

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

**Wednesday, October 8, 2025
6:30 p.m.
55 Church Street & Zoom Video Conference
Join Zoom Meeting**

<https://us02web.zoom.us/j/84388684941?pwd=2wyuCngZC1LaYkQjHbQV7FGSRsYigc.1>

Meeting ID: 843 8868 4941

Passcode: 157748

- 1. Call to Order**
- 2. Approval of Minutes**
 - December 10, 2024
 - June 18, 2025
 - August 13, 2025
 - September 10, 2025
- 3. Assistant Town Manager/ Director of Human Resources Report**
 - Handbook Update
 - Personnel Reporting
- 4. Goal Setting**
 - FY2025 recap/feedback
 - FY2026 process
- 5. Classification Actions**
 - Review of updated job descriptions
 - Public Health Nurse
- 6. Tracking Employee Satisfaction Discussion**
- 7. Personnel Board Membership**
- 8. Adjournment**

Meeting materials will be available at: www.concordma.gov/PersonnelBoard

- Minutes of December 10, 2024
- Minutes of June 18, 2025
- Minutes of August 13, 2025
- Minutes of September 10, 2025

Town of Concord Personnel Board
Meeting Minutes
December 10, 2024
55 Church Street/Zoom

Present or participated remotely: Bill Mrachek (Chair), Liz Cobbs, Josh Fay, Jessica Porter, Erin McMorrow, Mark Howell, Anthony Ansaldi (Town CFO), Kaari Tari (Town Clerk), Jenny Saccardo (Beede Center GM), Will McClements (Aquatics Manager), Karleen Reed

1. Call to Order

- 5:32 pm Mr. Mrachek called the meeting to order; Mr. Mrachek, Ms. Cobbs, and Mr. Fay confirmed as a quorum

2. Approval of Minutes

- October 9, 2024—Mr. Fay moved to approve; Ms. Cobbs seconded; approved unanimously

3. Assistant Town Manager Interim HR Director Report (Ms. Porter)

- Reporting discussion regarding new hires and terminations; why there is a discrepancy in numbers; MUNIS is delayed until April 2025 but it will provide a greater ability to provide more accurate and consistent information
- Ms. Crum gave update on the new employee goal setting and merit pay program; training sessions held with employees; discussion about “goal tracker” sheet and how it operates in the new program; she included a review of her presentation to the Select Board on December 2

4. Classification

- Assistant Chief Financial Officer (Grade 15)—new position
 - This is not a new FTE; the new position utilizes the Special Projects Manager open position that had not been filled
 - Mr. Ansaldi provided overview of the responsibilities of the new position
- Elections and Census Manager (Grade 8)—new position
 - Not a new FTE;
 - Ms. Tari (Town Clerk) presented summary of the responsibilities of this new position
 - Ms. Reed added her support for this position
- Recreation Operations Manager (Grade 8)—new position
 - Ms. McMorrow presented summary of the responsibilities
- Lead Swim Coach (On Miscellaneous Compensation Schedule)
 - Mr. McClements (Aquatics Manager) summarized the responsibilities

- Mr. Fay moved to approve the above four new positions; Ms Cobbs seconded; unanimously approved

5. Review of Updated Job Descriptions—(No Vote Required)

- Assistant Town Clerk
- Aquatics Supervisor
- Senior Administrative Specialist—Finance-Town Clerk

6. Personnel Board Charge Discussion

- Postponed to next meeting

7. Additional Item

- Next meeting to include discussion on FY25 merit pay and what

8. Adjournment

- Voted to adjourn at 6:58 PM; unanimously approved

Respectfully submitted,

William J. Mrachek

Town of Concord Personnel Board

Meeting Minutes

June 18, 2025

55 Church Street/Zoom

Present or participated remotely: Bill Mrachek, Kate Ryan, Josh Fay, Kerry Lafluer, Kimberly Crum, Jessica Porter, Erin McMorrow

1. Call to Order

- 5:48 pm Mr. Mrachek called the meeting to order; Mr. Mrachek will be the Clerk; Mr. Mrachek, Ms. Ryan, and Mr. Fay confirmed as a quorum

2. Approval of Minutes

- April 16, 2025 (Mr. Fay moved and Ms. Ryan seconded followed by Ms. McMorrow noting one small edit; minutes approved with the one change)

3. Assistant Town Manager Interim HR Director Report (Ms. Porter)

- Provided monthly new hires and termination dash-board report
- Update on Munis project; looking for 7/1/25 payroll implementation
- Gathering employee performance reviews for the merit pay component pay increase; first time in recent years for having a regular performance review process
- Ms. Morrow stated that all summer jobs had been filled

4. Review and vote FY26 Salary Increase Plan

- Base Pay Increase Plan
 - Annual document prepared by the Town for review and approval by the Personnel Board
 - FY26 wage charts are the same as FY25
 - Discussion of Step 18 employees (currently 7) and how the FY26 Salary Increase Plan affects them
 - Ms. Porter indicated that Ms. Lafluer had advised her that the Town's financial status allows for the FY26 Base Pay Increase Plan to be implemented
- Merit Pay Program
 - Reviewed the procedures for establishing goals; goals were both quantitative and qualitative
 - Ms. Porter indicated how the individual merit pay percentages were administered
 - Ms. Lafluer added that the Town will learn a great deal from the FY25 experience; anticipated that such a review will result better measurable goal setting

- For FY25, Ms. Lafleur stated that setting goals were very beneficial for both the Town and its employees
- It is anticipated that employee feedback will be obtained on their assessment of the the new system
- The PB approved the FY26 Salary Increase Plan; Mr. Fay moved; Ms. Ryan seconded; unanimous approval

