



Taking Diversity and Inclusion to the Next Level

City of Melrose Assessment Report

April, 2022

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Online Survey Process

Participants and Process

- Initial meetings with Mayor Paul Brodeur, regular meetings with DEI assessment Committee, to plan, create, implement online survey, create and encourage participation in focus group interviews
- For the assessment, the consultants, along with the group assessment committee, co-created an online survey that was made available to the entire community; Many forms of communication were utilized to encourage the community's active participation in both forms of data gathering. These forms of communication included:
 - Email sent through multiple departments with links, and a lengthy introduction sent multiple times.
 - Same information posted on social media platforms, weekly.
 - Word of mouth to broaden reach
 - Printed announcements in Elder Services news
 - Announced at Select Board meetings several times

Focus Groups Process and Challenges

For the focus group portion of the assessment, consultants focused on the participants' open, discussion based responses to the following questions:

- 1) What are the City of Melrose's strengths/what is working well in general?
- 2) What are strengths with respect to diversity, inclusion and equity?
- 3) What are some challenges, areas that need improving?
- 4) What is the impact of the racial/cultural climate on the participants?
 - a) In what ways do you feel valued and included as a member of your group?
 - b) In what ways do you feel devalued and excluded as a member of your group?
- 5) What are some changes or next steps that participants would recommend the town take on, moving forward?

A challenge to the focus group aspect of the assessment came up when the consultants were not able to meet in the focus groups with as large a random sample of community members as planned. This was due to the following complication: there had been 8 – 10 slots allotted for participants in each focus group; there was initial interest and registration for a full complement of focus group participants; yet when it came time for several of the groups to take place, fewer participants (than had signed up) actually appeared for the groups, despite several communications via email with confirmation of registration and links to the respective group sessions.

Demographics

| | | |
|------------------------------------|-------|-------|
| • Race/Ethnicity | # | % |
| • Black/African Descent | 46 | 3.31 |
| • Indigenous/Native American | 7 | 0.49 |
| • Hispanic or Latino | 58 | 4.09 |
| • Asian/Pacific Islander | 129 | 9.59 |
| • White/European Descent | 977 | 70.94 |
| • Biracial/Multiracial | 49 | 3.88 |
| • People who identified as 'Other' | 104 | 7.69 |
| • Gender | | |
| • Male | 387 | 32.60 |
| • Female | 773 | 65.12 |
| • Transgender, Gender Queer, | 27 | 2.27 |
| • Gender non binary | | |
| • Community Role* | | |
| • Live in Melrose | 1,189 | 91.60 |
| • Work in Melrose | 276 | 21.26 |
| • School in Melrose | 43 | 3.31 |
| • Age** | | |
| • under 18 | 4 | 0.32 |
| • 19 – 30 | 46 | 3.67 |
| • 31 – 45 | 537 | 42.89 |
| • 46 – 60 | 463 | 36.98 |
| • 61 – 75 | 172 | 13.74 |
| • 75 + | 30 | 2.40 |

Scale for survey



Strongly Agree



Agree



Neither Agree nor Disagree

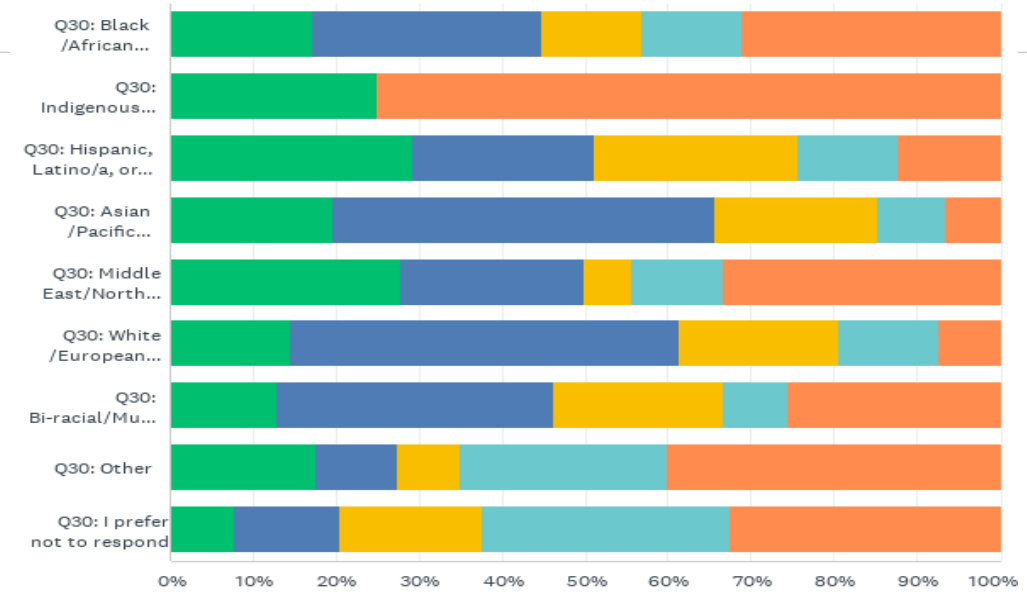


Disagree



Strongly Disagree

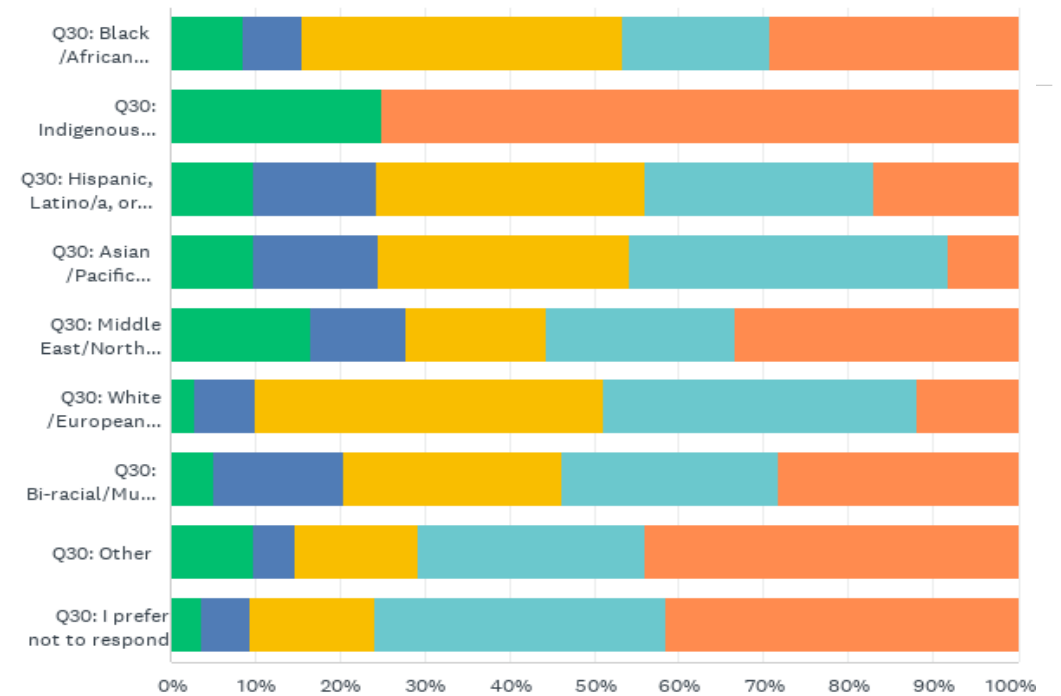
Q1: I believe that racism is a concern in Melrose.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|---------------------|-----------------------|----------------------------|-----------------------|---------------------|---------------|
| Q30: Black /African Descent (A) | 17.24% 10 I | 27.59% 16 DFHI | 12.07% 7 | 12.07% 7 I | 31.03% 18 CDF | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 75.00% 6 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 29.27% 12 FI | 21.95% 9 DF | 24.39% 10 H | 12.20% 5 I | 12.20% 5 AHI | 3.16% 41 |
| Q30: Asian /Pacific Islander (D) | 19.67% 12 I | 45.90% 28 ACHI | 19.67% 12 | 8.20% 5 HI | 6.56% 4 AGHI | 4.71% 61 |
| Q30: Middle East/North African (E) | 27.78% 5 | 22.22% 4 | 5.56% 1 | 11.11% 2 | 33.33% 6 | 1.39% 18 |
| Q30: White /European Descent (F) | 14.46% 131 CI | 46.80% 424 ACHI | 19.32% 175 | 12.14% 110 HI | 7.28% 66 AGHI | 69.91% 906 |
| Q30: Bi-racial/Multi-racial (G) | 12.82% 5 | 33.33% 13 HI | 20.51% 8 | 7.69% 3 HI | 25.64% 10 DF | 3.01% 39 |
| Q30: Other (H) | 17.50% 7 | 10.00% 4 ADFG | 7.50% 3 C | 25.00% 10 DFG | 40.00% 16 CDF | 3.09% 40 |
| Q30: I prefer not to respond (I) | 7.85% 15 ACDF | 12.57% 24 ADFG | 17.28% 33 | 29.84% 57 ACDFG | 32.46% 62 CDF | 14.74% 191 |
| Total Respondents | 178 | 509 | 243 | 190 | 176 | 1,296 |

For this question, the largest population segments, White and Asian/Pacific Islander were aligned in that most of these respondents (>60%) believe that racism is a concern is Melrose, followed by Hispanic and MENA, near 50%. In addition, Black/African Descent and those identified as Bi/Multiracial were aligned near 45%.

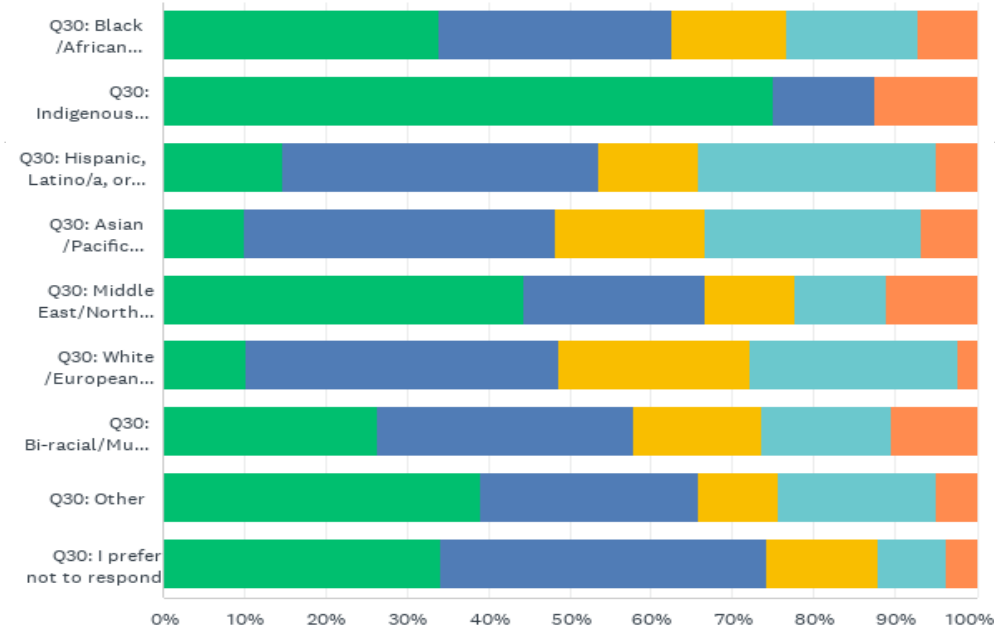
Q2: I believe that racism in Melrose is more of a concern than in the surrounding communities.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|---------------------|--------------------|----------------------------|---------------------|-----------------------|---------------|
| Q30: Black /African Descent (A) | 8.62% 5 F | 6.90% 4 | 37.93% 22 HI | 17.24% 10 DFI | 29.31% 17 DF | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 75.00% 6 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 9.76% 4 F | 14.63% 6 I | 31.71% 13 I | 26.83% 11 | 17.07% 7 HI | 3.16% 41 |
| Q30: Asian /Pacific Islander (D) | 9.84% 6 F | 14.75% 9 FI | 29.51% 18 I | 37.70% 23 A | 8.20% 5 AGHI | 4.71% 61 |
| Q30: Middle East/North African (E) | 16.67% 3 | 11.11% 2 | 16.67% 3 | 22.22% 4 | 33.33% 6 | 1.39% 18 |
| Q30: White /European Descent (F) | 2.87% 26 ACDH | 7.17% 65 D | 41.06% 372 HI | 37.09% 336 A | 11.81% 107 AGHI | 69.91% 906 |
| Q30: Bi-racial/Multi-racial (G) | 5.13% 2 | 15.38% 6 I | 25.64% 10 | 25.64% 10 | 28.21% 11 DF | 3.01% 39 |
| Q30: Other (H) | 9.76% 4 F | 4.88% 2 | 14.63% 6 AF | 26.83% 11 | 43.90% 18 CDF | 3.16% 41 |
| Q30: I prefer not to respond (I) | 3.68% 7 | 5.79% 11 CDG | 14.74% 28 ACDF | 34.21% 65 A | 41.58% 79 CDF | 14.66% 190 |
| Total Respondents | 43 | 96 | 464 | 455 | 238 | 1,296 |

For this question, most of the respondents (between 70% and 90%) did not agree that racism is more of a concern than surrounding communities. Biracial, White and MENA were aligned in disagreeing outright to this statement, with AAPI, Hispanic and Black Diaspora participants at 50% or under disagreeing; 70% of unidentified participants disagreed. The large number of neither agree nor disagree across many groups speaks perhaps to participants not necessarily having information about incidents in surrounding communities.

