

Executive Summary

Introduction

The City of Bath's 2025–2026 Equity Assessment represents the culmination of three complementary data collection efforts: the Survey Data Report, the Community Conversations, and the Discovery Analysis. Together, these sources provide a comprehensive view of how residents experience equity across eight core principles: Identity, Time, Implicit Bias, Support Systems, Transportation, Inclusivity, Monetary Equity, and Efficiency.

*The final overall Equity Assessment Matrix score is **62.5 out of 104**, reflecting the average across all three methods that we performed as part of this Equity Assessment Journey; Discovery Analysis, Community Conversations, and the Survey Report. This score suggests that Bath demonstrates meaningful strengths in some areas of equity practice but also faces significant gaps that must be addressed to ensure all residents feel supported, represented, and included.*

This score places Bath in the moderate-to-good range, suggesting that while there is a solid foundation of equity practices, residents' lived experiences reveal significant gaps that must be addressed.

Discovery Analysis – Internal Strengths (Score: 83.5)

The Discovery process, which reviewed policies, ordinances, and organizational documents, yielded the highest score. This indicates that Bath has strong equity commitments embedded in its written policies and internal structures. Areas such as personnel policies, safety procedures, and organizational identity reflect clear intent to support inclusion, accessibility, and fairness. On paper, Bath demonstrates a high level of equity alignment.

Community Conversations – Mixed Perceptions (Score: 56)

The facilitated conversations with residents produced a moderate score. Participants acknowledged inclusivity in cultural events, responsiveness of staff, and visible community assets. However, they also highlighted barriers in accessibility, affordability, and communication. This middle score reflects both recognition of progress and frustration with gaps in practice. It shows that while Bath's equity commitments are visible in some areas, residents feel uneven support depending on identity, income, or lived experience.

Survey Report – Community Concerns (Score: 48)

The survey produced the lowest score, underscoring the disconnect between documented equity practices and residents' perceptions. Respondents consistently raised concerns about affordability, rising taxes, housing pressures, infrastructure gaps, and accessibility challenges. Identity-based questions revealed polarization, with some residents praising inclusivity and others rejecting DEI language as divisive. The survey results highlight the lived reality of residents: equity efforts are not consistently felt or understood, and communication gaps undermine trust.

The overall score of 62.5 represents the tension between intent and perception. Internally, Bath has strong equity frameworks and policies (Discovery), but externally, residents' experiences (Survey

and Conversations) reveal barriers that limit access, belonging, and trust. The discrepancy between the high Discovery score and the lower community-facing scores signals that equity practices are not yet fully translating into lived experience for all residents.

What we realized through is:

- Strengths exist in documentation and policy, providing a strong foundation for equity work.
- Residents' lived experiences are less positive, especially around affordability, accessibility, and communication.
- Trust gaps must be addressed by making equity efforts visible, transparent, and practical.
- The 62.5 score is a call to action: Bath is on the right path but must bridge the gap between policy and practice to ensure equity is felt across all identities and communities.

Specific Findings to Highlight

1. *Identity & Belonging*
 - Bath is broadly perceived as welcoming, with visible efforts such as Pride events and cultural celebrations.
 - However, identity-based questions revealed discomfort and polarization. Majority-identity residents often feel accommodated, while seniors, newcomers, and low-income households report gaps in support.
 - Clearer definitions and communication about equity and identity are needed to reduce confusion and resistance.
2. *Affordability & Monetary Equity*
 - Affordability is the single most significant barrier. Rising housing costs, property taxes, and cost of living dominate concerns.
 - Residents consistently link financial strain to equity, expressing distrust toward City government's ability to manage taxes and spending transparently.
 - Economic mobility is limited, particularly for younger residents and working families.
3. *Infrastructure, Accessibility & Transportation*
 - Residents value Bath's walkability and bus system, but sidewalks, accessibility in City Hall, and limited transportation hours remain pressing issues.
 - Accessibility challenges disproportionately affect seniors, disabled residents, and low-income households.
 - Infrastructure is seen as both a safety issue and an equity issue.
4. *Support Systems & Services*
 - Awareness of support systems is low, and **many residents do not know how to access available resources.**
 - Nonprofits play a critical role in filling gaps, but residents want stronger municipal leadership and clearer pathways to support.
5. *Implicit Bias & Inclusivity*
 - Most residents are unaware of implicit bias training or cultural competence efforts.
 - Inclusivity is seen as a strength in principle, but decision-making inclusion is weaker.
 - DEI language is polarizing, with some residents praising visible inclusion efforts and others rejecting identity-based framing as divisive.
6. *Efficiency & Organizational Practices*

- *Residents appreciate responsiveness from staff and Public Works, but bureaucratic processes and communication gaps undermine trust.*
- *Tools and resources are generally accessible, but workload and flexibility were not consistently assessed.*

Overall Sentiment and Next Steps

Across all data sources, sentiment was predominantly negative (~70%), with only a small fraction of responses reflecting positive experiences. The negativity was not tied to a single issue but reflected a broad sense of strain around affordability, infrastructure, accessibility, and cultural change.

Despite this, Bath's strengths, its community spirit, natural beauty, and walkable character, remain highly valued and provide a foundation for future equity work.

The findings point to several priority areas for the City of Bath (these reflect just some of the many ways mentioned in our multiple analysis documents):

- *Clarify and communicate equity efforts in plain language, reducing reliance on jargon and ensuring residents understand the purpose and benefits of inclusion work.*
 - *Additional communication **modes need to be addressed** along with **communicating what the City has to offer and where it can be located.***
 - *Improve current information channels*
- *Create a plan for Inclusive and Cultural competence efforts, around the JEDI principals noted in discovery.*
 - *Be open and forthcoming about Implicit Bias training, efforts, and its impact on the City and how it is vital to ongoing decision making efforts.*
- *Address affordability and housing pressures through transparent tax communication, workforce housing strategies, and senior relief measures.*
 - *Ensure renter and landlord voices are coming to the table together and giving a dual perspective of what is needed and its impact in the City.*
- *Invest in infrastructure and accessibility, prioritizing sidewalks, City Hall access, and expanded transportation options.*
- *Review transportation opportunities and options; expanding bus services, and regional links to various areas of need.*
- *Strengthen support systems by improving awareness, access, and accountability, while partnering more effectively with nonprofits and local businesses.*
- *Foster community belonging by creating spaces for dialogue across differences, balancing heritage with demographic change, and ensuring seniors and vulnerable populations feel recognized.*
 - *More community public spaces*
 - *More celebration of various ethnic and cultural backgrounds in storytelling of diverse lived experiences.*
- *Build trust through transparency and efficiency, ensuring residents see how decisions are made, resources are allocated, and progress is tracked.*
 - *Evaluate hiring practices and professional development opportunities and expand them.*
 - *Re-evaluate some compensation and wage metrics for the future hiring improvements.*



Conclusion

The Equity Assessment score of 62.5 reflects a city at a crossroads: Bath is recognized for its responsiveness, inclusivity, and strong community assets, yet faces mounting challenges in affordability, accessibility, and trust. By focusing on practical barriers, clearer communication, and intentional community connection, Bath can strengthen equity across all eight principles and build a more cohesive, inclusive future, one that honors its history while adapting to the needs of a changing community.

Executive Summary: Equity Assessment for the City of Bath 2025–2026

62.5



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Discovery: 83.5

SCORE OVERVIEW

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Community Conversation: 56





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Survey: 48



Equity Assessment Impact Areas

Identity, Time, Implicit Bias, Support Systems, Transportation Services, Inclusivity, Monetary Equity, Efficiency



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It is time...

Equity Assessment: Full Assessment of Bath

Final Equity Assessment Review

After reviewing all the data that came from our discovery, community conversations, and the survey for the City of Bath, below is the total average Equity Assessment Score, comparing all three and considering what this number represents.

*A total perfect assessment score is a 104 (Equating to the Acronym IT IS TIME).

Category	Definition and Focus	Point Scale	Discovery Total	Community Conversation Total	Survey Total
I Identity	Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.	0-9	8	6	3
T Time (Management & Value)	Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.	0-20	17	4	12
I Implicit Bias	Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?	0-9	7	4.5	2
S Support Systems	Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?	0-19	14	12	7
T Transportation or Transit Services	Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.	0-20	17	11	9
I Inclusivity	Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization	0-9	5.5	7.5	5

It is time...

	<i>reflecting the identity of its members and community it serves.</i>				
<i>M Monetary Equity</i>	<i>Does the organization create cost barriers with its services and what are those costs. Are there cost to any limitations experienced by members. What is the quality of life both emotionally and monetarily to being a part of the organization.</i>	<i>0-13</i>	<i>10</i>	<i>7</i>	<i>5</i>
<i>E Efficiency</i>	<i>Does the organization provide an efficient means of executing its task and services. Does it provide those in an efficient manner. Are there places of waste or loss?</i>	<i>0-5</i>	<i>5</i>	<i>2</i>	<i>5</i>
<i>Total</i>	<i>The total score for all 8 areas and an average score for a cumulative score.</i>	<i>104</i>	<i>83.5</i>	<i>56</i>	<i>48</i>
<i>Average</i>	<i>The average of 3 designated areas of the Equity Assessment</i>	<i>62.5</i>			

What Does The Score Mean

Scale:



The overall average Equity Assessment Score for the City of Bath is **62.5** out of a possible perfect score of 104 (representing the acronym IT IS TIME). This score falls into the moderate-to-good range of the assessment scale, suggesting a solid foundation in equity practices but with several areas requiring focused improvement. This means an opportunity for improvement in some key areas, but a foundation of equitable practices are happening, depending on the area.

