

# Background and Process

- In the summer of 2020, the Select Board, Town Manager, Chief of Police and Fire Chief issued a statement condemning discrimination, racism, xenophobia and hatred - and outlined a community process of addressing issues within Andover.
  - Through this process, Andover facilitated a Community Forum on Diversity, Equity and Inclusion
  - Following the forum, surveys and focus groups were held to further gather information. The survey received input from 2,000 respondents. Nearly 30 focus groups were held to gather information from specific groups
  - The Commission on Diversity, Equity, and Inclusion was formed and populated and has developed a DEI Strategic Plan
  - The Board's goals articulated that advancing this work would require funding for a dedicated resource



# Goal of the Select Board & Town Manager

## Diversity, Equity and Inclusion

Advance community discussions around diversity, equity and inclusion and develop roadmap for next steps

- **Work with Visions, Inc. to complete a community assessment** by facilitating focus groups with residents, communities of faith, communities of color and public and private school leaders and other stakeholders
- **Complete community survey** which, in conjunction with the outcomes of the focus groups, will define the town's roadmap for next steps that are responsive to community priorities and create educational opportunities for residents and businesses on anti-racism and implicit bias Work with Human Resources to **identify and implement** training opportunities for town and school employees that focus on implicit bias, equity and anti-racism and **establish and appoint** a permanent resident and staff joint committee to work on developing a charge for Andover DIVERSE. The Committee shall also support the work of Andover DIVERSE
- **Identify and fund a dedicated resource(s)** focused on advancing the town's work around diversity, equity and inclusion goals. Evaluate opportunities that may include regional partnerships, shared services or other assignments of responsibilities as part of the effort to establish this resource(s)



# Director of Diversity, Equity and Inclusion Responsibilities

- Lead and facilitate the development of strategies, policies and guidelines that advance the understanding of diversity, equity and inclusion initiatives across the workforce and community;
- Lead and ensure measurable success in the short and long-term goals of Andover's DEI Strategic Plan;
- Develop and deliver staff training and professional development initiatives designed to promote equitable, diverse, inclusive and welcoming environments;
- Collaborate with Andover Public Schools to advance recommendations of the Strategic Plan and other related initiatives within the district;
- Enhances the Town's presence in the community as a partner committed to equity, diversity, and inclusion with the local business community, community groups, and state and local agencies;
- Serve as the principal advisor on issues of inclusion, diversity and equitable practices throughout the Town of Andover and will ensure for the sustained attention to and completion of the short and long-term goals articulated in the Town's DEI Strategic Plan.



# Diversity Audit Recommendations

1. Hire a more diverse workforce
2. Increase training/cultural competence for all employees
3. Ensure institutional support for DEI work
4. Support improvements in school curriculum and culture
5. Empower youth to participate in making cultural change
6. Improve residents' sense of belonging through programming
7. Communication: Actively work to improve frequency of communications in/around matters of DEI
8. Establish a robust, legitimate, respectful process for reporting incidents of discrimination
9. Commit to regular, on-going racial climate monitoring





## Strategic Plan Goals

Undertake data collection, analysis and updates as necessary to inform decisions

Proactively diversify the Town of Andover's Workforce

Create lasting culture change through on-going training and conversation with municipal staff

Engage citizens through cross-cultural programming

Foster support for and partnership between Commission on DEI and municipal leadership

Foster and improve communications with community members

# Strategic Plan Actions by Working Group

## Data Gathering / Engagement

1. (OG) Create process to monitor and assess progress
2. (OG) Identify knowledge gaps and gather add'l. data
3. (OG) Conduct regular data collection to assess current climate

OG: ongoing  
ST: short term  
LT: long term

## Supporting Youth

18. (OG) Voice support of DEI happening in schools
19. (OG) Engage and actively support the strength of Andover's youth
20. (ST) Work to increase the participation of youth in DEI Efforts

## Diversity in Hiring

4. (ST) Research and adapt best practices re: diversifying workforces
5. (ST) Examine and change language in job postings
6. (LT) Diversity recruitment pipelines
7. (OG) Disrupt bias in the hiring process
8. (ST) Ensure the success of BIPOC employees
9. Support Police/Fire in diversification of workforce
10. (ST) Establish affinity groups that are institutionally supported

## Racial Climate / Reporting

1. (OG) Create process to monitor and assess progress
3. (OG) Conduct regular data collection to assess current climate
22. (LT) Work with the Town to create a confidential reporting process
23. (OG) Raise Community Awareness of reporting process

## Leadership Development

3. (OG) Conduct regular data collection to assess current climate
8. (ST) Ensure the success of BIPOC employees via onboarding, retention, advancement
9. Support Police/Fire in diversification of workforce
11. (ST) Create training series on topic ID'd by DEI/HR staff
12. (ST) Provide coaching/mentoring for leadership

## Community Activities

1. (OG) Create process to monitor and assess progress
10. (ST) Establish affinity groups that are institutionally supported
13. (ST) Expand cultural celebrations
14. (OG) Supt. Prgmng the reflect the community
15. (ST) Partner with org. wkg with underrepresented communities
16. (OG) Engage woder community in programing

## Communications

17. (ST) Develop and institutionalize comms with municipal leaders through regular communication
18. (OG) Voice support of DEI happening in schools
23. (OG) Raise Community Awareness of reporting process
24. (ST) Create a communication strategy

# Position Does Not Increase Town FTE (Full Time Equivalency) Head Count

<i>Full Time Equivalency (FTE) Reconciliation - Community Services</i>			
<b>Department</b>	<b>Title</b>	<b>FTE Status (+/-)</b>	<b>Benefited</b>
Community Services	Director of Diversity, Equity and Inclusion	+1.00	Yes
Community Services	Recreation Finance Coordinator	-1.00	Yes
<b><i>Total Benefited FTEs (+/-)</i></b>		<b><i>-0-</i></b>	

- Efficiencies established within the finance and administration functions of the Community Services Department has allowed for the expansion of programming in the Recreation Division and the addition of a Diversity, Equity and Inclusion function without increasing headcount or FTE status





# Communities with Diversity, Equity, and Inclusion Professionals

Town/City	Title
Arlington	Diversity , Equity & Incusion Director
Beverly	Equity, Diversity and Inclusion Director
Boston	Director of Equity and Inclusion
Brockton	Diversity and Inclusion Manager
Brookline	Chief Diversity Officer
Cambridge	Director of Equity and Inclusion
Danvers	Equity and Inclusion Director
Everett	Director of Diversity, Equity and Inclusion
Falmouth	Diversity, Equity and Inclusion Officer
Framingham	Chief Diversity and Inclusion Officer
Lexington	Chief Equity Officer
Lynn	Diversity, Equity, and Inclusion Officer
Malden	Diversity, Equity and Inclusion Coordinator
Medford	Diversity Director
Nantucket	Diversity, Equity and Inclusion Director
Newton	Director of Community Engagement and Inclusion
Salem	Director of Diversity, Equity and Inclusion
Somerville	Manager of Equity, Diversity, and Inclusion
West Springfield	Diversity, Equity and Inclusion Coordinator
Worcester	Chief Diversity Officer



# Next Steps

- Appoint the position in November
  - Selection Process to include full assessment-based evaluation of candidates
  - Participation from both the DEI Commission & Andover Public Schools
- Quarterly progress reports to the Select Board
- Integrate ongoing work with the Select Board and Town Manager Goals

