# Inclusion, Diversity, Equity, & Anti-Racism

Lincoln Board and Committee Roadshow

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# IDEA Committee

Select Board established IDEA in May 2021

Equity Audit, Gap Analysis and Action Plan

Racial Equity Group/Elite Research hired in November 2022

Employee Racial Equity Audit Report & Community Survey Results

# Committee Members

**Appointed Members**

- Gray Birchby: LSRHS Representative

- Abigail Butt: Director, Council on Aging & Human Services

- Jennifer Glass: co-Chair, Select Board

- Tim Higgins: Town Administrator

- Ken Hurd: At-large

- Russell Kramp: At-large

- Margaret McLaughlin: At-large

- Rob Stringer, co-Chair: At-large

- **Susan Taylor: School Committee**

- Albert Uriah Turner: At-large

**Liaisons**

- Kristen Ferris: METCO Coordinating Committee

- Melissa Roderick: Director, Lincoln Public Library

- Abbey Salon: Welcome, Inclusion, Diversity, & Equity (WIDE)

- Detective Ian Spencer: Public Safety

- Becca Fasciano: Conservation Commission

- Neil Feinberg: Housing Commission

# Town Vision Statement

**Lincoln is a town that cherishes its rural, agricultural character, its small-town heritage, its open space, and its historical legacy. The Town is committed to:**

❖ Achieving a balance between preserving these values while making reasonable provision for citizens' safety and convenience;

❖ Fostering economic, racial, ethnic, and age diversity among its citizenry through its educational, housing and other public policy;

❖ Excellence in its public educational system; and

❖ The Town Meeting form of government and the traditions of civic leadership and volunteer public service.

# Data Gathering: Community Survey Demographics



| Race/Ethnicity | "n" | Percent |
|---|---|---|
| White | 261 | 61.8% |
| POC | 41 | 9.7% |
| Unknown /PNS* | 120 | 28.4% |

*PNS = prefer not to say

| Gender | "n" | Percent |
|---|---|---|
| Male | 118 | 28.0% |
| Female | 199 | 47.2% |
| Non-binary/ non-conforming, Transgender, Other/PNS/Unknown | 105. | 28.8% |

| Home Ownership Status | "n" | Percent |
|---|---|---|
| Own | 308 | 73.0% |
| Rent | 36 | 8.5% |
| Other /PNS/Unknown | 78 | 18.5% |
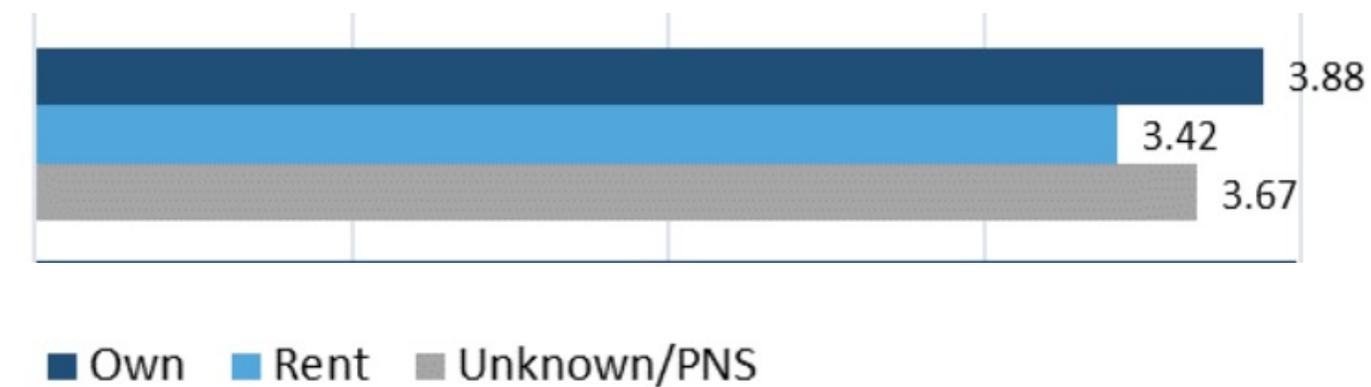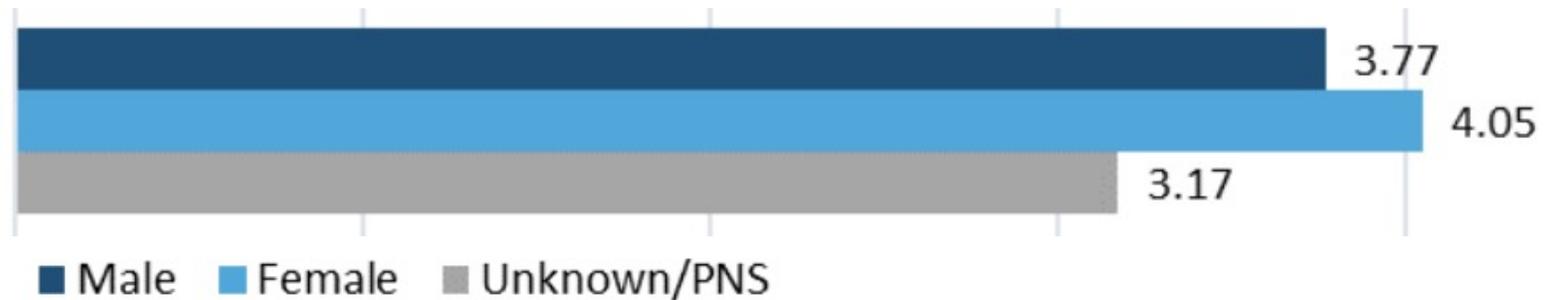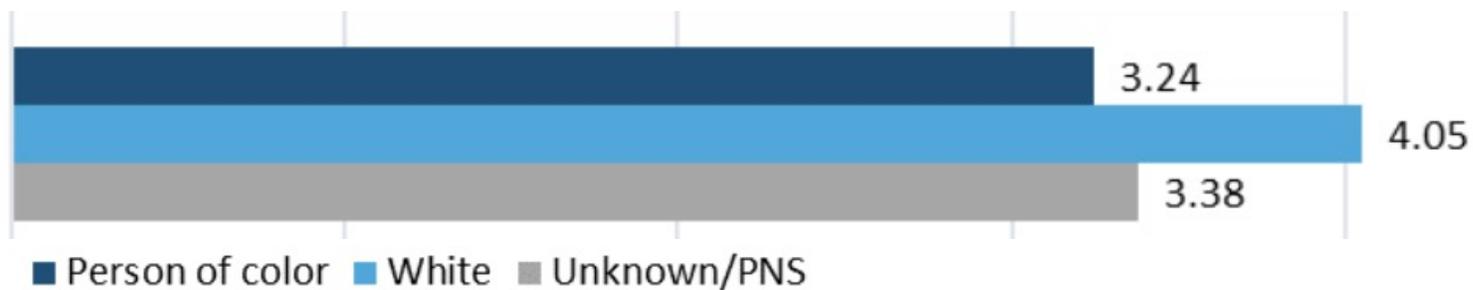
I feel connected to the Town…