A notable observation is the significant discrepancy between the three assessment methods:

- **Discovery Total: 83.5**, indicating a very strong performance in the internal review of existing practices and data. This score is within the high/excellent range (78-104).
- **Community Conversation Total: 56**, placing it in the moderate range (52-78).
- **Survey Total: 48**, placing it in the low-to-moderate range (26-52).

The gap between the internal Discovery score and the community-facing Survey/Conversation scores suggests a substantial difference in perception between the organization's own view of its equity efforts and the experiences of its members and the community it serves. In review of the eight categories, the

It is time...

overall scores suggest that community's experience (Survey and Conversation) is consistently less positive than the organization's self-assessment (Discovery).

Areas with the most significant gaps (Discovery vs. Survey/Conversation):

- **Time (Management & Value) (Max 20):** Scored very high in Discovery (17) but dropped sharply in Community Conversation (4) and moderately in the Survey (12). This area was high as it leaned heavily on personnel policy information, and other SOP's, but what is clear is this isn't perceived by the community at all. The time value of the City seems to be a large gap, and thus the perception of production is lacking.
- **Identity (Max 9):** Scored high in Discovery (8) but very low in the Survey (3), which is a result of the City making an effort within its own written documentation to uplift people's identity, and provide a space to do so, but the community is not in a place to accept this type of polarizing language. The issue is more a product of the language, than it is identity, but the largest issue is that each identity feels they aren't getting enough or being looked out for enough.
- **Implicit Bias (Max 9):** Scored high in Discovery (7) but low in the Survey (2), which is a product of positive DEI within the written documentation, but a clear disconnect when it comes to the words and language of Implicit bias. This also shows up in the respondents demographic profile, which is an evidence that the representation within the organization may be limited in its lens and focus, and thus a reason why the bias is evident, but also a large push back on this concept.

Areas with relative consistency or different patterns:

- **Inclusivity (Max 9):** Scores were moderate across the board, with the highest score actually coming from the Community Conversation (7.5), followed by Discovery (5.5) and Survey (5). This all is attributed to the conversations and evidence of the Community events and Heritage Days. Having the amount of festivals and celebrations is a positive by-product of inclusivity. Whenever these questions were assessed, there was a heavy lean on those carrying the day.
- **Efficiency (Max 5):** This is a unique area where both Discovery (5) and Survey (5) scored perfectly, but Community Conversation was very low (2). This comes a reality of the community not realizing what the City actually does and if it does it well. There was a significant gap between communication of the City and its events, and the internal discovery of efficiency. The documents all point to a very efficient organization, but the community is not aware of this and has no evidence of it.
- **Support Systems (Max 19) and Transportation or Transit Services (Max 20):** Both areas followed the general trend of strong Discovery scores (14 and 17, respectively) but dropped off significantly in the Survey (7 and 9, respectively). There is no doubt about the evidence of transportation and support services; Bath is clearly a supportive community and has resources. The issue becomes access to them, and letting other community members know that they exist. This is why the survey dropped off, as respondents tended to not see the services they needed or felt they couldn't access them. However, documents point a plethora of work within the transportation sector and the ability to offer various services and supports, depending on what was asked or noted in the community conversations.



Discovery Analysis

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Introduction & Overview

As part of the work of an Equity Analysis, it is important to establish the identity of an organization. To do this, It Is Time starts with reviewable and written data, which includes many of the documents that an organization has both physically and digitally that they refer to on a regular basis. Generally this list includes the following areas:

- *Any organizational chart that represents the flow and hierarchy within the group*
- *What titles and positions there are within an organization*
- *Strategic Plan*
- *Comprehensive Plan*
- *By Laws or Governing Documents*
- *Charter*
- *Community Data including but not limited to*
 - *Demographic Data*
 - *Economic Data*
 - *Housing Data*
- *Previous reports within the last 5 years that are relevant to Equity*
- *DEI efforts including*
 - *DEI Statements*
 - *DEI practices implemented*
 - *Racial Equity Focus Work*
- *Any Transportation Service Information*
- *Hiring and Onboarding Policies*

The City of Bath's Discovery Analysis was conducted using the following documentation to underline and underscore its initial assessment and to introduce the facilitator to the City of Bath overall. The documents used included:

Documents for Analysis

- *Bath Draft Report of Findings from Downtown Visioning Meetings and Facebook*
- *Bath Charter*
- *City of Bath Ergonomics Policy*
- *City of Bath Hazard Communication Policy - 2020*
- *City of Bath Slip-Trip-Fall Policy - 2020*
- *City Wide Blood Borne Pathogen Exposure Control Plan*
- *Citywide Safety Policy*
- *COB Maine Family Medical Leave Policy – 2022*
- *Comp Plan*
- *Personnel Ordinance – June 28 2023*
- *Resolution Adopting JEDI: Justice, Equity, Diversity, Inclusion*
- *Technology Use Policy – January 2022*

- V3 Org Chart 2024

From these documents, It Is Time reviewed each document and determined if any highlighted the 8 core areas of Identity, Time, Implicit Bias, Support Systems, Transportation, Inclusivity, Monetary Equity, and Efficiency within a 104-point matrix. Below are the details regarding each area and where the Documents highlight or underscored a particular area.

Process

To determine whether a point should be awarded in the discovery section, we followed a consistent and transparent evaluation process. Our first step was to identify whether there was clear, direct evidence in a document that addressed the criterion in question. When such documentation existed, whether through explicit language, stated policy, or clearly articulated intent, the point was awarded.

In cases where a document did not explicitly address the issue but also did not contradict or work against the criterion, we still awarded the point. Our goal was not to penalize the City for the absence of a specific document when there was no evidence suggesting a negative or opposing practice. In these instances, neutrality or the absence of conflicting information was treated as acceptable support.

We also considered situations where a document alluded to a concept without naming it directly. If the language reasonably suggested alignment with the criterion or demonstrated a positive direction, we exercised professional judgment and awarded the point. This approach allowed us to recognize progress, intent, and contextual clues that may not yet be fully formalized in policy language.

A point was not awarded only when there was no evidence; direct, indirect, or implied; that the City addressed the criterion, particularly when the document or policy in question reasonably should have included such information. For example, if a transportation document discussed mobility options but omitted any reference to rail despite its relevance, the point was not awarded because the opportunity to address the criterion was present but not taken.

This scoring method ensured fairness, consistency, and a balanced interpretation of the City's current practices, while also acknowledging areas where documentation or clarity could be strengthened.

Discovery

Identity

This section asks the following contextual questions: Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.

Personal Identity

People's identity in the organization doesn't limit them to their ultimate goal. If limits exist, how does it limit them? What limits exist? (1pt)

No document spoke specifically to this area but also no document brought any concern that an individual's identity was limiting them to their ultimate goal. Overall, the documents couldn't shed light on a positive or a negative within this framework.

Organization holds demographic data to know who it serves and who works within its structure. (1 pt)

The following is evidence that the organization holds such demographic data:

Downtown Visioning Stakeholder Input

Broken down by Community, Downtown Merchants, Bath Housing, Non-profits, Individual Stakeholder, Facebook Page, Written Input

Comp Plan 2023

Pg 42: Implementation Matrix; Population and Demographics

- ❖ Support incremental population growth by drawing new people to Bath and supporting existing residents, with a diverse mix of ages, income levels, race, and backgrounds
- ❖ Ongoing Efforts:
 - Encourage housing development different than what exists: for example, housing attractive to young professionals, loft space, and senior housing, and allow and encourage mixed use, mixed-income, and mixed-age housing developments.
 - Continue to assess of the needs of Bath's growing senior population.
- ❖ To the extent possible, support needed investments in the local public school system, to ensure that the schools are providing quality education and are highly regarded.
- ❖ Evaluate and improve as necessary City resources to translate information provided by the City, to ensure that non- English speaking community members are able to fully access necessary information and participate in the local government processes.
- ❖ Invest in the arts as a way of attracting new residents.



- ❖ Provide resources to support and require ongoing training for City staff and committees regarding DEI issues

Pg A-18 Population and Demographics

- ❖ With the exception of a big spike in 1920, Bath's population has stayed relatively consistent over the past century. Bath's population has followed fluctuations in the success of the city's shipbuilding industry. World War I brought a peak in shipbuilding jobs to Bath, with a corresponding housing boom to support shipyard workers and their families.
- ❖ Bath's median age in 2021 was 42.2, which is lower than the Sagadahoc County median age of 46.8 and the Maine median age of 44.7. However, Bath's median age has been increasing over time.
- ❖ This data indicates that people moving to Bath are in the pre-retirement and retirement age groups.
- ❖ Average household size and composition have remained relatively unchanged in Bath over the last decades. The average household size remains around 2.2
- ❖ The State Economist predicts Bath's population will drop to 8,195 by 2028 and 7,855 by 2038.
- ❖ Assuming each seasonal residence is occupied by the average family size in Bath (around 3), a population of around 500 seasonal residents is projected. This is an increase over the past decade, when there were only 57 seasonal residences and a projected 171 seasonal residents.
- ❖ Bath is a service center, with the large employer Bath Iron Works (BIW) drawing thousands of workers to the City. According to 2020 Census data, 8,980 people - more than the total population of Bath - commute in for work each day.
- ❖ Bath's median income in 2021 was \$60,838 according to ACS 5-year estimates. In comparison, the median income for Sagadahoc County in 2021 was \$73,343 and the Maine median income was \$64,767.
- ❖ Bath has lower rates of college education than most surrounding communities, but higher than the rates for Sagadahoc County and Maine
- ❖ Like Maine and Sagadahoc County, Bath is a majority white community. In the past 10 years, Bath has become slightly less diverse, with a small decline in the Black population, from 2.2% in 2010 to 0.5% in 2021, and an increase in the white population, from 94% in 2010 to 96.4% in 2021

There are diverse lived experiences that represent the organization and that interact with it (2pt)

Narratives are varied and create multiple paths to understanding.