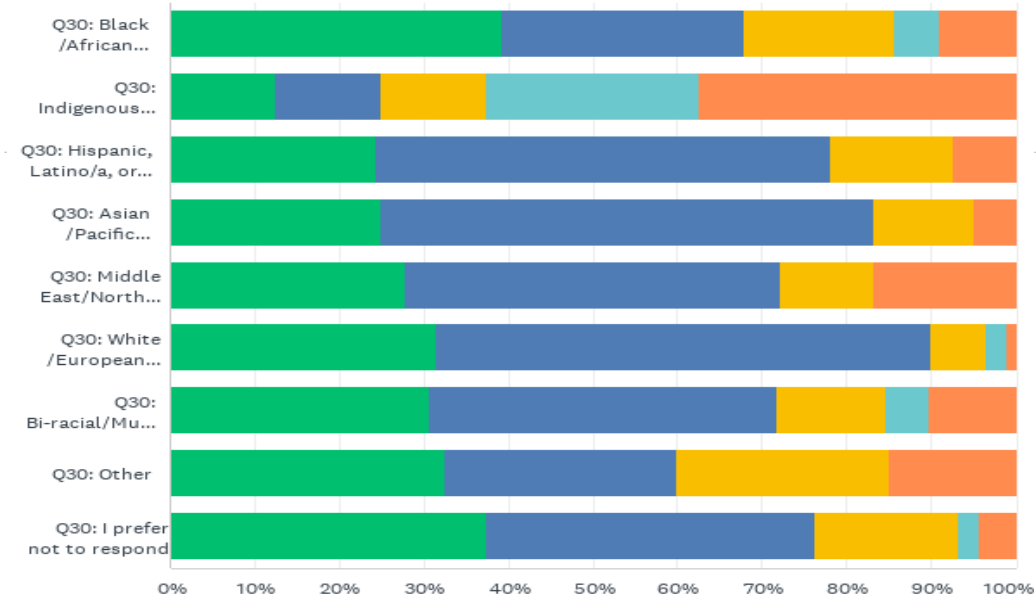
Q3: I believe Melrose is inclusive of all, regardless of race, religion, gender, class, sexual orientation, ability, etc.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|----------------------|---------------|----------------------------|---------------------|--------------------|---------------|
| Q30: Black /African Descent (A) | 33.93% 19 CDF | 28.57% 16 | 14.29% 8 | 16.07% 9 | 7.14% 4 F | 4.34% 56 |
| Q30: Indigenous /Native American (B) | 75.00% 6 | 12.50% 1 | 0.00% 0 | 0.00% 0 | 12.50% 1 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 14.63% 6 AHI | 39.02% 16 | 12.20% 5 | 29.27% 12 I | 4.88% 2 | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 10.00% 6 AGHI | 38.33% 23 | 18.33% 11 | 26.67% 16 I | 6.67% 4 F | 4.65% 60 |
| Q30: Middle East/North African (E) | 44.44% 8 | 22.22% 4 | 11.11% 2 | 11.11% 2 | 11.11% 2 | 1.39% 18 |
| Q30: White /European Descent (F) | 10.30% 93 AGHI | 38.32% 346 | 23.48% 212 HI | 25.58% 231 I | 2.33% 21 ADG | 69.95% 903 |
| Q30: Bi-racial/Multi-racial (G) | 26.32% 10 DF | 31.58% 12 | 15.79% 6 | 15.79% 6 | 10.53% 4 F | 2.94% 38 |
| Q30: Other (H) | 39.02% 16 CDF | 26.83% 11 | 9.76% 4 F | 19.51% 8 I | 4.88% 2 | 3.18% 41 |
| Q30: I prefer not to respond (I) | 34.21% 65 CDF | 40.00% 76 | 13.68% 26 F | 8.42% 16 CDFH | 3.68% 7 | 14.72% 190 |
| Total Respondents | 203 | 490 | 269 | 288 | 41 | 1,291 |

While Black Diaspora (64%), MENA (66%), Bi/Multiracial (60%) and unidentified participants (70%) were close together in their percentages of agreeing that Melrose is all inclusive as a community, what stands out is that only 50% of Whites and AAPI respondents agreed with this.

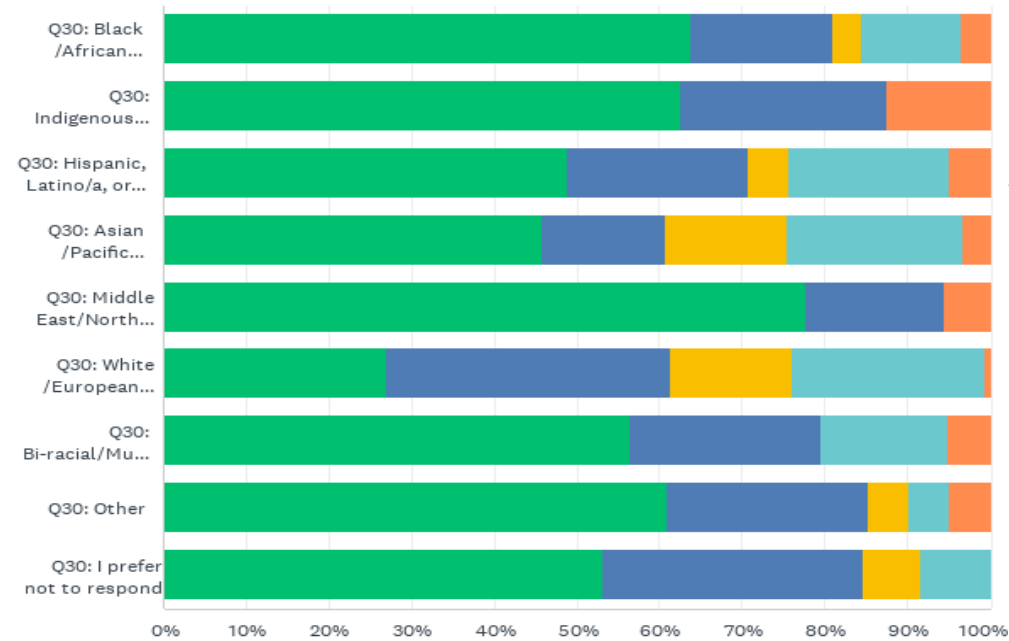
Q4: I am aware of how my personal beliefs and attitudes influence my interactions with people who are different from me.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|----------------|-----------------------|----------------------------|-------------|----------------------|---------------|
| Q30: Black /African Descent (A) | 39.29% 22 | 28.57% 16 CDF | 17.86% 10 F | 5.36% 3 | 8.93% 5 F | 4.34% 56 |
| Q30: Indigenous /Native American (B) | 12.50% 1 | 12.50% 1 | 12.50% 1 | 25.00% 2 | 37.50% 3 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 24.39% 10 | 53.66% 22 AH | 14.63% 6 F | 0.00% 0 | 7.32% 3 F | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 25.00% 15 | 58.33% 35 AHI | 11.67% 7 | 0.00% 0 | 5.00% 3 F | 4.65% 60 |
| Q30: Middle East/North African (E) | 27.78% 5 | 44.44% 8 | 11.11% 2 | 0.00% 0 | 16.67% 3 | 1.40% 18 |
| Q30: White /European Descent (F) | 31.53% 285 | 58.52% 529 AGHI | 6.53% 59 ACHI | 2.32% 21 | 1.11% 10 ACDGH | 70.08% 904 |
| Q30: Bi-racial/Multi-racial (G) | 30.77% 12 | 41.03% 16 F | 12.82% 5 | 5.13% 2 | 10.26% 4 F | 3.02% 39 |
| Q30: Other (H) | 32.50% 13 | 27.50% 11 CDF | 25.00% 10 F | 0.00% 0 | 15.00% 6 FI | 3.10% 40 |
| Q30: I prefer not to respond (I) | 37.37% 71 | 38.95% 74 DF | 16.84% 32 F | 2.63% 5 | 4.21% 8 FH | 14.73% 190 |
| Total Respondents | 421 | 695 | 118 | 31 | 25 | 1,290 |

All participants felt confident that they are aware of the ways that their personal beliefs impact how they interact with others who are different than they. Here, Whites, AAPI and Hispanic participants felt strongly about this (between 77% and 86%).

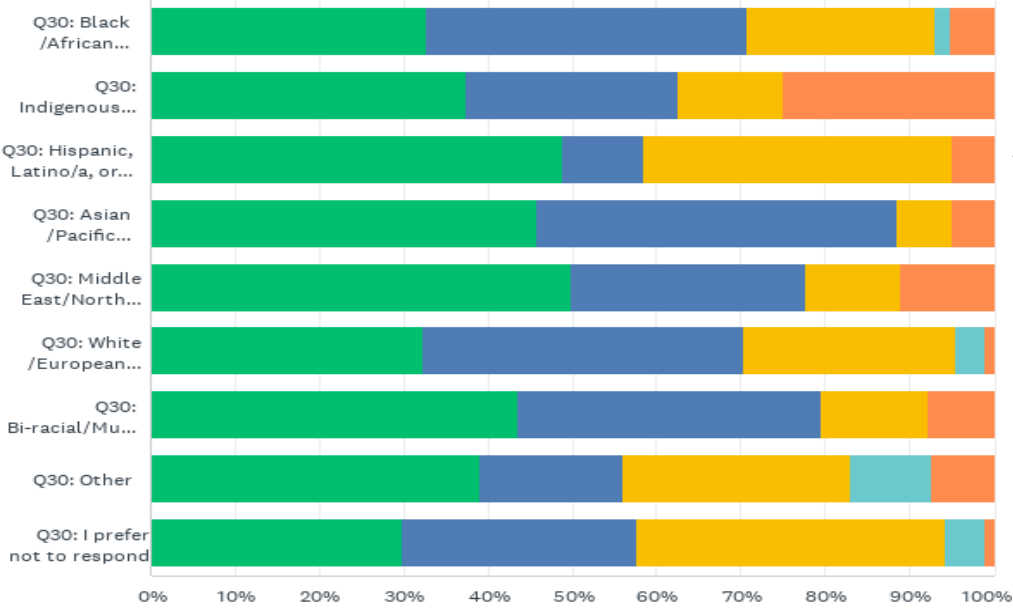
Q5: I interact with people from other cultural backgrounds in Melrose.



| | DAILY | WEEKLY | MONTHLY | INFREQUENTLY | NEVER | TOTAL |
|--|------------------------|---------------------|---------------------|----------------------|---------------------|---------------|
| Q30: Black /African Descent (A) | 63.79% 37 F | 17.24% 10 FI | 3.45% 2 DF | 12.07% 7 F | 3.45% 2 FI | 4.49% 58 |
| Q30: Indigenous /Native American (B) | 62.50% 5 | 25.00% 2 | 0.00% 0 | 0.00% 0 | 12.50% 1 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 48.78% 20 F | 21.95% 9 | 4.88% 2 | 19.51% 8 HI | 4.88% 2 FI | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 45.90% 28 F | 14.75% 9 FI | 14.75% 9 AG | 21.31% 13 HI | 3.28% 2 FI | 4.73% 61 |
| Q30: Middle East/North African (E) | 77.78% 14 | 16.67% 3 | 0.00% 0 | 0.00% 0 | 5.56% 1 | 1.39% 18 |
| Q30: White /European Descent (F) | 26.97% 243 ACDGH | 34.41% 310 AD | 14.76% 133 AG | 23.31% 210 AHI | 0.55% 5 ACDGH | 69.79% 901 |
| Q30: Bi-racial/Multi-racial (G) | 56.41% 22 F | 23.08% 9 | 0.00% 0 DF | 15.38% 6 | 5.13% 2 FI | 3.02% 39 |
| Q30: Other (H) | 60.98% 25 F | 24.39% 10 | 4.88% 2 | 4.88% 2 CDF | 4.88% 2 FI | 3.18% 41 |
| Q30: I prefer not to respond (I) | 53.16% 101 F | 31.58% 60 AD | 6.84% 13 F | 8.42% 16 CDF | 0.00% 0 ACDGH | 14.72% 190 |
| Total Respondents | 454 | 412 | 159 | 256 | 10 | 1,291 |

Part of this data is not surprising. Given that Melrose is highly predominantly a white community, it stands to reason that most whites would have interacted with a non white person at less of a rate than people of color would interact with Whites. AAPI participants also responded similarly as the white group.

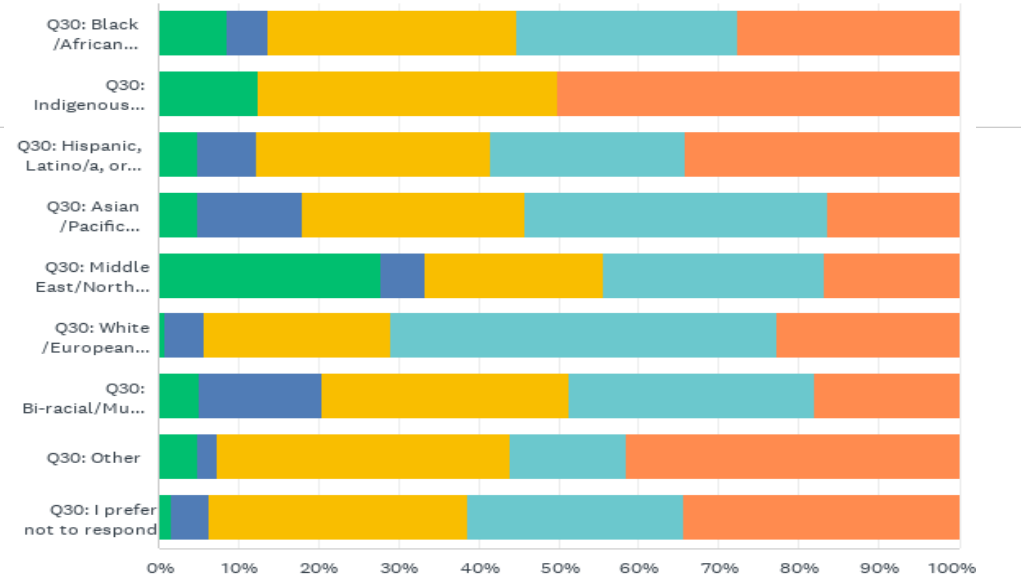
Q6: I encourage people in Melrose to share their unique cultural perspectives and experiences.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|---------------------|----------------------|----------------------------|--------------------|----------------------|---------------|
| Q30: Black /African Descent (A) | 32.76% 19 | 37.93% 22 CH | 22.41% 13 DI | 1.72% 1 | 5.17% 3 FI | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 37.50% 3 | 25.00% 2 | 12.50% 1 | 0.00% 0 | 25.00% 2 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 48.78% 20 FI | 9.76% 4 ADFGI | 36.59% 15 DG | 0.00% 0 H | 4.88% 2 F | 3.16% 41 |
| Q30: Asian /Pacific Islander (D) | 45.90% 28 FI | 42.62% 26 CHI | 6.56% 4 ACFHI | 0.00% 0 H | 4.92% 3 F | 4.71% 61 |
| Q30: Middle East/North African (E) | 50.00% 9 | 27.78% 5 | 11.11% 2 | 0.00% 0 | 11.11% 2 | 1.39% 18 |
| Q30: White /European Descent (F) | 32.38% 293 CD | 37.90% 343 CHI | 25.19% 228 DI | 3.43% 31 H | 1.10% 10 ACDGH | 69.83% 905 |
| Q30: Bi-racial/Multi-racial (G) | 43.59% 17 | 35.90% 14 C | 12.82% 5 CI | 0.00% 0 H | 7.69% 3 FI | 3.01% 39 |
| Q30: Other (H) | 39.02% 16 | 17.07% 7 ADF | 26.83% 11 D | 9.76% 4 CDFG | 7.32% 3 FI | 3.16% 41 |
| Q30: I prefer not to respond (I) | 29.84% 57 CD | 27.75% 53 CDF | 36.65% 70 ADFG | 4.71% 9 | 1.05% 2 AGH | 14.74% 191 |
| Total Respondents | 437 | 457 | 342 | 44 | 16 | 1,296 |

The majority of all groups claim to be encouraging of sharing of cultural ideas, perspectives, experiences. However, the range of 55% to 90% is wide. The large number of ‘neither agree nor disagree’ may reflect that while the majority of the groups are encouraging such interactions, other sizable portions of the groups may have difficulty, discomfort or lack of confidence in doing so, or merely not thinking to engage in this way with others.

