



**MALDEN**  
MASSACHUSETTS

# **CITY OF MALDEN, MA RACIAL EQUITY COMMUNITY ENGAGEMENT AND REVIEW PROCESS REPORT**

Period between  
September 2023 and September 2024

**PREPARED BY**  
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## I. Abstract

This report, commissioned by the City of Malden, presents the findings and recommendations from a meticulous and comprehensive review of racial equity and community engagement efforts. Initiated through HCH Enterprises and guided by the Unite Malden 2020 initiative, the project aims to assess current racial equity conditions, identify areas for improvement, and propose actionable strategies for advancing equity across various city sectors. The report includes a detailed analysis of past reports, community feedback from town hall meetings, and best practices from other municipalities. Key observations highlight the City of Malden's strengths and challenges, while recommendations focus on enhancing DEI infrastructure, maximizing grant opportunities, and fostering youth engagement. This document serves as a strategic roadmap for the City of Malden's ongoing commitment to creating a more inclusive and equitable community.

## II. Project Objective and Background:

HCH Enterprises was selected by the City of Malden through the RFP process for a “Racial Equity and Community Engagement and Review process” in September 2023. The purpose of this project is to identify areas where the City of Malden and its community partners are supporting racial equity, as well as the key areas most in need of changes to advance racial equity in the broader Malden community (e.g., education, public health, language access, housing, city employment, etc.). The process is a collaborative effort that considers and evaluates the best ways city agencies, resources, and departments can support those changes to advance racial equity, ensuring that all voices are heard and valued.

As part of the United Malden 2020 initiative launched in June 2020 under the direction of Mayor Gary Christenson, the City Council authorized the creation of a Racial Equity Commission (REC) in December 2021. The Commission, comprising community leaders and experts in racial equity, played a pivotal role in guiding and shaping the review process, ensuring that it was comprehensive and inclusive. The Commission was charged with further examining the consequences of racism on public health and proposing actions the city should take to correct these harms. The City Council recognized in creating this Commission the disproportionate impact of the COVID-19 pandemic on residents of color. This report is funded by the City's Community Development Block Grant CARES Act (CDBG-CV) grant to help advance the City's racial equity work, including to help the City better prepare for and respond to future public health emergencies.

### Methodology

HCH's approach to DEI projects emphasizes achieving equity through a profound sense of belonging, grounded in theoretical frameworks such as Critical Race Theory (CRT), Intersectionality, and Kotter's Change Theory. CRT provides insight into how systemic inequalities and institutional practices perpetuate racial disparities, while Intersectionality addresses the complexities of overlapping identities within the community. Kotter's Change Theory guides the structured implementation of DEI initiatives, ensuring effective and sustainable organizational change.

Our methodology begins with a comprehensive review of past DEI-related trainings, reports, and efforts within the city. This initial assessment, informed by CRT and Intersectionality, aims to identify

existing practices that foster a DEI culture and uncover barriers or opportunities for improvement. This review includes evaluating internal practices and community service provisions to understand how current policies align with DEI principles.

Data collection involved detailed discussions with key municipal staff and community members to identify DEI challenges and opportunities. These discussions were critical for understanding the alignment of existing policies with DEI principles and recognizing gaps or barriers.

Informed by established DEI frameworks and models, our assessment benchmarks the City of Malden's DEI practices against best practices in municipal governance. This comparative analysis provides a nuanced understanding of the City's current DEI standing and the steps needed for advancement.

This methodology enables us to draw informed conclusions and make targeted recommendations for enhancing DEI within the City of Malden's municipal government. The insights and recommendations presented in the sections "Observations" and "Recommendations" reflect this structured approach and thorough analysis.

### Scope of Services

#### Task 1: Summarize racial equity conditions and past efforts in the City of Malden (10%)

- Review past reports and documents (e.g., 2010 Master Plan or 2021 Affordable Housing Trust Fund Action Plan)
- Interview community leaders (e.g., leaders of community and cultural groups, such as the Greater Malden Asian American Community Coalition)
- Review community-level demographic and statistical data (e.g., community health assessment from Cambridge Health Alliance)

#### Task 2: Design and facilitate community meetings (30%)

- Plan for 2-4 larger town hall meetings (multiplatform)
- Potentially smaller focused groups (can help with focus on outreach for language access)
- Use a standard set of questions for community feedback at each meeting, designed to identify critical areas where the City of Malden is succeeding with racial equity and where there are challenges
- Collaborate with REC members to design and lead these gatherings, including drafting questions
- Broad engagement and language access is a key consideration (e.g., 1-3 languages available for interpretation at each larger meeting)
- Prepare marketing materials, slides, etc. for meetings

#### Task 3: Review feedback and distill findings from community meetings (30%)

- Review notes and feedback from questions used in community meetings to distill and identify key themes shared by community members
- Present these to the REC



Task 4: Benchmark best practices for key areas and do a gap analysis (15%)

- Review best practices from 3-5 key areas from other cities and towns, based on priority areas of community feedback or review of conditions and past work (areas to be determined with the REC). Examples of areas may be access to housing or support for immigrant communities
- Compare the City of Malden's approach to best practices for critical areas (gap analysis), considering past and current racial equity work

Task 5: Assist with developing REC report and recommendations (15%)

- Present Task 3 and Task 4 findings and best practices as a report to the REC
- Help the REC draft its final report with actionable recommendations based on the racial equity community engagement and review process



### III. Summary of Findings: A Comprehensive Review of Past Reports and Findings

#### **The City of Malden Use of Force Policy<sup>1</sup>**

The Malden Police Department reviewed the work of the Advisory Group on Obama's Pledge (AGOP) regarding the Use of Force Policy and its ten areas of recommendations:

1. Focus on protecting life and safety,
2. New policy sections,
3. Clarify training for officers,
4. Data reporting and transparency,
5. Civilian oversight board,
6. Inclusive language,
7. Language access,
8. Engaging with persons with disabilities,
9. Alternative response options, and
10. Full community assessment.

The MPD responded to each of the ten recommendations in the AGOP's Final Report and looks forward to their continued work with the community to ensure more transparent and equitable public safety policies.

Based on the report, the MPD should focus on both proactive and reactive goals to best serve the city. Some accreditation programs have specific funding/reimbursement opportunities, which may benefit the Department. The Department should keep an updated website accessible to different demographics and prioritize filling vacancies. In addition, MPD should consider the role of active PIOs (Public information officers) to engage with the community more effectively.

#### **2022 Cambridge Health Alliance Regional Wellbeing Report Cambridge Health Alliance Implementation Strategy (2023-2025)<sup>2</sup>**

Cambridge Health Alliance (CHA) works alongside communities to improve community health and wellbeing. Through a Wellbeing Assessment, CHA identified four priorities for collaborative action in the region:

1. Housing,
2. Equitable Economies,
3. Equity in Access, and
4. Climate Health & Environmental Justice.

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<sup>1</sup> [Maldens-Use-of-Force-Policy-Final-Report-January-2022---English-PDF \(cityofmalden.org\)](https://www.cityofmalden.org/Portals/0/Reports/2022-Use-of-Force-Policy-Final-Report-January-2022---English-PDF.pdf)

<sup>2</sup> Cambridge Health Alliance. (2022). 2022 Cambridge Health Alliance Regional Wellbeing Report: Cambridge Health Alliance Implementation Strategy (2023-2025).

These issues disproportionately affect low-income neighborhoods, and workforce shortages add extra burdens to employees. While some of the City of Malden's recent efforts, such as implementing initiatives for more ESL classes, are encouraging, the city should consider CHA's efforts and seek to build proactive partnerships. CHA's 2022 Implementation Strategy focuses on developing or supporting policies, programs, and practices that foster and promote equity principles across the four focus areas mentioned above.

### **Flattening the Curve of Rising Costs: An Affordable Housing Solution for Malden<sup>3</sup> (\*Final Capstone Report):**

#### *Major Challenges Faced:*

1. **Barriers to Development:** The current zoning code in the City of Malden poses significant barriers to the development of affordable housing, including high land and construction costs, lengthy permitting processes, and strict parking requirements.
2. **Lack of Funding Sources:** As Boston's economy slows, the Affordable Housing Trust Fund (AHTF) in the City of Malden needs additional revenue sources.<sup>4</sup>
3. **Community Concerns:** Concerns raised by stakeholders, such as the potential negative impact on property values and the need for affordable homeownership options, highlight the complexity of addressing housing affordability while considering community sentiments.

#### *Main Recommendations by the Students:*

1. **Adoption of Affordable Housing Overlay (AHO):** The report recommends the adoption of an AHO in Malden, which would streamline the permitting process, incentivize mixed-use developments, and promote affordability by targeting specific income levels.
2. **Parking Reform:** Suggestions for parking reform include stricter enforcement of resident-only parking, unbundling parking spaces from projects, and allowing developers to pay in-lieu fees for parking.
3. **Utilization of Funding Mechanisms:** Expanding revenue sources for the AHTF, such as Community Preservation Act funds or Inclusionary Zoning payments, can help address the funding gap for affordable housing initiatives.