There is a need to capture narratives of people that live there.

There is a need to capture cultures that are present and expressed

Include peoples:

Identity

Location/ geography or experience in diff physical spaces.

Previous experience; where was someone before their time now.

Educational and learning experiences

Family dynamic and impact

The following is evidence of lived experiences being represented by and engaged with the organization.

Downtown Visioning Stakeholder Input

- ❖ An attempt here was made to garner lived experiences
- ❖ March 3rd Drafted Vision
 - Focus on the river not “sea”
 - Workers are important
 - Focus on visitors sometimes too much
 - Cherish history
 - Steward of community
 - Working City

There are minimal instances where identity would be countered/harmed within a given space that was encountered. How does someone know they are harmed/countered?

Evidence of this is provided. (1 pt)

No document spoke specifically to this area but also no document brought any issues of a space where an identity was countered or harmed within that space. Thus, we were unable to know how it was harmed and no evidence proved it.

Policies and Practices

Polices are present that accommodate identity (1pt)

Personnel Ordinance

12.204 Equal Employment Opportunity: The City will not discriminate against any applicant or employee because of race, color, age, sex, sexual orientation, gender identity or expression, national origin or ancestry, religion, genetic information, physical or mental disability, workers’ compensation history, retaliation or whistleblower status, or any other legally protected category. The City is committed to providing equal employment opportunities (EEO) to all persons in the selection, placement, compensation, access to benefits, training, and advancement of employees.

** [It is noted here by the facilitator that this version is very thorough given the addition of gender identity, national origin and ancestry, and use of worker’s comp history or whistleblower status. We would ask the City consider how they are putting this int practice and how often is this getting used as a back drop for action]*



Comp Plan 2023

Pg 10: Four Big Ideas

- ❖ Keep Bath welcoming, diverse, and livable.
- ❖ Bath is a service, educational, recreational and employment center for the region with strong community bonds.
- ❖ To continue and build on that, we plan to:
 - Lower barriers to housing, childcare, and transportation
 - Develop community amenities for young families
 - Improve accessibility to City Resources
 - Enact design standards for accessible and walkable development

There are training efforts to support understandings of cultural competence, or other identity related issues. (1 pt)

There are no documents to support this, nor did it seem that any training efforts had been conducted or a report made of those training efforts. While JEDI is mentioned and will be noted in other sections, the training documents did not exist in this area.

Organizational Identity

The organization is clear about its identity including Mission, Vision, Values, Goals and future plans. Where is it going and why it has chosen to go there. (1pts)

Downtown Visioning Stakeholder Input

- ❖ Challenges: Misperceptions on Bath Schools and other institutions
- ❖ Vision: Vision statement crafted from this engagement
- ❖ Values
 - Sense of Community
 - Diversity of events and businesses
 - Change and growth
 - Customers shop local
 - Connectivity
- ❖ Desire for more diversity (racial? Age specific?)
- ❖ Word Cloud perception of Bath: Friendly

**[This vision was spoken and shared multiple times in multiple places and the document. This could mean two things; people do feel connected to the City of Bath or the group that came out really felt connected to one another. What is evident is this continued desire for more “diversity”; depending on what the group understands that to be versus what it should be.]*

Comp Plan 2023

Pg:12 Vision Statement:



- ❖ Bath, Maine: Built on Ships; Made to Last In 2033, Bath builds more than ships. We build community, connection, and culture.
- ❖ Bath is a destination
- ❖ Bath maintains its mix of housing and economic diversity.
- ❖ Bath is a connected city.
- ❖ Bath is sustainable and resilient.

Pg 14-28: Future Land Use Plan

Future use includes Growth Areas, Commercial Corridors along Route 1, Downtown Triangle and Bath's Central Core. Focus on the Waterfront and Rural Areas to limit sprawl and maintain low impact use to maintain integrity of the land.

Pg A-4 – A-16: Community History

- ❖ *Native American presence in the midcoast region began about 12,000 years ago. About 1,000 years prior to European contact, this part of Maine was inhabited by the Abenaki, an Algonquin-speaking people, who called the area "Sagadahoc", meaning "mouth of big river".¹ The Abenaki practiced a subsistence lifestyle, living in small bands in seasonal residences. The Kennebec River provided an important transportation route, connecting the region's interior lakes, tidal estuaries, and coast.*
- ❖ *The European population grew, and in 1753, the families living in Bath - then known as Long Reach - successfully petitioned to be incorporated as part of the town of Georgetown. In the 1760s, the first shipyard and wharf were built in Long Reach, and the first Long Reach-built ship was launched in 1762. Other early industries included tanners, weavers, and farmers.*

The organization's identity has incorporated principals of equity within it. (1pt)

Organizational Chart

- ❖ City Manager and City Council share authority over Town
- ❖ Assessor seems to not focus on any other areas; assume just assessing
- ❖ Facilities assume is over all facilities in Town
- ❖ City Clerk office seems to hold minimal areas; are there places not listed?
- ❖ **Planning and Development Sustainability and Environment; not much in terms of documentation that speaks to this area**

**[Who oversees transportation issues, advancement or other key areas beyond Parking Enforcement. Is this within the Council? Public Works? This should list all committees available so people know what areas of engagement they could participate in.]*

Time

In this section, we ask the overarching questions of; does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.

Internal

There are efforts made to provide a healthy work-life balance (5 pts)

- *PTO, Sick Time, Time Off*
- *Bereavement*
- *Work From Home*
- *Opportunities to engage with community*
- *Flexible Schedule*
- *Provide for caregiving or personal activities*

Ergonomics Policy

Offers ergonomic program for work environment that fits employee involvement

- ❖ *Ergonomics Policy: Responsibilities A*
 - Dept Director ensures policy is implemented w/in departments
 - Budget for ergonomic expenses
- ❖ *Ergonomics Policy: Responsibilities B*
 - Determination of root causes of incidents including assessments, and resources to implement ergonomic recommendations
- ❖ *Ergonomics Policy: Work Practices*
 - A well-designed job, supported by a well-designed workplace and proper tools, allows the worker to avoid unnecessary motion of the neck, shoulders and upper limbs. However, the actual performance of the tasks depends on individuals. Training should be provided for workers who are involved in jobs that include repetitive tasks. Workers need to know how to adjust workstations to fit the tasks and their individual needs.

Slips, Trips, and Falls Policy

“Strive to maintain facilities that are free from identified slip, trip and fall hazards.

Blood Borne Pathogens Policy

Location of Exposure Control Plans: To help employees with their efforts, the City of Bath’s Exposure Control Plan is available to employees at all times. Employees are advised of this availability during their education/training sessions. (pg3)



Citywide Safety Policy

- ❖ Provide a working environment free of unnecessary risk.
- ❖ Intended as a general City guideline and is not intended to replace any existing State or Federal regulations.
- ❖ Departments and divisions may promulgate additional safety regulations to be followed by those persons working or operating under the jurisdiction of those departments

Maine Family Medical Leave Policy – City of Bath

To be eligible for Maine Family Medical Leave through City of Bath, a person must be employed by the City of Bath and have worked for at least 12 consecutive months and need leave for a reason listed below.

**[It is possible that Maine FMLA allows up to 10 weeks of leave in a 24 month period .Is this 12 months in line with current law or is this an additive for the City? We believe the law states up to 12 weeks not 10 weeks. May need to edit this and re-write to be in compliance:*

<https://legislature.maine.gov/legis/statutes/26/title26sec850-B.html>

8. Right to benefits; accrual. *The taking of family leave or medical leave may not affect an employee's right to accrue vacation time, sick time, bonuses, advancement, seniority, length of service credit or other employment benefits, plans or programs. During the duration of an employee's family leave or medical leave, the employer shall continue to provide for and contribute to the employee's employment-related health insurance benefits, if any, at the level and under the conditions coverage would have been provided if the employee had continued working continuously for the duration of leave.*

2. Determination of weekly benefit amount. *The weekly benefit amount paid to employees and self-employed individuals on family leave or medical leave is calculated as follows:*

A. The portion of the covered individual's average weekly wage that is equal to or less than 50% of the state average weekly wage must be replaced at a rate of 90%; and [PL 2023, c. 412, Pt. AAA, §7 (NEW).]

B. The portion of the covered individual's average weekly wage that is more than 50% of the state average weekly wage must be replaced at a rate of 66% up to the maximum weekly benefit.]

Personnel Ordinance

12.602 Vacation

- ❖ Each employee of permanent standing will be awarded vacation time with pay for personal use including vacations, emergencies, family needs, extended bereavement or sick leave, or any other reason.
- ❖ Employment to 5 years – 3 weeks/year
 - 6 to 10 years – 3.5 weeks/year
 - 11 to 15 years – 4 weeks/year



- 16 to 20 years – 4.5 weeks/year
- 20+ years – 5 weeks/year
- ❖ Unused vacation leave may be carried forward up to the amount accrued during the preceding year.

12.603 Sick Leave

Sick leave can be used for medical appointments, illness, and injury.

12.603.1 Sick Leave Pools

The City has a non-union sick leave pool. After a non-union employee has accrued the maximum 960 hours, additional earned hours will be credited to the City's non-union sick leave pool.

12.604 Family Medical Leave

The City of Bath is covered by both Maine and Federal Family Medical Leave laws. Both laws provide unpaid, job protected leave to employees, and have different rules for eligibility and length of leave.

12.604.1 Extended Leave

An extension of Family Medical Leave beyond 12 weeks can be requested. Requests must be made to the Department Head, with notice to the Human Resource Director.