| | | |
|---|---|---|
| 3.24 | | |
| 4.05 | | |
| 3.38 | | |

■ Person of color   ■ White   ■ Unknown/PNS

| | | |
|---|---|---|
| 3.77 | | |
| 4.05 | | |
| 3.17 | | |

■ Male   ■ Female   ■ Unknown/PNS

| | | |
|---|---|---|
| 3.88 | | |
| 3.42 | | |
| 3.67 | | |

■ Own   ■ Rent   ■ Unknown/PNS

I am satisfied with the Town's communications and engagement efforts

Person of color 3.00
White 3.87
Unknown/PNS 3.19

Male 3.68
Female 3.8
Unknown/PNS 3.09

I see my culture and/or identity reflected in Town government and activities

**Chart 1:**
- Person of color: 2.68
- White: 4.04
- Unknown/PNS: 2.96

■ Person of color  ■ White  ■ Unknown/PNS

**Chart 2:**
- Male: 3.87
- Female: 3.79
- Unknown/PNS: 2.90

■ Male  ■ Female  ■ Unknown/PNS

**Chart 3:**
- Own: 3.78
- Rent: 2.94
- Unknown/PNS: 3.60
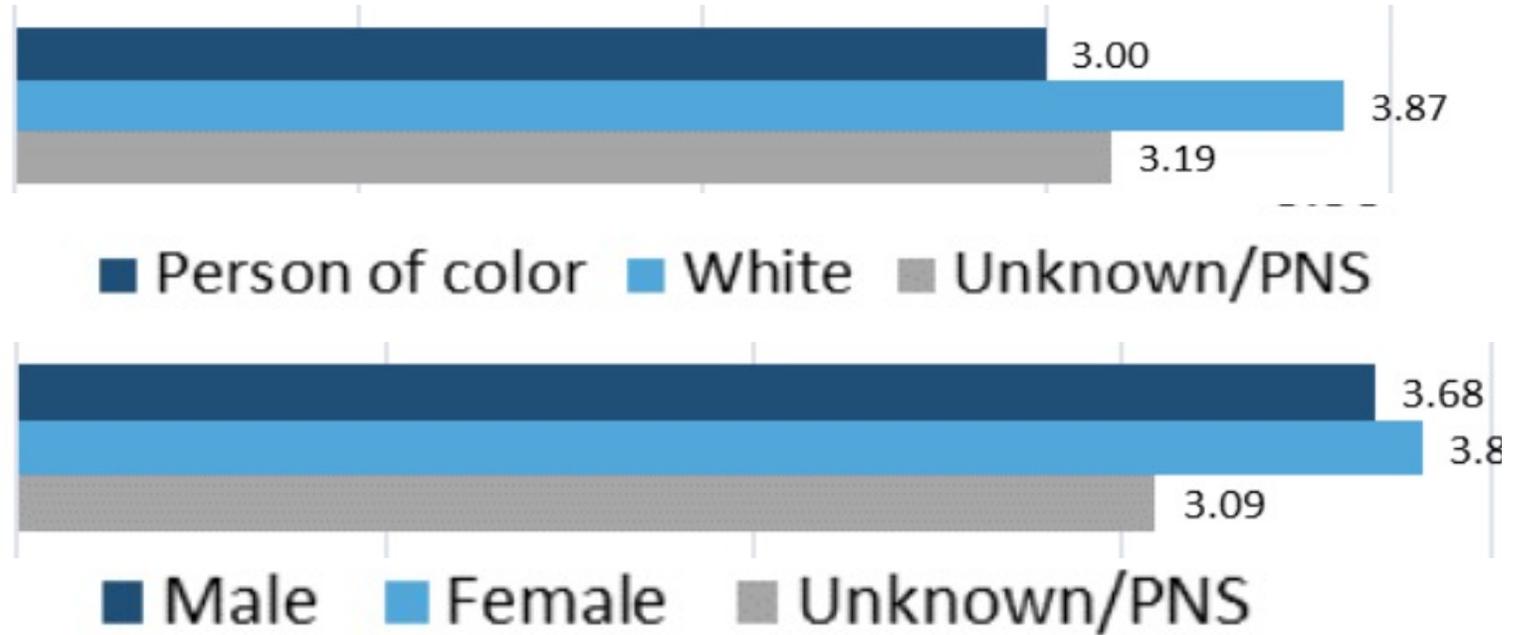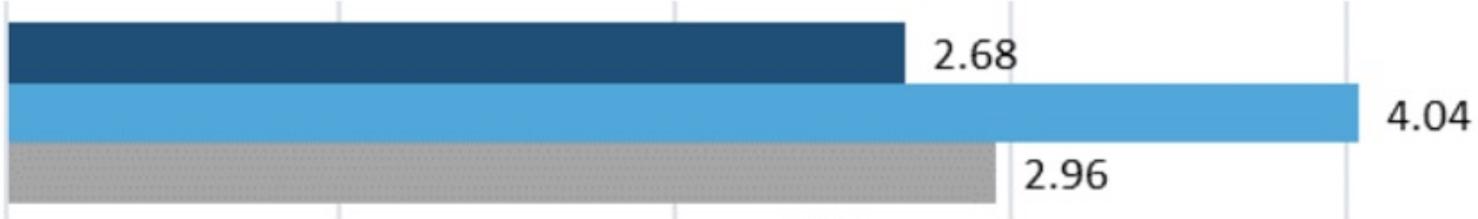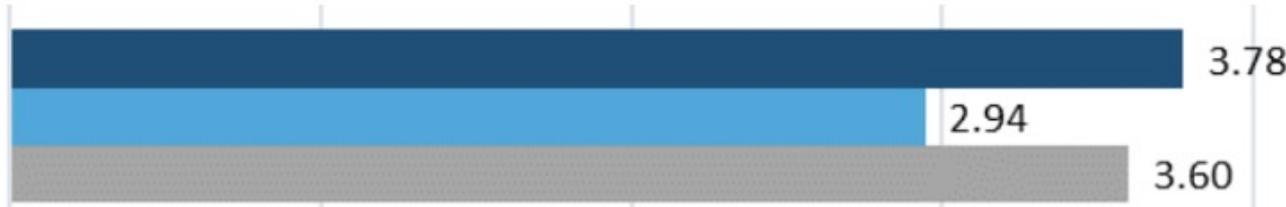
■ Own  ■ Rent  ■ Unknown/PNS
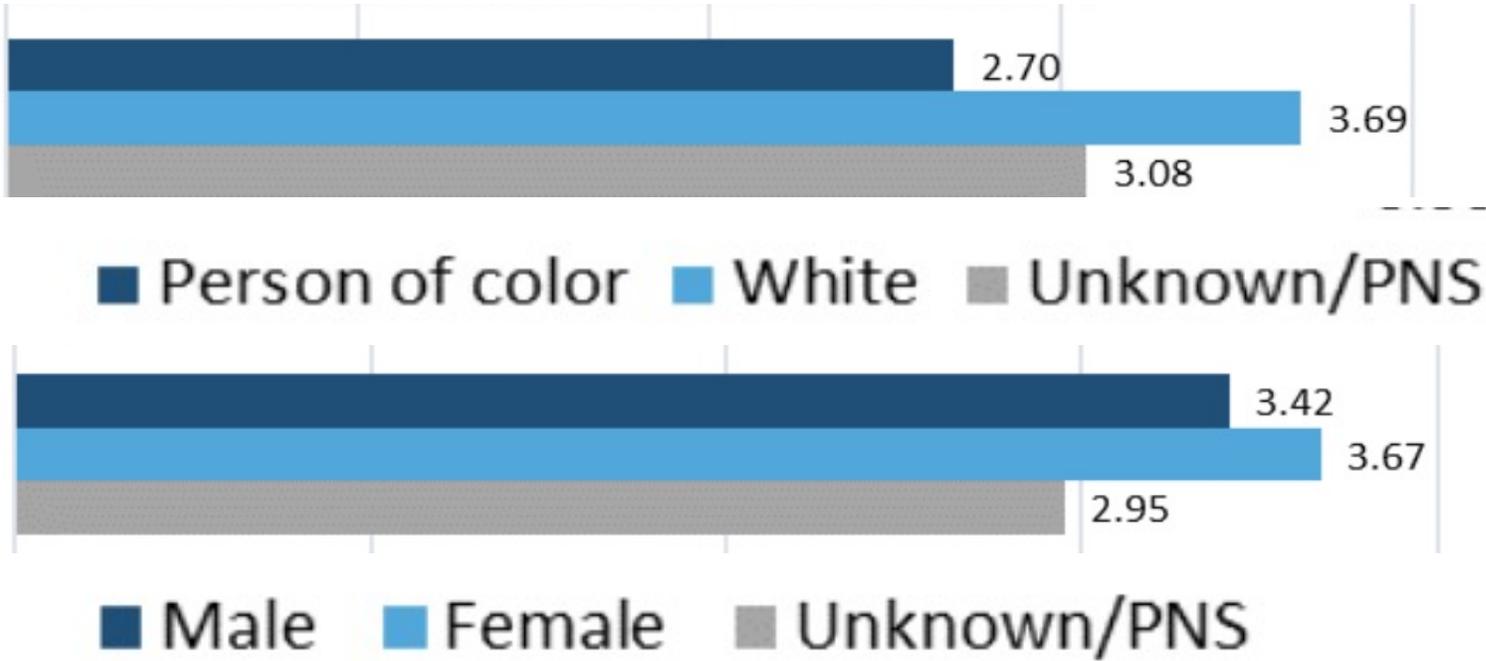
I have access to participate on Town boards and commissions…
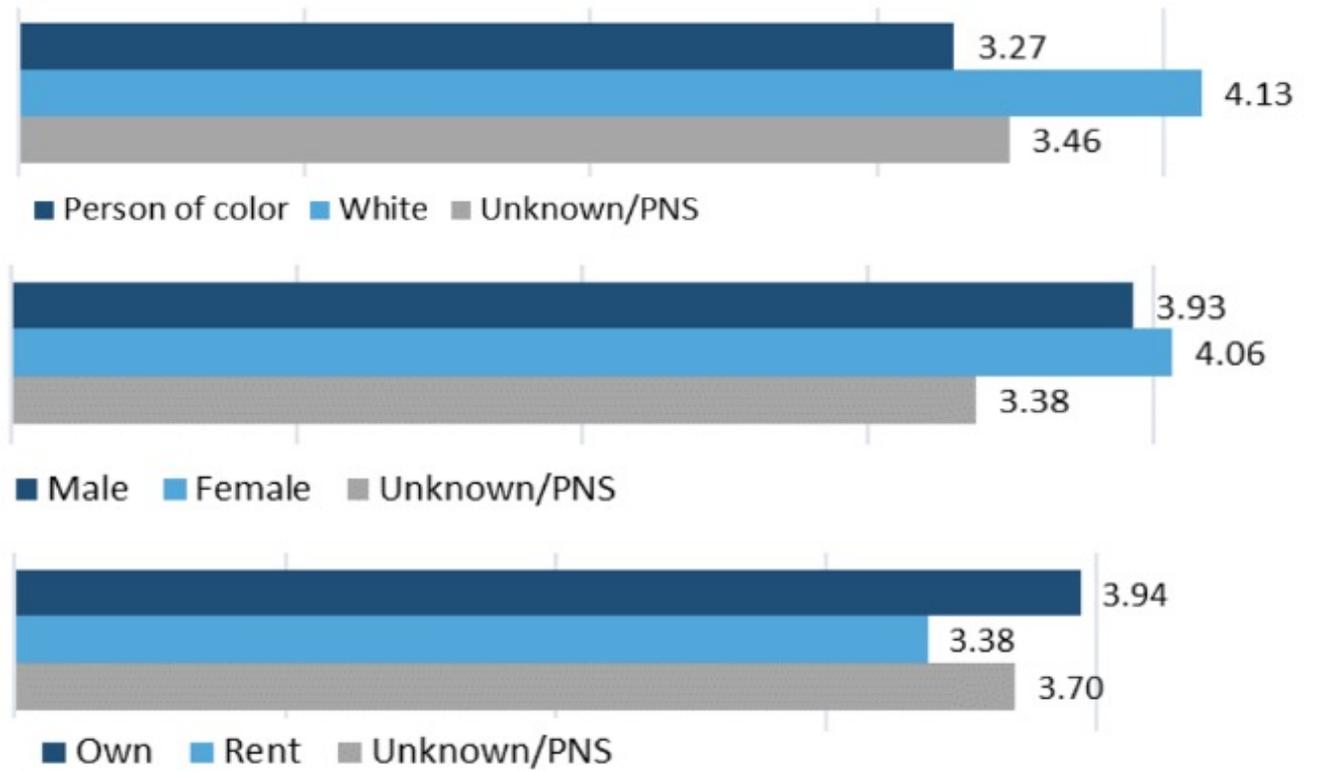
# What is the role of your Board/Committee in reaching our town vision?