5. Discussion and vote of amendments to PPP 15 Administration of Personal Leave

- The primary purpose of PPP 15 is to state how personal leave will be calculated for new hires
- Ms. Porter noted there as no claw-back provision
- The PB approved PPP 15; Ms. Ryan moved; Mr. Fay seconded; unanimous approval

6. Tracking Employee Satisfaction Discussion

- Reaffirmed target date of December 2025 to have PB's recommendation ready for presentation to the Select Board
- Next step is to gather relevant data from the Personnel Task Force's final report as well as seeking other instruments from other municipalities

7. Discussion of Employee Handbook progress

- Ms. Crum highlighted status of the Employee Handbook with there being a delay of the legal review; indicated that the new anticipated date for review by the Personnel Board is August 2025
- Regarding the inclusion of a remote work policy in the Employee Handbook ("EH"), a meeting was held last week with the senior management team to discuss a framework for such a policy; after the meeting, Ms. Lafleur decided that it was premature to include a remote work policy in the "EH"; additional study was necessary
- In light of this information, Mr. Fay suggested that there should be no mention of a remote work policy in the "EH" until the Town arrives at a draft statement

8. Adjournment

- Voted to adjourn at 6:38 PM; unanimous vote

Respectfully submitted,

William J. Mrachek

Town of Concord Personnel Board

Meeting Minutes

September 10, 2025

55 Church Street/Zoom

Present or participated remotely: Bill Mrachek, Kate Ryan, Josh Fay, Jessica Porter, Erin McMorrow, Ryan Ferrara (Interim CFO)

1. Call to Order

- 5:30 pm Mr. Mrachek called the meeting to order; Mr. Mrachek will be the Clerk; Mr. Mrachek, Ms. Ryan, and Mr. Fay confirmed as a quorum

2. Approval of Minutes

- None for approval at this meeting

3. Assistant Town Manager Interim HR Director Report (Ms. Porter)

- MUNIS payroll update
- FY25 merit pay (lump-sum) received by employees
- FY26 goal setting discussion; employee goals to be in place by November 2025
- Handbook draft received back from legal; goal is to get draft out for October PB meeting
- In packet, pages 2 to 5 show initial personnel file framework using MUNIS platform
- Future employee events discussion
- Ms. McMorrow presents reporting update, i.e., dashboard additions; new personnel update flyer announcing new Concord employees mentioned
- Limited status vs. temporary status definition discussion, definition included PCP 43
- FY 25 merit pay statistics: next meeting HR will provide overall distribution data and department distribution data
- Digitizing personnel files discussion; past and future data/information; future possibilities, i.e., education (police department currently has this information which is tied to MUNIS payroll data base)
- Handbook discussion; timeliness necessity; when to PB and employees?

4. Classification

- Payroll and Finance Generalist (Grade 4)—new position
 - Mr. Ferrara presented background information supporting this new position; primarily payroll support but additional support for the treasury and accounting offices
 - For future classification actions—request made to have packet include a current organization chart

- Motion to approve the Payroll and Finance Generalist (Ms. Ryan); seconded (Mr. Fay); unanimous approval
- Employee Engagement Specialist position--update
 - HR still waiting for response from legal as to question regarding status; exempt vs nonexempt

5. Employee Satisfaction Discussion

- Mr. Mrachek indicated that he did not believe the PB could initiate or manage an employee climate survey; survey should be initiated and supported by the Town; agreement by Ms. Ryan and Mr. Fay
- Mr. Fay indicated that the “bigger picture” regarding hiring and retention is what the Select Board is looking for
- Ms. McMorrow indicated “time to hire statistics” will be available for next meeting
- For PBs December goal of providing information to the Select Board, Mr. Mrachek suggested the PB can recommend actions for the PB and the Select Board to acquire relevant data