12.605 Leave for Victims of Violence

Pursuant to Maine law (26 MRSA. 850), the City will grant an employee's request for leave if they (or their child, parent or spouse) is a victim of violence, assault, sexual assault or stalking or any act that would support an order for protection under Title 19-A M.R.S.A., c. 101, and the employee needs the time to prepare for and attend court proceedings, receive medical treatment, or obtain necessary services to remedy crisis

12.606 Bereavement Leave

Paid leave for bereavement is available for employees for up to 3 working days for an absence caused by the death of an immediate family member. Immediate family is a spouse, domestic partner, parents, children, siblings, grandparents, and grandchildren by heritage or law. One working day is allowed for other relatives. Additional time for bereavement leave may be granted at the discretion of the City Manager.

12.607 Maine Earned Paid Leave

12.607.1 Earned Paid Leave

for Full-Time Probationary and Permanent Employees

12.607.2 Earned Paid Leave for Seasonal, Temporary, and Part-Time Employees

12.608 Court Leave

12.609 Military Leave



External

There are efforts made to give time to cultural accommodations (5pts)

- *Religious observances*
- *Cultural Holidays*
- *Celebrations and Observances*

Personnel Ordinance

12.601 Holiday's

**[There is no mention of Holiday's that are observed or celebrated or offered as part of personnel use for a holiday. It leans on the State and Federal law. It may be worth specifying what they are, and if there are any not in the State or Federal Law to also list them.]*

Time of completion; tasks, projects, other events are done in a significant amount of time. (2pts)

There was no evidence provided that there is enough time to complete a task, but no document suggested the organization and its members were unable to complete its tasks either.

Events, meetings, and other engagements are scheduled at the right time or in a reasonable time given the community and need. (2pts)

Charter: City Council Meetings and Decisions (Sec. 214-218):

- ❖ Regular meetings are held at least once a month, ensuring consistent oversight and decision-making. At 6:00 p.m. but other times can be determined.
- ❖ Special meetings can be called with 24-hour notice, allowing for timely responses to urgent matters. Notice of such meetings shall be served in person upon or left at the residence of each member of the City Council and of the City Manager at least 24 hours before the time of holding such special meetings.

**[Have other times been sought as a way to encourage more participation? Is the time for public hear enough time to feel a part of the decision-making process?]*

There is time made to grow, develop, and learn while part of the Town. Training, mentorship, internships, or other advancement opportunities are available. Opportunities to make time for emotional and social. (2 pts)

Hazard Communication Policy

Employee Information and Training

- ❖ The Program Coordinator will inform affected employees about any new or modified product and provide annual training.



- ❖ Prior to starting work each new employee will attend a health & safety orientation that includes, but is not limited to the following information and training.

Slips, Trips, and Falls Policy

- ❖ Training is a high priority to help ensure a safe workplace. All employees will receive annual awareness training
- ❖ Housekeeping in the success of our slip, trip and fall prevention program ..with accepted guidelines
 - Work areas cleaned
 - Walkways clear
 - Winter and snow removal
 - Leaf clearing

**[How often is this training being conducted?]*

Blood Borne Pathogens

- ❖ Training: City of Bath Department Supervisors shall be responsible for ensuring that all the employees within their department receive the required training and information on exposure to bloodborne pathogens provided by the Bath Fire Department. (pg 9)
- ❖ Records shall be maintained for 3 years from the date on which the training occurred and shall include dates and contents of the trainings, names and qualifications of trainers, and names and job titles of attendees.

**[How many decline the vaccination and what is the ongoing record of who has or doesn't have vaccination? Who oversees this or has track of this?*

When was the last training and what is the ongoing practice of this?]

Citywide Safety Policy

Responsibility and Enforcement

- ❖ Each supervisor or foreman shall make certain that all employees under his or her jurisdiction are familiar with these regulations and their applications and assure compliance with applicable State and Federal regulations. Supervisors have the responsibility to see that new employees, prior to performing any work task, are introduced the employee safety policy and applicable operating procedures for their division or department.
- ❖ Each supervisor will be responsible and held accountable for handling their respective department/division accident prevention program through safety inspections, employee safety education and training programs for new employees, periodic employee retraining, and compliance with accident reporting requirements.



**[When does this situation come into play?]*

Safety Training

Employees will attend all required safety trainings. Management shall provide safety training for all operations and tasks as well as the proper use of safety equipment needed to perform such tasks.

Personnel Ordinance

12.503 Safety Training

- ❖ Employees will attend all required safety trainings. Management will provide safety training for all operations and tasks as well as the proper use of safety equipment needed to perform such tasks. Training will be accomplished through supervisors, qualified City employees, outside consultants, or training firms.

Feedback loops and processes are incorporated on a regular basis to garner an understanding of its gaps and its successes. (2pts)

Charter Sec 214. Public Hearings and Open Meetings

City Council meetings must be open to the public ensuring community members from all backgrounds have the opportunity to participate in governmental processes and express their voices

Downtown Visioning Stakeholder Input

Community Input Meeting March 3rd Themes

Citywide Safety Policy

Safety Inspections (pg3)

- ❖ Department heads and supervisors shall make periodic walk-through inspections of buildings/facilities to assure that the desired high standards for housekeeping and safe employee operations are maintained.
- ❖ The frequency and documentation of these inspections will be determined and assured by the department head and the risk management representative.

Personnel Ordinance

12.501 Safety Committee

- ❖ The City has a combined management/labor Safety Committee comprised of salaried and hourly employees representing the City's various departments.
- ❖ The Committee meets at least every other month and more frequently if necessary.
- ❖ The Committee membership will consist of Department Heads, or one member of each department appointed by the Department Head.
- ❖ If a member cannot attend due to unusual circumstances, the Department Head is required to assign an alternate. The City



Manager will appoint a Safety Committee Chair. The Committee's duties include the review of accident investigations, monitoring of losses, and the development and/or review of safety policies, safety equipment, etc.

- ❖ The Committee also has the authority to make recommendations on safety policies, training methods, and safety equipment and to discuss unsafe conditions, practices, or equipment.
- ❖ The Committee may also coordinate or recommend informational training programs, such as, poster programs, safety contests and training programs, which can help promote safer operations.

There are minimal places where things are repeated or are redundant throughout the organization. (2pts)

There are no documents suggesting a place where things are repeated or redundant, nor evidence suggesting they are minimal. Nothing in the documents raised concerns to this issue.

Implicit Bias

In this section we ask the following questions; Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?

Decision Making

There is minimal bias embedded in the decision-making process. There is a high quantity of multiple ideas when making a decision. Decision making process puts equal weight on various ideas and contributions. There is a high value of seeking out contributions to decisions made from various sources. (2pts)

**[Term Eligible Voter is described in some places but was not clear who qualifies as this; if it is something that is similar to State qualifications or specific to Bath. It may be important to list this out somewhere.]*

Charter Emergency Ordinances and Appropriations Sec. 222:

**[The ability to enact emergency ordinances with limited public input might introduce biases in urgent decision-making processes, potentially affecting marginalized communities more than others.]*

Hazard Communication Policy

- ❖ The Program Coordinator for each department will verify that all containers received for use will be clearly identified with signal words, hazard statements, pictograms, precautionary



- statements and name, address and telephone number of the chemical manufacturers, importer, or other responsible parties.
- ❖ Supervisors at each work site will ensure that all secondary containers are labeled with either an extra copy of the original manufacture's label

**[Program coordinator holds a significant role at this level]*

Personnel Ordinance

12.210 Layoffs

- ❖ When it is necessary to reduce the number of employees in a department, the City Manager will notify the Department Head and state the names of the members to be laid off. Layoff decisions will be made on a basis of seniority and follow any CBA specifications. The City Manager will notify the employees, stating the reason for the layoff and whether it is temporary or permanent. A temporary layoff is when it is necessary to reduce personnel due to temporary discontinuation of service or a reduction in the volume of work, but where it is expected that within ninety (90) days the work will be resumed. A temporary layoff will not exceed ninety (90) days.
- ❖ A permanent layoff means a situation where because a service is to be discontinued indefinitely, or where, due to reduced volume of work or revenue, the City is obliged to layoff an employee or employees indefinitely, and where it is expected that the service will not be resumed within ninety (90) days.

12.212 Grievance Procedure

The term "grievance" under this section means any dispute between an employee and management concerning the effect, interpretation, application, or claim of breach of violation of City of Bath policies. If, due to some condition of employment, an employee feels aggrieved, then the employee will have the right, and will be expected to appeal, in writing, within ten (10) working days from the date the alleged grievance occurred, to the Department Head for the purpose of adjusting or resolving the grievance. The Department Head will render a decision, in writing, to all parties, within seven (7) calendar days from the date the grievance was submitted. If the decision of the Department Head does not resolve the grievance to the satisfaction of all parties, a written appeal may be taken to the City Manager, and such appeal must be submitted within seven (7) calendar days from the date the Department Head rendered their decision. The City Manager will render a decision to all parties, in writing, within seven (7) calendar days of their receipt of the appeal. The decision of the City Manager will be final and binding.



12.401 Discrimination

Maine Human Rights Act (Title 5 MSRA Chapter 337) protects employees against discrimination for their race, color, national origin, religion, sex (including pregnancy, childbirth, and related medical conditions), physical or mental disability, age, genetic information, sexual orientation, gender identity or gender expression. The law also protects employees from discrimination from a past workers' compensation claim, have made a complaint about or filed a harassment or discrimination claim, or who have whistleblower status. Illegal discrimination can be obvious, intentional, covert, or unintentional. It may include conduct based on a victim's protected status that is unwelcome, subjectively abusive to the person affected, and objectively severe enough to create a work environment that a reasonable person would find hostile or abusive. Discriminatory behavior includes biased comments, offensive jokes or images, slurs, epithets, name calling, assaults, threats, intimidation, ridicule, mockery, and insults. It also includes policies or treatment that has an adverse and discriminatory effect on a protected class.