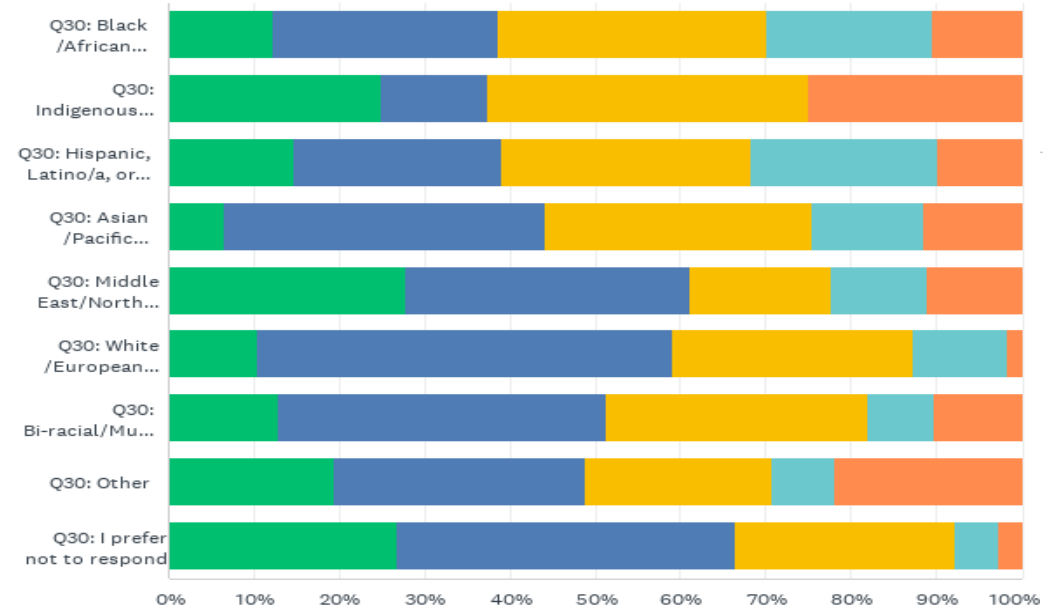
Q7: I frequently ask a person from a different group (race/ethnicity, religion, gender, sexual orientation, ability, etc.) about how my behavior has impacted them.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|---------------------|--------------------|----------------------------|------------------------|---------------------|---------------|
| Q30: Black /African Descent (A) | 8.62% 5 FI | 5.17% 3 | 31.03% 18 | 27.59% 16 F | 27.59% 16 | 4.49% 58 |
| Q30: Indigenous /Native American (B) | 12.50% 1 | 0.00% 0 | 37.50% 3 | 0.00% 0 | 50.00% 4 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 4.88% 2 F | 7.32% 3 | 29.27% 12 | 24.39% 10 F | 34.15% 14 D | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 4.92% 3 F | 13.11% 8 FI | 27.87% 17 | 37.70% 23 H | 16.39% 10 CHI | 4.72% 61 |
| Q30: Middle East/North African (E) | 27.78% 5 | 5.56% 1 | 22.22% 4 | 27.78% 5 | 16.67% 3 | 1.39% 18 |
| Q30: White /European Descent (F) | 0.78% 7 ACDGH | 4.87% 44 DG | 23.48% 212 I | 48.17% 435 ACGHI | 22.70% 205 HI | 69.89% 903 |
| Q30: Bi-racial/Multi-racial (G) | 5.13% 2 F | 15.38% 6 FHI | 30.77% 12 | 30.77% 12 F | 17.95% 7 HI | 3.02% 39 |
| Q30: Other (H) | 4.88% 2 F | 2.44% 1 G | 36.59% 15 | 14.63% 6 DF | 41.46% 17 DFG | 3.17% 41 |
| Q30: I prefer not to respond (I) | 1.59% 3 A | 4.76% 9 DG | 32.28% 61 F | 26.98% 51 F | 34.39% 65 DFG | 14.63% 189 |
| Total Respondents | 24 | 68 | 332 | 549 | 319 | 1,292 |

This question was designed to examine whether respondents saw themselves as skilled in being able to ask for or listen to feedback, and/or notice the ways that they interact with others that may have challenging results, particularly across cultural and other differences. The fact that between 65% and 95% of the respondents did not see themselves in this way may mean that there is little confidence (or sense of competence) in being able to be in these kinds of conversations and account for one’s behavior. With the exception of MENA participants, all the groups’ responses point to extremely low agreement with this question.

Q8: The city of Melrose demonstrates a commitment to diversity, equity, and inclusion in/for the community.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|---------------------|-----------------------|----------------------------|---------------------|----------------------|---------------|
| Q30: Black /African Descent (A) | 12.28% 7 I | 26.32% 15 F | 31.58% 18 | 19.30% 11 I | 10.53% 6 FI | 4.41% 57 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 12.50% 1 | 37.50% 3 | 0.00% 0 | 25.00% 2 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 14.63% 6 | 24.39% 10 F | 29.27% 12 | 21.95% 9 FI | 9.76% 4 FI | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 6.56% 4 HI | 37.70% 23 | 31.15% 19 | 13.11% 8 I | 11.48% 7 FI | 4.72% 61 |
| Q30: Middle East/North African (E) | 27.78% 5 | 33.33% 6 | 16.67% 3 | 11.11% 2 | 11.11% 2 | 1.39% 18 |
| Q30: White /European Descent (F) | 10.42% 94 I | 48.78% 440 ACHI | 28.16% 254 | 10.98% 99 CI | 1.66% 15 ACDGH | 69.81% 902 |
| Q30: Bi-racial/Multi-racial (G) | 12.82% 5 | 38.46% 15 | 30.77% 12 | 7.69% 3 | 10.26% 4 FI | 3.02% 39 |
| Q30: Other (H) | 19.51% 8 D | 29.27% 12 F | 21.95% 9 | 7.32% 3 | 21.95% 9 FI | 3.17% 41 |
| Q30: I prefer not to respond (I) | 26.70% 51 ADF | 39.79% 76 F | 25.65% 49 | 5.24% 10 ACDF | 2.62% 5 ACDGH | 14.78% 191 |
| Total Respondents | 179 | 579 | 361 | 136 | 37 | 1,292 |

The data here show that between 35% and 60% of the respondents do not agree with this statement. Furthermore, the large number of ‘neither agree nor disagree’ may reflect that community members may not be aware of the city’s commitment, particularly if they are not receiving communications or witnessing events that reflect said commitment. This could be related to communication/transparency – having the community be updated on where various DEI initiatives are in the their process.

Scale for this section of survey



Very Comfortable



Comfortable



Neither Comfortable Nor
Uncomfortable



Uncomfortable

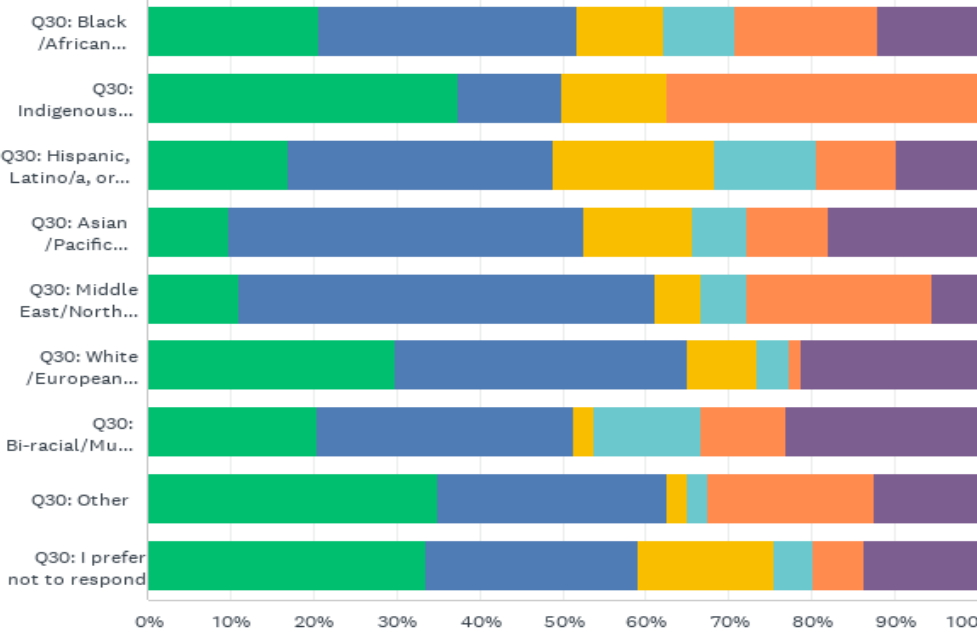


Very Uncomfortable



I Don't Interact With This Department

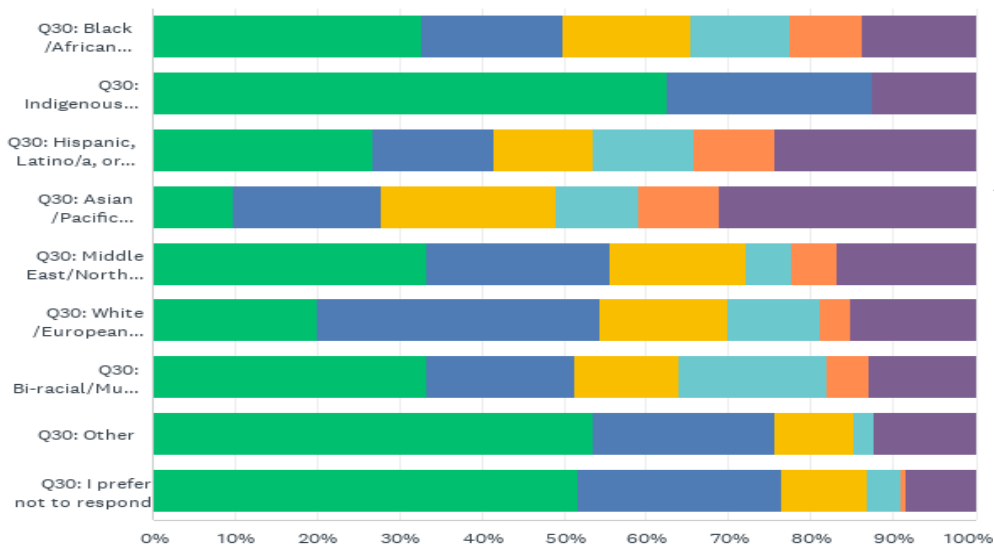
Q9: Please rate your level of comfort interacting with Melrose schools.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS DEPARTMENT | TOTAL |
|--|------------------|---------------|---------------------------------------|---------------|--------------------|---------------------------------------|---------------|
| Q30: Black /African Descent (A) | 20.69% 12 | 31.03% 18 | 10.34% 6 | 8.62% 5 | 17.24% 10 | 12.07% 7 | 4.49% 58 |
| Q30: Indigenous /Native American (B) | 37.50% 3 | 12.50% 1 | 12.50% 1 | 0.00% 0 | 37.50% 3 | 0.00% 0 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 17.07% 7 | 31.71% 13 | 19.51% 8 | 12.20% 5 | 9.76% 4 | 9.76% 4 | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 9.84% 6 | 42.62% 26 | 13.11% 8 | 6.56% 4 | 9.84% 6 | 18.03% 11 | 4.72% 61 |
| Q30: Middle East/North African (E) | 11.11% 2 | 50.00% 9 | 5.56% 1 | 5.56% 1 | 22.22% 4 | 5.56% 1 | 1.39% 18 |
| Q30: White /European Descent (F) | 29.82% 269 | 35.14% 317 | 8.43% 76 | 3.99% 36 | 1.44% 13 | 21.18% 191 | 69.81% 902 |
| Q30: Bi-racial/Multi-racial (G) | 20.51% 8 | 30.77% 12 | 2.56% 1 | 12.82% 5 | 10.26% 4 | 23.08% 9 | 3.02% 39 |
| Q30: Other (H) | 35.00% 14 | 27.50% 11 | 2.50% 1 | 2.50% 1 | 20.00% 8 | 12.50% 5 | 3.10% 40 |
| Q30: I prefer not to respond (I) | 33.51% 64 | 25.65% 49 | 16.23% 31 | 4.71% 9 | 6.28% 12 | 13.61% 26 | 14.78% 191 |
| Total Respondents | 379 | 436 | 125 | 61 | 42 | 249 | 1,292 |

While most of the respondents reported they feel comfortable interacting with the schools (ranging from 52% Hispanic descent to White and MENA at close to 65%), of note also is the relatively high percentage of several groups that feel uncomfortable interacting with the schools (between 20% and 35%).

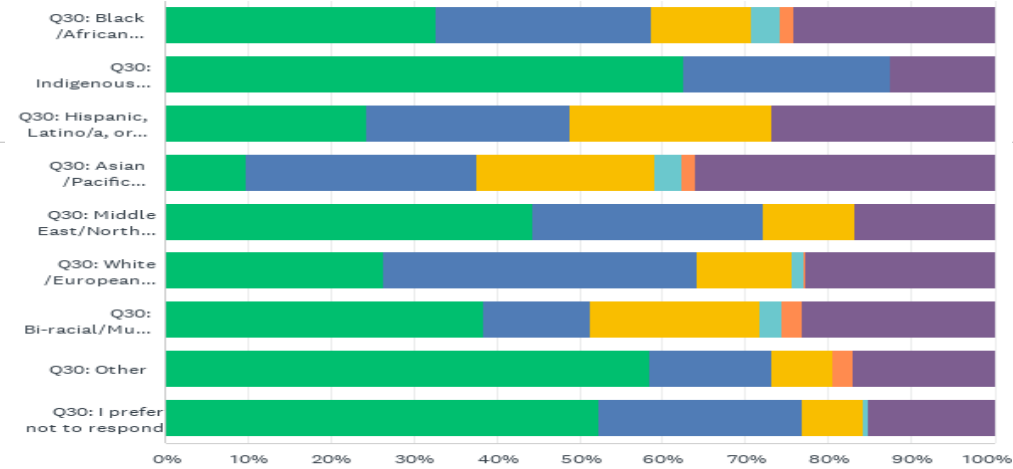
Q10: Please rate your level of comfort interacting with Melrose Police



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS DEPARTMENT | TOTAL |
|--|-----------------------|------------------------|---------------------------------------|--------------------|---------------------|---------------------------------------|---------------|
| Q30: Black /African Descent (A) | 32.76% 19 DFHI | 17.24% 10 F | 15.52% 9 | 12.07% 7 I | 8.62% 5 I | 13.79% 8 D | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 62.50% 5 | 25.00% 2 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 12.50% 1 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 26.83% 11 DHI | 14.63% 6 F | 12.20% 5 | 12.20% 5 I | 9.76% 4 HI | 24.39% 10 I | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 9.84% 6 ACGHI | 18.03% 11 F | 21.31% 13 I | 9.84% 6 | 9.84% 6 FHI | 31.15% 19 AFGHI | 4.71% 61 |
| Q30: Middle East/North African (E) | 33.33% 6 | 22.22% 4 | 16.67% 3 | 5.56% 1 | 5.56% 1 | 16.67% 3 | 1.39% 18 |
| Q30: White /European Descent (F) | 20.02% 181 AGHI | 34.29% 310 ACDGI | 15.71% 142 | 11.06% 100 I | 3.87% 35 DI | 15.04% 136 DI | 69.81% 904 |
| Q30: Bi-racial/Multi-racial (G) | 33.33% 13 DFI | 17.95% 7 F | 12.82% 5 | 17.95% 7 HI | 5.13% 2 I | 12.82% 5 D | 3.01% 39 |
| Q30: Other (H) | 53.66% 22 ACDF | 21.95% 9 | 9.76% 4 | 2.44% 1 G | 0.00% 0 CD | 12.20% 5 D | 3.17% 41 |
| Q30: I prefer not to respond (I) | 51.83% 99 ACDFG | 24.61% 47 F | 10.47% 20 D | 4.19% 8 ACFG | 0.52% 1 ACDFG | 8.38% 16 CDF | 14.75% 191 |
| Total Respondents | 339 | 393 | 192 | 129 | 51 | 191 | 1,295 |

There was a range in the level of comfort with interacting with the police (department); at least 10% of respondents in most of the groups named that they do not interact with the police. We cannot be sure if this is because respondents are uncomfortable and avoid the police or if they just never seem to come across them. There were several responses both in the survey and in the focus groups related to a perception/experience of a disconnect between some community members and the police.

