

**TOWN OF ORONO
DEI RECOMMENDATION MATRIX**

	AD HOC COMMUNITY DEI COMMITTEE RECOMMENDATIONS	AD HOC COMMUNITY COMMITTEE PROPOSED STRATEGIES	FOLLOW-UP & COMMENTS
1	<p>To institute a permanent Justice, Equity, Diversity, and Inclusion (JEDI) Board committed to systemic change.</p>	<ul style="list-style-type: none"> ● Proposed Board charge is to serve as a JEDI champion for the Town of Orono ● Activities include: <ul style="list-style-type: none"> ○ Creating reporting system for complaints of bias and inequities, researching, and providing feedback for Town and Council ○ Communicate to the community ○ Assess and identify areas for making Orono and Inclusive community ○ Collect and report data ○ Provide feedback on existing and proposed policies and practices before they are voted on by Council ○ Advocate for DEI education for the Town, community, and UMaine ○ Support ○ Develop pathways that increase representation on Board and Committees from marginalized populations ○ Work with Council to address barriers that prevent engagement with the Town ○ Mentor underrepresented people in to serve in elected positions ○ Identify, support, and assist with identifying cultural and educational activities ○ Create a Town resource directory ○ Conduct training in community 	<ul style="list-style-type: none"> ● The Town Council is vested with the authority to create subcommittees which may, or may not, include members of the public. They are adopted with a charge that clearly and specifically defines their scope of work, process by which members are selected, timeframe, and deliverables. In the event that the Town Council elects to implement this recommendation, it may want to consider how it would integrate a committee into the existing Town structure, authorities, and legal responsibilities. ● Council had initial discussion about creating a committee on 2/7 with plans to engage in further discussion about a specific charge at its 2/28 Council Community Development Committee.

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2	Require annual DEI training sessions to all Town employees, volunteers, representatives, officials, and RSU officials.	<ul style="list-style-type: none">● Require all town-employees, elected officials, and appointed officials to participate in on-going training, reflection, and dialogue around DEI to ensure all residents receive respectful and equitable access to town resources and support● Create community-guidelines sheet or a toolkit for all employees /elected officials for best practices language choices and use.	<ul style="list-style-type: none">● All Town employees receive annual basic DEI and respectful work environment training<ul style="list-style-type: none">○ Other training is provided based upon departmental responsibilities and best practices● Members of the executive management team and key supervisory staff receive training● Town volunteers vary greatly in duties performed, interaction with the public, and discretion/decision making authority. If Council would like to pursue requiring training for volunteers, it may want to do so through an overarching policy that consider the types of duties volunteers perform - for example, a volunteer planning board member or someone coaching a recreation program differ in their roles, duties, and expectations from an individual making ice overnight, running a chainsaw to make trails, or planting flowers.● The Town has no authority to require training for RSU officials, that would need to be addressed to the RSU Board of Directors● Councilors developed and adopted a DEI Glossary that has been posted on the Town website.
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3	<p>Town and Council systematically assess diversity, equity and inclusion in reviewing budget allocations, decision making and policy development so marginalized populations strategically have greater opportunity to access to services</p>	<ul style="list-style-type: none"> ● Develop DEI tool for Town, Council and community to use in considering and making decisions leveraging current best practices tools 	<ul style="list-style-type: none"> ● Councilor Gardner developed a draft municipal toolkit to use when developing policy with plans to discuss with the Town Council Community Development Committee at its 2/28/22 meeting.
4	<p>Strengthen partnerships with the University of Maine to support town-gown inclusion, planning, and equity efforts as well as other work.</p>	<ul style="list-style-type: none"> ● Partner with student organizations on campus to pull their activities into the greater community ● Build on and promote Town/RSU 26/UMaine DEI collaboration 	<ul style="list-style-type: none"> ● Capitalizing on existing information relationships across campus, Management and key departmental staff formed a formal partnership focused on DEI efforts with UMaine officials charged with leading Student Life and International Programs. This includes building relationships across campus and various Town departments to support and promote campus activities and planning Town/Gown joint activities. ● Staff is not aware of a joint DEI collaboration or initiative with UMaine, RSU 26, and the Town. However, fostering ongoing partnerships between UMaine and the Town are a staff priority.