6. Personnel Board Membership

- General discussion

7. Adjournment

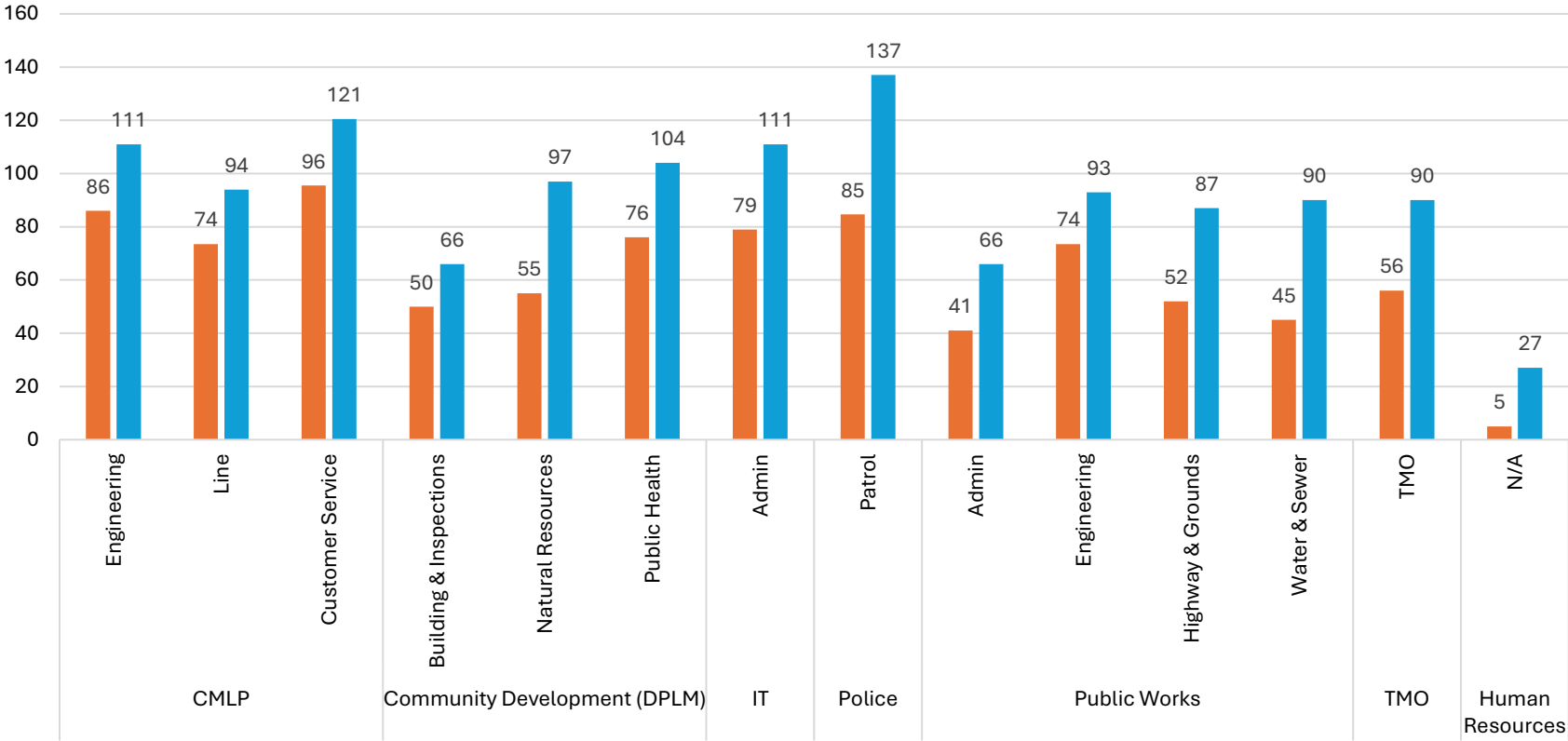
- Voted to adjourn at 6:20 PM; unanimous vote

Respectfully submitted,

William J. Mrachek

YTD 2025 Hiring (Regular Status)

■ Average of Time to Fill (days from date opened to date offer accepted)
 ■ Average of Time to Fill (days from date opened to start date)



Dept/Division	Average of Time to Fill (days from date opened to date offer accepted)	Average of Time to Fill Time to Fill (days from date opened to start date)
CMLP	85	108
Engineering	86	111
Line	74	94
Customer Service	96	121
Community Development (DPLM)	58	83
Building & Inspections	50	66
Natural Resources	55	97
Public Health	76	104
IT	79	111
Admin	79	111
Police	85	137
Patrol	85	137
Public Works	57	86
Admin	41	66
Engineering	74	93
Highway & Grounds	52	87
Water & Sewer	45	90
TMO	56	90
TMO	56	90
Human Resources	5	27
N/A	5	27
Weighted Average	66	97

Turnover (Regular Status)

September 2025		
Type of Separation	Retirement	Separation
Location DPLM	1	
Finance		1
Grand Total	1	1

Cumulative July – September 2025				
Type of Separation	Resignation	Retirement	Separation	Grand Total
Location CMLP		1		1
DPLM Building	1			1
DPLM Health	1			1
Fire		2		2
Library	1			1
DPLM		1		1
Finance			1	1
Grand Total	3	4	1	8

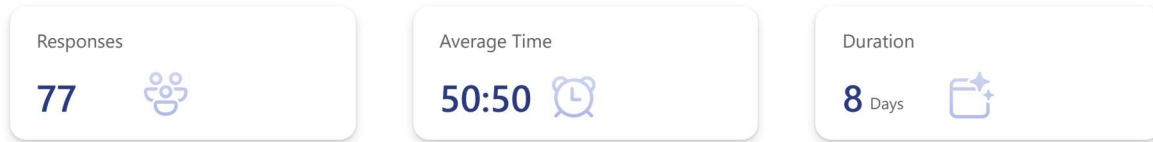
September 2025 Hiring

Location	FULL TIME	LIMITED STATUS	Grand Total
BEEDE SWIM & FITNESS CENTER		5	5
CONCORD POLICE DEPARTMENT	2		2
IT DEPARTMENT	1		1
MUNICIPAL LIGHT PLANT	1		1
TREASURER-COLLECTOR DIVISION	1		1
Grand Total	5	5	10