#### *Summaries of Surrounding Cities and Towns, The City of Malden can Consider Adopting the Following Strategies to Address its Affordable Housing Challenges:*

1. **Expedited Permitting Processes:** Emulating policies like the MBTA Communities policy, which expedites permitting processes for developments near transit stations, can help accelerate affordable housing projects in the City of Malden.
2. **Density Bonuses and Reduced Parking Requirements:** Learning from peer cities that offer density bonuses and reduce parking requirements for affordable housing developments can inform the City of Malden's zoning reforms to encourage affordable housing construction.
3. **Incentivizing Mixed-Use Developments:** Encouraging mixed-use developments, as

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<sup>3</sup> Flattening the curve of rising costs:

An affordable housing solution for Malden.

Ahrehon Thompson et al, PPUA 7673 Public Policy Capstone, Spring 2023

<sup>4</sup> CHA releases Community Health Needs Assessment for Metro-North Boston - Advocate News. <https://advocateneeds.net/everett/news/cha-releases-community-health-needs-assessment-for-metro-north-boston/>

seen in other municipalities, can promote affordability by maximizing land use efficiency and creating vibrant, walkable neighborhoods.

By adopting these strategies and incorporating lessons learned from neighboring communities, the City of Malden can work towards addressing its affordable housing challenges effectively and sustainably.

*Additional strategies that may Offer Unique Solutions:*

1. **Chapter 40R Smart Growth Zoning:** The City of Malden can leverage Chapter 40R of the Massachusetts General Laws, which incentivizes dense, mixed-use development near transit centers. By designating Smart Growth Overlay Districts, the city can streamline the permitting process for affordable housing projects and unlock state financial incentives.
2. **Housing Choice Initiative:** Massachusetts' Housing Choice Initiative provides grants and technical assistance to municipalities adopting best housing production practices. Encouraging the City of Malden to achieve Housing Choice designation can facilitate the approval of affordable housing projects through streamlined permitting and expedited review processes.
3. **Massachusetts Affordable Housing Trust Fund (AHTF):** The City of Malden can explore opportunities to access funding from the Massachusetts Affordable Housing Trust Fund (AHTF) to support affordable housing development initiatives. The AHTF provides financial resources for acquiring, preserving, and creating affordable housing units across the state.
4. **Community Preservation Act (CPA):** Implementing the Community Preservation Act (CPA) in the City of Malden can generate dedicated funding for affordable housing, historic preservation, and open space conservation. By adopting the CPA, the city can levy a surcharge on property taxes to fund local projects that address community needs, including affordable housing initiatives.
5. **Local Inclusionary Zoning Policies:** The City of Malden can enact local inclusionary zoning policies that require developers to set aside a percentage of units in new residential developments as affordable housing. By mandating inclusionary zoning, the city can ensure that new housing projects contribute to the community's overall affordability.

These strategies build upon the existing policy framework in Massachusetts and offer targeted approaches to address housing affordability challenges in the City of Malden. By aligning with state initiatives and leveraging available resources, the city can enhance its capacity to create and preserve affordable housing for residents across income levels.

**Report on the City of Malden's Community Conversations on Race<sup>5</sup> (Strategy Matter 2016)**

The report presented by Strategy Matters, LLC on the City of Malden's Community Conversations on Race, dated December 16, 2016, outlines a proactive initiative led by the City of Malden Mayor Gary Christenson and civic leaders to invest in the city's racial harmony and community cohesion. The consultants facilitated a series of three community dialogues aimed at fostering shared understanding and collaborative goal setting among residents. Each meeting drew between 80-120 community members, reflecting a diverse turnout, and

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<sup>5</sup> Report on the City of Malden's Community Conversations on Race, Presented by Strategy Matters, LLC December 16, 2016



provided an open platform for residents to discuss their experiences and aspirations regarding racial harmony. This report details the approach taken by the consulting team, which involved working closely with city and community leaders to develop an aspirational framework for the conversations. The process unfolded in four phases: planning, the first meeting to establish common ground, the second meeting to envision the future, and the third meeting to strategize actions. Residents developed shared goals and indicators through these meetings to track progress toward racial harmony. The methodology involved extensive research, meetings with city officials and community members, and establishing an advisory group to guide the conversation design. Members of the city consulted for input, including the Mayor, Chief of Police, Superintendent of Schools, and Community Outreach Manager. Community members from the faith, civic, and business communities were also represented.

The report emphasizes the importance of fostering racial diversity and inclusivity as the city's key strengths and outlines specific recommendations for future efforts to promote vibrancy and community strength.

Based on the results and recommendations outlined in the report on the City of Malden's Community Conversations on Race, several key recommendations have emerged for moving forward and ensuring accountability. These recommendations are crucial for building on the progress achieved and effectively addressing ongoing challenges.

#### Key Recommendations:

1. **Human Rights Commission Restructuring:** The report suggests separating the Human Rights Commission from the Fair Housing and Disability Commission to enable a sharper focus on broader community work related to diversity and inclusion. This restructuring would allow for dedicated efforts to address racial discrimination and tension within the city. The Commission would serve as a centralized space for residents to voice concerns, identify specific needs, and prioritize actions for achieving equality and inclusiveness.
2. **Senior Center Advisory Council Empowerment:** To address challenges at the Senior Center highlighted during the community conversations, the recommendation is to establish a Community Advisory Council with absolute authority over policy and programming decisions. This council would play a crucial check-and-balance role in managing the center, ensuring accountability and transparency in decision-making processes.
3. **Committee on Racial Harmony:** The report suggests convening, supporting, and engaging a committee to sustain dialogue on racial harmony within the community. This committee would be vital in fostering ongoing discussions and initiatives to promote racial equity and inclusion in the City of Malden.

## *Questions for Accountability Today:*

### **1. Progress on Commission Restructuring:**

- How far has the city progressed in restructuring the Human Rights Commission as recommended in the report?
- What specific actions have been taken to facilitate broader community work on diversity and inclusion?

### **2. Empowerment of Senior Center Advisory Council:**

- Has the Community Advisory Council for the Senior Center been established, and to what extent does it have real authority over policy and programming decisions?
- How transparent and accountable are the decision-making processes involving the council?

### **3. Engagement with the Committee on Racial Harmony:**

- Is the Racial Equity Commission the active committee dedicated to sustaining dialogue on racial harmony, as recommended?
- How effectively is this commission engaging with the community and driving initiatives to promote racial equity and inclusion?



## IV. Community Engagement

### Town Hall Meeting Summary and SWOT Analysis

On February 6th, 2024, a Town Hall meeting was held at City Hall to bring together residents and city officials to discuss strategies for fostering a welcoming and inclusive community. The event was well-attended, with an open invitation sent out via social media, email, online and one-day print newspaper advertisements, and through community centers. The meeting was recorded for public record, and the URL can be found here: <https://youtu.be/BcwTWmhc3iM>. The URL to the survey results is here: [https://www.surveymonkey.com/stories/SM-VkizYXH2S\\_2BIClaewXiysVw\\_3D\\_3D/](https://www.surveymonkey.com/stories/SM-VkizYXH2S_2BIClaewXiysVw_3D_3D/). The meeting presentation can be found here: <https://acrobat.adobe.com/id/urn:aaid:sc:va6c2:6e70b209-e2ce-4472-a750-f560703052b0>.

#### ***Key focus areas included:***

- **Community engagement:** Identifying priorities and ensuring all residents can access DEI initiatives.
- **Cultural preservation and unity:** Balancing the celebration of diverse cultures with building a cohesive community.
- **Language access:** Improving communication in public services for non-English speakers.
- **Equitable community development:** Promoting fairness in city planning and resource allocation.

The City of Malden is a tapestry of dynamic strengths and notable challenges. At its core is a vibrant community guided by visionary leadership and bolstered by support services—these are the foundations upon which the city can build a brighter future. However, the City of Malden faces several hurdles, including the steep climb of housing affordability, the need for greater diversity in key sectors, and the constraints of limited resources.

#### ***The City of Malden's Strengths and Challenges***

During the meeting, attendees recognized that the City of Malden is a vibrant community with strong leadership and a robust network of support services. However, they noted several challenges, including rising housing costs, a lack of diversity in key positions, and limited resources.

#### ***Opportunities for Growth:***

The City of Malden has many promising opportunities on the horizon. By capitalizing on its strengths, the city can bridge divides, promote inclusivity, and improve the quality of life for all its residents. Achieving these goals will require strategic investments in education, affordable housing, and community engagement. However, the City of Malden must also navigate external challenges like economic uncertainty, political polarization, and misinformation.

**Participants conducted a SWOT analysis** to identify strengths, weaknesses, opportunities, and threats related to DEI in the City of Malden. By actively engaging stakeholders throughout the project's lifecycle, the City of Malden can foster a more equitable and inclusive community for

all residents. These stakeholders are representatives that make up the Key Working Groups established for this project.