12.402 Sexual Harassment

12.403 Bullying and Harassment

Regular and continual review of policies, practices, and procedures to identify and/or eliminate any potential bias or implicit bias. (1 pt)

Citywide Safety Policy

Safety Committee

- ❖ The City has a combined management/labor Safety Committee comprised of salaried and hourly employees representing the City's various departments. The Committee meets at least every other month and more frequently, if necessary. The Committee membership will consist of department heads or one member of each department appointed by the department head.
- ❖ Committee's duties include the review of accident investigations, monitoring of losses, and the development and/or review of safety policies, safety equipment, etc. The Committee also has the authority to make recommendations on safety policies, training methods, and safety equipment and to discuss unsafe conditions, practices, or equipment. The Committee may also coordinate or recommend informational training programs, such as, poster programs, safety contests and training programs, which can help promote safer operations.



**[How active is this committee)*

Resolution Adopting JEDI

We will continuously evaluate our City government and programs to ensure we are upholding these values and maintain our pledge to ourselves and those in our community to address racism and prejudice. This statement serves as a living, standing commitment toward making Bath a safe, welcoming community.

Training and Evaluation

Regular training and education on implicit bias and related topics (1pt)

There were no documents to support this training nor any evidence of such training happening on an ongoing basis. Given no mention within the Personnel Ordinance, it is hard to verify if this is happening at all and in what capacity.

Effective processes and measures to evaluate awareness of bias or stereotypes (1pt)

There were no documents to support this effective process nor any evidence of such measures explicitly happening on an ongoing basis. Given no mention within the Personnel Ordinance or any other place, it is hard to verify if this is happening at all and in what capacity.

Clear process of eliminating implicit bias within the organization and improving (1pt)

Personnel Ordinance

12.302 Performance Evaluation

Performance management is for the benefit of the department and the employee. The purpose is to communicate what an employee is doing well, set goals for what can be done better, and determine actions to achieve those goals.

**[Is the evaluation of bias and implicit bias part of that evaluation. How are equity related matters used in any evaluation?]*

Hiring, Promotion, Advancement:

Process of Hiring is free from bias and considers large pools of people, groups, and lived experiences from recruitment to onboarding (1Pt)

Charter (Sec. 402). Merit-Based Appointments:

The Charter emphasizes appointments and promotions based on merit and fitness :

[The actual implementation and the criteria used for determining merit could potentially introduce biases if not monitored and standardized properly.]



***[This term and word is fairly inequitable, if “fitness” is defined as able bodied. I think it may be worth relooking at this description as a reason for hiring and promoting or even advancement.]**

Personnel Ordinance

12.205 Recruitment Process

The City is committed to the recruitment, selection, retention, and promotion of employees based on their relative abilities, knowledge, and skills, with open consideration of all qualified applicants. The recruitment and selection process for City vacancies will vary with the position. When there is an open position, there will be as wide a search for qualified candidates as is practicable, which may include internal posting, external advertising, open competitive examination, contact with state and other employment offices, and/or contact with special sources of information. The City Manager, Department Head, or designee will fill vacancies with the most qualified employees possible based on relative knowledge, skills, abilities, experience, and overall performance during the selection process and/or during prior service to the City.

12.209 Transfers and Promotions

Any person will be considered for a position if they have filed an application and meet the requirements for the position. When a promotional examination is given, it will follow the normal rules and regulations for that position’s hiring process. Promotions from within a department are preferred if the candidate has the required qualifications for the position, is determined to be the best candidate for the position, and the promotion is in the best interest of the Public, City, and Department. When transferring from one department to another, the employee gives up all rights and privileges pertaining to the position they are vacating and will be entitled to all benefits existing within the department transferred to, based on years of continuous service to the City, or as outlined in the respective CBA.

Accountability

There is a system of addressing issues of bias, stereotyping, or other discrimination (1pt)

Personnel Ordinance

12.404 Internal Complaint Procedure

If you experience or witness sexual harassment or discrimination of a protected class, bring it to the immediate attention of either 1) your Department Head, 2) the Human Resources Director, or 3) the City Manager. Employees also



have the right to file a complaint with the Maine Human Rights Commission and/or the U.S. EEOC. Employees who observe or have information related to unlawful or unethical conduct of City business, misuse of official authority which harms the public interest, or any activity that calls the integrity of the City into question will report this information to their supervisor or the City manager. Employees may report violations without fear of retaliation. Departments may establish additional regulations to supplement this policy regarding the conduct of its employees. In the case of a conflict between this and department policies, the more restrictive provision will apply. All complaints to the City will be investigated promptly and fairly. Each employee will be requested, but not required, to put their complaint in writing. All information will be kept confidential and only discussed with those who need to investigate or resolve the complaint. The City Manager will review and determine the resolution or discipline of situations related to conduct and conflicts of interest as needed. After a review of the situation, the City Manager has the right to implement a written plan to mitigate potential or current conflicts to do what is best for the City, relevant department, and employees.

**[While not direct to the issues of bias or stereotyping, these process may still hold for if discrimination came up in addition to the discrimination policy.]*

12.802 Disciplinary Actions

The City generally follows the principles of progressive discipline; however, Department Heads may determine the appropriate level of discipline. The action taken will be at a level appropriate to deal with the particular incident; any local, state, and federal laws, rules and/or guidelines; and the employee's past disciplinary record. In instances where the work performance or conduct justifying discipline is of a serious nature, the City Manager will have the authority to suspend without pay for more than three (3) days or discharge an employee. The City reserves the right to use non-progressive discipline and bypass any or all these steps and proceed directly to greater discipline, up to and including termination from employment, even for first offenses.

- Verbal reprimand
- Written reprimand
- Suspension
- Disciplinary Probation
- Discharge



12.804 Appeals

In the case of any disciplinary action, the employee will have the right to file an appeal with the City Manager in writing within ten (10) days of the determination of disciplinary action. The employee will be entitled to a conference with the City Manager and to present such evidence and witnesses at that conference as they deem appropriate. The City Manager will have full power to affirm, modify, or reverse the disciplinary determination.

Resolution Adopting JEDI:

The Council and Staff are committed to proactively address racism directed at people who are Black, Indigenous, and any People of Color. Moreover, we strive to eliminate all forms of prejudice based on ethnicity, gender, sexual orientation, socio-economic status, age, physical ability, and religion in our government, programs, and processes. In a society with a history of structural racism and inequity, we recognize that our systems, practices, and policies may be exclusive or otherwise unjust.

Organization Culture

Environment is free from bias, stereotype, or other discrimination or potential bias. (1Pt)

There were no documents that verified, or provided certainty of the freedom of bias, stereotyping or other discrimination that could lead to a potential bias. However, there were no documents or written items that suggested this environment is experiencing or has experienced these issues.

Support Systems

This section of support systems asks the following: Does the organization have support systems for its working members and for the community it serves, do people know where to get them, achieve them, and are they working?

Organization has or provides some of these support services and allows minimal to no barriers to entry into them (10pts)

- *Mentoring and Coaching Programs*
- *Affinity Groups, Cultural Connections, or other Resource Groups*
- *Professional Development Options (Recruitment Opportunities)*
- *Health and Wellness*
- *Feedback channels*
- *Recognition and Reward Programs (Volunteer days)*
- *DEI Initiatives and Offers*
- *Networking and Social Opportunities*

Downtown Visioning Stakeholder Input



- ❖ 4 of 5 respondents use downtown professional services at least monthly
- ❖ Everyone shops downtown at least monthly for groceries, gifts, and clothing.

Comp Plan 2023

Pg44: Implementation Matrix; Housing

- ❖ To encourage and promote adequate housing to support the community's and region's economic development - anyone who works in Bath should have an affordable option to live in Bath.
- ❖ To ensure that land use controls encourage the development of quality affordable housing, including rental housing.
- ❖ To encourage and support the efforts of the regional housing coalitions and public-private partnerships in addressing a range of housing options to meet needs.
- ❖ Work with proactive partners in the private, non profit, quasi-governmental and public sectors to pursue housing goals.
- ❖ Ensure production and maintenance of adequate deed-restricted housing

Pg A-183 Social Services

- ❖ Bath's General Assistance program provides aid available to all persons eligible according to the guidelines of the Maine Department of Health and Human Services (DHHS.) The General Assistance Program is a safety net for people most in need.
- ❖ Bath has a variety of other social services including medical care, day care, nursing homes, and churches that provide assistance.
- ❖ The Kennebec Valley Community Action Program (KVCAP) offers fuel assistance to qualifying households in Somerset, Kennebec.
- ❖ Midcoast Maine Community Action (MMCA) operates the Head Start program in the Bath Region.

Barriers Present:

Comp Plan 2023

Health Care and Social Services

Healthcare Facilities: Bath does not have any hospitals or urgent care clinics. The closest hospital is Mid Coast Hospital in Brunswick, about a 10-15 minute drive from Bath. Brunswick also offers several urgent care clinics. Mid Coast Medical Group has general practice offices in Bath, which also serve the region. Bath has several assisted living and memory care facilities, including the Plant Memorial Home, Hill House Assisted Living, and the Winship Green Center



People are constantly and readily aware of Support Systems within the Internal Organization and Externally. (1pt)

No documents were found to provide evidence that people are made aware of these support systems.

Additional resources outside of the primary resources that can assist members and those impacted by the organization (2pts)

Comp Plan 2023

Pg 44: Implementation Matrix: Housing

- ❖ *Create a Community Land Bank and/or Land Trust to acquire vacant or underused land and promote the development of affordable and workforce housing on behalf of the community*
- ❖ *Create a local Housing Trust*
- ❖ *Create or continue to support a community affordable/workforce housing committee and/or regional affordable housing coalition*

Pg A-188 Regional Coordination

Many services—municipal services and cultural, nongovernmental services—are shared in the Bath Region. This is done to provide more and better services and opportunities with lower costs.