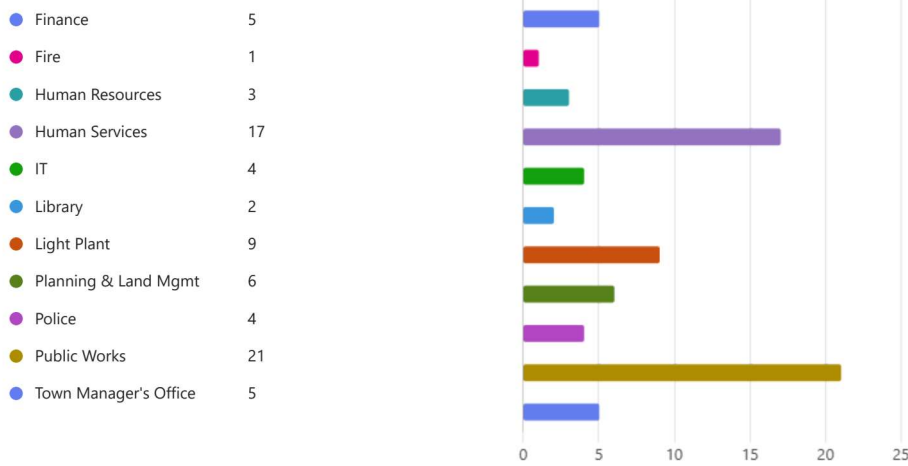
2025 YTD (Calendar) Hiring

Location	FULL TIME	LIMITED STATUS	TEMPORARY	Grand Total
BEEDE SWIM & FITNESS CENTER	1	27	8	36
BOARD OF HEALTH DIVISION	1			1
BUILDING INSPECTOR DIVISION	1	1		2
CONCORD POLICE DEPARTMENT	6	5		11
ELECTION WORKERS		3		3
FACILITIES DIVISION	2			2
FINANCE DEPARTMENT	2			2
HIGHWAY & GROUNDS DIVISION	3			3
HUMAN RESOURCES DEPARTMENT	1			1
IT DEPARTMENT	1			1
LIBRARY		4	1	5
MUNICIPAL LIGHT PLANT	6		1	7
NATURAL RESOURCES DIVISION	1		2	3
PARKS AND TREES	1			1
PLANNING DIVISION	1			1
RECREATION DEPARTMENT	1	4	42	47
TOWN ACCOUNTANT DIVISION			1	1
TOWN ENGINEER	2			2
TOWN MANAGER'S OFFICE	2		1	3
TREASURER-COLLECTOR DIVISION	1			1
WATER & SEWER	1		1	2
Grand Total	34	44	57	135

Responses Overview Closed



1. Please select your Department



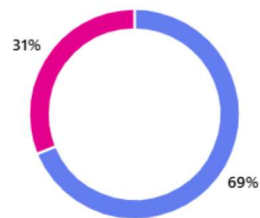
2. Please indicate your Division (if applicable)

77
Responses

Latest Responses
 "Facilities"
 "Water & Sewer"
 "GIS"
 ...

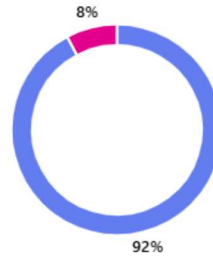
3. Was the merit pay process clearly explained to you?

● Yes 53
 ● No 24



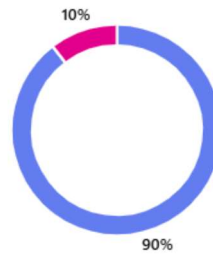
4. Were you involved in setting your goals or objectives?

● Yes 71
● No 6



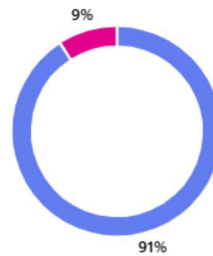
5. Did you clearly understand the goals that were set for you at the beginning of the performance cycle?

● Yes 69
● No 8



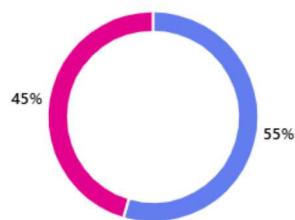
6. Do you feel the goals set were achievable and realistic given your role and responsibilities?

● Yes 70
● No 7



7. Do you believe the merit pay process is fair and aligned with individual performance?

● Yes 42
● No 35



FY25 Merit Pay Program – Executive Summary

Overview and Participation

FY25 marked the Town's first year implementing a formal merit pay program designed to link individual performance to organizational goals. All 174 eligible employees participated in the program, receiving both a step increase for satisfactory performance and, where earned, a supplemental merit award. To assess the program's first-year effectiveness, the Town distributed a post-implementation feedback survey to all participants. Seventy-seven employees (44.25%) completed the survey, providing a mix of quantitative ratings and open-ended comments. While not all respondents provided narrative feedback, those who did offered detailed insights, often highlighting challenges around fairness, clarity, and communication. Training sessions were offered to supervisors and employees prior to rollout; however, attendance was optional and varied widely, contributing to uneven understanding across departments.

Key Findings

1. **Fairness and Structure** – Employees expressed concern that goals were not applied consistently across departments. Variation in the scope and difficulty of goals led to perceived inequities. Some also felt that goals could become outdated as Town priorities shifted.
2. **Pay and Retirement Implications** – While all eligible employees received a step increase, many noted that one-time merit payouts do not affect retirement benefits or overtime calculations. This was particularly concerning for longer-serving employees accustomed to base-pay merit adjustments under the prior system. Under that former model, however, employees who had reached the top of their salary range were capped and sometimes received less than their full merit amount. The new structure was designed specifically to correct that limitation, ensuring that all eligible employees remain eligible for 100% of their potential merit award, regardless of their position within the salary range.
3. **Communication and Clarity** – Employees reported confusion around timelines, goal definitions, and how merit outcomes were determined. Although written guidance was distributed, many requested clearer, more frequent communication and live discussions to ensure shared understanding.
4. **Training and Engagement** – Training was offered but not required. Attendance varied, leading to inconsistent understanding and application of the process. This contributed to uneven goal quality and differing experiences across departments.
5. **Motivation and Morale** – While some employees appreciated being recognized for strong performance, others found the process stressful or demotivating. Several suggested that the value of merit awards did not feel commensurate with the effort required to meet complex goals.
6. **Departmental Context** – Reactive or operational departments, such as public safety and public works, found the rigid goal structure difficult to apply to their dynamic work environments.