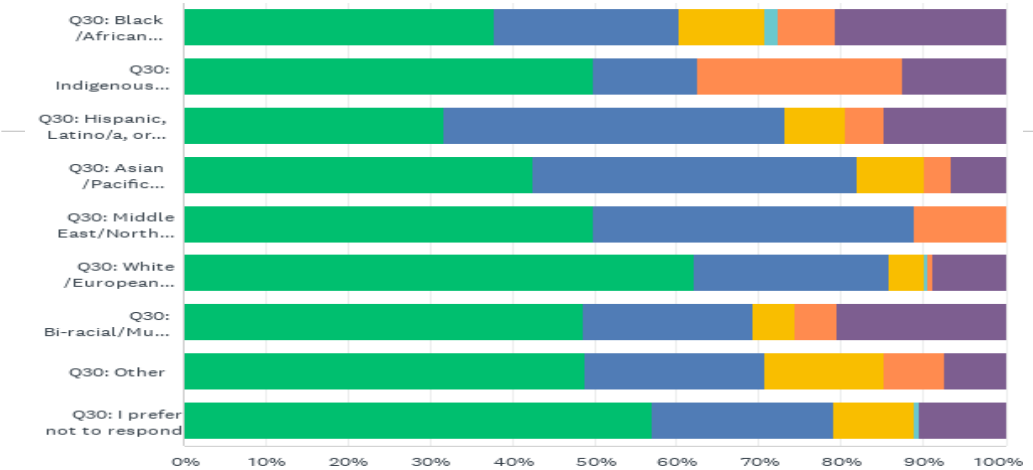
Q11: Please rate your level of comfort interacting with the Melrose Fire department.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS DEPARTMENT | TOTAL |
|--|-----------------------|----------------------|---------------------------------------|---------------|--------------------|---------------------------------------|---------------|
| Q30: Black /African Descent (A) | 32.76% 19 DHI | 25.86% 15 | 12.07% 7 | 3.45% 2 | 1.72% 1 F | 24.14% 14 | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 62.50% 5 | 25.00% 2 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 12.50% 1 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 24.39% 10 DHI | 24.39% 10 | 24.39% 10 FHI | 0.00% 0 | 0.00% 0 | 26.83% 11 | 3.16% 41 |
| Q30: Asian /Pacific Islander (D) | 9.84% 6 ACFGHI | 27.87% 17 | 21.31% 13 FI | 3.28% 2 | 1.64% 1 F | 36.07% 22 FHI | 4.71% 61 |
| Q30: Middle East/North African (E) | 44.44% 8 | 27.78% 5 | 11.11% 2 | 0.00% 0 | 0.00% 0 | 16.67% 3 | 1.39% 18 |
| Q30: White /European Descent (F) | 26.41% 239 DHI | 37.79% 342 GHI | 11.38% 103 CD | 1.55% 14 | 0.11% 1 ADGH | 22.76% 206 DI | 69.83% 905 |
| Q30: Bi-racial/Multi-racial (G) | 38.46% 15 D | 12.82% 5 F | 20.51% 8 I | 2.56% 1 | 2.56% 1 FI | 23.08% 9 | 3.01% 39 |
| Q30: Other (H) | 58.54% 24 ACDF | 14.63% 6 F | 7.32% 3 C | 0.00% 0 | 2.44% 1 FI | 17.07% 7 D | 3.16% 41 |
| Q30: I prefer not to respond (I) | 52.36% 100 ACDF | 24.61% 47 F | 7.33% 14 CDG | 0.52% 1 | 0.00% 0 GH | 15.18% 29 DF | 14.74% 191 |
| Total Respondents | 404 | 430 | 150 | 19 | 5 | 288 | 1,296 |

There was also a range in the level of comfort regarding interacting with the fire department); almost all indigenous folks here are comfortable with the fire dept.; and the range goes back to Biracial and AAPI participants at a rate of at least 38%. For Hispanic, AAPI and biracial participants, there is a large # of respondents who ‘nether agree nor disagree’ with being comfortable with the fire department.

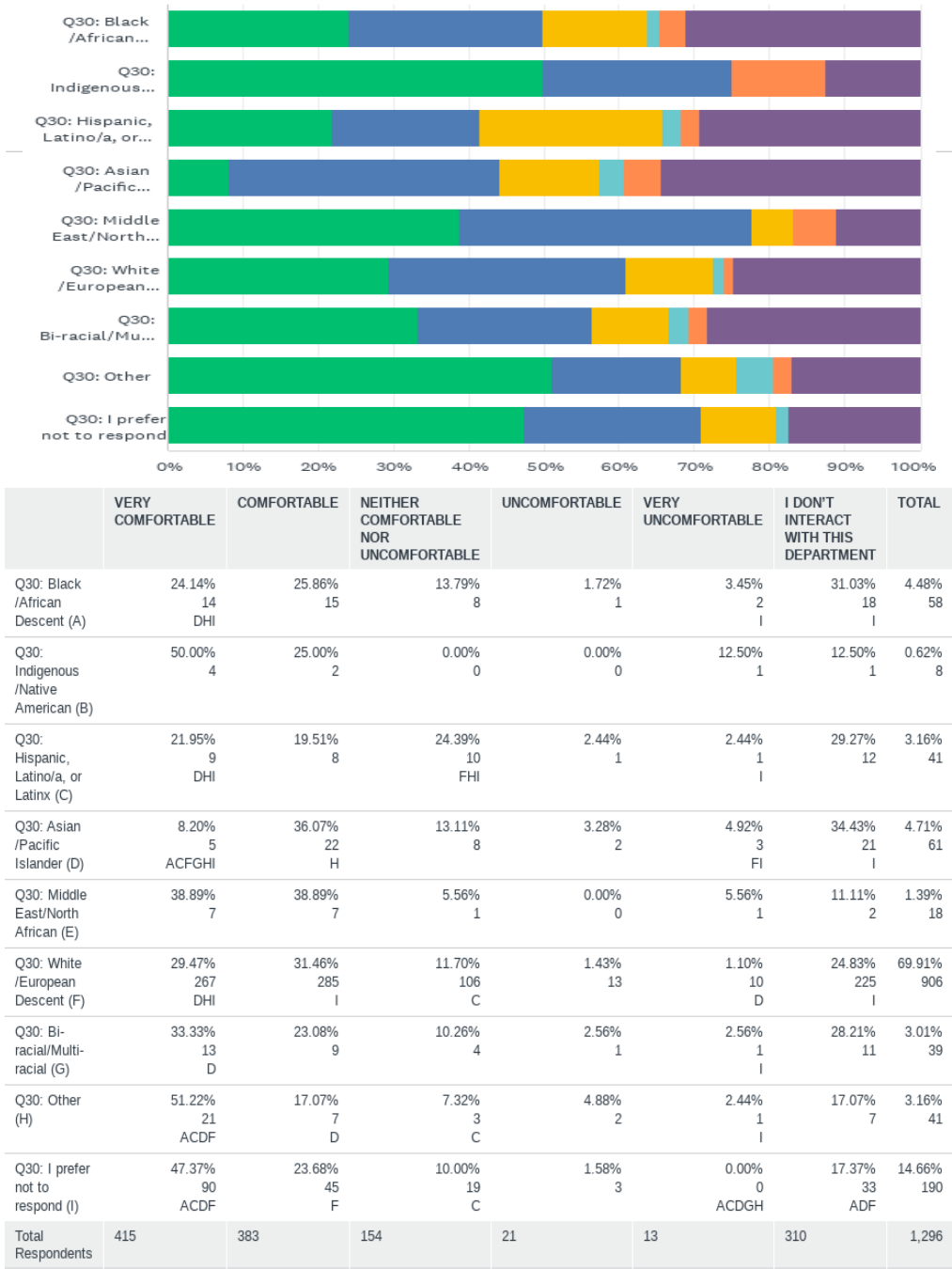
Q12: Please rate your level of comfort interacting with Melrose Library services.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS DEPARTMENT | TOTAL |
|--|----------------------|----------------------|---------------------------------------|---------------|---------------------|---------------------------------------|---------------|
| Q30: Black /African Descent (A) | 37.93% 22 FI | 22.41% 13 CD | 10.34% 6 F | 1.72% 1 | 6.90% 4 FI | 20.69% 12 DFI | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 50.00% 4 | 12.50% 1 | 0.00% 0 | 0.00% 0 | 25.00% 2 | 12.50% 1 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 31.71% 13 FI | 41.46% 17 AFGI | 7.32% 3 | 0.00% 0 | 4.88% 2 FI | 14.63% 6 | 3.16% 41 |
| Q30: Asian /Pacific Islander (D) | 42.62% 26 FI | 39.34% 24 AFGI | 8.20% 5 | 0.00% 0 | 3.28% 2 FI | 6.56% 4 AG | 4.71% 61 |
| Q30: Middle East/North African (E) | 50.00% 9 | 38.89% 7 | 0.00% 0 | 0.00% 0 | 11.11% 2 | 0.00% 0 | 1.39% 18 |
| Q30: White /European Descent (F) | 62.10% 562 ACD | 23.87% 216 CD | 4.20% 38 AHI | 0.44% 4 | 0.55% 5 ACDGH | 8.84% 80 AG | 69.83% 905 |
| Q30: Bi-racial/Multi-racial (G) | 48.72% 19 | 20.51% 8 CD | 5.13% 2 | 0.00% 0 | 5.13% 2 FI | 20.51% 8 DF | 3.01% 39 |
| Q30: Other (H) | 48.78% 20 | 21.95% 9 | 14.63% 6 F | 0.00% 0 | 7.32% 3 FI | 7.32% 3 | 3.16% 41 |
| Q30: I prefer not to respond (I) | 57.07% 109 ACD | 21.99% 42 CD | 9.95% 19 F | 0.52% 1 | 0.00% 0 ACDGH | 10.47% 20 A | 14.74% 191 |
| Total Respondents | 764 | 316 | 73 | 6 | 9 | 128 | 1,296 |

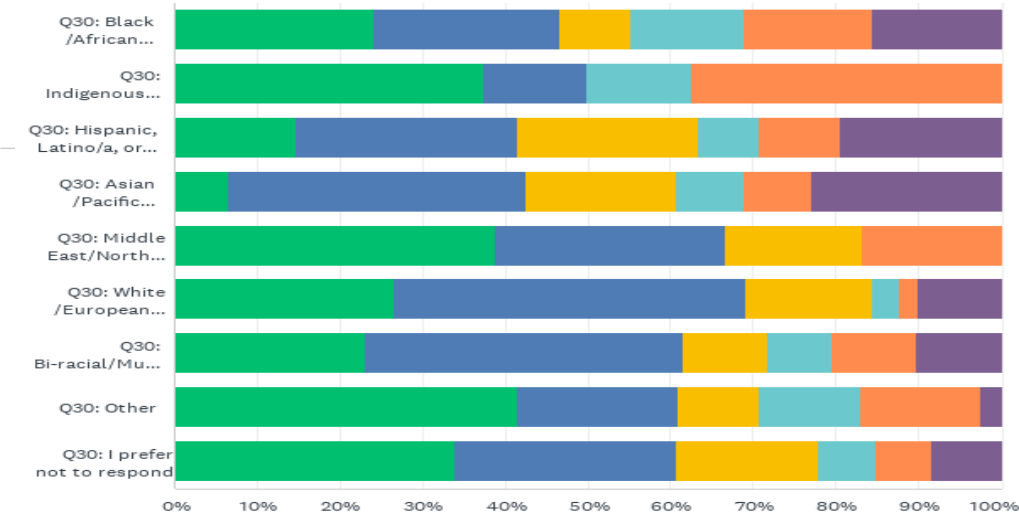
The fact that most groups seem to be very comfortable with the library, may be indicative of the way that library services has organized and implemented programs and interacts with the patrons. Some alignment among the groups reporting lower comfort levels occurred for Black, Biracial, and one of the groups choosing not to self identify.

Q13: Please rate your level of comfort interacting with Melrose Parks, Recreation Department.



Once again there is a range of comfort level depicted here. For most groups there is a sizable percentage that reportedly does not have contact with Parks and Recs department. The group with the fewest numbers, MENA and Indigenous participants, seem to demonstrate the higher percentage of comfort.

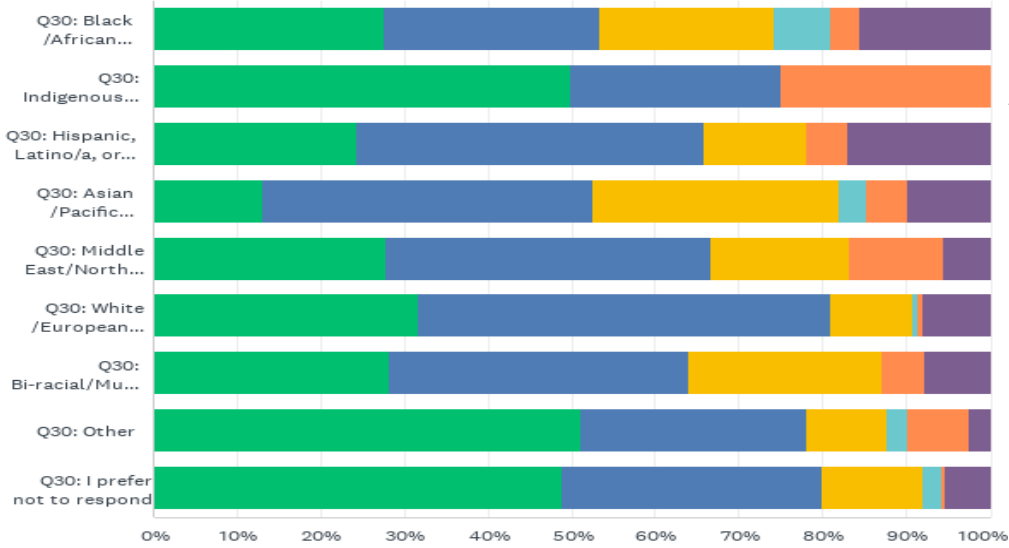
Q14: Please rate your level of comfort interacting with Melrose City Hall (Mayor's office, Clerk, Building dept., Treasurer).