**Table 1**  
*City of Malden, MA SWOT Analysis*

CITY OF MALDEN SWOT ANALYSIS FEBRUARY 7TH, 2024			
<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Strong, diverse community</li> <li>• Community connections strengthened with social media</li> <li>• <b>Language</b> access</li> <li>• Diverse community organizations</li> <li>• Influx of New people</li> <li>• Willingness for Change</li> <li>• Diversity in Business ownership</li> <li>• Diversity in City leaderships</li> <li>• Climate Access process</li> <li>• Access to the Mayor</li> <li>• Accessible transportation</li> <li>• Many support services</li> <li>• Ability to maintain affordability</li> <li>• Sense of safety</li> <li>• Policy Chief is open to change</li> <li>• Cultural sensitivity (welcomeness)</li> </ul>		<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Lack of diversity in teaching staff in schools</li> <li>• Housing affordability</li> <li>• Ability to have conversations on disparities &amp; differences</li> <li>• Not enough resources</li> <li>• Youth employment opportunities</li> <li>• In-person translation services (access at local government meetings)</li> <li>• Lack of diversity in running meetings</li> <li>• Racial segregation in City</li> <li>• Lack of public space for community gathering by central groups</li> <li>• Communication and outreach</li> <li>• Loss of community connections</li> <li>• Disability challenges (accessibility) and lack of representation for this group</li> <li>• Physical disability challenges in public infrastructure</li> <li>• Lack of opportunities to learn English ASL</li> </ul>	
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• More Staff to support language access</li> <li>• Take upon trends that are in process (Ex: Crown Act)</li> <li>• Increase diverse teacher population</li> <li>• Increase teacher pay incentives to train</li> <li>• Communicate and outreach thru existing orgs (*Meet people where they are)</li> <li>• TEDX Malden (courageous conversations)</li> <li>• Create spaces for cultural conversations</li> <li>• Create a Learning Hub that is accessible to all</li> <li>• Development without displacement and gentrification</li> <li>• Support small businesses</li> <li>• Unify and redesign public participations in city decisions</li> <li>• Support youth, provide transportation for access to trade job skills/development (focus on pathways to success in addition to college)</li> <li>• Training opps for professionals</li> <li>• Assess zoning requirements to address housing affordability</li> <li>• Add Artwork to city buildings that are visible and representative of the city vibrancy &amp; diversity</li> </ul>		<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Political polarization</li> <li>• DEI CRT Backlash</li> <li>• Extreme weather (climate change)</li> <li>• Economic challenges (inflation)</li> <li>• Unbiased journalism (lack of diversity in media representation)</li> <li>• Hate rhetoric</li> <li>• Immigrant survival</li> <li>• Federal challenges &amp; influence over local gov't</li> <li>• Weaponization of terminology &amp; misinformation</li> <li>• IT/cyber attacks</li> <li>• Housing affordability</li> <li>• Cultural understanding of immigrant community</li> <li>• Social media &amp; well-being</li> <li>• Scarcity mentality</li> <li>• Working in silos</li> <li>• Fatigue</li> </ul>	

Promising opportunities illuminated the path forward. The SWOT Analysis revealed that harnessing the city's collective strengths can bridge gaps, cultivate a spirit of inclusivity, and elevate the quality of life for many. Critical investments in education, affordable housing, and active community participation will be the seeds of growth. As the city charts this course, it must also steer through economic uncertainty, political divides, and misinformation.

Following steps, the attendees agreed to continue working on these issues and were informed of plans to hold another town hall meeting in June 2024. The town hall also emphasized the importance of **youth involvement** in shaping DEI policies and initiatives.





## Image 1

City of Malden Newsletter, Town Hall Meeting, February 2024:

**MALDEN**  
MASSACHUSETTS

February 2024



**KEY DISCUSSION TOPICS:**

- Community engagement and priority DEI initiatives.
- Preserving cultural heritage while promoting unity.
- Language access in public services.
- Equitable community development.

Attendees participated in a SWOT analysis to identify strengths, weaknesses, opportunities, and threats related to DEI in Malden.

**CONTRIBUTE TO OUR DISCUSSION**  
Please share your input here:  
**SWOT Analysis & Activity** 

**Diversity, Equity, and Inclusion (DEI) Town Hall Meeting**  
The event, organized by the Malden Racial Equity Commission (above), aimed to foster community engagement and encourage dialogue.



**ABOUT DEI GOALS IN MALDEN, MA**

The Malden Racial Equity Commission and the Diversity, Equity, and Inclusion Coordinator are committed to creating a Malden where everyone feels welcome and included. We will lead initiatives to improve language access, promote cultural understanding, celebrate our diverse communities, and make city government more representative of the people we serve. This work is an evolving process, and we will meet regularly to discuss our progress and new initiatives. We look forward to diving deeper into these issues and topics at our next meeting.

**FEBRUARY 2024 TOWN HALL SUCCESS**

Strategies were discussed to make sure all residents have access to DEI initiatives and resources. Additionally, potential communication challenges were identified, particularly in traditionally under served neighborhoods, and brainstormed solutions to ensure these initiatives are effectively communicated to everyone. Also, attendees discussed ways to actively involve Malden's youth in shaping DEI policies and initiatives through increased participation in decision-making and professional mentorship opportunities.

**THE NEXT MEETING WILL BE HELD SPRING 2024. Watch the 2/7/24 video here:** 

**DIVERSITY, EQUITY, & INCLUSION INFO. SHEET** 


On June 27<sup>th</sup>, 2024, Malden City Hall hosted another successful meeting focused on diversity, equity, and inclusion (DEI). It was a follow-up to the meeting on February 6<sup>th</sup>, 2024. An open invitation went out via social media, email, newspaper online, and through Community centers. The meeting was recorded for public record, and the URL is here: <https://youtu.be/BcwTWmhc3iM?si=WpCas1PaPekZekpl>. The presentation slides can be found here: <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:3613ebdc-ef76-481a-9da2-054aaadf5f83>.



## Image 2

City of Malden Newsletter, Town Hall Meeting, June 2024:

**MALDEN**  
MASSACHUSETTS



**MAYOR'S OFFICE VOL 2  
DEI NEWSLETTER**

**OUR SERVICE TO YOU**

We are committed to supporting all the diverse populations in the City of Malden such as culture, race, ethnicity, disability, religion and spiritual beliefs, gender/non-conforming, and sexual orientation/sexual identity.

To achieve successful Diversity, our community must actively foster an inclusive and equitable environment. Malden is dedicated to empowering every voice in our community to champion equity and compassion for all.

**MALDEN PUBLIC MEETING ON DIVERSITY, EQUITY, AND INCLUSION (DEI), JUNE 2024**

Malden discussed the progress made in improving diversity within Malden City Hall and the importance of collaboration in addressing demographic challenges and promoting equity. Kashana Harling led discussions on the city's DEI initiatives, including the Racial Equity Commission and the Reach program, and Elena Martinez highlighted her role in providing multilingual resources. The team also organized working groups focused on community development, economic empowerment, equity and inclusion, and public safety, with the aim of addressing specific issues and creating accountability systems.

**ABOUT DEI GOALS IN MALDEN, MA**


Our objective is to empower every Malden resident to collaborate with the city government in eliminating barriers arising from inequalities and social injustice. The Diversity, Equity, and Inclusion Coordinator will support various initiatives, including language access services, involvement in Anti-Racism efforts with community providers, implementation of cultural competency programs across city departments, organization of events celebrating diverse populations, and ensuring inclusive representation within city government.

**JUNE 2024  
TOWN HALL SUCCESS**

The Meeting fostered meaningful dialogue, promoted inclusivity, and inspired collaborative actions toward DEI in our community. A meeting this fall will dive deeper into the topics discussed within groups.

**The next meeting will be held  
September 2024. Details to be posted.**

**DIVERSITY, EQUITY,  
& INCLUSION  
INFO SHEET**



### [Stakeholder Register](#)

To effectively address equity, inclusion, migrant needs, language access, and affordable housing within the City of Malden, Kashawna Harling, Diversity, Equity, and Inclusion Coordinator, is managing a comprehensive stakeholder engagement process. A detailed stakeholder register was developed to capture and organize information about key individuals and groups influencing the project.

This register is a valuable tool for the HCH Enterprises team and Kashawna Harling. It helps assess the level of interest and influence each stakeholder has on the city's DEIB goals throughout the project's lifecycle. By understanding stakeholder perspectives, the team can tailor their approach to ensure that the project aligns effectively with community needs and expectations.

The stakeholder register is structured into sections that provide essential information about each stakeholder.

This centralized repository of stakeholder data will help Kashawna Harling and the project team to:

- Understand stakeholder needs and expectations.
- Identify potential risks or opportunities associated with stakeholder involvement.
- Develop effective communication strategies.
- Ensure that the project remains aligned with community priorities.

By actively engaging stakeholders throughout the project's lifecycle, the City of Malden can foster a more equitable and inclusive community for all residents.

### [Key Working Groups](#)

In response to the feedback and insights gathered during the community meeting on February 6th, 2024, a series of working groups were established to address the city's key priorities. Guided by the Racial Equity Commission and the City of Malden United REACH Team, these groups are composed of diverse community members and stakeholders dedicated to advancing the City of Malden's DEI (Diversity, Equity, and Inclusion) goals.