Lessons Learned

The first year of implementation highlighted that clear communication, consistency, and training are essential to the program's success. Optional training proved insufficient to ensure common understanding. Moving forward, training should be mandatory, communication should be standardized, and goal-setting should occur earlier in the fiscal year to align with Town-wide priorities. Finally, success depends on mutual accountability: leadership must communicate and manage expectations clearly; and employees must actively engage in the process.

Recommendations for FY26

Compensation Design: Maintain the current step plus merit model, with improved communication about how each component functions. This will help employees better understand how performance recognition complements guaranteed step progression.

Goal Structure: Simplify to two total goals, allowing mid-year revisions when priorities shift. This approach promotes fairness, flexibility, and alignment with operational realities.

Training: Require training for all employees and supervisors prior to goal-setting and evaluation. Consistent training will support shared understanding and consistent implementation across departments. Training will also be recorded and available to staff and supervisors (less Q&A, to allow employees to freely ask questions or share comments/feedback).

Communication: Publish an annual process calendar, and provide consistent communication which will promote transparency and accountability.

Feedback Loop: Conduct a mid-cycle check-in or short pulse survey to gauge clarity, morale, and progress. Early feedback will allow timely adjustments.

Recognition Alternatives: Explore non-monetary or professional development recognition options to complement financial awards and promote engagement.

Conclusion

The FY25 merit pay program established a foundation for performance-based recognition while maintaining equitable step increases for all eligible employees. The first year surfaced key opportunities for refinement, especially around communication, consistency, and shared accountability. With the recommended adjustments, the Town can strengthen trust in the process and ensure the merit program serves as a fair, transparent, and motivating component of its overall compensation strategy.

FY25 Merit Pay Program – Full Report

I. Background and Purpose

FY25 marked the Town's first year implementing a formal merit pay program designed to strengthen the connection between individual performance and organizational priorities. The program introduced a structured goal-setting process for all non-union, regular status employees, combining a step increase for all participants with satisfactory performance with the opportunity to earn additional merit pay based on achievement of pre-established goals.

All 174 eligible employees participated in the FY25 merit pay program, receiving at least a step increase, and where earned, a supplemental merit award. Following the first full cycle of implementation, a voluntary feedback survey was distributed to all eligible employees. Seventy-seven employees (44.25%) responded, providing both quantitative ratings and narrative comments. Not all respondents provided written feedback, and those who did were more likely to share detailed and critical observations.

Prior to the rollout, the Town offered multiple training sessions for supervisors and employees covering goal setting, evaluation criteria, and the new process timeline. Attendance was optional and varied significantly. This uneven participation contributed to inconsistencies in understanding and implementation. Looking ahead, the Town recognizes that mandatory training will be essential to ensure consistency and shared expectations.

The FY25 program replaced the Town's prior merit system, which incorporated performance-based increases directly into base pay. While that model provided retirement credit, it also created inequities for employees at the top of their salary range, who were capped and therefore sometimes received less than their full merit amount. The new structure was designed to eliminate that cap, ensuring that all employees remain eligible for 100% of their potential merit pay regardless of salary range placement. However, while the new approach improved equity in eligibility, it also introduced new challenges, particularly around fairness perceptions, communication, and understanding of how merit pay was calculated.

II. Survey Methodology

The FY25 Merit Pay Feedback Survey was distributed electronically to all 174 program participants. Seventy-seven employees completed the survey, representing a 44.25% response rate. The survey included multiple-choice questions assessing perceptions of fairness, communication, motivation, and overall satisfaction. A general comments box allowed participants to describe their experiences in their own words.

Quantitative data provides a broad overview of organizational sentiment, while narrative responses reveal detailed experiences and emotions. This combination offers a nuanced understanding of employee perspectives, highlighting both acceptance of the program's intent and dissatisfaction with aspects of its execution.

III. Key Findings and Themes

1. Fairness and Structure

Many employees expressed concern that the system was not applied consistently across departments. Variability in the number, scope, and difficulty of goals created perceived inequities. Some felt that goal achievement became a checklist exercise, not a true reflection of year-round performance or contribution. Others noted that goals could become outdated when Town priorities shifted mid-year.

2. Pay and Retirement Implications

While all eligible employees received a step increase, several expressed dissatisfaction that merit pay was provided as a one-time payout rather than added to base salary. Employees noted that this structure did not contribute to retirement earnings or affect overtime calculations. These concerns were particularly strong among longer-serving staff. It should be

noted that employees were offered the option to have their one time payments deposited to their 457 deferred compensation plan (pre-tax deduction), thus setting aside for retirement.

3. Communication and Clarity

Confusion over the timing of goal submission, the distinction between “consistent” and “stretch” goals, and how merit pay was determined was a recurring theme. Although written guidance was distributed, many employees sought more opportunities for live discussion and clarification. In some departments, miscommunication about timelines and expectations created frustration and reduced confidence in the process.

4. Training and Engagement

The Town offered a sufficient number of training sessions, but attendance was optional. As a result, understanding of the process varied widely. Some supervisors and employees entered the program well prepared, while others lacked the same level of awareness. This inconsistency contributed to uneven goal quality and confusion about expectations. Moving forward, mandatory participation in training for both employees and supervisors is recommended to ensure consistency and shared accountability.

5. Motivation and Morale

While some employees appreciated being recognized for exceptional contributions, others found the merit pay process stressful or demotivating. Many cited that the 2% merit opportunity felt too small relative to the effort and complexity of goal tracking. A few noted that the system encouraged competition rather than collaboration. Overall, motivation appeared mixed; staff support the idea of performance recognition but want a process that feels fair, transparent, and achievable.