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS DEPARTMENT | TOTAL |
|--|----------------------|-----------------------|---------------------------------------|---------------------|----------------------|---------------------------------------|---------------|
| Q30: Black /African Descent (A) | 24.14% 14 D | 22.41% 13 F | 8.62% 5 | 13.79% 8 F | 15.52% 9 FI | 15.52% 9 H | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 37.50% 3 | 12.50% 1 | 0.00% 0 | 12.50% 1 | 37.50% 3 | 0.00% 0 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 14.63% 6 HI | 26.83% 11 F | 21.95% 9 | 7.32% 3 | 9.76% 4 F | 19.51% 8 FHI | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 6.56% 4 AFGHI | 36.07% 22 | 18.03% 11 | 8.20% 5 F | 8.20% 5 F | 22.95% 14 FHI | 4.71% 61 |
| Q30: Middle East/North African (E) | 38.89% 7 | 27.78% 5 | 16.67% 3 | 0.00% 0 | 16.67% 3 | 0.00% 0 | 1.39% 18 |
| Q30: White /European Descent (F) | 26.55% 240 DHI | 42.48% 384 ACHI | 15.49% 140 | 3.21% 29 ADHI | 2.32% 21 ACDGH | 9.96% 90 CD | 69.81% 904 |
| Q30: Bi-racial/Multi-racial (G) | 23.08% 9 D | 38.46% 15 | 10.26% 4 | 7.69% 3 | 10.26% 4 F | 10.26% 4 | 3.01% 39 |
| Q30: Other (H) | 41.46% 17 CDF | 19.51% 8 F | 9.76% 4 | 12.20% 5 F | 14.63% 6 F | 2.44% 1 ACD | 3.17% 41 |
| Q30: I prefer not to respond (I) | 34.03% 65 CDF | 26.70% 51 F | 17.28% 33 | 6.81% 13 F | 6.81% 13 AF | 8.38% 16 CD | 14.75% 191 |
| Total Respondents | 353 | 489 | 201 | 61 | 54 | 137 | 1,295 |

Again, there is a range of comfort level depicted here. For Black Diaspora participants, there is a similar experience of comfort to Indigenous, Hispanic and AAPI participants. On the higher comfort end, Whites and MENA participants reported feeling comfortable with interacting with these City related departments.

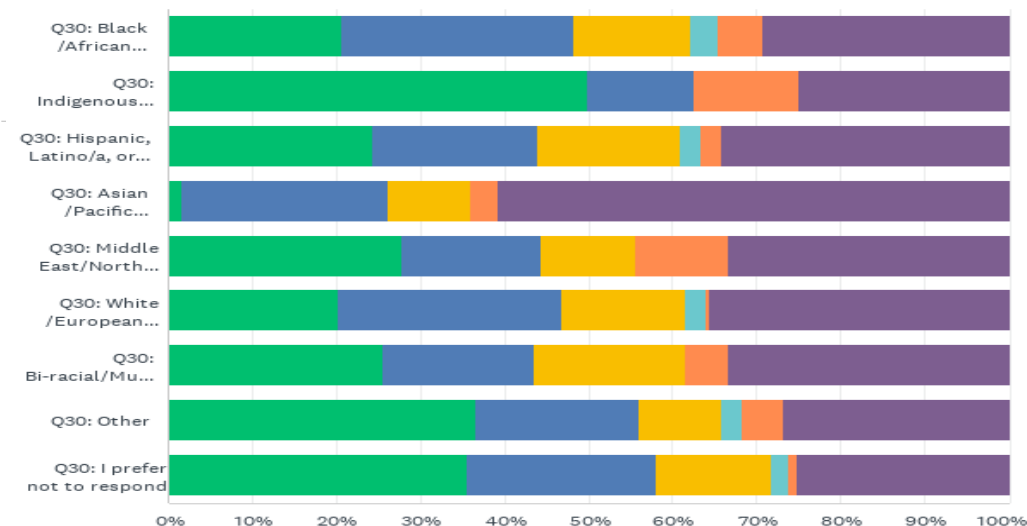
Q15: Please rate your level of comfort interacting with Melrose Business Community.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS GROUP | TOTAL |
|--|-----------------------|----------------------|---------------------------------------|------------------|---------------------|----------------------------------|---------------|
| Q30: Black /African Descent (A) | 27.59% 16 DHI | 25.86% 15 F | 20.69% 12 F | 6.90% 4 F | 3.45% 2 F | 15.52% 9 FHI | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 50.00% 4 | 25.00% 2 | 0.00% 0 | 0.00% 0 | 25.00% 2 | 0.00% 0 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 24.39% 10 HI | 41.46% 17 | 12.20% 5 D | 0.00% 0 | 4.88% 2 FI | 17.07% 7 FHI | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 13.11% 8 AFHI | 39.34% 24 | 29.51% 18 CFHI | 3.28% 2 F | 4.92% 3 FI | 9.84% 6 | 4.71% 61 |
| Q30: Middle East/North African (E) | 27.78% 5 | 38.89% 7 | 16.67% 3 | 0.00% 0 | 11.11% 2 | 5.56% 1 | 1.39% 18 |
| Q30: White /European Descent (F) | 31.75% 287 DHI | 49.23% 445 AHI | 9.85% 89 ADG | 0.66% 6 AD | 0.44% 4 ACDGH | 8.08% 73 AC | 69.86% 904 |
| Q30: Bi-racial/Multi-racial (G) | 28.21% 11 HI | 35.90% 14 | 23.08% 9 F | 0.00% 0 | 5.13% 2 FI | 7.69% 3 | 3.01% 39 |
| Q30: Other (H) | 51.22% 21 ACDFG | 26.83% 11 F | 9.76% 4 D | 2.44% 1 | 7.32% 3 FI | 2.44% 1 AC | 3.17% 41 |
| Q30: I prefer not to respond (I) | 48.95% 93 ACDFG | 31.05% 59 F | 12.11% 23 D | 2.11% 4 | 0.53% 1 CDGH | 5.26% 10 AC | 14.68% 190 |
| Total Respondents | 441 | 572 | 153 | 17 | 8 | 103 | 1,294 |

For this question, while Black Diaspora and AAPI participants with the lowest level of comfort at 50%, White, Indigenous and unidentified participants were aligned with a fairly high degree of comfort in interacting with the business community.

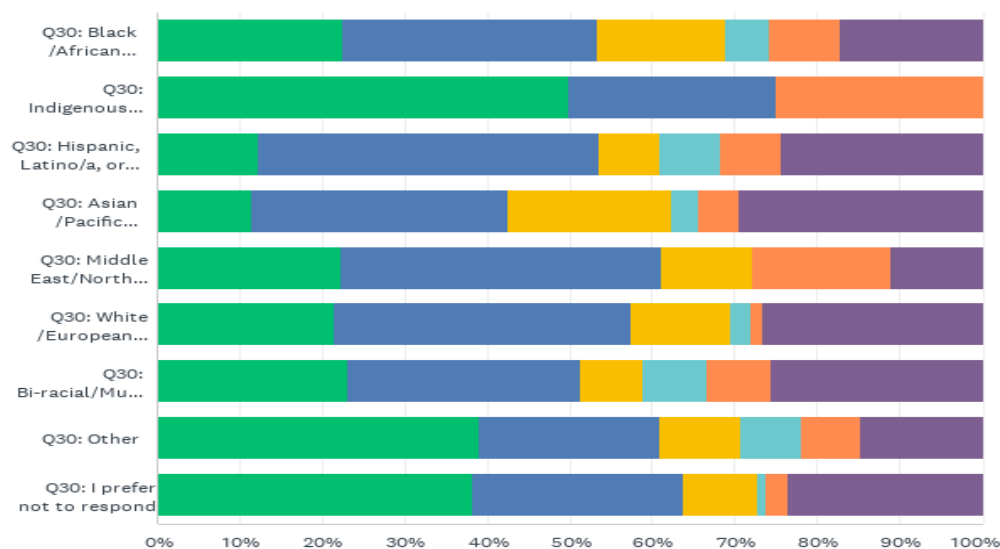
Q16: Please rate your level of comfort interacting with Melrose Faith Communities.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THESE COMMUNITIES | TOTAL |
|--|----------------------|---------------|---------------------------------------|---------------|--------------------|---|---------------|
| Q30: Black /African Descent (A) | 20.69% 12 DI | 27.59% 16 | 13.79% 8 | 3.45% 2 | 5.17% 3 FI | 29.31% 17 D | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 50.00% 4 | 12.50% 1 | 0.00% 0 | 0.00% 0 | 12.50% 1 | 25.00% 2 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 24.39% 10 D | 19.51% 8 | 17.07% 7 | 2.44% 1 | 2.44% 1 | 34.15% 14 D | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 1.64% 1 ACFGHI | 24.59% 15 | 9.84% 6 | 0.00% 0 | 3.28% 2 F | 60.66% 37 ACFGHI | 4.71% 61 |
| Q30: Middle East/North African (E) | 27.78% 5 | 16.67% 3 | 11.11% 2 | 0.00% 0 | 11.11% 2 | 33.33% 6 | 1.39% 18 |
| Q30: White /European Descent (F) | 20.24% 183 DHI | 26.66% 241 | 14.71% 133 | 2.43% 22 | 0.44% 4 ADGH | 35.51% 321 DI | 69.81% 904 |
| Q30: Bi-racial/Multi-racial (G) | 25.64% 10 D | 17.95% 7 | 17.95% 7 | 0.00% 0 | 5.13% 2 F | 33.33% 13 D | 3.01% 39 |
| Q30: Other (H) | 36.59% 15 DF | 19.51% 8 | 9.76% 4 | 2.44% 1 | 4.88% 2 F | 26.83% 11 D | 3.17% 41 |
| Q30: I prefer not to respond (I) | 35.60% 68 ADF | 22.51% 43 | 13.61% 26 | 2.09% 4 | 1.05% 2 A | 25.13% 48 DF | 14.75% 191 |
| Total Respondents | 294 | 334 | 183 | 29 | 13 | 442 | 1,295 |

In the faith community, there exists a gap regarding the AAPI community (relative to other groups) and comfort level with the faith community. In addition, the other groups are also experiencing a gap of comfort, related to the fact that for most of these groups a sizable portion reportedly have little contact with the faith community. The lack of high numbers regarding comfort level may be connected to lack of contact rather than discomfort.

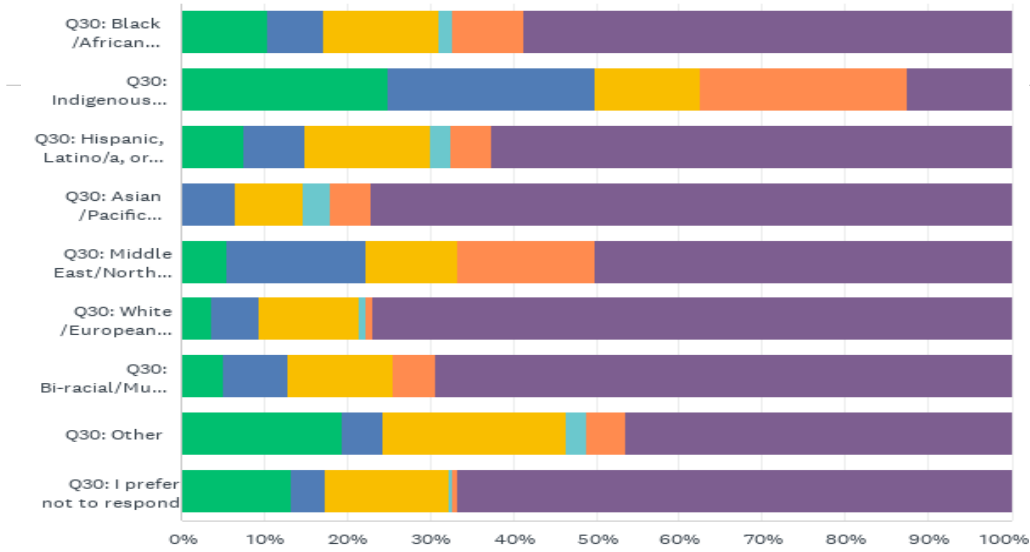
Q17: Please rate your level of comfort interacting with Melrose Healthcare/Hospital Services.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS INSTITUTION | TOTAL |
|--|----------------------|--------------------|---------------------------------------|--------------------|----------------------|--|---------------|
| Q30: Black /African Descent (A) | 22.41% 13 I | 31.03% 18 | 15.52% 9 | 5.17% 3 I | 8.62% 5 FI | 17.24% 10 | 4.48% 58 |
| Q30: Indigenous /Native American (B) | 50.00% 4 | 25.00% 2 | 0.00% 0 | 0.00% 0 | 25.00% 2 | 0.00% 0 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 12.20% 5 HI | 41.46% 17 I | 7.32% 3 | 7.32% 3 I | 7.32% 3 F | 24.39% 10 | 3.16% 41 |
| Q30: Asian /Pacific Islander (D) | 11.48% 7 HI | 31.15% 19 | 19.67% 12 I | 3.28% 2 | 4.92% 3 F | 29.51% 18 | 4.71% 61 |
| Q30: Middle East/North African (E) | 22.22% 4 | 38.89% 7 | 11.11% 2 | 0.00% 0 | 16.67% 3 | 11.11% 2 | 1.39% 18 |
| Q30: White /European Descent (F) | 21.55% 195 HI | 35.91% 325 I | 12.15% 110 | 2.43% 22 G | 1.33% 12 ACDGH | 26.63% 241 | 69.83% 905 |
| Q30: Bi-racial/Multi-racial (G) | 23.08% 9 | 28.21% 11 | 7.69% 3 | 7.69% 3 FI | 7.69% 3 F | 25.64% 10 | 3.01% 39 |
| Q30: Other (H) | 39.02% 16 CDF | 21.95% 9 | 9.76% 4 | 7.32% 3 I | 7.32% 3 F | 14.63% 6 | 3.16% 41 |
| Q30: I prefer not to respond (I) | 38.22% 73 ACDF | 25.65% 49 CF | 8.90% 17 D | 1.05% 2 ACGH | 2.62% 5 A | 23.56% 45 | 14.74% 191 |
| Total Respondents | 313 | 435 | 155 | 36 | 24 | 333 | 1,296 |

The level of comfort with interacting with healthcare and its institutions was much more closely aligned across the groups than for many of the other categories. Respondents in most groups felt comfortable (Black/African descent at 54%, Hispanic or Latino at 55%, Asian/Pacific Islander and Bi/Multiracial at 51%, and White at 58%). There was also a large number of 'neither comfortable nor uncomfortable' responses. The high numbers of those with little contact with health care might be related to getting health care needs met outside the community.