The purpose of these working groups is to leverage the collective expertise and perspectives of their members to tackle specific areas of concern identified during the community meeting. Each group focuses on distinct but complementary aspects of community development, including engagement, economic empowerment, and communication. Their collaborative efforts aim to implement strategic initiatives that foster a more inclusive and equitable environment in the City of Malden. Subsequent meetings are planned to carefully develop the initiatives outlined during the town hall.

By actively engaging stakeholders throughout the project's lifecycle, the City of Malden can foster a more equitable and inclusive community for all residents. These stakeholders are representatives that make up the Key Working Groups established for this project.

## **1. Community Development and Engagement Group**

The Community Development and Engagement group is a collective of community organizations and residents dedicated to creating a more vibrant and inclusive community.

Their mission is to foster a sense of belonging, strengthen community connections and promote civic engagement. To achieve these goals, the group aims to boost community participation in local events and initiatives, strengthen neighborhood associations and community networks, and encourage volunteerism and community service. By collaborating, they aspire to build a thriving community where everyone feels valued and empowered.

The Youth Support Initiatives group shares a similar vision. Comprised of city representatives, youth organizations, educators, and parents, it is committed to providing mentorship, programs, and resources to support young people's growth and development. Its focus is on reducing youth crime and delinquency, increasing educational attainment and graduation rates, and promoting healthy lifestyle choices and positive role models.

Another key area of focus is learning and development. Led by city representatives, educators, and community members, the Learning and Development group aims to provide educational opportunities, workshops, and training to enhance community skills and knowledge. By increasing adult education enrollment, improving digital literacy, and promoting lifelong learning, they strive to empower individuals and contribute to the overall growth and development of the community.

Finally, the Visual Arts group is dedicated to promoting artistic expression, creativity, and cultural appreciation. Through visual arts programs and initiatives, they aim to develop a vibrant arts scene, support local artists and businesses, and enhance the quality of life for residents. By fostering a thriving arts community, they hope to enrich the lives of all community members.

## **2. Economic Empowerment and Business Development Group**

The Economic Empowerment and Business Development group, led by a City Representative, is comprised of small business owners, entrepreneurs, and economic development professionals. Their mission is to foster the growth and success of local businesses through resources, training, and mentorship. The group aims to create jobs, stimulate economic growth, increase the number of small businesses in the community, and improve the business climate to attract new investments. To achieve these goals, they plan to collaborate with local banks, chambers of commerce, and industry associations, seeking funding for business loans, technical assistance, and marketing support.

### **Recruitment**

The Recruitment subgroup, also led by a City Representative, includes employers, job seekers, and workforce development professionals. Their objective is to facilitate job placement, skill development, and career advancement opportunities for community members. The group seeks to reduce unemployment rates, improve job skills, and create pathways to well-paying jobs. To achieve these goals, they plan to partner with local businesses, schools, and employment agencies, and seek funding for job training programs, career counseling, and job placement services.

## Communication

The Communication subgroup, led by a City Representative, includes communication professionals, community leaders, and residents. Their objective is to enhance communication channels and networks to promote economic development and business opportunities. The group aims to improve communication and information sharing within the community, promote community engagement, and increase awareness of economic development initiatives. To achieve these goals, they plan to partner with local media outlets, community organizations, and social media influencers, and seek funding for marketing, public relations, website development, and social media management.

### 3. Equity and Inclusion Group

The Equity and Inclusion group, led by a dedicated City Representative, is committed to addressing the unique needs, challenges, and opportunities faced by immigrant and refugee populations. This group, comprised of community leaders, residents, and equity and inclusion experts, is working diligently to:

**Promote cultural diversity and inclusion:** By fostering a welcoming and inclusive environment, the group aims to celebrate the rich cultural tapestry of the community.

**Eliminate discrimination and bias:** Through education, advocacy, and policy changes, the group seeks to create a community free from prejudice and discrimination.

**Ensure equal access to opportunities and resources:** The group is committed to providing equitable access to education, employment, healthcare, and other essential services for all residents.

To achieve these goals, the Equity and Inclusion group is actively partnering with immigrant and refugee organizations, cultural centers, and diversity and inclusion experts.

In addition, the Language Access subgroup, under the leadership of a City Representative, is working to ensure that community services and resources are accessible to individuals with limited English proficiency. By providing language interpretation and translation services, promoting language acquisition, and eliminating language barriers, this group is empowering individuals from diverse linguistic backgrounds to fully participate in community life.

Furthermore, the Accessibility subgroup is dedicated to promoting inclusivity and accessibility for individuals with disabilities. Through proper accommodation and support services, the group aims to ensure that public facilities and services are accessible to all. By raising awareness of accessibility issues and best practices, the group is working to support the independence and participation of individuals with disabilities.

Finally, the Affordable Housing subgroup is advocating for affordable housing options to address housing insecurity within the community. By increasing the availability of affordable housing units, preventing homelessness and displacement, and promoting stable housing for low-income residents, this group is working to create a more equitable and inclusive community for all.

#### 4. Public Safety and Wellbeing Group

The Public Safety and Wellbeing group, led by the City of Malden Chief of Police and Lt. Mike Powell (Civil Rights Officer), comprises members from law enforcement, e.g., EMS, Fire Dept, Public Facilities Dept., community leaders, Public Health officials , and residents. This group aims to enhance community safety, reduce crime, and foster positive relationships between law enforcement and the community. To achieve these goals, the group will focus on:

**Reducing crime rates:** Implementing strategies to prevent crime and create a safer environment for all residents.

**Building trust:** Fostering open communication and collaboration between city and community officials, including law enforcement, public health officials, and the community, to strengthen relationships and improve public safety and well-being.

**Improving response to public health emergencies:** Updating best practices in public health learned from the COVID-19 pandemic and other health emergencies to improve the City's preparedness and response to future public health emergencies, including infectious disease outbreaks.

**Promoting community-based crime prevention:** Empowering residents to actively participate in crime prevention initiatives and take ownership of their neighborhoods.

The Public Safety and Wellbeing group seeks to create a more secure and inclusive community by working together.

#### [Employee Survey](#)

The City of Malden's staff work culture survey focused on diversity, equity, and inclusion (DEI) within the organization, revealing both progress and areas requiring improvement.

The survey results indicated progress in fostering inclusivity, particularly through the implementation of United Malden 2020. The presence of the DEI Officer, Kashawna Harling, was acknowledged positively by staff members. However, it was also recognized that additional efforts are necessary to further enhance inclusivity within the organization.

There was a strong emphasis on the need for comprehensive DEI training, particularly for supervisors and staff. Respondents suggested that such training should occur in a safe environment where employees can discuss DEI issues without fear of retaliation. Additionally, recommendations were made to update the employee handbook to include DEI resources and to create instructional videos on best practices for promoting diversity, equity, and inclusion.

Despite the progress noted, some staff members expressed discomfort with DEI principles. There were some concerns about overall office culture, and the survey highlighted the significant effect that actions of individuals can have on the broader work environment.



The survey also included recommendations for improving future survey processes. These suggestions included delaying survey deadlines for certain departments, previewing surveys with union leadership to address potential concerns, and incorporating more inclusive response options, such as "Non-applicable" or "I don't know."

To address the issues identified in the survey, the following recommendations were made: (a) implement comprehensive DEI training tailored to the specific needs of the organization; (b) establish clear policies and procedures to prevent discrimination, harassment, and retaliation; (c) update the employee handbook and other resources to reflect the organization's commitment to DEI; (d) create channels for anonymous or private feedback from employees; (e) investigate and address concerns about inappropriate behavior and lack of advancement opportunities; and (f) ensure that employee data is handled with the utmost care to protect privacy and confidentiality.

Overall, the survey successfully captured essential information and provided a solid foundation for continued progress and positive change. For detailed survey results, see Appendix B.

#### ***ROLE OVERVIEW:***

**Primary Responsibilities:** The Grants and Funding Acquisition role will be responsible for identifying and securing grants, managing funding proposals, and developing partnerships with businesses and foundations. This role will facilitate the acquisition of financial resources to support various city-wide initiatives, including community programs, educational workshops, and financial literacy initiatives.

**Broad Impact:** While this role will enhance DEI efforts by securing funds for training, professional development, and accessibility improvements, its scope will extend to support diverse municipal projects. This includes funding for community programming, infrastructure maintenance, and other essential services.

**Comprehensive Funding:** By focusing on a broad spectrum of funding opportunities, the city can address a variety of needs, from DEI training and conferences to accessibility enhancements and community engagement events.

**Business Literacy and Development:** A significant aspect of this role should involve securing grants for business literacy and development workshops. These workshops will provide invaluable support to young people, entrepreneurs, and small business owners, promoting financial literacy and business acumen. By covering costs for these services, the city can empower individuals with the skills necessary for economic success and community growth.

#### ***Examples of Utilization:***

**Training and Professional Development:** Funding acquired through this role can support staff training programs, DEI conferences, and workshops to build capacity and expertise within the city's workforce.