6. Departmental Context

Employees in reactive or operational environments, such as public safety and public works, expressed difficulty applying a rigid goal structure to work that is dynamic and demand-driven. Several recommended allowing for more adaptive or narrative-style performance evaluations that capture contributions beyond static goals.

IV. Understanding Differences Between Quantitative and Narrative Feedback

A noticeable difference emerged between survey ratings and written comments. Quantitative responses were generally moderate, suggesting cautious acceptance of the merit pay concept. Narrative responses, by contrast, were more critical and emotional. This difference likely reflects a common survey dynamic: employees with stronger negative feelings are more likely to provide detailed comments, while those who are neutral or content tend to skip open-ended questions.

In this case, the quantitative data captures broad sentiment across the organization, while narrative feedback highlights the specific friction points of the first-year rollout- communication, training, and fairness. Together, they paint a full picture; the program is not fundamentally rejected but requires adjustments to process, messaging, and support.

V. Lessons Learned

The first year of merit pay revealed both the potential and the challenges of performance-based compensation. Employees appreciated the effort to link pay with contribution, but the rollout underscored the need for clear communication, uniform standards, and consistent participation. Importantly, success depends on mutual accountability- leadership must communicate clearly and manage fairly, and employees must engage fully in training and the goal-setting process.

The Town also learned that optional training was insufficient to ensure a consistent experience across departments. Making training mandatory and establishing early, transparent communication will help correct these disparities. Additionally, aligning timing of goal setting with the fiscal year and Select Board priorities will improve clarity and reduce mid-year adjustments.

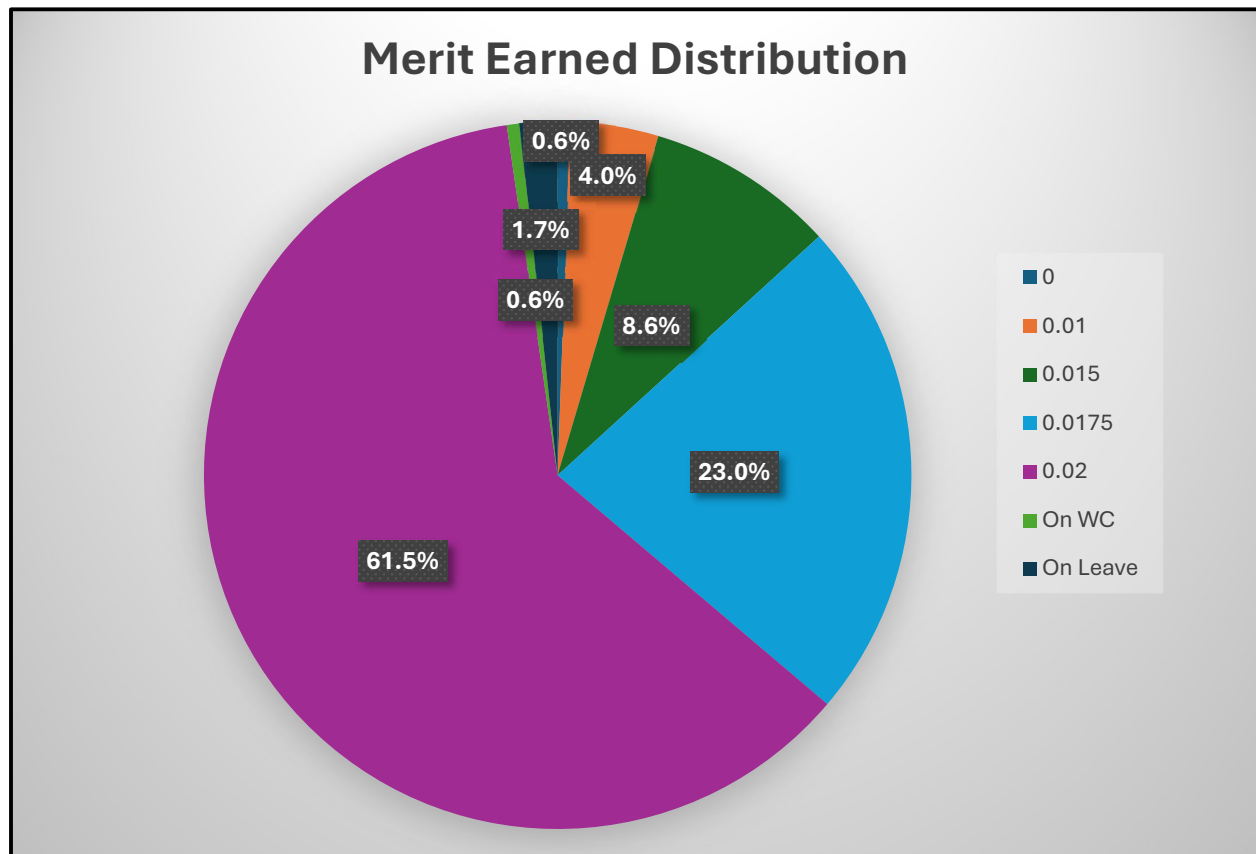
VI. Recommendations for FY26

Focus Area	Recommendation	Desired Outcome
Compensation Design	Maintain the current step plus merit model, with improved communication about how each component functions.	Better understanding and confidence in fairness.
Goal Structure	Simplify to two total goals; allow mid-cycle revisions when priorities shift.	Greater consistency, fairness, and flexibility.
Training	Require training for all employees and supervisors before goal-setting and evaluation.	Consistent understanding and process application.
Communication	Publish an annual process calendar and clarify linkage between Town and employee goals.	Transparency, predictability, and alignment.
Feedback Loop	Conduct a mid-cycle check-in or short pulse survey to gauge clarity, morale, and progress.	Early identification of issues.
Recognition Alternatives	Explore additional non-monetary or professional development recognition options.	Broader engagement and motivation.