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5	<p>Increase transparency of Town governance for the community by creating equitable and inclusive practices that equitably communicates policies, procedures, visions/missions from all levels of Town employees and departments.</p>	<ul style="list-style-type: none"> ● Promote awareness of unique Town services that residents may not use on a regular basis. (Civil Rights' Liaison and Public Health Officer) 	<ul style="list-style-type: none"> ● Staff is working to update the Town website to better communicate the Town's commitment to DEI, clearly identify ways the public can communicate with staff, educate about Town services, and provide information about how the public can engage the governance process. Currently, effort is being woven into staff's existing workload and being done on a piecemeal basis. ● The Town currently has a Civil Rights Liaison, Captain Scott Lajoie, who has been trained by the Maine Attorney General's Office. In addition to Captain Lajoie, the Town Manager also functions as point person to hear concerns and address issues related to the provision of equitable Town service delivery.
6	<p>Assess and expand Town and human resource practices to create intentional and equitable pathways to attract, hire, and/or retain at all levels of civic engagement, Town and its representatives for people of color, people from the LGBTQIA2S+ community, people of limited economic resources and people with disabilities.</p>	<ul style="list-style-type: none"> ● Post employment and volunteer job announcements in multiple public & private places ● Publicize and expand training provided to Town's hiring leaders on implicit bias and hiring ● Offer educational sessions for community on how to apply and engage with Town and committees that encourage participation and recruitment ● Promote Town Council meetings, specifically to university permanent residents ● Create a centralized and up to date resource on Town website and/or Orono Observer that includes: UMaine, RSU, Town, and Penobscot Nation community events & happenings 	<ul style="list-style-type: none"> ● With regard to employment practices, the Town currently: <ul style="list-style-type: none"> ○ Posts employment announcements electronically on its website, Indeed, Maine Municipal Association, UMaine job board, Maine Career Center, and relevant professional websites. Outside searches for Department Heads and Town Manager positions would be expanded to a national search. ○ Relevant Town staff is engaging in DEI leadership and HR related training as well as extensive continuing professional development through active memberships in Society for Human Resource Managers, National Public Employers Labor Relations

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6	(Continued)		<p>Association, Maine Municipal Association, Diversity Hiring Coalition of Maine, etc.</p> <ul style="list-style-type: none"> ○ Staff is engaging in a review of job descriptions and collective bargaining agreements to remove recruitment barriers (unnecessary pre-employment requirements, residency/off-duty response limitations, etc.) ● Town Council related meetings are promoted on the Town website and social media accounts. Members of the public can also sign up for direct emails and texts about meetings (and other service related notices). The Orono Observer, delivered through USPS mail to every Orono current residence, provides the dates and times of the monthly Town Council and Planning Board meetings for the next three months.
7	<p>Create equitable systems to promote and recognize the value of diverse populations and businesses choosing, investing in, and staying in Orono.</p>	<ul style="list-style-type: none"> ● Recruit volunteer mentors for new residents to help learn to navigate local government & community services. ● Equip front facing employees with basic translation tools/handouts and suggested resources for further translation resources ● Revitalize Parks & Recreation to offer more programs and improve program accessibility, particularly for those with limited information, digital access and economic resources <ul style="list-style-type: none"> ○ Assess community satisfaction on rec programming, and expand and add new programs 	<ul style="list-style-type: none"> ● The Town website has been equipped with the Google Translate widget to provide rudimentary translation in a wide variety of languages ● Parks and Recreation staff has implemented the following: <ul style="list-style-type: none"> ○ Advertisements for programs are distributed through website, social media platforms, push emails to all who have active accounts in departmental registration software, postings on Town sign, notices/articles in the Orono Observer, and (when applicable) paper