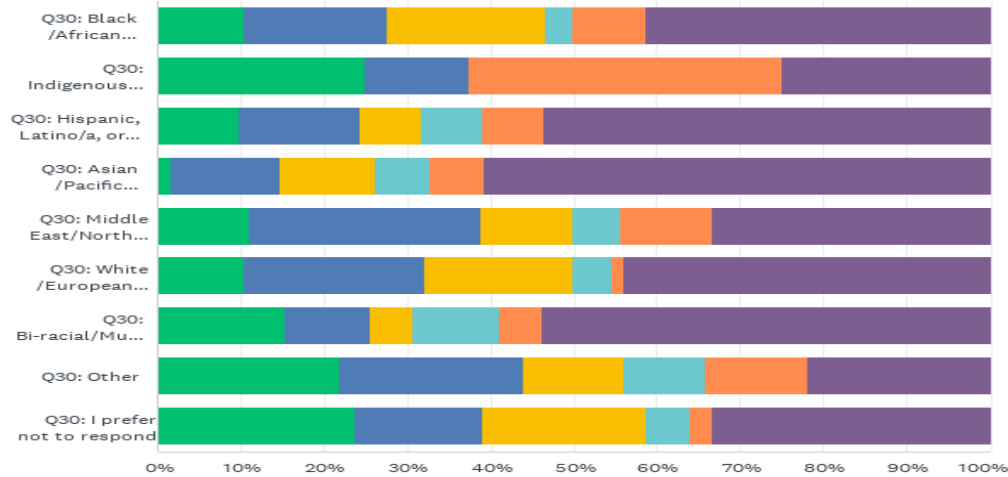
Q18: Please rate your level of comfort interacting with Melrose Housing Authority.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS DEPARTMENT | TOTAL |
|--|--------------------|-------------|---------------------------------------|---------------|---------------------|---------------------------------------|---------------|
| Q30: Black /African Descent (A) | 10.34% 6 DF | 6.90% 4 | 13.79% 8 | 1.72% 1 | 8.62% 5 FI | 58.62% 34 DF | 4.49% 58 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 25.00% 2 | 12.50% 1 | 0.00% 0 | 25.00% 2 | 12.50% 1 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 7.50% 3 D | 7.50% 3 | 15.00% 6 | 2.50% 1 | 5.00% 2 FI | 62.50% 25 F | 3.09% 40 |
| Q30: Asian /Pacific Islander (D) | 0.00% 0 ACHI | 6.56% 4 | 8.20% 5 H | 3.28% 2 | 4.92% 3 FI | 77.05% 47 AH | 4.72% 61 |
| Q30: Middle East/North African (E) | 5.56% 1 | 16.67% 3 | 11.11% 2 | 0.00% 0 | 16.67% 3 | 50.00% 9 | 1.39% 18 |
| Q30: White /European Descent (F) | 3.76% 34 AHI | 5.75% 52 | 11.93% 108 | 0.88% 8 | 0.77% 7 ACDGH | 76.91% 696 ACHI | 69.99% 905 |
| Q30: Bi-racial/Multi-racial (G) | 5.13% 2 | 7.69% 3 | 12.82% 5 | 0.00% 0 | 5.13% 2 FI | 69.23% 27 H | 3.02% 39 |
| Q30: Other (H) | 19.51% 8 DF | 4.88% 2 | 21.95% 9 D | 2.44% 1 | 4.88% 2 FI | 46.34% 19 DFGI | 3.17% 41 |
| Q30: I prefer not to respond (I) | 13.23% 25 DF | 4.23% 8 | 14.81% 28 | 0.53% 1 | 0.53% 1 ACDGH | 66.67% 126 FH | 14.62% 189 |
| Total Respondents | 78 | 73 | 158 | 14 | 13 | 957 | 1,293 |

The repeated statements throughout the survey and the focus groups, depicting the challenge of lack of affordable housing, connect to this picture of many participants not having virtually any contact with housing and the housing authority. Seems that most of the comfort level with the housing authority rests with people of color (Black, Indigenous, Hispanic, MENA and unidentified).

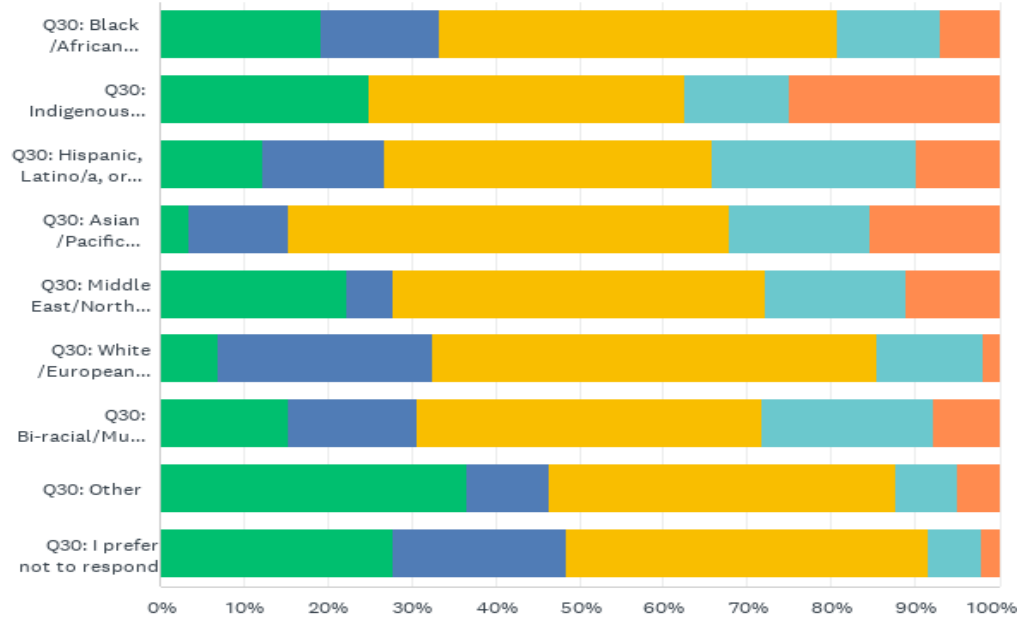
Q19: Please rate your level of comfort interacting with Melrose Boards and Commissions.



| | VERY COMFORTABLE | COMFORTABLE | NEITHER COMFORTABLE NOR UNCOMFORTABLE | UNCOMFORTABLE | VERY UNCOMFORTABLE | I DON'T INTERACT WITH THIS DEPARTMENT | TOTAL |
|--|----------------------|---------------|---------------------------------------|---------------|---------------------|---------------------------------------|---------------|
| Q30: Black /African Descent (A) | 10.34% 6 DI | 17.24% 10 | 18.97% 11 G | 3.45% 2 | 8.62% 5 FI | 41.38% 24 DH | 4.49% 58 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 12.50% 1 | 0.00% 0 | 0.00% 0 | 37.50% 3 | 25.00% 2 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 9.76% 4 I | 14.63% 6 | 7.32% 3 | 7.32% 3 | 7.32% 3 F | 53.66% 22 HI | 3.17% 41 |
| Q30: Asian /Pacific Islander (D) | 1.64% 1 AFGHI | 13.11% 8 | 11.48% 7 | 6.56% 4 | 6.56% 4 F | 60.66% 37 AFHI | 4.72% 61 |
| Q30: Middle East/North African (E) | 11.11% 2 | 27.78% 5 | 11.11% 2 | 5.56% 1 | 11.11% 2 | 33.33% 6 | 1.39% 18 |
| Q30: White /European Descent (F) | 10.51% 95 DHI | 21.57% 195 | 17.92% 162 G | 4.65% 42 | 1.33% 12 ACDH | 44.03% 398 DHI | 69.91% 904 |
| Q30: Bi-racial/Multi-racial (G) | 15.38% 6 D | 10.26% 4 | 5.13% 2 AFI | 10.26% 4 | 5.13% 2 | 53.85% 21 HI | 3.02% 39 |
| Q30: Other (H) | 21.95% 9 DF | 21.95% 9 | 12.20% 5 | 9.76% 4 | 12.20% 5 FI | 21.95% 9 ACDFG | 3.17% 41 |
| Q30: I prefer not to respond (I) | 23.81% 45 ACDF | 15.34% 29 | 19.58% 37 G | 5.29% 10 | 2.65% 5 AH | 33.33% 63 CDFG | 14.62% 189 |
| Total Respondents | 160 | 260 | 224 | 64 | 27 | 558 | 1,293 |

This picture reflects that for at least 20% of all groups (and up to 60% of AAPI participants have little or no contact with Melrose’s boards and commissions. The lack of contact here also seems connected to the wide range of lack of comfort combined with being ‘neither comfortable nor uncomfortable’ interacting with Melrose’s boards and commissions.

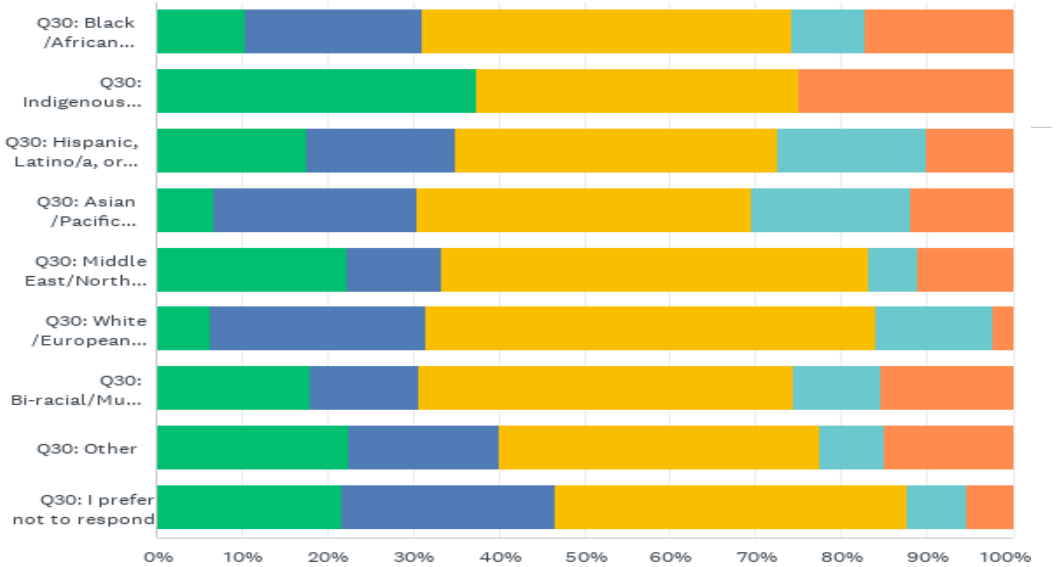
Q20: The community of Melrose is welcoming to businesses led by historically marginalized (oppressed) groups.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|----------------------|---------------------|----------------------------|---------------------|---------------------|---------------|
| Q30: Black /African Descent (A) | 19.30% 11 DF | 14.04% 8 | 47.37% 27 | 12.28% 7 | 7.02% 4 F | 4.42% 57 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 0.00% 0 | 37.50% 3 | 12.50% 1 | 25.00% 2 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 12.20% 5 HI | 14.63% 6 | 39.02% 16 | 24.39% 10 FHI | 9.76% 4 FI | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 3.39% 2 AGHI | 11.86% 7 F | 52.54% 31 | 16.95% 10 I | 15.25% 9 FI | 4.57% 59 |
| Q30: Middle East/North African (E) | 22.22% 4 | 5.56% 1 | 44.44% 8 | 16.67% 3 | 11.11% 2 | 1.40% 18 |
| Q30: White /European Descent (F) | 6.87% 62 AGHI | 25.58% 231 DH | 52.93% 478 I | 12.85% 116 CI | 1.77% 16 ACDG | 70.00% 903 |
| Q30: Bi-racial/Multi-racial (G) | 15.38% 6 DFH | 15.38% 6 | 41.03% 16 | 20.51% 8 I | 7.69% 3 F | 3.02% 39 |
| Q30: Other (H) | 36.59% 15 CDFG | 9.76% 4 F | 41.46% 17 | 7.32% 3 C | 4.88% 2 | 3.18% 41 |
| Q30: I prefer not to respond (I) | 27.89% 53 CDFG | 20.53% 39 | 43.16% 82 F | 6.32% 12 CDFG | 2.11% 4 CD | 14.73% 190 |
| Total Respondents | 155 | 295 | 647 | 161 | 32 | 1,290 |

The data from this question may reflect a couple of issues: 1) that there is little information, and therefore a need to communicate more effectively to the community about businesses own/led by people from historically marginalized (People of Color, immigrants, members of LGBTQIA community, etc.); and 2) the potential of a lack of clarity participants may have experienced with the question itself. The use of the word ‘marginalized’ could have caused some confusion with some of the participants.

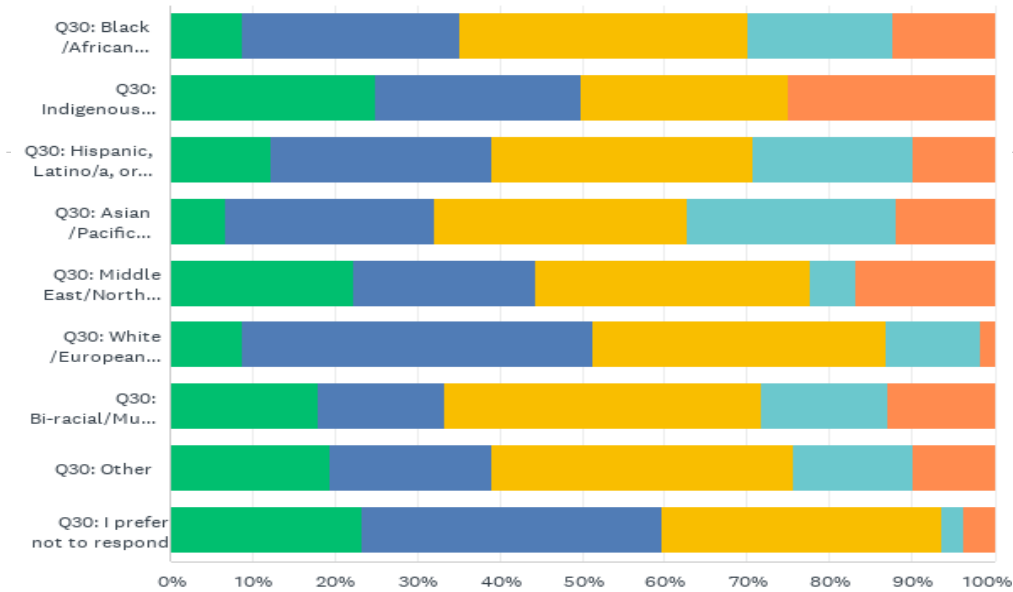
Q21: The City of Melrose management and services respond appropriately in responding to incidents around race.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|------------------|---------------|----------------------------|-----------------|--------------------|---------------|
| Q30: Black /African Descent (A) | 10.34% 6 | 20.69% 12 | 43.10% 25 | 8.62% 5 | 17.24% 10 FI | 4.51% 58 |
| Q30: Indigenous /Native American (B) | 37.50% 3 | 0.00% 0 | 37.50% 3 | 0.00% 0 | 25.00% 2 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 17.50% 7 F | 17.50% 7 | 37.50% 15 | 17.50% 7 I | 10.00% 4 F | 3.11% 40 |
| Q30: Asian /Pacific Islander (D) | 6.78% 4 HI | 23.73% 14 | 38.98% 23 F | 18.64% 11 I | 11.86% 7 F | 4.59% 59 |
| Q30: Middle East/North African (E) | 22.22% 4 | 11.11% 2 | 50.00% 9 | 5.56% 1 | 11.11% 2 | 1.40% 18 |
| Q30: White /European Descent (F) | 6.44% 58 CGHI | 25.08% 226 | 52.61% 474 DI | 13.65% 123 I | 2.22% 20 ACDGHI | 70.06% 901 |
| Q30: Bi-racial/Multi-racial (G) | 17.95% 7 F | 12.82% 5 | 43.59% 17 | 10.26% 4 | 15.38% 6 FI | 3.03% 39 |
| Q30: Other (H) | 22.50% 9 DF | 17.50% 7 | 37.50% 15 | 7.50% 3 | 15.00% 6 FI | 3.11% 40 |
| Q30: I prefer not to respond (I) | 21.69% 41 DF | 24.87% 47 | 41.27% 78 F | 6.88% 13 CDF | 5.29% 10 AFGH | 14.70% 189 |
| Total Respondents | 130 | 308 | 639 | 160 | 49 | 1,286 |

Upon initial examination, it appears there is some degree of alignment across the respondents in that only between 30 and 45% of the respondents agreed that the City management and services respond appropriately to incidents around race. However, when examining the large number of responses reflecting ‘neither agree nor disagree’ percentage here, it may be that either the respondents don’t know of how town management is responding, or they could be unaware of the incidents themselves. In either case, we see this as a communication issue; that town management may need to communicate more about the incidents themselves, and be more transparent about what they are doing to respond to them. More information is needed to get a more accurate sense of how people actually feel.