VII. Conclusion

The FY25 merit pay program represented a meaningful evolution in the Town’s compensation philosophy. The program successfully established a structure for recognizing performance while maintaining equitable step increases for all. However, the first year revealed opportunities to strengthen communication, ensure consistent training, and simplify goal-setting. With these refinements, the Town can build a sustainable and trusted merit system that motivates employees, rewards achievement, and aligns individual contributions with community goals.

Merit %	Count of Employee Number	
0.00%	1	0.6%
1.00%	7	4.0%
1.50%	15	8.6%
1.75%	40	23.0%
2.00%	107	61.5%
On WC	1	0.6%
On Leave	3	1.7%
Grand Total	174	100%



Sum of Stretch Goals Completed
378

Public Health Nurse

Department: ~~Community Development~~Community
~~Development~~, Health
Reports To: Public Health Director
Appointed By: Town Manager

Salary Grade: 10
FLSA Status: Exempt
Date: ~~September~~
202509/2
025

GENERAL SUMMARY:

Under the general supervision of the Public Health Director, provides services to the Towns of Concord and Maynard. The position will lead take the lead in investigating and reporting cases for over 90 infectious diseases, including tuberculosis; enter data into MAVEN (the Massachusetts Virtual Epidemiologic Network) and complete disease investigation duties; manage foodborne disease outbreaks; hold immunization clinics and disease screenings; provide chronic disease self- management counseling; collaborate with others to plan and conduct community education programs in response to community health assessments and population health needs; educate the public about the risk of vector-borne infections (mosquitoes and ticks); enforce isolation and quarantine regulations. The public health nurse will participate in emergency preparedness by conducting all-hazards planning, including emergency dispensing site plans, emergency shelter management, and Medical Reserve Corp recruitment.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

~~As a shared service position, some functions or duties may be performed as a lead role and others may be performed in a support role to a health department's public health nursing lead.~~

- ◆ Plans, coordinates, and administers clinics such as immunizations, influenza, COVID-19, blood pressure, ~~cholesterol~~, and others.
- ◆ Performs surveillance and data collection of all reportable communicable diseases and maintains records and files case investigation in MAVEN to the Massachusetts Department of Public Health (MDPH).
- ~~◆ Orders and maintains adequate supplies of vaccine for residents and coordinates reallocation of MDPH supplied vaccine with local eligible providers and the MDPH.~~
- ~~◆ Dispenses vaccine, monitors related storage requirements, and maintains distribution records and usage of vaccine according to State regulations.~~
- ◆ Collaborates with other municipal departments such as Council on Aging, substance use prevention teams, and Public Safety on health issues such as older adult needs, mental health, substance use disorder.
- ◆ Complies with all departmental and state protocols including proper storage and disposal of medical supplies and waste.
- ◆ Provides home visits as requested and needed.

- ◆ Performs community health assessments and population health needs assessments. Works with community stakeholders to design and implement a Community Health Improvement Plan based on Community Health Needs Assessment results.

- ◆ Identifies social determinants of health and population health needs of the community and identifies vulnerable populations; plans and implements relevant interventions.
- ◆ Plans, develops, and conducts community education programs. Works with community partners for health communication messaging and to expand public health outreach. Leads Concord Public Health Communications group.
- ◆ Participates in the Concord Behavioral Health Collaborative.
- ◆ Assists with planning and coordination of emergency preparedness, including volunteer recruitment and training; and planning for events where the health of the population may be threatened.
- ◆ Collaborates with community, regional, and statewide resources to meet health needs of the population.
- ◆ Responsible for Clinical portion of Food Borne illness investigations. Test food, clinical, and environmental specimens and confirm test results from clinical labs.
- ~~◆ Conducts molecular typing (PFGE and/or WGS) on isolates to identify clusters.~~
- ◆ Reports cases and clusters to epidemiology partners. Provide technical guidance to congregate care centers regarding outbreaks of communicable diseases.
- ◆ Administers guidance provided by MDPH and other resources related to reporting of communicable diseases, case investigation and control further spread of reportable diseases including management of return-to-work testing requirements.
- ~~— Advises environmental health specialists and epidemiologists on the collection, handling, and transport of specimens and follow-up testing.~~
- ◆ Conducts recreational Camp inspections in compliance with 105 CMR 430.
- ◆ Maintains knowledge of current developments in public health nursing; attends seminars and workshops related to public health nursing. Completes regular continuing education to maintain licensure and remains up to date in nursing and public health fields
- ◆ Performs miscellaneous office duties as they relate to record keeping, nursing documentation, correspondence, electronic communication, filing, copying, scanning, and answering phones.
- ◆ Performs other related job duties as required.

SUPERVISORY RESPONSIBILITY:

May provide general supervision, mentoring, and functional oversight when working with other public health nurses. Supervise Public Health Interns in public health nursing or MPH candidates. Carries out supervisory responsibilities in accordance with policies and applicable laws. Responsibilities include planning, assigning, and directing work as needed; addressing complaints and resolving problems; and providing training if appropriate.