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<p>7</p>	<p>(Continued)</p>	<ul style="list-style-type: none"> ○ Expand and offer childcare ○ Offer free pool access for residents ○ Offer adult sports leagues ● Provide more spaces to walk downtown, add sidewalk or block vehicle access to alley between Mill St and Pine St parking lot ● Assess and improve safety for all people, including keeping public areas well lit ● Host regular community gatherings re DEI topics and experiences ● Increase business & housing accessibility and proactively monitor for potential complaints ● Address economic barriers to success <ul style="list-style-type: none"> ○ Evaluate impact of property taxes ○ Provide more opportunities for inclusion for those with lower incomes ○ Provide affordable childcare and universal Pre-K ○ More workforce housing ○ More public transit - expand BBOE to year round and expand hours ○ Establish Town Office hours to accommodate working individuals ○ More free community events 	<p>flyers sent home to K-5 students as well as post information in a static location at Asa Adams School.</p> <ul style="list-style-type: none"> ○ Satisfaction surveys are administered after formal programs (and midway through the school year for the afterschool program). ○ The Town is not currently licensed as a childcare provider; however, it does offer or partner to offer Recreation Afterschool (Monday-Friday 3-5:30PM) and Summer Recreation Daycamp (Monday - Friday all day). ● Council previously considered and declined to move forward on a greenspace in the alleyway between Mill Street and the Pine Street Municipal Parking Lot. At that time Council declined to pursue the idea as there was no clear support for the concept from the area businesses, significant legal issues (at the time) related to boundaries and ownership, and limited financial resources. In the intervening years, the Town entered into a boundary settlement agreement with one of the abutting property owners and is currently working with a UMaine Civil Engineering Capstone team to evaluate the potential of developing a greenspace in this area. It is expected that this item will return for Council discussion later in 2022. ● The Town of Orono currently employs one Code Enforcement Officer who is responsible for all permitting and enforcement actions for the Town. With limited staffing, the Town has adopted a complaint driven approach to
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7	(Continued)		<p>violations. The department could adopt a proactive and consistent proactive approach if additional staff were added to the Code Enforcement Office.</p> <ul style="list-style-type: none">● The Black Bear Orono Express is run through a contract with the City of Bangor and funded equally by the Town of Orono and University of Maine (approximately \$200,000/year). The current hours of operation are reviewed regularly and established by a Town/UMaine/City of Bangor Transit Committee based upon ridership data. Additional hours or days of operation will result in a cost increase, which may (or may not) be shared with UMaine.● The Town Office is open to the public Monday through Thursday 7:30AM - 5:30PM. Most all basic services offered at the Town Office can also be conducted online 24/7 or via drop box after hours for those who are unable to make it in during regular business hours.● The Town supports a variety of free programming for the community - both by directly providing and by supporting efforts led by community groups/Individuals: Orono's birthday celebration, Street & Stream Clean Up (w/BBQ), Artsapalooza, Pride Month activities, Summer Concert Series, Halloween events, Community Thanksgiving Dinner, Do Good December, and various events to support Special Olympics. These events have been impacted by the pandemic, but planned to return.
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<p>8</p>	<p>Provide strategic support to continue the efforts of reform made by the Orono Police and Fire departments and EMS personnel.</p>	<ul style="list-style-type: none"> ● Continue, expand and regularly update public safety professionals on: de-escalation; restorative justice; mediation practices; intercultural competency; social justice model and equitable policing; inclusiveness and implicit bias; diversity of residents; community policing; and mental health response considerations ● Continue/expand OPD Community Policing Program <ul style="list-style-type: none"> ○ Add social workers/mental health professionals ○ Send non-uniformed officers to non-violent calls ○ Add opportunities for funding public programming ○ Have a BBQ to get to know PD/FD/EMS ● Expand body camera policy to require recording every interaction with the public ● Use recordings for training and supervision ● Increase transparency by communicating policies to public and JEDI board ● Prioritize and reward de-escalation, restorative justice, mediation, and life-saving behaviors ● Evaluate and promote policies for community-minded ethics, safety, and inclusion for immigrants and new Americans ● Expand public safety personnel screening re: DEI before hire ● Expand code of conduct for officers to promise positive engagement with underrepresented groups of people 	<ul style="list-style-type: none"> ● Public Safety response personnel (Police and Fire) engage in extensive professional development related to bias, mental health, community policing, and de-escalation practices. ● The Orono Fire Department has adopted a Human Dignity Statement that reflects the department’s core response philosophy. Training is planned in 2022 related to providing EMS services to individuals who are transgender. ● The Town remains deeply committed to its community policing mission at all levels of the organization, including its formalized Community Policing Division (CPD). One of the CDP’s priorities is to expand upon the community policing model by employing non-enforcement methods to address root causes and resolve conflict. ● OPD officers wear body cameras while on duty. Currently policy requires them to engage the cameras when responding and/or engaging in meaningful interactions with the public. This footage is archived based upon law enforcement best practices and used for incident debriefing, training, review of complaints, and random supervision (as required by adopted supervisory policies). ● Town and Department policies are public and available. ● During the employment review process, the Town intensively screens applicants for personality traits and character that align with
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8	(Continued)		community-oriented policing in a diverse community. Final candidates undergo polygraph and psychological examinations as well as extensive background investigation before formally hired. During this background review, the Town is specifically evaluating the candidate for, among other things, commitment to equitable policing that aligns with the OPD’s commitment to socially responsive policing.
9	Appropriately celebrate, reflect and honor history, traditions, culture, and diversity in Orono, particularly of the Penobscot Nation and Wabanaki Tribal Nations.	<ul style="list-style-type: none"> ● Develop and align current and new events into a schedule with goal of building a sense of belonging <ul style="list-style-type: none"> ○ Hold community festival that includes multi-cultural aspects ○ Host educational opportunities related to diversity ○ Consider celebrating Juneteenth and advocate for State holiday ○ Begin all Town and Council meetings by reading the Land Acknowledgement ● Use Town signage to welcome and display diversity through: <ul style="list-style-type: none"> ○ Highlighting Penobscot language and history ○ Using different languages to welcome people ○ Recognize holidays, sending wishes to community ○ Expand and share religious and cultural holidays on Town Calendar and refer to it on social media posts about these events ● Acknowledge impacts of colonialism in Orono’s history and repair harm ● Build on Land Acknowledgement statement to recognize and share history of town land, John Marsh, 	<ul style="list-style-type: none"> ● Staff heavily promotes UMaine’s Annual Culturefest that is hosted by the International Program and is free to the community ● Beyond formally adopted observed holidays, the Town does not recognize or celebrate any religious holidays ● Currently, the Town allocates approximately 24 hours of staff time per week to communication and graphic design. This includes development of flyers, the Annual Report, departmental support for program specific communication, website maintenance, social media communication, etc. Along with this, the Assistant Town Manager and administrative support staff attempt to fill in the gaps; however, there is not a consistent cohesive communications and marketing approach due to significant resource constraints. Additional communications initiatives or more than piecemeal approach would require either additional staffing or a reallocation of staff priorities.