**Accessibility and Maintenance:** Grants can be allocated to improve city infrastructure, ensuring it is accessible to all residents and maintained to high standards.

**Community Programming:** Financial resources can support a wide range of community initiatives, from cultural events to educational programs.

**Business Literacy Workshops:** Establishing grants for workshops focused on financial literacy and business development will help transform communities from the ground up, providing essential skills and opportunities to those who need it most.

By integrating this role into the city's organizational structure, the City of Malden can leverage additional funding to advance its DEI goals and foster broader community development. This strategic approach ensures that financial resources are utilized effectively to support both specific DEI initiatives and the city's overall growth and vitality.

**Emergency Planning and Wellness:** An updated emergency response plan, including provisions for community harm and wellness activities, and preparedness and response to public health emergencies, is essential. Ensuring that all employees are informed and prepared for emergencies, including those affecting marginalized communities, should be a priority.

## V. Key Observations

The City of Malden demonstrates a commendable commitment to DEI initiatives, yet there are key areas requiring enhancement to optimize effectiveness. The current infrastructure reveals significant gaps, particularly in language access, staff support, and community engagement. To address these challenges comprehensively, a multifaceted approach is required. Key observations are outlined and followed by their respective recommendations.

**Capacity and Infrastructure:** The DEI coordinator position needs to be elevated to an executive or cabinet-level role. This position should be integral to the mayor's cabinet, participating in high-level meetings with the Chief of Staff and other executive leaders. The role must be expanded to include additional staff support to address language access, legal compliance, professional development, and harm mitigation.

**Staff Support for DEI:** The role of the Diversity Officer (CDO) is most effective when supported by additional staff focused on Learning and Development, legal compliance, and harm management. This includes:

**Learning and Development:** A dedicated position is needed to oversee professional development and experiential education.

**Harm Management:** Establishing support systems to manage harm and legal preventative activities related to protected classes. Also, oversee compliance with classified laws (e.g., Title IX, ADA), and legal issues through an equity lens.

**Community Engagement:** Staff responsible for community partnerships, event planning, and fostering civil engagement, particularly among the youth.

**Language Access:** Effective language access support is essential. The city should emulate successful models from neighboring cities like Lynn and Revere, which have successfully implemented Community Liaison programs to bridge language barriers. This approach facilitates more inclusive communication and community engagement.

**Youth Engagement:** The City of Malden is poised to harness the enthusiasm and innovative potential of its youth through a novel approach to civic engagement. Instead of creating a formal advisory council, which may be encumbered by bureaucratic constraints, the city should establish a "street team" model for youth involvement. This initiative would resemble the dynamic and informal structure of street teams used by radio stations, where young residents actively participate in and promote civic activities. By engaging youth in this flexible and empowering model, the city can foster a sense of ownership and commitment among its younger population, encouraging them to take an active role in local governance and community life.

**Internship and Assistantship Opportunities:** To further support community engagement and development, the City of Malden should implement a structured program for internships, graduate assistantships, and apprenticeships across its departments. These opportunities would provide non-paid, real-world work experience to college students and individuals in professional trade programs. Participants would gain hands-on experience in areas such as research, project development, and implementation, contributing to the city's various initiatives. By partnering with educational institutions and professional training programs, the city can create a pipeline of skilled, motivated individuals who can support municipal goals while benefiting from practical experience in their fields.

**Communication and Marketing:** To enhance visibility and representation, a dedicated position for marketing and communication is crucial. This role should focus on improving DEI-related communications and ensuring diverse representation across municipal platforms.

**Grants and Funding: Recommendation:** Establish a Grants and Funding Acquisition Role  
To maximize the impact of DEI initiatives and support the broader needs of the City of Malden, it is recommended that a dedicated role focused on grant acquisition and business development be created. This position should not only target funding for DEI-specific projects but also seek out opportunities to support a wide range of municipal programs and community engagement efforts.

## VI. Recommendations

### **Expand DEI Staff and Resources:**

- Elevate DEI Coordinator to an executive or cabinet-level role.
- Create positions for Learning and Development, legal compliance, and harm management.
- Integrate these roles within the DEI office or in collaboration with relevant departments.

### **Enhance Language Access Support:**

- Implement a Community Liaison program to address language barriers.
- Allocate resources to ensure effective communication with non-English-speaking residents.

### **Foster Youth Engagement:**

- Develop a youth advisory council to promote civic involvement and influence policy.
- Create opportunities for youth to engage in municipal decision-making and community projects.
- Establish apprentices or internships opportunities year-round across departments.
- Collaborate with division leaders to identify projects for internship support.

### **Strengthen Communication and Marketing:**

- Appoint a marketing and communications specialist focused on DEI.
- Enhance the municipal website and communication channels to reflect multicultural representation and DEI efforts.

### **Leverage Grants and Funding:**

#### ***Establish the Grants and Funding Acquisition Role:***

- Define the role's responsibilities and scope to include securing funds for a wide range of city initiatives
- Recruit a qualified individual to manage grant acquisition and business development efforts.

### **Develop Funding Strategies:**

- Identify and apply for grants that support DEI initiatives, community programs, and infrastructure improvements.
- Build partnerships with businesses and foundations to enhance funding opportunities.

### **Prioritize Business Literacy and Development Workshops:**

- Seek grants specifically for business literacy and development workshops.
- Collaborate with service providers to offer these workshops to young people, entrepreneurs, and small business owners.

### **Monitor and Evaluate:**

- Track the effectiveness of the funding acquisition role in securing and utilizing grants.

- Assess the impact of funded programs and workshops on community development and individual growth.

#### **Revise Emergency Planning and Wellness Initiatives:**

- Update the emergency response plan to include strategies for addressing harm within marginalized communities.
- Expand wellness programs and resources to support employee well-being and inclusivity.
- Incorporate best practices learned from the COVID-19 pandemic to help the City better prevent, prepare for, and respond to future infectious disease outbreaks, which tend to disproportionately harm marginalized communities.

#### **Strategic Planning and Evaluation:**

- Implement intentional strategic planning to integrate DEI into the city's long-term vision. (A process that can be led jointly by DEI Officer and Chief of Staff)
- Use an inclusive excellence scorecard to measure progress and ensure continuous improvement (see Appendix A.)





## VII. Conclusion

The City of Malden is at a pivotal moment in its DEI journey. The current framework presents a unique opportunity to advance the city's commitment to equity, inclusion, and excellence. By addressing identified gaps and implementing recommended strategies, the city can enhance its infrastructure and foster an environment where all residents can thrive.

Elevating the DEI coordinator to an executive-level position with the necessary support staff is crucial. With increased authority and resources, the DEI officer will be better positioned to lead high-level initiatives that impact the entire municipality. This strategic elevation enables the DEI officer to provide essential support to the mayor and other key city leaders, ensuring that DEI goals are integrated into broader municipal strategies and initiatives.

Furthermore, with dedicated support staff, the DEI officer can engage more effectively with each department and division head. This engagement will include strategizing, offering consultation and coaching, and identifying DEI goals tailored to the unique needs of each department. By doing so, the DEI officer will facilitate the development of targeted strategies and make informed fiscal commitments to DEI initiatives within each area of the city's operations.

An empowered DEI officer will also have the capacity to focus on coalition building and fostering community connections. By partnering with service providers and community organizations, the DEI officer can enhance the city's ability to address the diverse needs of its residents. These collaborations will strengthen the support network available to the community, promote inclusivity, and build bridges that benefit all those served by the city.

This approach ensures that DEI principles are embedded across all levels of municipal management, creating a framework for continuous improvement and accountability. The DEI officer's role will evolve from administrative oversight to strategic leadership, driving systemic change and supporting the city's vision for a more inclusive and equitable community.

The recommendations outlined in this report are designed to support this transition and enhance the city's capacity to build a legacy of equity and excellence. By investing in the infrastructure, professional development, and strategic planning necessary for effective DEI implementation, the City of Malden can achieve its goal of creating a vibrant, equitable community for all residents, ensuring long-term success and a meaningful impact on the lives of its diverse population.

