston VA 20195

A. TYPE OF GOVERNMENT (Check one box only)

1. State 2. County 3. City 4. Township 5. Special District
 6. Other (Specify) _____

B. IDENTIFICATION

1. NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)
Town of Brookline

2. Address--Number and Street 333 Washington Street	CITY/TOWN Brookline	COUNTY Norfolk	STATE/ZIP MA 02445	EEOC USE ONLY A B
--	------------------------	-------------------	-----------------------	-------------------------

C. FUNCTION

(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s) attach a list showing name and address of agencies whose data are not included.)

	1. Financial Administration. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and		8. HEALTH. Provision of public health services, outpatient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation service, etc.
	GENERAL CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)		9. HOUSING. Code enforcement, low rent public housing, fair housing ordinance enforcement, housing for elderly, housing rehabilitation, rent control.
	2. STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.		10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.
	3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance. (Hospitals and sanatoriums should be reported as item 7.)		11. CORRECTIONS. Jails, reformatories, detention homes, halfway houses, prisons, parole and probation activities
	4. POLICE PROTECTION. Duties of a police department sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities.		12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
X	5. FIRE PROTECTION. Duties of the uniformed fire force and clerical employees. (Report any forest fire protection activities as item 6.)		13. SANITATION AND SEWAGE. Street cleaning, garbage and refuse collection and disposal. Provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.
	6. NATURAL RESOURCES. Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc., and PARKS AND RECREATION. Provision, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, marinas, zoos, etc.		14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
	7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.		15. OTHER (Specify on Page Four)

D. EMPLOYMENT DATA AS OF JUNE 30

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	Black				White	Black			
		A	B	C	D	E	F	G	H	I	J	K
OFFICIALS ADMINISTRATORS	1. \$0.1-15.9											
	2. 16.0-19.9											
	3. 20.0-24.9											
	4. 25.0-32.9											
	5. 33.0-42.9											
	6. 43.0-54.9											
	7. 55.0-69.9											
	8. 70.0 PLUS	1	1									
PROFESSIONALS	9. \$0.1-15.9											
	10. 16.0-19.9											
	11. 20.0-24.9											
	12. 25.0-32.9											
	13. 33.0-42.9											
	14. 43.0-54.9											
	15. 55.0-69.9	20	18	1	1							
16. 70.0 PLUS	17	17										
TECHNICIANS	17. \$0.1-15.9											
	18. 16.0-19.9											
	19. 20.0-24.9											
	20. 25.0-32.9											
	21. 33.0-42.9											
	22. 43.0-54.9											
	23. 55.0-69.9	2	1	1								
	24. 70.0 PLUS											
PROTECTIVE SERVICE	25. \$0.1-15.9											
	26. 16.0-19.9											
	27. 20.0-24.9											
	28. 25.0-32.9											
	29. 33.0-42.9											
	30. 43.0-54.9	107	87	13	2	2	1	2				
	31. 55.0-69.9	2	2									
32. 70.0 PLUS												
PARA-PROFESSIONALS	33. \$0.1-15.9											
	34. 16.0-19.9											
	35. 20.0-24.9											
	36. 25.0-32.9											
	37. 33.0-42.9											
	38. 43.0-54.9											
	39. 55.0-69.9											
	40. 70.0 PLUS											
ADMINISTRATIVE SUPPORT	41. \$0.1-15.9	1								1		
	42. 16.0-19.9											
	43. 20.0-24.9											
	44. 25.0-32.9											
	45. 33.0-42.9											
	46. 43.0-54.9	1						1				
	47. 55.0-69.9											
	48. 70.0 PLUS											

D. EMPLOYMENT DATA AS OF JUNE 30 (Cont.)
 (Do not include elected/appointed officials. Blanks will be counted as zero)
 1. FULL-TIME EMPLOYEES (Temporary employees are not included)