Fostering economic, racial, ethnic, and age diversity among its citizenry through its educational, housing and other public policy;

| Racial/Ethnic Group | Town Board and Committee Representation (n=66*) | Town Population Demographics Census |
|---|---|---|
| Hispanic or Latino | 0% | 12.7% |
| White, non-Hispanic or Latino | 100% | 74.2% |
| Black or African American | 0% | 1.0% |
| Asian American | 0% | 6.8% |
| 2 or more races or some other race | 0% | 4.3% |

*n = number of board/committee members who responded to the survey

# Board Discussion

1. How can the LPS School Committee and the town work together to identify and reduce gaps?
   1. IDEA vs. AIDE – using the same language
   2. Employee and constituent plans

# Next Steps

Thank you!

# Appendix

**Possible Actions**

| COMPETENCIES | ACTION | Needs Staff & Volunteers 👤 - 👤👤👤 | Needs Budget $ - $$$ | SOTT |
|---|---|---|---|---|
| **Institutional Commitment** | 1. Establish a **part-time or full-time position**, with required budget and resources, responsible for integrating and monitoring the action plan into the Town's work. | 👤👤👤 | $$$ | 42 |
| **Institutional Commitment** | 2. Establish a **standing committee** with the authority to measure and monitor equity and to make recommendations to senior management and boards/committees. | 👤👤 | $ | 66 |
| **Leadership Commitment** | 3. Develop a **tool that provides ALL boards and committees with an explicit approach** to considering the equity and impact of current and future policies and bylaws; train all boards to use the tool. | 👤 | $$ | 25 |
| **Capacity Building Commitment** | 4. Develop a set of expectations for how all boards and committees **recruit** new members: communicate openings; skills required; how the appointment/election process works. | 👤 | $ | 34 |
| **Data & Disparities Commitment** | 5. Ask boards and committees to **evaluate their work through an equity lens** and to embed a description of their equity work into the Annual Town report. | 👤👤 | $ | 25 |
| **Data & Disparities Commitment** | 6. Develop a process for **regularly collecting data** disaggregated by race/ethnicity and other factors considered significant based on initial survey results; use data to identify disparities. | 👤👤 | $$ | 34 |
| **Data & Disparities Commitment** | 7. Data Dashboard – **create a regularly-updated dashboard with key metrics**; make it easily available to departments/boards/residents. | 👤👤 | $ | 10 |
| **Belonging & Inclusion Commitment** | 8. Establish a **way for staff and residents to safely report issues**; establish expectations about how issues might be resolved. | 👤👤 | $ | 53 |
| **Belonging & Inclusion Commitment** | 9. Town Communications – invest in **website redesign and maintenance** to make it more accessible and to clearly communicate Town's equity work; develop other town communication tools to reach more residents. | 👤👤 | $$ | 13 |
| **Knowledge & Competence Commitment** | 10. Provide **regular racial equity training for staff, board, and committee members**. | 👤👤👤 | $$ | 39 |

# Board and Employee Results

# Respondent Summary

Between January 24th 2023 and February 9th 2023, the Town of Lincoln invited **256 employees and board/committee members** to participate in the IDEA Audit Assessment.

➢ **Participation rate: 72%** (N = 184) employees and board/committee members who reacted to the e-mail invitation

➢ **Response rate: 83%** (N = 153) employees and board/committee members who started the assessment

   o   86.9%  (N = 133) Valid Responses

   o   13.2%  (N = 20) Invalid Response – Dropped off before 50% complete (13); too slow (1); < 3 subscales (3); no variance (3)

| | |
|---|---|
| Male | 33.9 % |
| Female | 51.1 % |
| Unknown/PNS | 15.0 % |

| | |
|---|---|
| Lesbian, gay, bisexual, or queer | 1.5 % |
| Straight (heterosexual) | 80.5 % |
| Unknown/PNS | 18.0 % |

| | |
|---|---|
| White | 80.4 % |
| POC/PNS | 19.6 % |

| | |
|---|---|
| 18 - 24 years old | 0.8 % |
| 25 - 34 years old | 5.3 % |
| 35 - 44 years old | 8.3 % |
| 45 - 54 years old | 15.8 % |
| 55 - 64 years old | 20.2 % |
| 65 - 74 years old | 17.3 % |
| 75+ years old | 17.3 % |
| Unknown/PNS | 15.0 % |

Note: Demographic characteristic percentages calculated as the number in the group divided by the valid responses (N = 133); For example, 51.1% of the valid response sample was Female. PNS = Prefer Not to Say;