## Appendix A: Reference Inclusive Excellence Scorecard

Sample Inclusive Excellence Scorecard					
Area of Focus	Stakeholders	Goal	Objective	Strategies	Measures/Key Performance Indicators
Access and Equity		To achieve equity of representation and outcomes for ethnic and racially diverse minoritized employees in our employment population to mirror that of our city population in 10 years.	To achieve proportional representation in the municipality in all sectors and at all levels of employment.	<p>Strategy I</p> <ul style="list-style-type: none"> <li>-Identify moderate and high performing college students in city.</li> <li>-Track progress</li> <li>-Work with them in professional skills, Career advising, and summer internship programs.</li> </ul> <p>Strategy II</p> <ul style="list-style-type: none"> <li>-Develop strong career and leadership development program available to all interested.</li> <li>-Include specific recruiting of potential professionals from the target group.</li> <li>-Establish mandatory training.</li> </ul>	<p>Baseline—number of Students in Internship program in current year</p> <p>Target—proportional representation determined by city population</p> <p>Equity—ratio of baseline number to target number</p>

**Inclusive Excellence Scorecard:** <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:b0dcbda9-69ea-4824-9331-084367992a93>

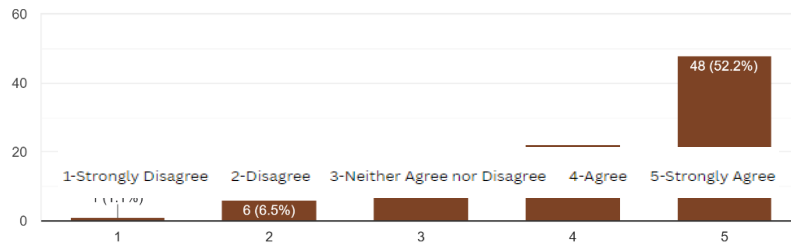


## Appendix B: Malden, MA Inclusive Voices - Staff Work Culture Survey

### WORK CULTURE

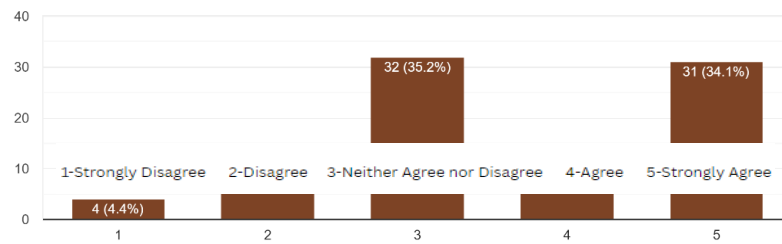
I feel valued and respected in my role.

92 responses



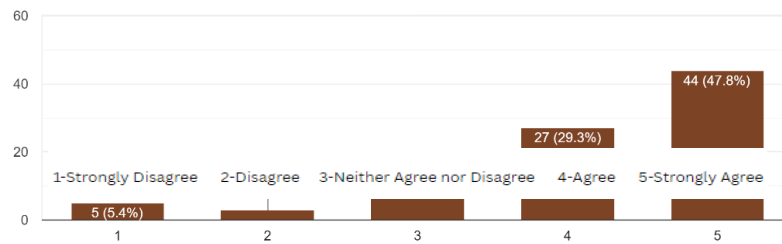
There are clear and accessible opportunities for professional growth and advancement.

91 responses



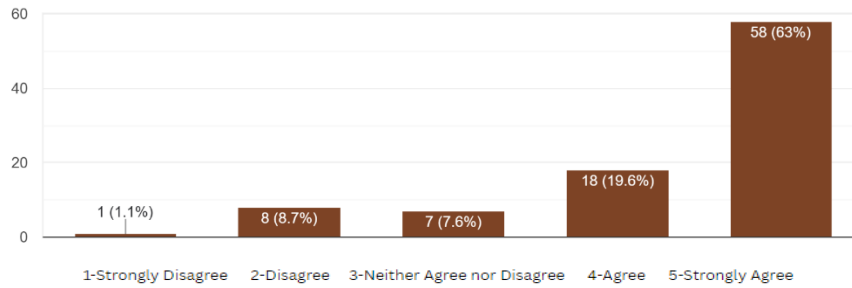
There is open and transparent communication between staff and leadership.

92 responses



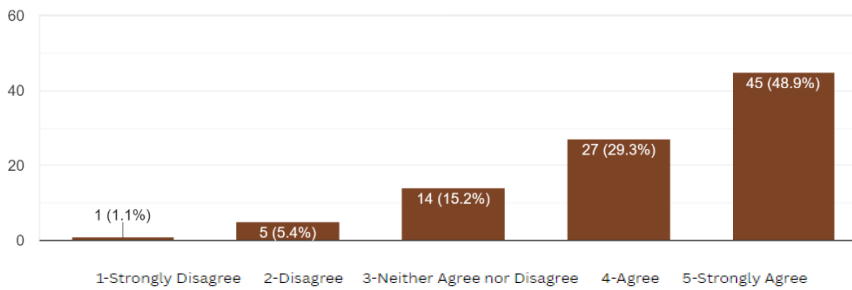
I feel a strong sense of belonging and inclusivity within my team.

92 responses



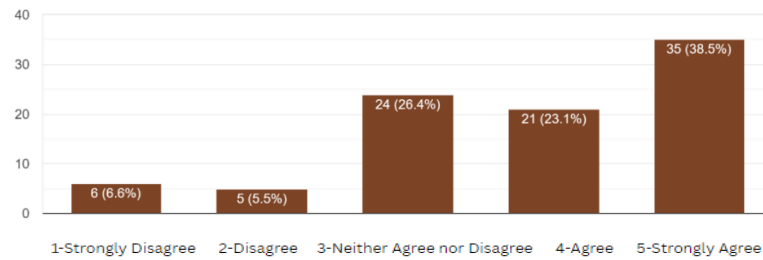
I am supported in expressing my cultural and personal identity at work.

92 responses



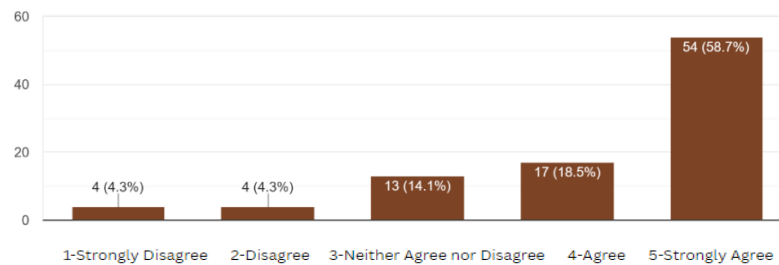
There are effective mechanisms in place to address workplace conflicts.

91 responses



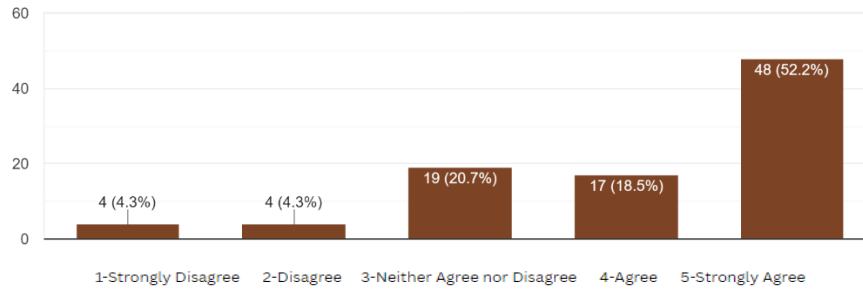
I feel safe and comfortable reporting incidents and safety concerns to a supervisor.

92 responses

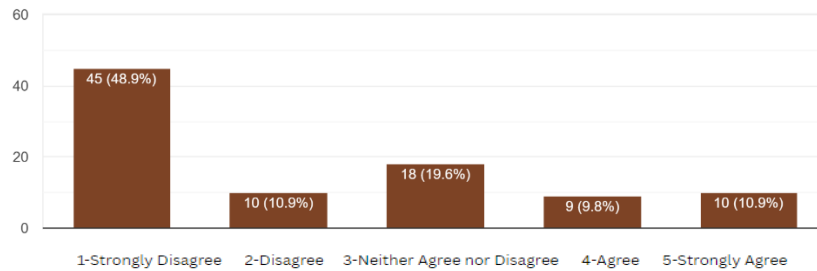


## VIEWS ON DIVERSITY, EQUITY, AND INCLUSION (DEI)

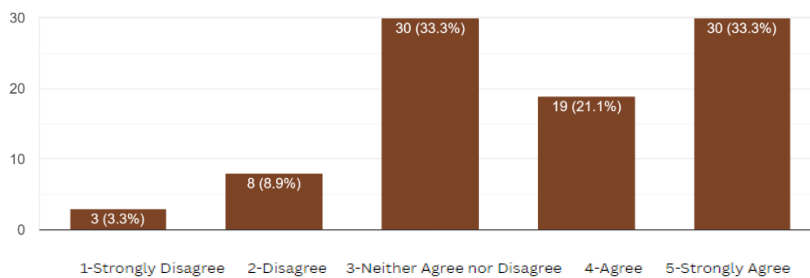
There are equal opportunities for career advancement regardless of race, gender, or other identities.  
92 responses



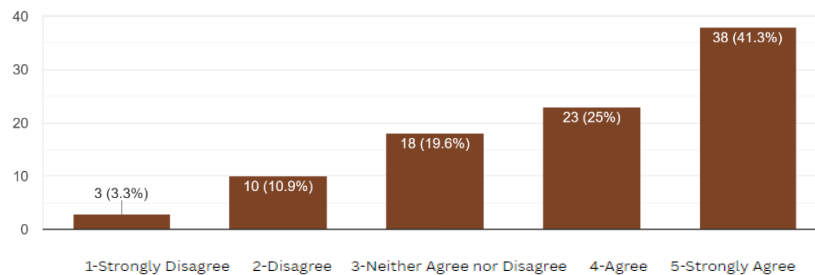
I have witnessed or experienced discrimination or bias at work.  
92 responses



There are effective initiatives or programs that promote diversity and inclusion.  
90 responses