There is a clear process and system for getting support if issues were to arise. (2pts)

Ergonomics Policy B

Determine root causes of incidents, conduct worksite assessments, suggest potential control solutions in cooperation with Occupational Safety/Ergonomics professionals and provide sufficient resources to implement ergonomic recommendations in a timely manner.

Ergonomics Policy: Procedure B Hazard Prevention and Control

- ❖ *Decreasing production rate requirements and limiting overtime work to reduce the number of repetitions;*
- ❖ *Providing rest breaks to relieve fatigued muscle-tendon groups;*
- ❖ *Increasing the number of employees assigned to the task (lifting in teams rather than individually); and*
- ❖ *Instituting job rotation as a preventive measure, with the goal of alleviating physical fatigued and stress to particular set of muscles and tendons.*

Mechanisms and measures for holding members accountable for equitable goals (2pts)

Charter

City Manager Role (Sec. 301-304):



The City Manager is the Chief Administrative Officer responsible for the administration of all city affairs. This role includes appointing and removing officers and employees, preparing and managing the budget, and providing recommendations to the Council. The City Manager's oversight ensures that support systems are in place for city employees.

Personnel Rules and Personnel Service Commission (Sec. 402):

The City Manager or their appointee serves as the personnel director, and there is a personnel board consisting of three members appointed by the City Council. The board is responsible for overseeing personnel rules and ensuring fair practices in the administration of the city's personnel system.

Continual and continuous improvement and analysis of support systems focused on evaluating and improving such systems. (2pts)

No documentation spoke to any continues improvements, or an analysis of support systems that work on improving those systems.

Transportation

Transportation options are made available (5pts)

- *Public Transportation*
- *Smaller bus Service*
- *Local care service or pick up service*
- *Medical Transportation*
- *Other*

Sec. 205: Municipal Dock or Pier:

The Charter establishes and manages a municipal dock or pier

Downtown Visioning Stakeholder Input

March 5th Community Input

- ❖ Fix railroad tracks as problem for drivers
- ❖ Issues with BIW workers crossing street

**[Seems to be minimal discussion on use of rail as an option, only about bus and its shortcomings.]*

Comp Plan 2023

Pg 82: Implementation Matrix; Recreation

- ❖ To seek to achieve or continue to maintain at least one major point of public access to major water bodies for boating, fishing,



and swimming, and work with nearby property owners to address concerns.

- ❖ *Create a safe water access point for fishing and paddlecraft on Whiskeag Creek.*
- ❖ *Pursue increased points of recreational access to the Kennebec River and Merrymeeting Bay*
- ❖ Maintain and upgrade Bath's sidewalks, bicycle infrastructure, and trails to support recreational users.
 - Continue to improve sidewalk and cycling infrastructure along City streets
 - Continue the work of Bath Trails to develop more multi-use trails to connect more locations in the City

Pg A-80: Public Transit

- ❖ Bath is served by the Rockland Branch rail line, which connects Brunswick to Rockland and points in between. This rail line is owned by the Maine Department of Transportation. The tracks were recently used by Central Maine and Quebec to haul freight, primarily to the Dragon Concrete plant in Thomaston. The Bath Railroad Station underwent \$1.3 million in rehabilitation, completed in June 2007.
- ❖ The Bath CityBus is fixed-route transit service operated by Western Maine Transportation. The CityBus operates on weekdays from 8:00 a.m. to 5:30 p.m. and covers most of the urban portion of Bath with a figure-eight, two-loop route. The service carries approximately 14,500 riders per year. Morning and afternoon commuter runs that coordinate with BIW's day-shift changes are also provided by the CityBus. Riders pay a fare of \$1. The CityBus is funded by the City of Bath's annual budget, as well as financial assistance from the Federal Transit Administration. A linkage between Bath and Brunswick has been a priority for the community. Western Maine Transportation Services began a pilot program in 2021 to better serve commuters in Bath and Brunswick. The service is the result of regional transportation focused meetings intended to bridge a gap in services between Bath and communities along the Westerly Route 1 and Route 196 Corridor. The Blue Line operates three daily trips, Monday-Friday, between Lewiston and Auburn and Bath with stops in Brunswick, Topsham, and Lisbon. The service is geared towards commuters. In Bath, the bus stops at Wing Farm Parkway where several businesses and manufacturers are located, and on Front Street near Bath Iron Works. In 2023, Western Maine Transportation Services added an express bus from Lewiston-Auburn to Bath to serve BIW employees.
- ❖ Concord Trailways operates regularly scheduled, intercity bus service on its Midcoast Maine Route, which connects Bath to



Bangor and the University of Maine at Orono to the north and Portland, Boston, and Logan Airport to the south.

Access to transportation is open to any person (5pts)

- *Affordability*
- *Accessible Time and operation hours*
- *Ease of use for any identity*
 - *Cultural and Language*
 - *Communication/Translation provisions made such as signs, notices, and communications in multiple languages*

Sec 205: Municipal Dock or Pier

Is public purpose and a public use.

Downtown Visioning Stakeholder Input

March 3rd Community Input; Desire to make waterfront accessible

- ❖ *River as a focal point*
- ❖ *Downtown open to river*
- ❖ *Boat Launches*
- ❖ *Business that interact with the river*
- ❖ *More use of river*
- ❖ *More parking*
 - *Customer parking*
 - *Better parking management*
 - *Use of archway ramp*
 - *Satellite Parking ideas*
 - *More walkability*

March 5th Community Input

Bus go to other places

Minimal transportation on weekends

**[There is a clear desire to improve the parking issues at this time.]*

Comp Plan 2023

Pg52: Implementation Matrix; Economy

- ❖ *Encourage tourism that takes advantage of Bath's sense of place*
- ❖ *Pursue the possibility of cruise ships docking at Waterfront Park.*

Pg 54: Implementation Matrix; Transportation

To meet the diverse transportation needs of residents (including children, older adults and disabled) and through travelers by providing a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).

Pg A-82: Parking



- ❖ The quantity and location of parking for a small, mature city like Bath is a complex issue. Not enough parking and parking that is not easily accessible sends shoppers to the shopping centers and malls. Too much parking takes away from the density that makes a downtown what it is and also discourages the use of public transportation and various forms of active transportation. Inconveniently located long-term parking causes downtown employees to use valuable short-term spaces, moving their vehicle every 2 hours, and results in visitors who are enjoying an extended visit often getting parking tickets. Inadequate signage makes parking difficult to find. The enforcement of parking regulations sometimes upsets Bath visitors.
- ❖ Because of the proximity of BIW to the downtown, several downtown parking lots are used by BIW employees (discussed previously). Some lots are BIW-owned, while others are not. In the non-BIW-owned lots, lot owners rent spaces monthly to downtown employees, BIW employees, and others. Three BIW-owned lots are located at the Middle Street and Centre Street intersection, and a privately owned lot, primarily used by BIW employees, is located south of Leeman Highway between Middle and Washington Streets.
- ❖ The Land-Use Code appropriately regulates parking-lot layout, traffic circulation, vehicle and pedestrian safety, and landscaping. However, several lots that existed before these regulations were adopted are not landscaped. Some have gravel surfaces that are dusty when dry, causing sand and gravel to wash into the streets and storm drains during heavy rains and snowmelt.

Pg A-146 Public Water Access

- ❖ Public access to the Kennebec is provided at the two Bath boat launches, the public dock at Linwood E. Temple Waterfront Park, and via trails at Thorne Head Preserve. The Kennebec Tavern Restaurant has a private marina and the Maine Maritime Museum has a dock from which scenic cruises depart. There are also a number of private docks along the Kennebec from residences. Most of the Kennebec River shoreline in Bath is private property, and residents have expressed the desire for increased access to the waterfront and the river for recreation
- ❖ To access Merrymeeting Bay, there is a hand-carry boat launch at Butler Cove that is part of Butler Head Preserve. Only a small section of Bath borders the New Meadows River. There is public access to the river at the New Meadows Lake Boat Ramp on Old Brunswick Road, which is just over the Bath border, in West Bath.

Pg A-148 Trails and Paths

- ❖ KELT coordinates maintenance of the community trails at Thorne Head, Sewall Woods, Lilly Pond, and the Whiskeag Trail. For



portions of the Whiskeag Trail on City owned land, KELT partners with Bath Parks and Recreation to keep the trails clear and passable and pick-up any trash or refuse. Local community groups, like Six Rivers NEMBA (New England Mountain Bike Association), also help to keep the trails in shape. The trails at Butler Head are entirely overseen by the Bath Community Forestry Committee, a group of volunteers. While KELT holds the conservation easement on the property, it is not directly involved with trail stewardship

- ❖ The 2009 Comprehensive Plan called for the need to develop a Recreation Plan to address the needs of Bath’s shifting demographics, and an Open Space Plan that identifies open space needs, issues, preservation methods, and sources for acquiring/preserving important areas.

Resources are provided for transportation including (2pts)

- *Subsidies*
- *Parking assistance*
- *Shuttle Services to and from*

Downtown Visioning Stakeholder Input

- ❖ Provide alternative transportation, bus routes, connectors
- ❖ Corridor connect to High School

Downtown Visioning Stakeholder Input

March 3rd Community Input;

- ❖ Bringing Cruise ship visitors to city
- ❖ Bringing tour buses to city

Feedback and Improvement opportunities are provided regarding transportation or transport services; clear decision-making process, and inclusion of diverse backgrounds in decision making (2pts)

Downtown Visioning Stakeholder Input

March 3rd Community Input; What we want to change

- ❖ Shuttle bus to Popham Beach
- ❖ Parking Garage
- ❖ Water Taxi
- ❖ Improved Sidewalks
- ❖ Bike Traffic increase
- ❖ Park above water

Comp Plan 2023

Pg50: Implementation Matrix; Economy

Support local property redevelopment and revitalization.