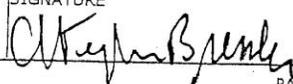
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	Black				White	Black			
		A	B	C	D	E	F	G	H	I	J	K
SKILLED CRAFT	49. \$0.1-15.9											
	50. 16.0-19.9											
	51. 20.0-24.9											
	52. 25.0-32.9											
	53. 33.0-42.9											
	54. 43.0-54.9	1	1									
	55. 55.0-69.9	1	1									
56. 70.0 PLUS												
SERVICE MAINTENANCE	57. \$0.1-15.9											
	58. 16.0-19.9											
	59. 20.0-24.9											
	60. 25.0-32.9											
	61. 33.0-42.9											
	62. 43.0-54.9	1	1									
	63. 55.0-69.9											
64. 70.0 PLUS												
65. TOTAL FULL TIME (LINES 1 - 64)		154	129	15	3	2	1	3	0	1	0	0
2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)												
66. OFFICIALS/ADMIN												
67. PROFESSIONALS												
68. TECHNICIANS												
69. PROTECTIVE SERVICE												
70. PARA-PROFESSIONAL												
71. ADMIN. SUPPORT												
72. SKILLED CRAFT												
73. SERVICE/MAINTENANCE												
74. TOTAL OTHER THAN FULL TIME (LINES 66 - 73)		0	0	0	0	0	0	0	0	0	0	0
3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30												
75. OFFICIALS/ADMIN												
76. PROFESSIONALS		1	1									
77. TECHNICIANS												
78. PROTECTIVE SERVICE												
79. PARA-PROFESSIONAL												
80. ADMIN. SUPPORT												
81. SKILLED CRAFT												
82. SERVICE/MAINTENANCE												
83. TOTAL NEW HIRES (LINES 75 - 82)		1	1	0	0	0	0	0	0	0	0	0

REMARKS (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

LIST AGENCIES INCLUDED ON THIS FORM

Fire

CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS FORM C. Stephen Bressler		TITLE Director
ADDRESS (Number and Street, City, State, Zip Code) Human Relations-Youth Resources 11 Pierce Street Brookline, MA 02445		TELEPHONE NUMBER extension: (617) 730-2330 FAX NUMBER
DATE 10/19/2011	TYPED NAME/TITLE OF AUTHORIZED OFFICIAL C. Stephen Bressler, Director	SIGNATURE 

E-MAIL sbressler@brooklinema.gov

PAGE 4

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION		NO. 3846-0083 Approved EXPIRES 12/31/2008
ELEMENTARY-SECONDARY STAFF INFORMATION (EEO-5) Public School Systems		This is a joint requirement of EEOC, and the Office for Civil Rights and National Center for Education Statistics of the Department of Education.
DO NOT ALTER INFORMATION PRINTED IN THIS BOX		
OE NUMBER : 2503150 Survey Year : 10		
<p>NOTE: All EMPLOYEES IN YOUR SCHOOL DISTRICT MUST BE INCLUDED ON THIS FORM</p> <p>Additional Copies of this form may be obtained from the address below. Send your full report (the original and one copy of this form) to:</p> <p style="text-align: center;">U.S. Equal Employment Opportunity Commission PO Box 8845 Reston VA 20195</p>		
PART I. IDENTIFICATION		
PART A. TYPE OF AGENCY WHICH OPERATES THE REPORTING SCHOOL SYSTEM		
<input checked="" type="checkbox"/> Local Public School System	<input checked="" type="checkbox"/> Special or Regional Agency	<input checked="" type="checkbox"/> State Education Agency
<input type="checkbox"/> Other (Specify)		
B. SCHOOL SYSTEM IDENTIFICATION (OMIT IF SAME AS LABEL)		
NAME		
BROOKLINE SCHOOL DISTRICT		
333 WASHINGTON	BROOKLINE	NORFOLK
		STATE/ZIP
		MA-02445
C. GENERAL STATISTICS		
NUMBER OF SCHOOLS OPERATED	NUMBER OF ANNEXES OPERATED	OCTOBER 1ST ENROLMENT
9	0	whole numbers only! no ,6730
D. REMARKS (500 Characters maximum)		
AUTHORIZATION		
THE NATIONAL CENTER FOR EDUCATION STATISTICS WILL PUBLISH INFORMATION APPEARING IN PART II, TOTAL COLUMN 'A' UNLESS THE DISTRICT SPECIFICALLY WITHHOLDS AUTHORITY TO DO SO. IF THE DISTRICT WISHES TO WITHHOLD SUCH AUTHORITY, CHECK HERE.		
		<input checked="" type="checkbox"/> AUTHORITY WITHHELD