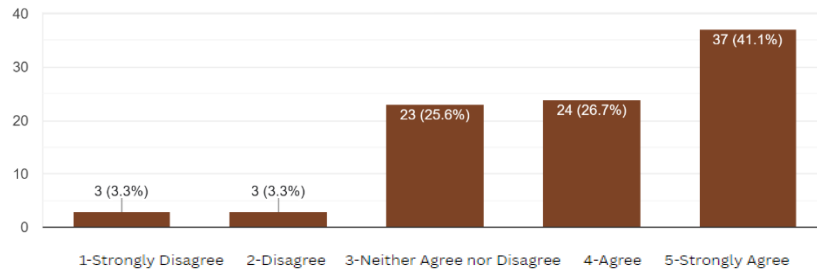


I feel comfortable discussing DEI-related issues with colleagues and supervisors.  
92 responses

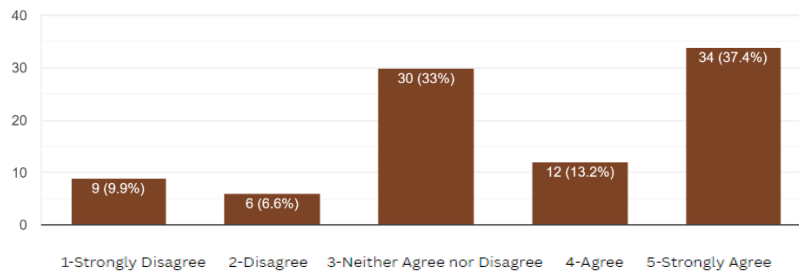




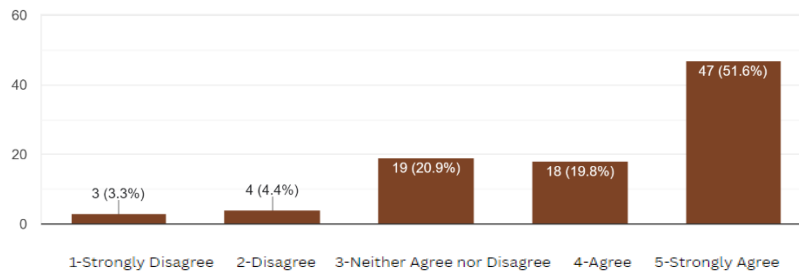
The organization actively works to eliminate systemic barriers that affect marginalized groups.  
90 responses



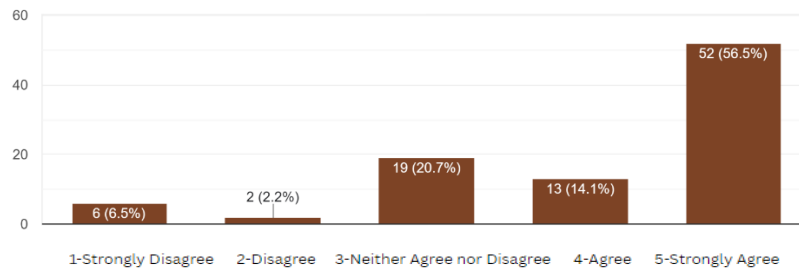
Training on DEI topics is effective and accessible to all employees.  
91 responses



Leadership demonstrates a genuine and visible commitment to DEI principles.  
91 responses

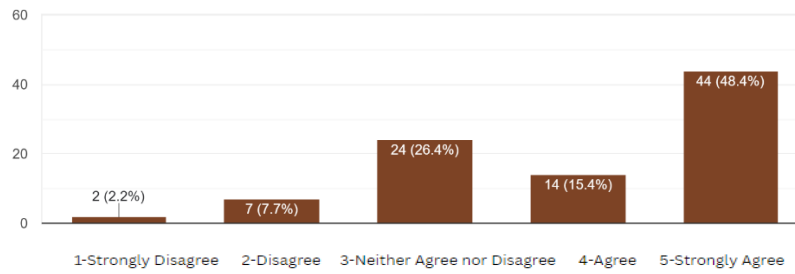


I feel safe reporting harassment, microaggressions, and discrimination to a supervisor.  
92 responses



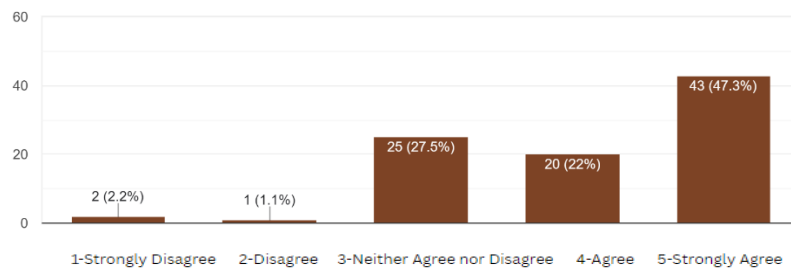
I am satisfied with the support and resources provided by HR.

91 responses



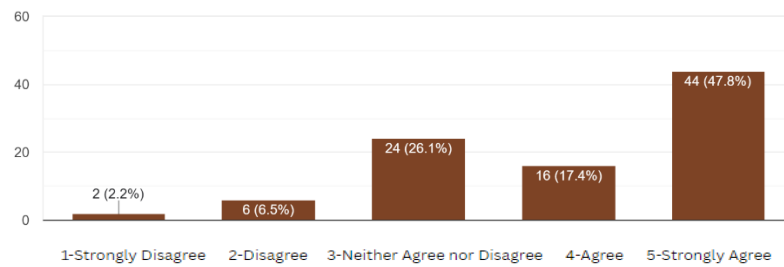
HR policies and procedures are fair and equitable.

91 responses

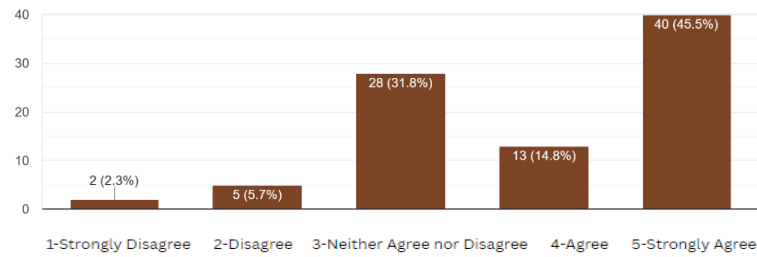


I feel comfortable raising concerns or grievances with HR without fear of retaliation.

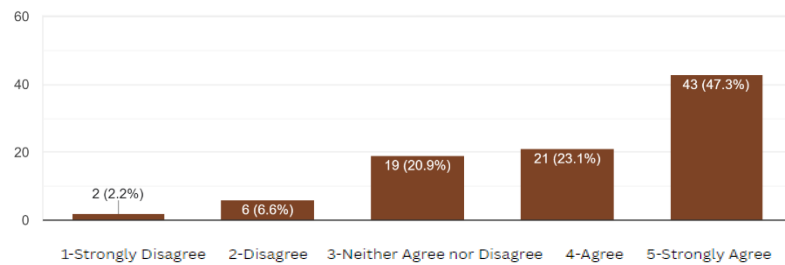
92 responses



HR takes prompt and effective action on reported issues of discrimination and bias.  
88 responses

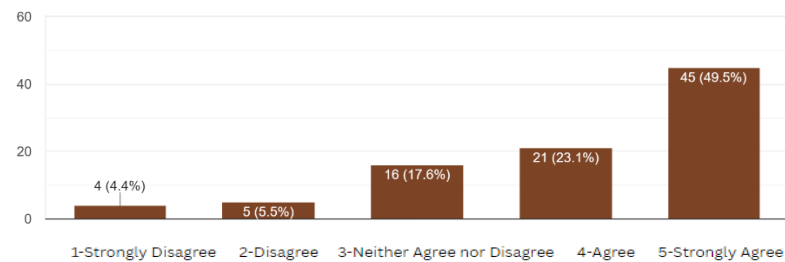


The hiring process is transparent and equitable for all candidates.  
91 responses

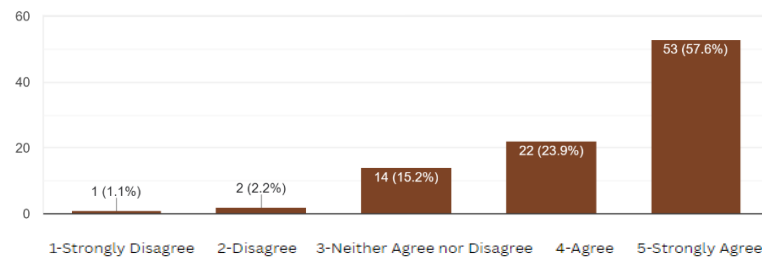


## EMPLOYEE NEEDS AND WANTS

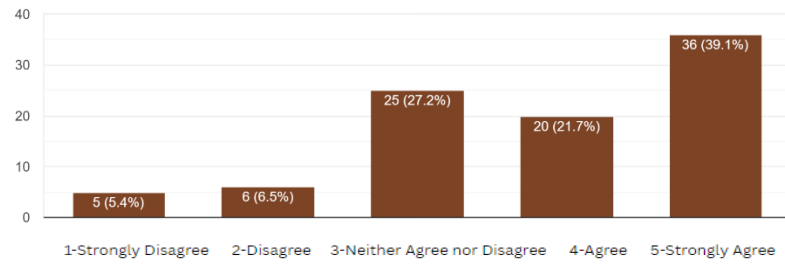
I feel adequately supported in terms of mental health and well-being.  
91 responses