Work with property owners to address parking challenges.



Pg 54: Implementation Matrix; Transportation

To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems

Pg A-84: Planning Initiatives

2018 Bicycle and Pedestrian Plan

- 2021 Pedestrian Safety Action Plan
- 2019 South End Transportation Study
- 2021 Complete Streets Policy
- Help Bath Thrive: Drive 25 Resolution
- 2022 Elm Street Redesign

Impact of transportation services are considered including (5 pts)

- Environmental
- Economic
- Community
- Safety
- Comfort
- Employment

Comp Plan 2023

Pg 54: Implementation Matrix; Transportation

- ❖ To promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled
- ❖ To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network.
- ❖ Enhance public transit in Bath
- ❖ Re-envision the Route 1 Corridor
- ❖ Develop long-term, comprehensive strategies for parking

Pg A-58: Economy: Commute

- ❖ More Bath residents walk to work than the Sagadahoc County and Maine averages and have a shorter average commute time.
- ❖ Very few Bath residents use public transportation to commute to work. Over the past two decades, fewer Bath residents are walking to work (reflecting the decline in people who live and work in Bath) and more are working from home.

Infrastructure is apparent, and continually evaluated and provided for long lasting transit services (1pts)

Downtown Visioning Stakeholder Input

- ❖ As part of conclusions, the assets of Town of Bath are its Bricks and Mortar, as people love looking and feel the downtown buildings.



- ❖ Love of the city down by the river
- ❖ Challenges:
 - ¾ of downtown is owned by single owner – Sagadahoc Real Estate Association

Comp Plan 2023

Pg 54: Implementation Matrix; Transportation

To safely and efficiently preserve or improve the transportation system

Pg A-70 Transportation

- ❖ The City of Bath passed a street bond in 2006. That money is being used for a multi-year improvement program to improve local streets. In addition, URIP funds are used on State-Aids roads that require capital improvements. These improvements are done annually. When the street bond is completed the City will revert to yearly operational funds that only allow limited improvements.
- ❖ There are 13 bridges in Bath. One is the responsibility of the City and the rest are the responsibility of MaineDOT to maintain.
- ❖ The Bicycle and Pedestrian Committee tracks the condition of sidewalks and makes annual prioritization recommendations to Public Works. New sections of sidewalk are planned for Commercial Street, Green Street, Union Street, and Castine Avenue. New sidewalk was recently constructed on Crawford Drive. Engineering designs are also being drafted for new sidewalks along Leeman Highway.
- ❖ The City has been diligently working to adopt new bicycle and pedestrian initiatives and infrastructure over the course of the last decade as planned in the 2011 and 2018 Bicycle and Pedestrian Plan. Additionally, in 2021, the Bicycle and Pedestrian Committee identified and prioritized the following larger projects as having a significant positive impact on the City of Bath if funding sources were to become available

Inclusivity

This section asks the following questions overall regarding inclusivity; does the organization work to include members that work for it, and does it reach out to the community for their voice? Are members free and open to provide insight, and free from judgment? Is the organization reflecting the identity of its members and community it serves?

Representation

The organization has representation from many diverse lived experiences including (2pts)

- *Racially*
- *Ethnically*



- *Gender*
- *Work Experience*
- *Educational Experience*
- *Professional Experience*
- *Geographic Experience*

Charter

Charter Composition and Elections of City Council (Section 208):

The City Council comprises members elected from different wards and at-large members. This structure aims to reflect the diversity and varying interests of different areas within the community.

Charter Sec. 903. Nomination of Candidates to be by Petition.

The nomination by petition. Candidates for election to the position of Councilor of the City of Bath from a designated ward therein shall be qualified electors of the ward in which they are candidates for election as City Councilor. The petition of each At Large candidate for a member of the City Council shall be signed by not less than fifty (50) nor more than one hundred (100) qualified voters of the City. The petition for each ward candidate for member of the City Council shall be signed by not less than thirty-five (35) nor more than one hundred (100) qualified voters of the respective ward.

**[I wonder what the composition of the Wards are like and does that hinder or promote representation?]*

Downtown Visioning Stakeholder Input

- ❖ Conclusion includes recognition of a “mix of people”
- ❖ Bath is about mix of residents who are different “types” [more a mention about roles and titles and less on identity]
- ❖ Economic Diversity is apparent with BIW a huge economic driver

March 3rd Community Input

- ❖ Want for Vibrant community that is friendly, family,
- ❖ Uniqueness of BIW

Organization makes it a point to provide cultural celebrations, learning, and considerations of new cultures as part of its environment (1pt)

- *Festivals*
- *Community Days*
- *Land Acknowledgments*

Downtown Visioning Stakeholder Input

- ❖ Challenges: Lots of non-profits make it hard to know how to be included



- ❖ Vision: Continued Heritage Days are mentioned as a large and continually successful event.

March 3rd Community Input

- ❖ Desire to embrace History of City of Ships, Ship Building & Architecture
- ❖ Desire for Community and Cultural organizations including Farmers market and Freight Shed
- ❖ More cultural, arts, and music events
- ❖ Something for adult crowd (15 – 30 year olds)
 - Searching for “vibrancy”
- ❖ Overfocus on Heritage Days

March 5th Community Input

- ❖ Drive for movie theater to be added
- ❖ Additional storefronts

**[It is interesting that the Farmers Market and Freight Shed are seen as cultural but offers an even more open understanding of various cultural focuses and lenses.*

The issue of the Heritage Days is hot button and has a very divided feeling regarding their effectiveness versus their need. The concept of heritage might be worth reconsidering in terms of how you celebrate.]

Comp Plan 2023

Pg 4: Land Acknowledgment recognizing Bath as located on unceded homelands of Wabanaki people

- Includes a *What Is A Land Acknowledgment & Why We Recognize the Land*

Pg 52: Implementation Matrix; Economy

Placemaking

- ❖ Create a public art fund to support placemaking, murals, and public events.
- ❖ *Allow flexible uses of downtown spaces, like pop-ups in parking lots, temporary street closures, sidewalk vendors, and outdoor dining.*

Community Engagement

Multiple lived experiences inside and outside the organization are brought in to help make decisions. (1pts)

Charter: Public Hearings and Participation Sec. 221:

The requirement for public hearings and open meetings ensures transparency and inclusivity. However, the accessibility and format



of these meetings (e.g., language, time, and location) could affect participation from diverse community members, potentially leading to implicit biases.

Charter Initiative and Referendum (Chapter X) 1001 - 1007

The Charter empowers citizens to propose ordinances or approve/reject ordinances passed by the City Council through initiatives and referendums. This gives the community a direct voice in legislative matters.

Downtown Visioning Stakeholder Input

- ❖ Conclusions include a Sense of Community where Bath is welcoming, safe, and inclusive
- ❖ Newcomers are adopted “quick”
- ❖ People in Bath know each other and volunteer

Resolution Adopting JEDI

We will encourage conversations in the community around justice, equity, diversity, and inclusion, and look for opportunities to collaborate with groups and organizations sharing our commitment to promote prosperity, innovation, and civic engagement. With openness and humility, we will continue to learn from each other and maintain an open community dialogue around diversity and inclusiveness.

Ongoing communication with community regarding next steps, updates, and future plans. (1 pts)

Charter Sec 1107: Public Records and Transparency:

Requires that all records and accounts of every office, department, or agency of the City be open to inspection by any citizen at all reasonable times

Inclusive language is used in communications, policies, procedures, and other engagements. (1pts)

Charter

**[Terms to consider:
Fitness” regarding merit appointment]*

Resolution Adopting JEDI

We believe Bath is a place for everyone. The City of Bath, Maine will foster a vibrant, inclusive, and sustainable community. Creating an environment of shared prosperity, equal access to opportunity, and inclusive engagement is a core mission of the City Council and Staff.



Personal Experience

Aspects of belonging create an environment where people desire to stay within the organization (1pts)

- *Minimal turnover*
- *Minimal outward issues*
- *Minimal negative feedback*
- *Minimal issues of discrimination*

Authority, while hierarchical, is shared in a variety of ways to get to a final decision (1pts)

Charter Sec 302: City Manager:

Chief Administrative Officer of the City. The Manager shall be responsible to the Council for the administration of all City affairs placed under their charge by the Council or this charter, and shall have the following powers and duties:

**[Within staff, it funnels up to City Manager, and thus any issues of inequity flow out from this point in most cases.]*

Ability to share and express personal identity, narratives, or instances of inclusion in the organization. (1pts)

Monetary Equity

In this section we asked the following questions to further insight on if monetary equity existed; these included Does the organization create cost barriers with its services and what are those costs? Are there costs to any limitations experienced by members? What is the quality of life both emotionally and monetarily to being a part of the organization?

Budgetary and funding issues are transparent and have multiple considerations at each step of the process. (3 pts)

Charter

Charter: Sec. 223. Independent Annual Audit.

Council shall designate the appropriate State Auditing Agency or private qualified public accountants; shall submit their report to the Council and the Manager; shall post-audit the books and documents kept by the Department of Finance and any separate or subordinate accounts kept by any other office, department or agency of the City government.

**[I see little place where the public or any persons outside of the Council and City Manager have any input into the budget at any time beyond public hearing.]*



Charter Sec 609, A, B, C:

- ❖ Council sets time and place no later than 7th day of last month of fiscal year for public hearing.
- ❖ Adoption occurs after public hearing with or without amendment
- ❖ If there are excesses [Sect 611] City Manger can certify a Supplemental Appropriation for the year
- ❖ Provisions for transfer of revenues, or appropriations are made within limits stipulated in charter sec D and E

Charter Sec 613 A:

Dept can provide allotments for work programs as early as the first part of the fiscal year

Charter Sec. 802.