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

Required Minimum Qualifications

- ◆ Registered Nurse license (RN)

Public Health Nurse

- ◆ Bachelor of Science in Nursing Degree (BSN)
- ◆ At least 2 years of population health experience (e.g., VNA, Community Health Worker)
- ◆ Valid Class D Motor Vehicle Driver's license required.
- ◆ CPR Certification

Required Credentialing After Hire

- ◆ MAVEN training within 6 months of hire
- ◆ Foundations for Local Public Health Practice course within 1 year of hire

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Bi-lingual a plus, Portuguese or Spanish preferred
- ◆ Experience as a Public Health Nurse
- ◆ Experience with MAVEN
- ◆ Knowledge of Local Public Health functions (i.e., housing inspections, restaurant inspections, etc.)
- ◆ Knowledge of Local, State and Federal laws, policies, practices, and procedures related to public health nursing.
- ◆ Knowledge of communicable diseases/infection control, vaccine and immunization procedures and laws, state regulations and codes, and public health principles.
- ◆ Working knowledge of drug and immunization interactions and adverse side effects.
- ◆ Knowledge of human services and familiarity with community facilities, and resources for providing local services.
- ◆ Ability to independently make decisions.
- ◆ Commitment to the role of public health in promoting racial justice and health equity.
- ◆ Demonstrated cultural competency with expertise working with diverse, multi-lingual individuals and communities.
- ◆ Grant writing and reporting experience
- ◆ Excellent interpersonal, verbal, and written communication skills
- ◆ Literacy in computer software including Microsoft Word, Outlook, ~~PowerPoint, and Excel~~PowerPoint, Excel, and publishing software like Canva
- ◆ Strong organizational skills and the ability to work with a high level of detail, to prioritize multiple tasks, and to deal effectively with interruptions.
- ◆ Ability to change direction and rearrange tasks according to deadlines and circumstance.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

Moderate physical effort is required to perform duties under typical office conditions and travel to off- site locations. The employee is frequently required to sit, speak, hear, and use hands to operate equipment. Off-site locations may include meeting spaces, schools, clinicians' offices, hospitals, and homes of patients/clients. This position may require direct client/patient contact and because of such direct contact, certain immunizations will be recommended and/or required prior to commencement of employment duties. Vision requirements include the ability to read and analyze documents and use a computer.

A Criminal Offenders Records Information request must be completed for this position. However, a record is not an automatic bar to employment but is reviewed in relation to the job applied for.

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

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

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Public Health Nurse

Department: Community Development- Health
Reports To: Public Health Director
Appointed By: Town Manager

Salary Grade: 10
FLSA Status: Exempt
Date: September 2025

GENERAL SUMMARY:

Under the general supervision of the Public Health Director, provides services to the Towns of Concord and Maynard. The position will lead take the lead in investigating and reporting cases for over 90 infectious diseases, including tuberculosis; enter data into MAVEN (the Massachusetts Virtual Epidemiologic Network) and complete disease investigation duties; manage foodborne disease outbreaks; hold immunization clinics and disease screenings; provide chronic disease self-management counseling; collaborate with others to plan and conduct community education programs in response to community health assessments and population health needs; educate the public about the risk of vector-borne infections (mosquitoes and ticks); enforce isolation and quarantine regulations. The public health nurse will participate in emergency preparedness by conducting all-hazards planning, including emergency dispensing site plans, emergency shelter management, and Medical Reserve Corp recruitment.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Plans, coordinates, and administers clinics such as immunizations, influenza, COVID-19, blood pressure, and others.
- ◆ Performs surveillance and data collection of all reportable communicable diseases and maintains records and files case investigation in MAVEN to the Massachusetts Department of Public Health (MDPH).
- ◆ Collaborates with other municipal departments such as Council on Aging, substance use prevention teams, and Public Safety on health issues such as older adult needs, mental health, substance use disorder.
- ◆ Complies with all departmental and state protocols including proper storage and disposal of medical supplies and waste.
- ◆ Provides home visits as requested and needed.
- ◆ Performs community health assessments and population health needs assessments. Works with community stakeholders to design and implement a Community Health Improvement Plan based on Community Health Needs Assessment results.
- ◆ Identifies social determinants of health and population health needs of the community and identifies vulnerable populations; plans and implements relevant interventions.
- ◆ Plans, develops, and conducts community education programs. Works with community partners for health communication messaging and to expand public health outreach. Leads Concord Public Health Communications group.
- ◆ Participates in the Concord Behavioral Health Collaborative.
- ◆ Assists with planning and coordination of emergency preparedness, including volunteer recruitment and training; and

Public Health Nurse

planning for events where the health of the population may be threatened.

- ◆ Collaborates with community, regional, and statewide resources to meet health needs of the population.
- ◆ Responsible for Clinical portion of Food Borne illness investigations. Test food, clinical, and environmental specimens and confirm test results from clinical labs.
- ◆ Reports cases and clusters to epidemiology partners. Provide technical guidance to congregate care centers regarding outbreaks of communicable diseases.
- ◆ Administers guidance provided by MDPH and other resources related to reporting of communicable diseases, case investigation and control further spread of reportable diseases including management of return-to-work testing requirements.
- ◆ Conducts recreational Camp inspections in compliance with 105 CMR 430.
- ◆ Maintains knowledge of current developments in public health nursing; attends seminars and workshops related to public health nursing. Completes regular continuing education to maintain licensure and remains up to date in nursing and public health fields.
- ◆ Performs miscellaneous office duties as they relate to record keeping, nursing documentation, correspondence, electronic communication, filing, copying, scanning, and answering phones.
- ◆ Performs other related duties as required.

SUPERVISORY RESPONSIBILITY:

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Public Health Nurse

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