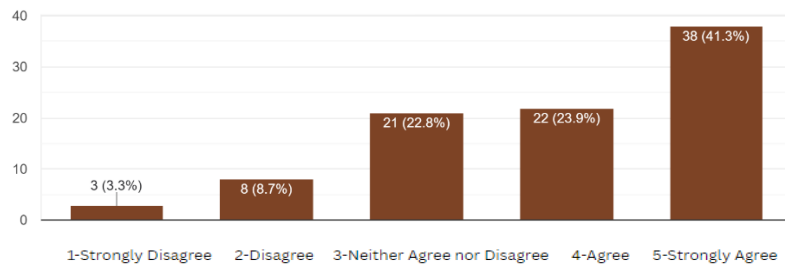
I feel safe and secure in my workplace environment.  
92 responses



I have opportunities to participate in employee resource groups or similar initiatives.  
92 responses



The administration listens to and effectively addresses employee feedback.  
92 responses



## Appendix C: Stakeholder Register, Sample Workgroup



Working Group	Executive Sponsor (City rep)	Group Members/ (Organization)	Objective	Goal	Budget Needs	Additional Resources (Materials, space, logistics, communication, etc.)	Community Partners	Ideas/Suggestions
Equity and Inclusion								
Migrant Needs -Survey developers, focus groups, -Engagement strategies	-DEI Coordinator -Ron Hogan?	-Police Dept -Language Access coordinator -Immigrant Learning Center -Special Assistant to Mayor	-Information for acculturation			-Surveys -Focus groups -Engagement strategies		-Strategies for Engagement, discuss ideas to better meet migrant needs
Language Access	-Language Access Coordinator	-Immigrant Learning Center -Chinese Cultural Connection -GMAAC				-Assessment of needs -Events -Website -Opps for community to create spaces for learning & engagement	-Service providers in Malden -Libraries -Anywhere there are learning opportunities	-Assessment of needs -Events -Website -Opps for community to create spaces for learning & engagement

\*A goal is an achievable outcome that is generally broad and longer term while an objective is shorter term and defines measurable actions to achieve an overall goal.

Link to Stakeholder Register here:

<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:d363816d-3096-46bd-9bdc-a629e753c595>



## Appendix D: Essential Principles of Diversity, Equity, and Inclusion

**Document overview:** The document outlines the essential principles of Diversity, Equity, and Inclusion (DEI) and personal commitments required to advance DEI efforts in creating inclusive environments.

**Essential Principles of Diversity, Equity, and Inclusion:**

<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:6eb0de4d-6eff-49ae-a577-36f36e7f0f37>

## Appendix E: Toward a Model of Inclusive Excellence and Change in Postsecondary Institutions

### Document overview:

The document is about a series of papers commissioned by AAC&U on achieving inclusive excellence and change in postsecondary institutions. It includes an inclusive excellence scorecard to drive organizational change on campuses.

- The Inclusive Excellence Scorecard integrates four areas: access and equity, campus climate, diversity in the curriculum, and learning and development.
- The scorecard includes indicators such as the number of underrepresented students in STEM fields and diversity content in the curriculum.
- It emphasizes the importance of campus climate and student learning and development in fostering inclusive excellence.
- The scorecard framework includes levers for change: senior leadership, vision and buy-in, capacity building, and leveraging resources.
- Strategies for achieving equity in representation and outcomes for minority students are outlined in the scorecard.
- The importance of aligning diversity efforts with core goals for educational excellence is highlighted.
- Building long-term organizational capacity and leveraging resources are crucial for sustaining inclusive excellence initiatives.
- The section emphasizes the need for comprehensive assessment frameworks and accountability mechanisms to drive organizational change.

Williams, Damon A., Joseph B. Berger, and Shederick A. McClendon. (2005). *Toward a Model of Inclusive Excellence and Change in Postsecondary Institutions*

.<sup>1</sup> One in a series of three papers commissioned as part of the Making Excellence Inclusive initiative. Washington, D.C.: Association for American Colleges & Universities.

<https://www.thefreelibrary.com/Leveraging+the+maker+movement+for+undergraduate+research%3A+developing...-a0504564023>

**Toward a Model of Inclusive Excellence and Change in Postsecondary Institutions:**

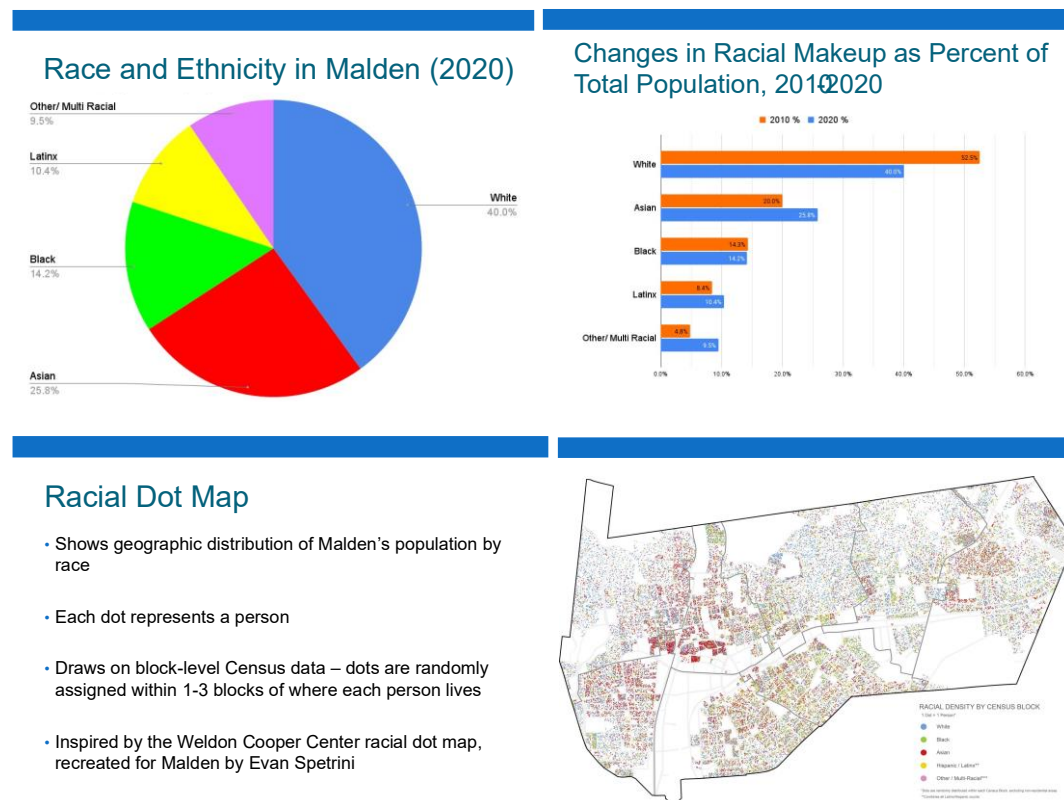
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:f70681bc-aa01-4e2c-80f2-f10d1d2aab69>

## Appendix F: Malden Demographic Data Presentation

Alex Pratt, Deputy Director of OSPCD, presented demographics and housing data at a town hall meeting on June 27, 2024.



**Figure 1:** Presentation Meeting about Demographics and Housing Information



Presentation Notes: "We know these terms are imperfect and do not fully capture our diversity in Malden. "Asian" includes a breadth of different ethnicities, experiences, and communities, and in Malden includes large Chinese and Vietnamese communities. The term "Black/ African American" can also be deceiving – many North Africans may be counted in this category, or under Other/ Multi-Racial. There's been a push to include "Middle Eastern/ North African" as a race category in the Census to allow for a greater understanding of this population. So, when we use these terms, it's important to remember they're not all-encompassing – it's just the data we have."

## Appendix G: HCH Enterprises Staff



**Dr. Maritsa Barros**  
DEIJAB Consultant (She/Her)  
-Inaugural full-time Lecturer in  
the Diversity, Equity, Inclusion,  
and Justice Leadership Program  
at Tufts University  
Scholar practitioner



**Henry Hodge, MS, CISSP**  
Founder | President (He/Him)  
-IT and Agile Workforce  
Consulting and support  
services to private and federal,  
state, and county governments



**Maria Bonaparte, J.D.**  
Lead Compliance Manager (She/Her)  
-Equity + Inclusion Project Manager  
-Professor at Bryant University



**Miosotis Ramirez**  
Project Coordinator (She/Her)  
-Research / Event Support  
-DEI and Health Equity Copyeditor



**Chelsea Levesque**  
Marketing & Communications (She/Her)  
-DEI and Health Equity social  
media, marketing materials, and  
event support