Racial Equity Group

# Town of Lincoln Employee & Board/Committee Member Characteristics

|  | Male | | Female | | Unknown | | Total | |
|---|---|---|---|---|---|---|---|---|
|  | n | % | n | % | n | % | n | % |
| POC/PNS | 4 | 0.0% | 4 | 0.0% | 18 | 90.0% | 26 | 19.5% |
| White | 41 | 91.1% | 64 | 94.1% | 2 | 10.0% | 107 | 80.5% |
| Total | 45 | 100.0% | 68 | 100.0% | 20 | 100.0% | 133 | 100.0% |

|  | Male | | Female | | Unknown | | Total | |
|---|---|---|---|---|---|---|---|---|
|  | n | % | n | % | n | % | n | % |
| Staff | 30 | 66.7% | 53 | 77.9% | 8 | 40.0% | 91 | 68.4% |
| Manager | 15 | 33.3% | 15 | 22.1% | 4 | 20.0% | 34 | 25.6% |
| Unknown | 0 | 0.0% | 0 | 94.1% | 8 | 40.0% | 8 | 6.0% |
| Total | 45 | 100.0% | 68 | 100.0% | 20 | 100.0% | 133 | 100.0% |

|  | POC/PNS | | White | | Total | |
|---|---|---|---|---|---|---|
|  | n | % | n | % | n | % |
| Staff | 11 | 42.3% | 80 | 74.8% | 91 | 68.4% |
| Manager | 7 | 26.9% | 27 | 25.2% | 34 | 25.6% |
| Unknown | 8 | 30.8% | 0 | 0.0% | 8 | 6.0% |
| Total | 26 | 100.0% | 107 | 100.0% | 133 | 100.0% |



Manager (N=34) by Race & Gender

Staff (N=91) by Race & Gender

| Manager | | Staff |
|---|---|---|
| 5.9% | POC/PNS Women | 2.2% |
| 38.2% | White Women | 56.0% |
| 2.9% | POC/PNS Men | 3.3% |
| 41.2% | White Men | 29.7% |
| 11.8% | POC/PNS Unknown Gender | 6.6% |
| 0.0% | White Unknown Gender | 2.2% |

Racial Equity Group
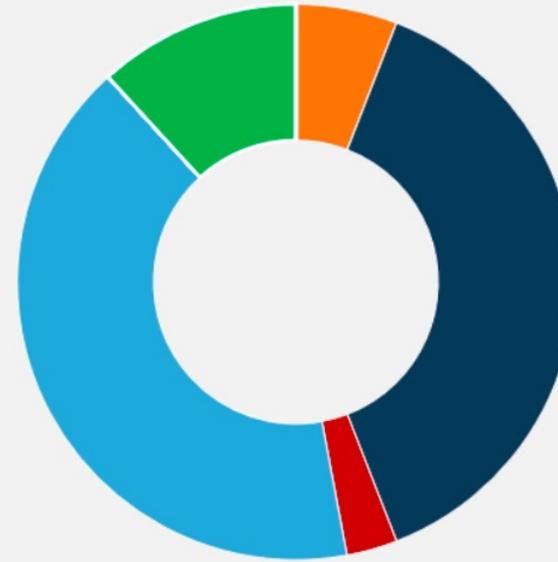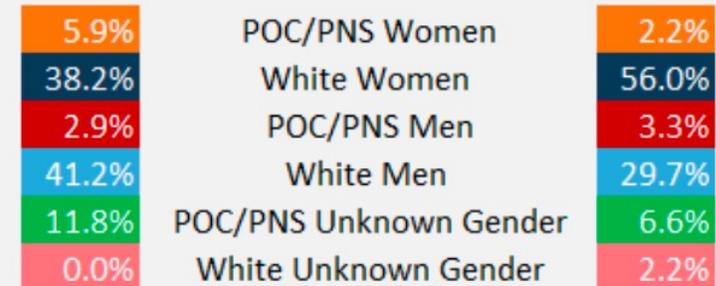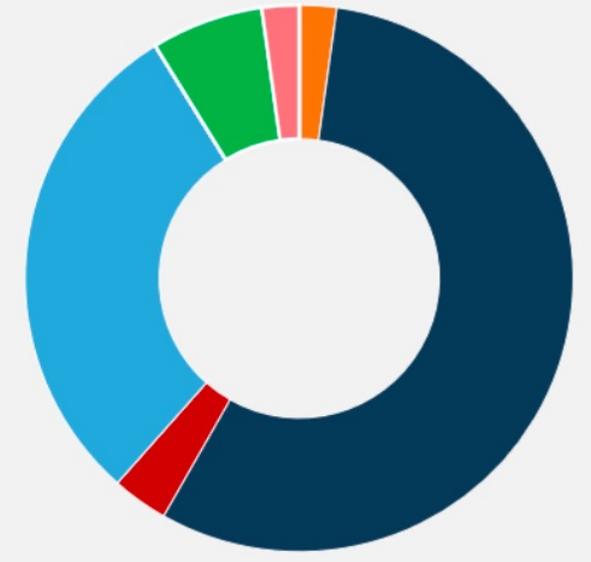
# Is there Race and Ethnicity Consensus in each Competency?