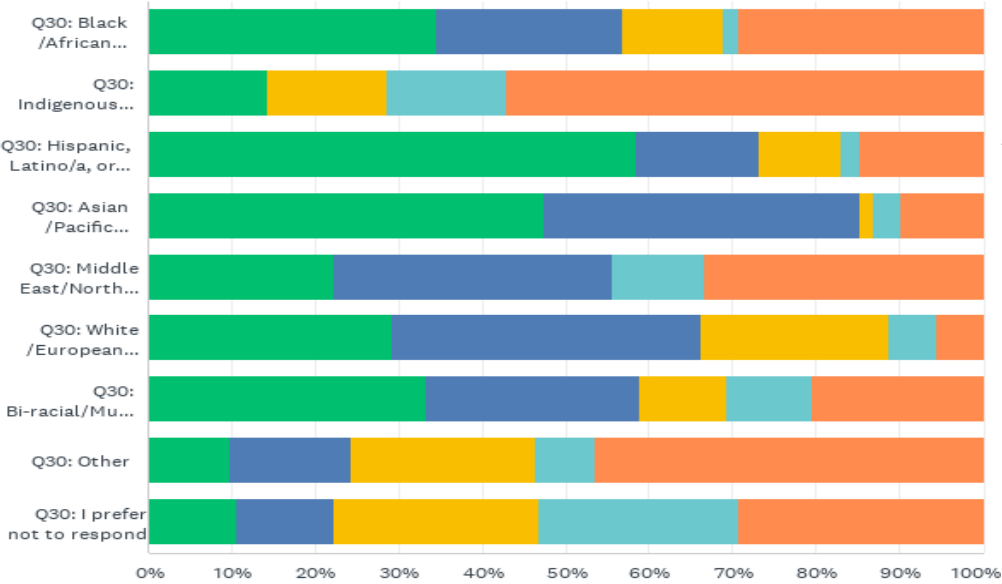
Q22: The City of Melrose addresses concerns related to diversity, equity, and inclusion.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|---------------------|------------------------|----------------------------|----------------------|----------------------|---------------|
| Q30: Black /African Descent (A) | 8.77% 5 I | 26.32% 15 F | 35.09% 20 | 17.54% 10 I | 12.28% 7 FI | 4.42% 57 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 25.00% 2 | 25.00% 2 | 0.00% 0 | 25.00% 2 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 12.20% 5 | 26.83% 11 F | 31.71% 13 | 19.51% 8 I | 9.76% 4 F | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 6.78% 4 I | 25.42% 15 F | 30.51% 18 | 25.42% 15 FI | 11.86% 7 FI | 4.58% 59 |
| Q30: Middle East/North African (E) | 22.22% 4 | 22.22% 4 | 33.33% 6 | 5.56% 1 | 16.67% 3 | 1.40% 18 |
| Q30: White /European Descent (F) | 8.75% 79 HI | 42.64% 385 ACDGH | 35.55% 321 | 11.41% 103 DI | 1.66% 15 ACDGH | 70.05% 903 |
| Q30: Bi-racial/Multi-racial (G) | 17.95% 7 | 15.38% 6 FI | 38.46% 15 | 15.38% 6 I | 12.82% 5 FI | 3.03% 39 |
| Q30: Other (H) | 19.51% 8 F | 19.51% 8 FI | 36.59% 15 | 14.63% 6 I | 9.76% 4 F | 3.18% 41 |
| Q30: I prefer not to respond (I) | 23.28% 44 ADF | 36.51% 69 GH | 33.86% 64 | 2.65% 5 ACDFGH | 3.70% 7 ADG | 14.66% 189 |
| Total Respondents | 153 | 498 | 457 | 143 | 38 | 1,289 |

Once again, the size of responses indicative of ‘neither agree nor disagree’ percentage, may be that either the respondents don’t know of how City Management is responding, or they could be unaware of the incidents themselves. In either case, having an effective communication process (including attentiveness by community members) would enhance the delivery of relevant information. Also, again, City management may need to communicate more about the incidents themselves, and be more transparent about what they are doing to respond to them. More information is needed to get a more accurate sense of how people actually feel.

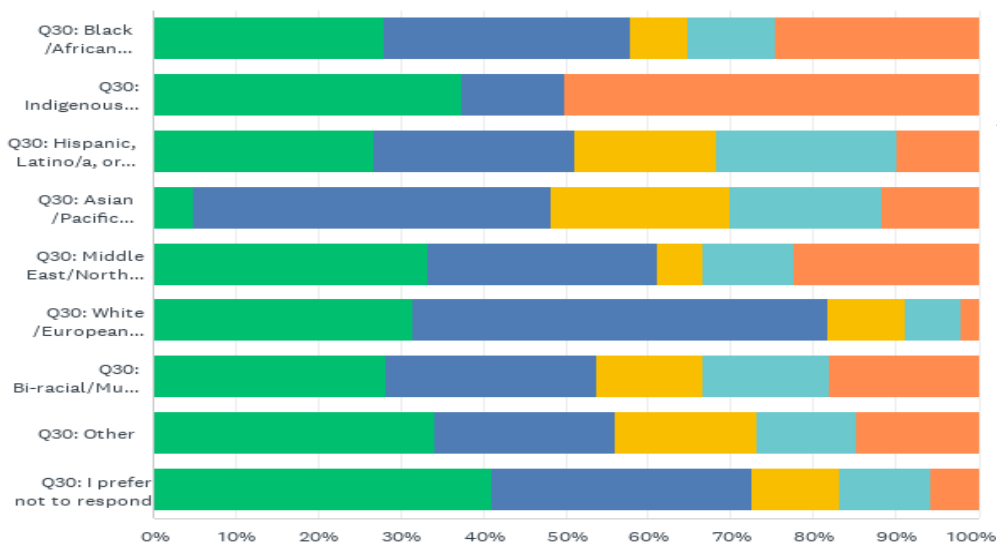
Q23: The City of Melrose should do more to address diversity, equity, and inclusion.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------|
| Q30: Black /African Descent (A) | 34.48% 20 CHI | 22.41% 13 FI | 12.07% 7 DI | 1.72% 1 I | 29.31% 17 DF | 4.50% 58 |
| Q30: Indigenous /Native American (B) | 14.29% 1 | 0.00% 0 | 14.29% 1 | 14.29% 1 | 57.14% 4 | 0.54% 7 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 58.54% 24 AFGHI | 14.63% 6 DF | 9.76% 4 I | 2.44% 1 I | 14.63% 6 FH | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 47.54% 29 FHI | 37.70% 23 CHI | 1.64% 1 AFHI | 3.28% 2 I | 9.84% 6 AHI | 4.73% 61 |
| Q30: Middle East/North African (E) | 22.22% 4 | 33.33% 6 | 0.00% 0 | 11.11% 2 | 33.33% 6 | 1.40% 18 |
| Q30: White /European Descent (F) | 29.24% 264 CDHI | 37.10% 335 ACHI | 22.48% 203 D | 5.76% 52 I | 5.43% 49 ACGHI | 70.00% 903 |
| Q30: Bi-racial/Multi-racial (G) | 33.33% 13 CHI | 25.64% 10 I | 10.26% 4 | 10.26% 4 | 20.51% 8 FH | 3.02% 39 |
| Q30: Other (H) | 9.76% 4 ACDFG | 14.63% 6 DF | 21.95% 9 D | 7.32% 3 I | 46.34% 19 CDFGI | 3.18% 41 |
| Q30: I prefer not to respond (I) | 10.64% 20 ACDFG | 11.70% 22 ADFG | 24.47% 46 ACD | 23.94% 45 ACDFH | 29.26% 55 DFH | 14.57% 188 |
| Total Respondents | 360 | 407 | 270 | 107 | 146 | 1,290 |

There is such a wide range of responses to this question. Evenso, most of the participants responding to this question stated that yes; the City should do more relative to diversity, equity and inclusion. Also, connecting this to the previous question, the responses reflect the need for the city to do more; it also can be that – once again -- being aware of what the city is doing relative to DEI and responding to challenges is related to communication and the need for greater transparency on what the city is engaged with.

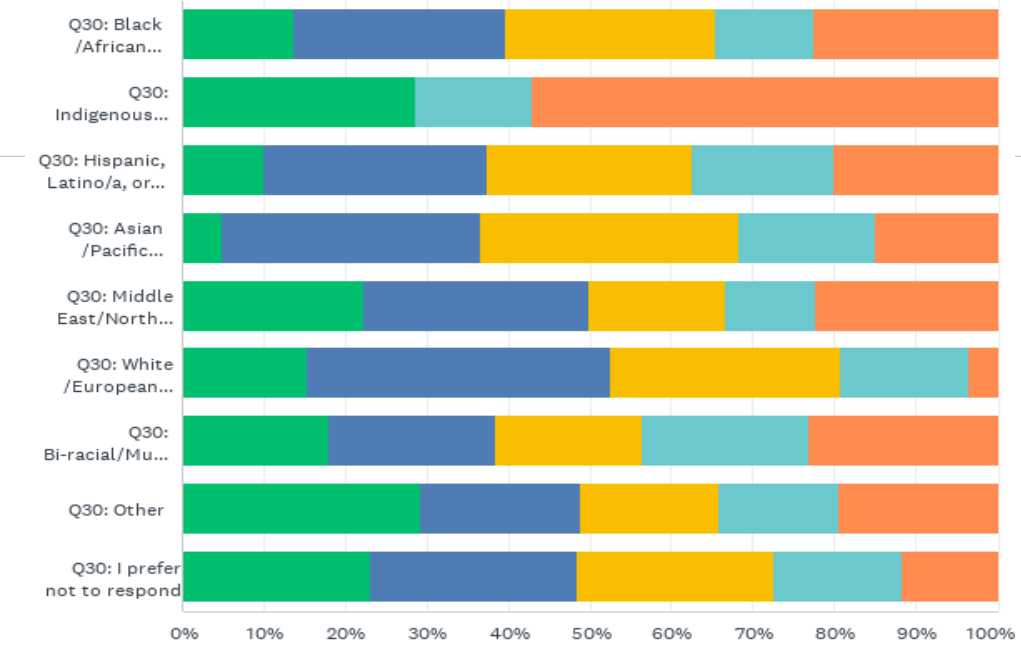
Q24: I can be my full, authentic self in Melrose.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|----------------------|------------------------|----------------------------|---------------------|----------------------|---------------|
| Q30: Black /African Descent (A) | 28.07% 16 D | 29.82% 17 F | 7.02% 4 D | 10.53% 6 | 24.56% 14 FI | 4.42% 57 |
| Q30: Indigenous /Native American (B) | 37.50% 3 | 12.50% 1 | 0.00% 0 | 0.00% 0 | 50.00% 4 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 26.83% 11 D | 24.39% 10 F | 17.07% 7 | 21.95% 9 F | 9.76% 4 F | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 5.00% 3 ACFGHI | 43.33% 26 H | 21.67% 13 AFI | 18.33% 11 F | 11.67% 7 F | 4.65% 60 |
| Q30: Middle East/North African (E) | 33.33% 6 | 27.78% 5 | 5.56% 1 | 11.11% 2 | 22.22% 4 | 1.40% 18 |
| Q30: White /European Descent (F) | 31.56% 284 DI | 50.33% 453 ACGHI | 9.33% 84 D | 6.67% 60 CDGI | 2.11% 19 ACDGH | 69.82% 900 |
| Q30: Bi-racial/Multi-racial (G) | 28.21% 11 D | 25.64% 10 F | 12.82% 5 | 15.38% 6 F | 17.95% 7 FI | 3.03% 39 |
| Q30: Other (H) | 34.15% 14 D | 21.95% 9 DF | 17.07% 7 | 12.20% 5 | 14.63% 6 FI | 3.18% 41 |
| Q30: I prefer not to respond (I) | 41.05% 78 DF | 31.58% 60 F | 10.53% 20 D | 11.05% 21 F | 5.79% 11 AFGH | 14.74% 190 |
| Total Respondents | 417 | 575 | 135 | 116 | 46 | 1,289 |

See note for Q26; these questions are aligned.

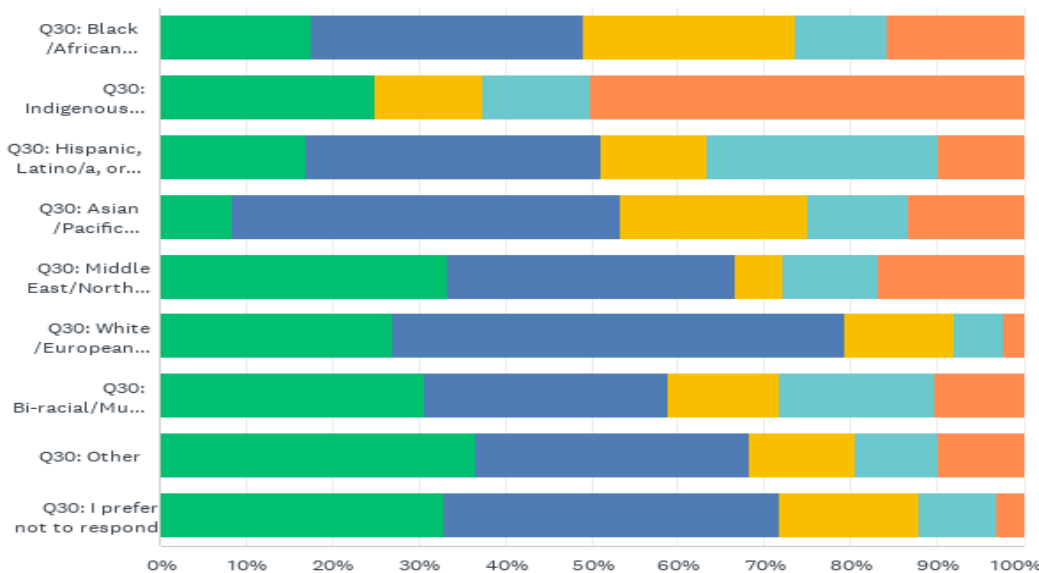
Q25: I can raise issues about unfair treatment without fear of consequences.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|----------------------|----------------------|----------------------------|---------------|----------------------|---------------|
| Q30: Black /African Descent (A) | 13.79% 8 | 25.86% 15 | 25.86% 15 | 12.07% 7 | 22.41% 13 FI | 4.50% 58 |
| Q30: Indigenous /Native American (B) | 28.57% 2 | 0.00% 0 | 0.00% 0 | 14.29% 1 | 57.14% 4 | 0.54% 7 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 10.00% 4 H | 27.50% 11 | 25.00% 10 | 17.50% 7 | 20.00% 8 F | 3.11% 40 |
| Q30: Asian /Pacific Islander (D) | 5.00% 3 FGHI | 31.67% 19 | 31.67% 19 | 16.67% 10 | 15.00% 9 F | 4.66% 60 |
| Q30: Middle East/North African (E) | 22.22% 4 | 27.78% 5 | 16.67% 3 | 11.11% 2 | 22.22% 4 | 1.40% 18 |
| Q30: White /European Descent (F) | 15.43% 139 DHI | 37.18% 335 GHI | 28.19% 254 | 15.76% 142 | 3.44% 31 ACDGH | 69.95% 901 |
| Q30: Bi-racial/Multi-racial (G) | 17.95% 7 D | 20.51% 8 F | 17.95% 7 | 20.51% 8 | 23.08% 9 F | 3.03% 39 |
| Q30: Other (H) | 29.27% 12 CDF | 19.51% 8 F | 17.07% 7 | 14.63% 6 | 19.51% 8 F | 3.18% 41 |
| Q30: I prefer not to respond (I) | 23.16% 44 DF | 25.26% 48 F | 24.21% 46 | 15.79% 30 | 11.58% 22 AF | 14.75% 190 |
| Total Respondents | 218 | 435 | 355 | 203 | 77 | 1,288 |

There is narrower range of ‘agree’ responses to this question, spreading from 30% to 53%. Also, most of the respondents that are part of larger groups are much closer together in their responses. So there is some alignment amongst the respondents as to similar levels of safety (or lack of it) when it comes to speaking out on issues related to unfair treatment. The large number of ‘neither agree nor disagree’ may speak to the lack of experience with speaking up or witnessing others doing so.