PART II. STAFF STATISTICS AS OF (DATE) 2010-11-30							DO NOT INCLUDE ELECTED/APPOINTED OFFICIALS (SEE DEFINITION IN APPENDIX)				
16:37:58.0											
DISTRICT NAME: BROOKLINE SCHOOL DISTRICT							DISTRICT ID: 2803180				
ACTIVITY ASSIGNMENT CLASSIFICATION	OVERALL TOTALS (COLUMNS B-K)	STAFF TOTALS									
		MALE					FEMALE				
		NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
		WHITE	BLACK				WHITE	BLACK			
A	B	C	D	E	F	G	H	I	J	K	
A. FULL-TIME STAFF											
1. Officials, Administrators, Managers	10	3	0	1	0	0	6	0	0	0	0
2. Principals	9	2	0	1	0	0	5	1	0	0	0
3. Assistant Principal, Teaching	8	4	0	0	0	0	3	1	0	0	0
4. Assistant Principals, Non teaching	7	3	1	0	0	0	2	0	1	0	0
5. Elementary Classroom Teachers	310	57	5	0	1	0	226	3	6	12	0
6. Secondary classroom Teachers	119	40	2	1	0	0	72	0	2	2	0
7. Other Classroom Teachers	20	3	0	0	0	0	16	1	0	0	0
8. Guidance	27	5	2	0	0	0	15	5	0	0	0
9. Psychological	3	0	0	0	0	0	3	0	0	0	0
10. Librarians /Audio Visual Staff	10	0	0	0	0	0	10	0	0	0	0
11. Consultants & Supervisors of Instruction	24	10	0	0	1	0	10	1	1	1	0
12. Other Professional Staff	45	6	0	1	0	0	38	0	0	0	0
13. Teachers Aids	23	4	1	0	0	0	12	6	0	0	0
14. Technicians	10	1	0	0	4	0	5	0	0	0	0
15. Clerical/Secretarial Staff	34	0	0	0	0	0	32	2	0	0	0
16. Service Workers	33	27	1	0	0	0	4	0	0	1	0
17. Skilled Crafts	0	0	0	0	0	0	0	0	0	0	0
18. Laborers, Unskilled	5	4	0	1	0	0	0	0	0	0	0
19. TOTAL (Lines 1-18)	697	169	12	5	6	0	459	20	10	16	0
B. PART-TIME STAFF											
20. Professional Instructional	224	30	2	2	1	0	173	2	4	10	0
21. All Other	332	52	8	2	2	0	219	18	13	18	0
22. TOTAL (Lines 20-21)	556	82	10	4	3	0	392	20	17	28	0
C. NEW HIRES (JULY THRU SEPT. OF THE SURVEY YEAR)											
23. Officials, Administrators, Managers	0	0	0	0	0	0	0	0	0	0	0
24. Principals/Asst. Principals	3	0	0	0	0	0	3	0	0	0	0
25. Classroom Teachers	49	10	2	0	0	0	33	0	0	4	0
26. Other Professional Staff	10	0	0	0	0	0	9	0	1	0	0
27. Nonprofessional Staff	85	20	4	1	1	0	54	0	3	2	0
28. TOTAL (Lines 23-28)	147	30	6	1	1	0	99	0	4	6	0
CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.)											
DATE	PHONE	TYPED NAME/TITLE OF AUTHORIZED OFFICIAL					SIGNATURE		<input checked="" type="checkbox"/>		
11/30/2010	617-730-2401	Janice C. McHugh									