| INSTITUTIONAL COMMITMENT | LEADERSHIP COMMITMENT | CAPACITY BUILDING COMMITMENT | DATA & DISPARITIES COMMITMENT | BELONGING & INCLUSION COMMITMENT | KNOWLEDGE & COMPETENCE COMMITMENT |
|---|---|---|---|---|---|
| **0.30** The Town of Lincoln has a written public declaration clearly stating our commitment to Inclusion, Diversity, Equity, and Antiracism | **0.40** Department heads, managers, and board and committee leaders demonstrate a commitment to advancing Inclusion, Diversity, Equity, and Antiracism | **0.64** The Town of Lincoln often meets with communities of color to discuss the impact of our services, decisions, projects, and programs | **0.12** My department, board or committee routinely analyzes data on race/ethnicity to measure equitable contracting and procurement | **0.05** In my department I am treated like I belong | **1.02** I understand why it's important for the Town of Lincoln to focus on Inclusion, Diversity, Equity, and Antiracism |
| **1.32** A functioning Inclusion, Diversity, Equity, and Antiracism Committee exists within Town of Lincoln. | **0.07** My immediate supervisor is committed to advancing Inclusion, Diversity, Equity, and Antiracism | **0.32** The Town of Lincoln partners with other institutions and/or community organizations to advance Inclusion, Diversity, Equity, and Antiracism | **0.05** My department, board or committee evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders | **0.21** I do not need to conform to the dominant cultures or downplay or hide how I am different to be treated like I belong | **0.51** I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me |
| **0.03** The Town of Lincoln has assigned clear accountability to an individual or function dedicated to Inclusion, Diversity, Equity, and Antiracism | **0.84** Department heads, managers, and board or committee leaders in my department, encourage staff to participate in Inclusion, Diversity, Equity, and Antiracism educational opportunities | **1.84** I am aware of my department's plan to engage community stakeholders and partners to advance Inclusion, Diversity, Equity, and Antiracism | **0.06** My department, board or committee routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions | **0.28** I feel comfortable expressing my natural/cultural identities at work | **0.81** I feel comfortable talking about race and equity within my workplace setting |
| **1.87** Training and development opportunities intended to build skills for implementing Inclusion, Diversity, Equity, and Antiracism are made available to all levels of staff | **0.24** Practices exist inside my department, board or committee to ensure decision-making on policies, services, budgets, and programs is done with Inclusion, Diversity, Equity, and Antiracism in mind | **1.06** The Town of Lincoln actively seeks representatives from communities of color to serve on boards, committees, and commissions | **0.00** During budget and resource allocation planning, my department, board or committee routinely analyzes race/ethnicity data to ensure Inclusion, Diversity, Equity, and Antiracism | **0.11** I am able to influence decisions that affect my work, projects, and program service areas | **0.97** I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs |
| **0.97** Performance evaluations for managers and senior leadership include clear Inclusion, Diversity, Equity, and Antiracism expectations and goals | **0.24** Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases | **1.23** Racially diverse stakeholders are actively solicited to provide input during organizational planning, decision-making on services and project delivery | **0.47** My department, board or committee routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring | **0.17** I am often invited to voice my opinion in meetings where important decisions are made | **0.28** I have a clear understanding of what it means to advance Inclusion, Diversity, Equity, and Antiracism within the Town of Lincoln |
| **1.63** Department heads, boards and committees within the Town of Lincoln have established Inclusion, Diversity, Equity, and Antiracism goals, scorecards and indicators of performance | **0.05** Department heads, managers, and board and committee leaders are held accountable for improving Inclusion, Diversity, Equity, and Antiracism | | | **0.66** Mentoring and coaching are available to me | **1.32** I understand how my role, tasks and projects are aligned to Inclusion, Diversity, Equity, and Antiracism goals |

**Race Scores Different** difference ≥ .500, p < .01

**Race Scores Similar** difference < .500, p > .01

**Low Commitment** (< 3.00)

**Moderate Commitment** (3.00 - 3.74)

**High Commitment** (≥ 3.75)

See Appendix for Racial Equity Commitment (REC) Levels Scoring & Weighting

Racial Equity Group

# White and People of Color (POC/PNS) Consensus on Racial Equity Commitment



**RACIAL EQUITY COMMITMENT**

| | 1 IMPEDES | 2 | 3 | 4 ADVANCES | 5 |
|---|---|---|---|---|---|
| | COLOR BLIND INSTITUTIONS | CAUTIOUS INSTITUTIONS | COMPLIANT INSTITUTIONS | COMMITTED INSTITUTIONS | |

| | White Score | POC/PNS Score | Gap | |
|---|---|---|---|---|
| INSTITUTIONAL COMMITMENT | 4.02 | 3.25 | .77 | * |
| LEADERSHIP COMMITMENT | 4.11 | 3.81 | .30 | * |
| CAPACITY BUILDING COMMITMENT | 3.57 | 2.96 | .61 | * |
| DATA & DISPARITIES COMMITMENT | 3.03 | 3.19 | .16 | |
| BELONGING & INCLUSION COMMITMENT | 4.43 | 4.49 | .06 | |
| KNOWLEDGE & COMPETENCE COMMITMENT | 4.13 | 3.46 | .67 | * |

**Highest Priority**
- ➢ Institutional Commitment
- ➢ Knowledge & Competence Commitment

**Moderate Priority**
- ➢ Leadership Commitment
- ➢ Capacity Building Commitment

**Lowest Priority**
- ➢ Data & Disparities
- ➢ Belonging & Inclusion Commitment

■ White Score (n = 107, 80.5%)
■ POC/PNS Score (n = 26, 19.5%)
* Statistically significant gap, $p < .05$