Q26: I feel a sense of belonging in Melrose.



| | STRONGLY AGREE | AGREE | NEITHER AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE | TOTAL |
|--|---------------------|------------------------|----------------------------|----------------------|----------------------|---------------|
| Q30: Black /African Descent (A) | 17.54% 10 HI | 31.58% 18 F | 24.56% 14 F | 10.53% 6 C | 15.79% 9 FI | 4.42% 57 |
| Q30: Indigenous /Native American (B) | 25.00% 2 | 0.00% 0 | 12.50% 1 | 12.50% 1 | 50.00% 4 | 0.62% 8 |
| Q30: Hispanic, Latino/a, or Latinx (C) | 17.07% 7 HI | 34.15% 14 F | 12.20% 5 | 26.83% 11 AFHI | 9.76% 4 F | 3.18% 41 |
| Q30: Asian /Pacific Islander (D) | 8.33% 5 FGHI | 45.00% 27 | 21.67% 13 F | 11.67% 7 | 13.33% 8 FI | 4.65% 60 |
| Q30: Middle East/North African (E) | 33.33% 6 | 33.33% 6 | 5.56% 1 | 11.11% 2 | 16.67% 3 | 1.39% 18 |
| Q30: White /European Descent (F) | 26.94% 243 D | 52.44% 473 ACGHI | 12.64% 114 AD | 5.76% 52 CG | 2.22% 20 ACDGH | 69.87% 902 |
| Q30: Bi-racial/Multi-racial (G) | 30.77% 12 D | 28.21% 11 F | 12.82% 5 | 17.95% 7 F | 10.26% 4 FI | 3.02% 39 |
| Q30: Other (H) | 36.59% 15 ACD | 31.71% 13 F | 12.20% 5 | 9.76% 4 C | 9.76% 4 F | 3.18% 41 |
| Q30: I prefer not to respond (I) | 32.98% 63 ACD | 38.74% 74 F | 16.23% 31 | 8.90% 17 C | 3.14% 6 ADG | 14.79% 191 |
| Total Respondents | 355 | 618 | 181 | 97 | 40 | 1,291 |

There is quite a bit of alignment between this question, and number Q24, as they both speak to a sense of belonging and comfort, and how is Melrose doing regarding valuing its community members. At least half of some groups (Black, Hispanic, AAPI) agree with this statement and are aligned; and, for Biracial, MENA, White and unidentified participants, most (up to 80% for Whites) reported a sense of belonging. This is correlated with the Q24 responses, particularly for the White participants.

Open Ended Questions

On the following pages are themes for many of the most prevalent responses

Q 27: Please describe 1-2 of the City's strengths with respect to DEI

- Melrose is an open minded community, is welcoming, and there are events that build a sense of community;
- People stick together and provide support for each other when in there is need;
- There is support for programs (pantry), desire for greater diversity, including events related to Juneteenth and Pride;
- There is positive and progressive energy from the residents; the library is active and community oriented;
- There is a strong tie to tradition; and, there is also a desire to learn more from each other;
- Online, people seem really supportive;
- There is reported a high level of community engagement;
- Public land offers nice visit to outsiders; closeness/proximity to nature, near conservation land; access to transportation (commuter rail);
- The local businesses seen as a nice feature;
- There has been an increase in diversity in some places;
- 'Popup' businesses seen as positive and providing opportunities for experiencing difference;
- Having more conversations about DEI issues is seen as positive;
- The fact that this assessment is underway is also seen as positive and reflective of leadership's commitment to enhancing the cultural climate;
- Creation of the DEI Task Force in 2020;
- The schools appear to be working hard at incorporating some of these issues, including building respect for gender fluid youth;
- The existence of groups doing good work relative to supporting the community with an anti-racist lens:
 - JCC - working for racial justice
 - FBLN - Community fighting for black lives group is positive and welcoming.
 - White People Challenging Racism (150 people)
 - LGBTQ - hold Pride Day events
 - EPIC group - for LGBTQ kids

Open Ended Questions

Q 28: Please describe 1-2 challenges Melrose has re: DEI

- lack of representation of the community in many departments throughout Melrose. This stated need for greater diversity refers to Melrose Public schools and other public branches (library, police department, fire department, city hall etc.); a lack of police officers/firefighters of color; a lack of representation of historically marginalized groups in school administrative leadership positions;
- While 'popup' businesses were experienced as positive, many participants spoke to the perception that regarding permanent storefronts, marginalized communities are not encouraged to open businesses here;
- The cost of housing (both property owning and rental) is seen as a threat to DEI. People with lower incomes are seen as poorly represented; the housing market in Melrose is experienced as very high, the dearth of affordable housing prevents access for disadvantaged populations that want to live in Melrose but can't afford to;
- Regarding schools, challenges included significant data that pointed to the state data from 2019/2020 showing that Black students in Melrose were six times as likely to be disciplined as white students, and nearly eight times as likely to be given an out-of-school suspension. Hispanic or Latinx students were twice as likely to be disciplined as white students;
- Many teachers are seen as not having the experience, skills or confidence to manage conversations around culture, race, etc. in classroom settings and/or deal with a culture-related issue that may emerge. METCO students face the challenges of staying late for extracurricular activities reportedly without much support/structure;

There were many reports of experiences and witnessing of macro (overt) aggressions/micro-aggressions (more subtle); examples included:

- Several participants reported that People of Color have experienced being treated as less than; and that assumptions had been made about them regarding class status (as 'lower');
- Jokes/negative comments regarding people of Middle Eastern/North African descent (MENA);

Open Ended Questions

Q 28: Please describe 1-2 challenges Melrose has re: DEI

- As a person from a marginalized group only got attention from the teachers when group was discussed in history; 'we are often ignored';
- When attempts were made to discuss issues pertaining to the LGBTQ community, parents reportedly got upset, shared hateful comments;
- Racial incidents involving Asians occurred as well; LGBT and transgender/gender non-binary and gender non-conforming individuals also reported experiencing both overt forms of oppression (slurs, direct negative comments) as well as micro-aggressions

Open Ended Questions

Q 29: Identify 1-2 next steps you would recommend re: DEI:

- Hire a more diverse work force, diverse volunteers in leadership roles;
- Curriculum/culture change in the schools;
- Education/training for City/school staff, boards, elected officials, community;
- Engage the community/engage with BIPOC community; Hold more diverse celebrations/opportunities for people to come together in celebration;
- Support increased housing density and supply, and overall affordability (most who labelled this as a challenge saw this as a strategy to make Melrose more accessible to BIPOC and non-middle/upper class families);
- Professional development for teachers/administrators;
- Enhance school curriculum;
- Improved communication from the City;
- Engage the police with the community;
- Coaching/ongoing learning for leadership;
- Continuing education around gender fluid youth;

Recommendations

Recommendations

VISIONS has examined the data through the lens of its 4 Levels of Oppression, Analysis and Change model. In thinking about creating change, identifying and addressing the following is needed:

- ❖ Personal Level: What are the reported attitudes, beliefs, values, and feelings about various aspects of diversity, inclusion and equity? Of these, which ones support the desired goals within the city, its departments and throughout the community, and which ones serve as barriers?
- ❖ Interpersonal Level: How are people behaving toward each other on a variety of dimensions in Melrose? How do different members in various roles experience the cultural climate of Melrose? Again, what behaviors maintain or enhance an inclusive, open, and supportive environment and which create or reinforce barriers, particularly with regard to personal demographics and other cultural variables?
- ❖ Institutional Level: What are the ways that the City of Melrose conducts its work? How do both formal and informal policies, practices, and organizational structures support the DEI-related goals of the City, or not? What are the similarities and differences across, age, race/ethnicity, gender identity/expression, sexual orientation, role, length of time in the community, and other variables?
- ❖ Cultural Level: What are the currently valued norms, customs and "ways of being and acting right" endorsed by Melrose? How are these working and/or not working for various members of the constituent community?

Recommendations

These levels provide windows of opportunity for when and where to address challenges to equity and inclusion. Also, ongoing efforts at each of these levels are what creates and sustains the kind of change that is sought.

The following recommendations are proposed; many of these recommendations are aligned with some of the suggestions made in the focus groups, and from open ended question #29 of the survey:

1. Institutional and Cultural Levels. Representation of the community.

A workforce reflecting the community was once of the most consistent challenges named by the community. Hiring accordingly is therefore seen as one of the most needed and recommended action items. This includes hiring for greater diversity in the schools, in all town departments, particularly Fire and Police, and in leadership roles in many of the departments. Such a process involves multiple steps. A good place to start is a thorough examination of existing hiring practices, with an expanded lens to include job description write up and languaging, outreach and community engagement processes (where and how), hiring committee membership (diverse), skills and process, examination of resumes and qualifications, a DEI based interview process (for example, you can hire an employee with DEI skills and experience with discussing and challenging oppression as part of the skill set needed), examination and enhancement of the cultural responsiveness of the department in which the new employee is to be hired, sustainability of employee's position (set up for success).

Recommendations

2. Interpersonal, Institutional and Cultural Levels. Training and skill building.

Being able to engage in potentially challenging conversations regarding Diversity, Inclusion and Equity often requires preparation and learning, as well as practice to grow the skill of staying in such conversations. It is recommended that such training be available for the City of Melrose at all levels at all levels, for maintaining energy and commitment in this (DEI) work.

Our experience is that if an organization or institution wants to learn a few concepts or become aware of some things that it had previously been unaware of, then a training or two may suffice. However, Melrose already appears to be interested in a path to improve the racial/cultural. Such a goal requires a consistent effort, over time, to impact all at the individual/interpersonal level as well as the institutional (policies, practices) and cultural (environment, building of community) levels. This effort would include building in regular times for leadership, and where relevant, other groups in Melrose to continue having conversations around related topics and experiences to increase individual and institutional practice with the issues as well as provide significant opportunity for additional constituents to grow into this initiative. This kind of process – building in ongoing work relative to trainings, skill building and conversations -- was also very clearly emphasized in/and desired by many of the groups and responses on the survey.

Recommendations

This training and practice can support the following:

- Leadership in its efforts to maintain a DEI lens as the town works towards its vision of enhanced inclusion and equity;
- Realization that constituents can continue doing multicultural work despite the lack of diversity – that they don't have to wait to obtain a critical mass of diverse community members or employees in order to be 'ready' to do the work; many organizations have learned to work effectively with a MCL, while not experiencing much diversity; additionally there is positive impact at the cultural level → when prospective constituents see that current constituents are working in this way, they are more likely to encouraged to stay;
- Options to explore value of and institute caucus or affinity group work can also be engaged (race/ethnicity, gender, sexual orientation, etc.);
- Continued institutional support for the Melrose DEI Task Force to support its sustainability; Committee members could be tasked with helping lead and maintain Melrose's focus on these issues and in evaluating progress. Its mandate could include identifying and discussing equity-centered climate concerns, making recommendations and assessing the implementation of effective strategies, practices, policies, programs and curricula changes to promote equity, inclusion, positive race relations, and cultural responsiveness within the community and the City's departments.
- ❖ Empowering the DEI task force: one aspect of this includes empowering the task force to be able to implement initiatives effectively. This would involve the ability to make choices/decisions instead of merely making recommendations. In addition, a designated DEI task force 'head' or officer, who can serve to chair the task force, be a liaison to the Mayor and other departmental entities, is also highly recommended.

Recommendations

Such a leader can work with town leadership to understand when to be collaborative with community members regarding collecting perspectives that can inform DEI related decisions and when to implement a next step.

3. Interpersonal, Institutional and Cultural Levels. Multiple DEI trainings of town employees, leadership, school staff/faculty, boards, elected officials, and interested community members to build skills to effectively participate in and implement a long-term initiative to improve the racial climate and culture in the community. Such training would include opportunities for following facilitated elements;

- Learning/practicing multicultural tools, skills and processes to allow for cross cultural/cross level communication within meetings as well as informally;
- Opportunity for all employees and leadership to improve skills for having cross cultural, challenging conversations; enhance problem solving using a multicultural lens (MCL); this, in turn, will support:
 - ✓ Development of shared language
 - ✓ Greater awareness of intent and impact
 - ✓ Embracing the differences that exist among all
 - ✓ Holding selves and each other accountable
 - ✓ How to respond to challenges (i.e., changing by-standing to action); skills to interrupt micro-aggressions and more effectively manage implicit/unconscious bias
 - ✓ Practice and follow through in behavioral change
 - ✓ Improvement of quality of relationships across all levels

Recommendations

Schools:

3. Institutional Level. Critical analysis of the existing policies related to disciplinary action for student behavior, including learning from trainings what level of bias may be involved in the responses to different students, with an aim towards changing the impact and providing more equitable practice of student support;

4. Institutional Level. Examination and changing, where relevant, curriculum to include content related to these issues, including consideration of the ways historical methods of teaching might lead to a single lens rather than a broader, more inclusive one (for example, re-thinking using authors that reflect the growing demographics of the school community);

5. Institutional Level. Consider offering a social justice course for all students, reflecting the current conversations that already impact the students (and educators) outside of the classroom;

6. Interpersonal Level. Encouraging an increase in classroom discussions regarding these issues, particularly when it overlaps with content; also in-time discussions when these issues are highlighted in the larger community (city, state, country, etc.);

7. Interpersonal Level. Collaborate with students around what impacts them/their interests;

Community:

8. Interpersonal and Cultural Levels. Increase practice of engaging community cultural events to facilitate additional cross-cultural engagement and learning;

Recommendations

Communication:

9. Institutional Level. Increase transparency and effectiveness in communication – around responsiveness to incidents, policy changes, community projects, etc.

10. Institutional Level. Communicate regularly and effectively to the community on the progress and plans regarding Melrose's ongoing efforts related to the issues raised by the community;

City Management:

11. Institutional Level. Support for leadership (and others as needed) in the form of coaching/technical assistance. This can be conducted through individual sessions with leadership or with a leadership team, to support engaging a multicultural lens in leadership's work;

12. Institutional Level. In addition to examining hiring policy and practice, re-examine other policies/practices, with a multicultural lens, to look for changes that would reflect needed enhancements regarding inclusiveness;

13. Institutional Level. In appropriate time intervals and/or as needed, engage regular evaluations to assess progress in addressing the core issues addressed by this assessment.

It is our experience that in order to create and sustain the desired shift in the climate and culture of a community like the City of Melrose, members of the Melrose community must regularly and effectively practice changes at all levels – over the long term - the interpersonal (behaviors) and the institutional (examination of and relevant revision of policies/curricula/practices).