<p>9</p>	<p>(Continued)</p>	<p>Chief Orono, and relationship with the Penobscot Nation</p> <ul style="list-style-type: none"> ○ Highlight tribal history and land deals - after Chief Orono ○ Add land acknowledgement to letter head, emails, signage ○ More recognition of ongoing tribal issues ○ Identify opportunities to recognize harm and provide opportunities to heal ○ Commission academic and oral histories of Chief Orono by individuals from Wabanaki Nations ○ Redesign Town seal leveraging Wabanaki Engagement 	<ul style="list-style-type: none"> ● In the 1990's the Town Council worked with the Penobscot Nation to redesign the Town seal.
<p>10</p>	<p>Conduct a detailed assessment of the Town of Orono's disability, accessibility and safety that will identify opportunities for improvement, lead to expanded access, and plan for enforcement of access for those with disabilities.</p>	<ul style="list-style-type: none"> ● Create an Orono accessibility resource guide <ul style="list-style-type: none"> ○ Post inventory of accessibility resources online and in public and private spaces that detail parking spaces, accessible entrances, voice amplifiers, crosswalk speakers, advocates/allies, translators, etc. ● Prioritize accessibility for the mobility impaired - downtown, sidewalks and curb cuts, crosswalks (esp Main Street), bridge and up Main Street, Town Office, and Town parking. ● Create an inclusive policy that supports current handicap parking spaces <ul style="list-style-type: none"> ○ Add new spaces ○ Actively enforce use of spaces ● Expand access to Town meetings and events <ul style="list-style-type: none"> ○ Provide ASL interpreters at all public meetings ○ Have closed-captioning at all virtual meetings 	<ul style="list-style-type: none"> ● Before an inventory could be posted, an audit would need to be conducted. ● The Town prioritizes accessibility and ADA best practices when managing construction projects. Construction projects are often prioritized based upon safety, infrastructure deterioration, and funding opportunities. The Town is currently working through the Main Street Pedestrian Safety and ADA Project. A representative community advisory group worked with staff and consultants to develop a conceptual design for the corridor. Priority upgrades for the middle portion of the corridor (Westwood to Bennoch Road) are funded and in final design with a plan to bid for the 2022 construction season. ● Staff recommends hiring a consultant to inventory handicap parking spaces and provide design guidance for those that do not meet ADA best practices.

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10	(Continued)	<ul style="list-style-type: none">○ Require universal accessibility at all meetings, not only when requested, having to disclose disability is a barrier● Assess and expand digital accessibility across Town platforms<ul style="list-style-type: none">○ Assess and train employees on digital accessibility○ Include Alt text and other accessible features across all platforms	<ul style="list-style-type: none">● Video recordings of all Town Council and Planning Board meetings are posted on the Town's YouTube channel and have auto generated close-captioning.● The Town offers reasonable accommodations for all members of the public who are encountering barriers to services or participating in Town activities. This does require notification in advance to the Town Manager or relevant Department Head in order to allow for time to identify resources to provide the accommodation.● The Town is currently seeking proposals for a significant upgrade to the Town Council Chamber to support high quality audio and video to improve remote meeting participation as well as technology to assist the hearing impaired at meetings.● The Town staff person primarily responsible for the website and Townwide social media posts is trained and has extensive experience with accessible media requirements. Training on basic requirements is planned in 2022 for all other staff maintaining websites and posting to social media accounts.
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