**Racial Equity Group**

# Board Members/Committee Member Status Consensus



**RACIAL EQUITY COMMITMENT**

| | IMPEDES | | | | ADVANCES | |
|---|---|---|---|---|---|---|
| 1 | | 2 | | 3 | 4 | 5 |

| COLOR BLIND INSTITUTIONS | CAUTIOUS INSTITUTIONS | COMPLIANT INSTITUTIONS | COMMITTED INSTITUTIONS | **Gap** |
|---|---|---|---|---|
| **INSTITUTIONAL COMMITMENT** — 4.01 / 4.06 | | | | .05 |
| **LEADERSHIP COMMITMENT** — 3.94 / 4.25 | | | | .31 * |
| **CAPACITY BUILDING COMMITMENT** — 3.42 / 3.68 | | | | .27 * |
| **DATA & DISPARITIES COMMITMENT** — 2.94 / 3.18 | | | | .24 * |
| **BELONGING & INCLUSION COMMITMENT** — 4.38 / 4.37 | | | | .00 |
| **KNOWLEDGE & COMPETENCE COMMITMENT** — 4.12 / 4.04 | | | | .08 |
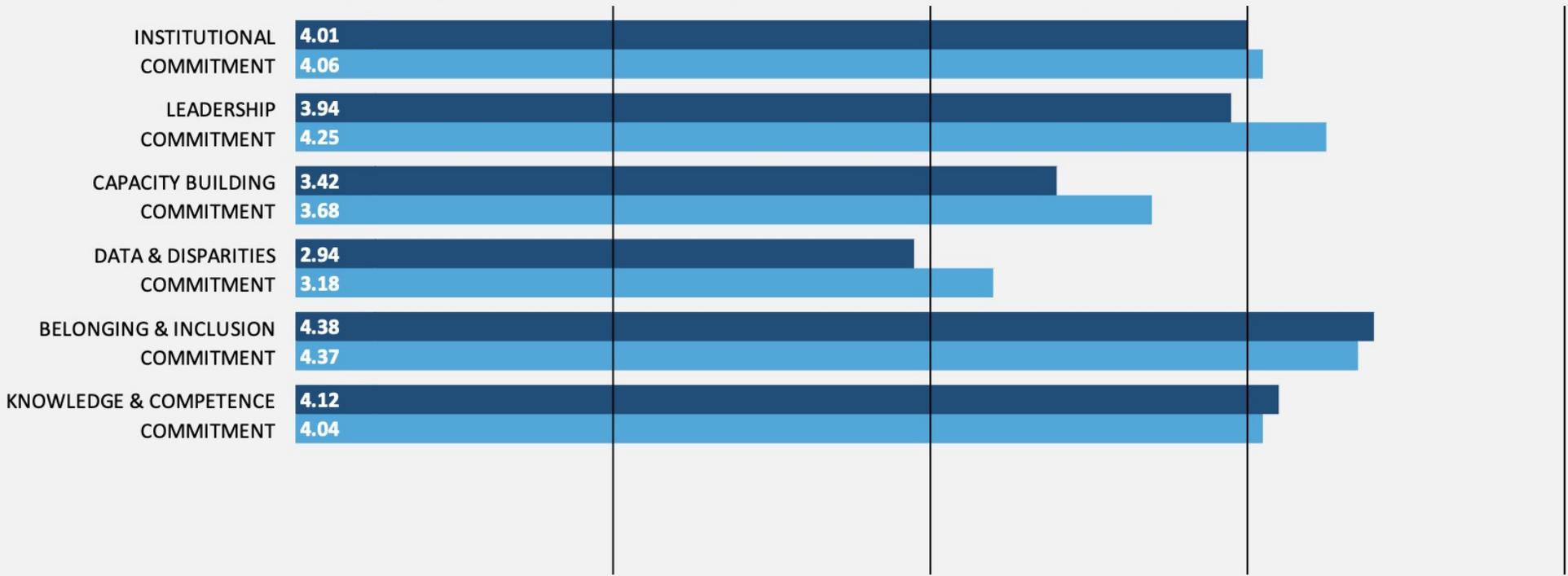
Legend:
- Non-Board members (n = 71, 53.4%)
- Board/Committee members (n = 62, 46.6%)
- \* Statistically significant gap, $p < .05$

Racial Equity Group

# Pathway to Becoming a Town Committed to IDEA or AIDE

- **ADVANCE OVERALL COMMITMENT***

- ➢ Identify key external community stakeholders (Capacity Building)

- ➢ Adopt a set of values and principles to guide stakeholder engagement (Capacity Building)

- ➢ Develop a process for collecting data disaggregated by race/ethnicity across the organization (Data and Disparities)

- ➢ Establish baseline measures of data disaggregated by race/ethnicity in employment, service delivery, and procurement. (Data and Disparities)

- ➢ Share disaggregated data results for stakeholder selection, access, treatment, quality and outcomes internally and externally to display transparency and accountability (Data and Disparities)


- **ACHIEVE RACE CONSENSUS***

- ➢ Provide voluntary training on Racial Equity appropriate for all levels (Institutional)

- ➢ Develop a stakeholder engagement plan by department that guides decisions, actions and ensures internal and external stakeholders are aware of activities and progress (Capacity Building)

- ➢ Develop scorecards and key performance metrics of progress on desired Racial Equity goals (Institutional)

- ➢ Develop and display a dashboard of indicators for internal and external stakeholders (Institutional)

- ➢ Create a functioning Racial Equity Taskforce or Committee. (Institutional)

# Lincoln Community Survey Statements by Minority

| Statement | Person of color | White | Unknown/PNS | |
|---|---|---|---|---|
| 1. I have opportunities to provide input and feedback on the development of the Town's budget | 2.65 | 3.60 | 3.08 | * |
| 2. I have access to provide input and feedback on the Town's policies | 2.70 | 3.69 | 3.08 | * |
| 3. I am satisfied with the transparency of the Town's decision-making process | 3.08 | 3.62 | 2.92 | * |
| 4. I am satisfied with the Town's communications and engagement efforts | 3.00 | 3.87 | 3.19 | * |
| 13. I have access to participate on Town boards and commissions | 3.27 | 4.13 | 3.46 | * |
| 17. I feel connected to the Town | 3.24 | 4.05 | 3.38 | * |
| 21. I see my culture and/or identity reflected in Town government and activities | 2.68 | 4.04 | 2.96 | * |

■ Person of color  ■ White  ■ Unknown/PNS

Lincoln Community Survey Statements by Home Ownership
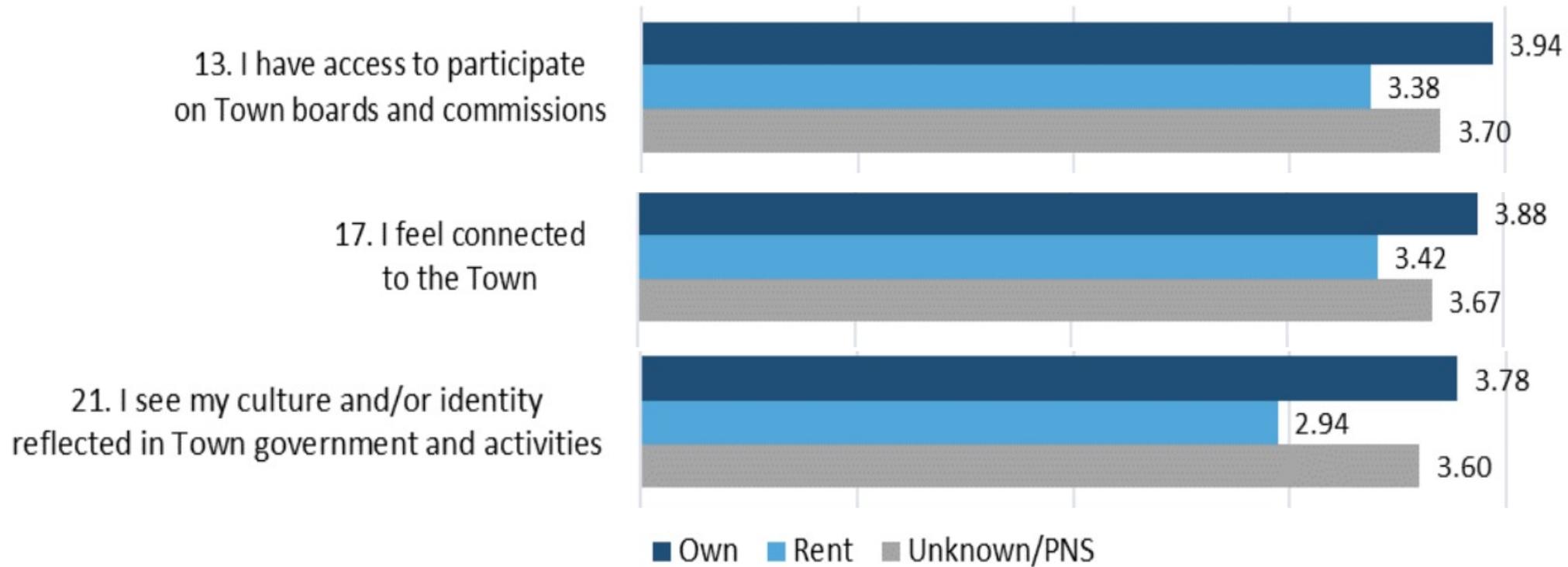
Lincoln Community Survey Statements by Gender

# I have opportunities to provide input and feedback in developing the Town's budget…



- Person of color: 2.65
- White: 3.60
- Unknown/PNS: 3.08

- Male: 3.35
- Female: 3.61
- Unknown/PNS: 2.91
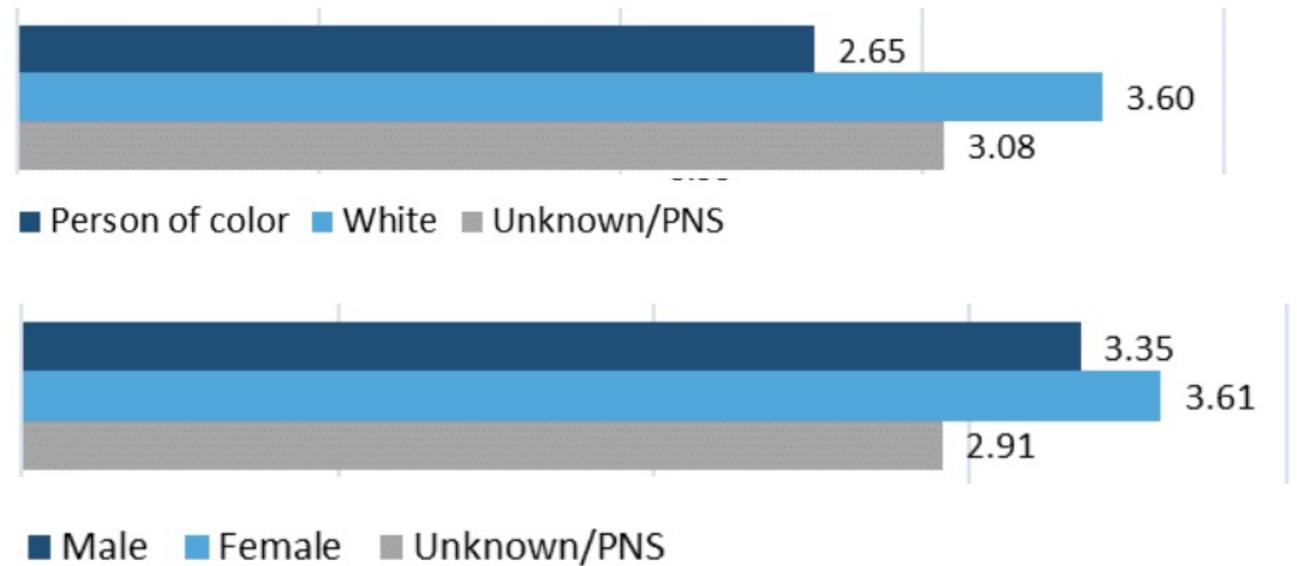
# Increased age was associated with significantly greater agreement and younger respondents with lower agreement with:

- feedback and input on town's budget development
- input and feedback on town's policies
- town's decision-making process transparency
- town's communications and engagement
- access to fire, police, and emergency services
- access to parks and recreation services
- access to health and human services
- access to affordable and quality housing
- access to groceries and household necessities

- participation on town boards and commissions
- town meeting accessible
- town employees treat fairly and respectfully
- connection to the town
- familiar with town's commitment to advance inclusion
- satisfaction with town's equitable access efforts
- town is welcoming and inclusive of racially diverse groups
- my culture is reflected in town government and activities

# Inversely, the only two negative correlations with age were:

1) walkable distance to groceries and household necessities and,

2) barriers or challenges in accessing and utilizing Town services and programs.

## Possible Actions

| |
|---|
| Establish a standing committee with the authority to measure and monitor equity and to make recommendations to senior management and boards/committees. |
| Establish a way for staff and residents to safely report issues; establish expectations about how issues might be resolved. |
| Establish a part-time or full-time position, with required budget and resources, responsible for integrating and monitoring the action plan into the Town's work. |
| Provide regular racial equity training for staff, board, and committee members. |
| Develop a set of expectations for how all boards and committees recruit new members: communicate openings; skills required; how the appointment/election process works. |
| Develop a process for regularly collecting data disaggregated by race/ethnicity and other factors considered significant based on initial survey results; use data to identify disparities. |
| Ask boards and committees to evaluate their work through an equity lens and to embed a description of their equity work into the Annual Town report. |
| Develop a tool that provides ALL boards and committees with an explicit approach to considering the equity and impact of current and future policies and bylaws; train all boards to use the tool. |
| Town Communications – invest in website redesign and maintenance to make it more accessible and to clearly communicate Town's equity work; develop other town communication tools to reach more residents. |
| Data Dashboard – create a regularly-updated dashboard with key metrics; make it easily available to departments/boards/residents. |