Borrowing Ordinance: Vote Required. The affirmative vote of a majority of all of the members of the City Council shall be required for enactment of an ordinance authorizing the issuance of serial bonds or notes.

Comp Plan 2023

Pg 48: Implementation Matrix; Economy

To make a financial commitment, if necessary, to support desired economic development, including needed public improvements

- ❖ *If public investments are foreseen to support economic development, identify the mechanisms to be considered to finance them (local tax dollars, creating a tax increment financing district, a Community Development Block Grant or other grants, bonding, impact fees, etc.*
- ❖ *Make deliberate annual investments in Main Street Bath, with both financial and in-kind staff time*

Pg A-62 Economic Development

Tax increment Financing:

The City has established five tax increment financing (TIF) districts in accordance with Maine statutes to finance economic development and housing program. The expenditures from these development programs will be recovered in future years through an incremental tax levied upon the districts' so-called "captured assessed value." A portion of the incremental tax revenues will be returned to the district to repay principal and interest on any indebtedness, to fund the expenditures of the



development program and to finance future expansion. Bath has 5 TIF Districts.

Pg A-152 – A- 166 – Fiscal Capacity

Tax Exempt Property, Equalized Tax Rates, Debt, Capital Improvement Plan, & Tif for

- ❖ Bath Iron Works
- ❖ Wing Farm, Downtown
- ❖ Huse School Apartments
- ❖ Uptown Housing

Opportunities for advancement, promotion, and development are available to all participants with minimal to no barrier to access. (3 pts)

Personnel Ordinance

12.302.1 Merit Increases

Merit increases may be granted by the City Manager, at the recommendation of a Department Head, and based within the Pay Plan. The Pay Plan may also be utilized to ensure an equitable decision. The procedure for consideration of merit increase is as follows:

- ❖ An employee or their Department Head makes a request for a merit increase.
- ❖ The Department Head conducts a performance evaluation of the employee and submits a recommendation to the City Manager. A merit increase will only be considered if an evaluation has been conducted in the past 6 months.
- ❖ The City Manager reviews the performance evaluation and Pay Plan. Merit increases may be approved or denied, or a lesser amount may be approved, based on the City or Department's budget and the Pay Plan.

**[Awesome they have a pay plan. How transparent is this and do people know about it including bath community.]*

12.303 Training and Certifications

Recognizing the mutual benefits derived from professional development and increased work competence, the City will provide job-related educational opportunities for its employees for which provisions have been made in the budget. Department Heads, with support of the City 12 Manager, will provide their employees with reasonable professional development opportunities, such as in-service training, job-related certifications, and attendance at institutes or conferences. Additional provisions may be agreed to in CBAs.



12.304 Travel and Meeting Reimbursements

Employees who have been authorized by the City Manager or their Department Head to participate in in state or out-of-state conferences, official meetings, training programs, examinations and institutes directly related to the employee's work will be reimbursed for reasonable expenses incurred in connection with such participation including fees, transportation, mileage, tolls, parking, meals, and lodging, after submission of proper documentation of such expenses.

There are a variety of resource supports for groups of diverse lived experiences. (3pts)

No evidence of any document alluding to this support, and no mention of it in key documents such as Personnel Ordinance or other documents listed.

Efforts are made to assess costs associated with barriers that are found within the organization, whether its services, polices, or programs. (3pts)

Downtown Visioning Stakeholder Input

- ❖ Challenges: Taxes and the high property tax
 - Creates detriment to people choosing Bath as place to live
- ❖ Desire for improved downtown
- ❖ Focus on continued economic diversity of community

Comp Plan 2023

Pg 48: Implementation Matrix; Economy

To support the type of economic development activity the community desires, reflecting the community's role in the region

Engage in efforts to lower and eliminate barriers for workforce growth and development, such as the high costs of housing, childcare, and transportation

Pg 86: Implementation Matrix; Fiscal Capacity

To finance existing and future facilities and services in a cost effective manner

- ❖ Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.

- ❖ Look for ways to increase efficiency by not duplicating capital expenditures, administration, and services provided by Sagadahoc County.



- ❖ To explore grants available to assist in the funding of capital investments within the community
- ❖ To reduce Maine's tax burden by staying within LD 1 spending limitations

There is a positive or positive trajectory of a quality of life within the organization and its impact on the broader community. (1pts)

Downtown Visioning Stakeholder Input

March 3rd Input Session:

Desire for affordability for City where you can live within your means and be part of community

Comp Plan 2023

Pg 88 Implementation Matrix; Land Use

To support the level of financial commitment necessary to provide needed infrastructure in growth areas

Create a public art fund to support placemaking, murals, and public events

Pg A-190 Climate Resilience Action

2022 Climate Resolution and Climate Action Goals

Efficiency

The following area asks these questions to consider overall efficiency for the organization; does the organization provide an efficient means of executing its tasks and services? Does it provide those in an efficient manner? Are there places of waste or loss?

Members of organization have access to tools needed to perform tasks, or know where they are located (2pts)

Tools can be easily found

Tools include:

Written documents: Polices, practices, by-laws, procedures, charters, etc.

Technology: Website, Search Engines, Computer, Programming, AI Tools, etc.

Charter

Physical Products:

Tools for building and crafting

Tools for production or producing item

Tools associated with Machinery

**[Is charter located in a place easily accessible by members of the public?]*

Ergonomics Policy:

Education and Training



Easy Rules to Avoid Injury

- ❖ Back Injury
- ❖ Hand Tools
- ❖ Static Load
- ❖ Risk from WMSDs
- ❖ Muscle Injury
- ❖ Tendon Injury
- ❖ Nerve Injury

Identifying Disorders Matrix

Hazard Communication Policy

Container Labeling

Safety Data Sheets

Copies of SDSs for all hazardous chemicals to which employees are exposed or are potentially exposed will be kept in an accessible central location in each department. Employees will be notified of the location.

Slips, Trips, and Falls Policy

Workplace Inspection Policy and Procedure

- ❖ Checklist of inspections done monthly
- ❖ Training by employees to report hazards
- ❖ Checklist impacts elimination of hazards, target specific work areas, future evaluations

**[Are such inspections being done monthly?]*

Blood Borne Pathogens Policy

Exposure Control Officer: The City of Bath Fire Department (BFD) Chief or his designee shall be the City's Exposure Control Officer. Department Heads are responsible for implementing the Exposure Control Plan at their facility. The City of Bath Safety Chair will act as the City of Bath liaison during OSHA inspections. (pg4)

Hepatitis B Vaccination: Exposure and follow up (Pg5)

Engineering and Work Practice Controls: Universal precautions shall be observed to prevent contact with blood or other potentially infectious materials. This method views all body fluids as potentially infectious. Engineering and work practice controls shall be used to eliminate or minimize employee exposure. (Pg6)

**[When has this ever happened and are there ongoing opportunities to follow up on this and check in on if new members are ready?]*

Personal Protective Equipment (PPE) Selection:

When there is potential occupational exposure, the City of Bath shall provide, at no cost to the employee, appropriate personal protective equipment such as, but not limited to: gloves, Bio-Hazard Bags for



disposing of waste materials, hand sanitizer and/ or antiseptic towelettes.

**[Is this available to people?]*

Technology Use Policy

BACKGROUND:

The City of Bath, hereinafter referred to as the “City”, provides its employees access to I.T. equipment and resources. Computers and the infrastructure that interconnects them are integral to the conduct of government functions. These resources are required to be used in an appropriate manner.

USE:

The City’s I.T. equipment is the property solely of the City of Bath and intended for the transaction of City business. City-owned I.T. equipment and resources are made available to employees to conduct official City of Bath business.

INTERNET ACCESS.

The City believes that the use of Internet resources facilitates communication, innovation, resources sharing, and access to information.

Members workload is doable and completed in a work week based on hours or expected hourly compensation (2pts)

- *Work is completed within working hours of operation*
- *Work is not taken home on a regular basis [Regular defined as 3 or more times per week]*
- *Work is finite and has completion dates, or a clear understanding of being done*

Downtown Visioning Stakeholder Input

March 3rd Input

- ❖ *What want to change is increasing evening of life downtown.
Providing more places for events and engagement*
- ❖ *More concerts*
- ❖ *Library being open on Sunday*
- ❖ *One Saturday: access to city services*
- ❖ *Evening offerings*
- ❖ *Increased hours*
 - *Focus on 5-6 p.m.*

**[While these are great for the community, it also creates a larger work load for the municipality. This may create tension in the ability to get things done.]*



Personnel Ordinance

12.206.4 Remote Work

Working remotely or from home will be considered on a case-by-case basis. The majority of jobs in the City provide in-person services such as operating equipment, managing facilities, and directly assisting the public or other employees. These positions are unable to perform their key functions away from the job site. Some positions may be able to perform their job from other locations. Remote work can be requested by an employee as part of their regular schedule or on an as-needed basis. Approval is required from the Department Head and the City Manager. Considerations for approval include access to necessary technology and information, ability to respond to communications and their supervisor, impact on the department, and continuity of service to colleagues or the public. City policies remain in effect when working remotely.

The work within the organization is open to change and flexible to shift as needed to be completed. (1pts)

Hazard Communication Policy

Review Dates:

- ❖ Origination Date: January 15, 2016
- ❖ Reviewed by Safety Committee on: October 21, 2020
- ❖ Last Amended Date: January 15, 2016
- ❖ Next Review Date: October 21, 2023

Slips, Trips, and Falls Policy

Blood Borne Pathogens Policy

Annual Policy Review (Pg20)

- ❖ Policy Availability A copy of this policy will be made available, upon request, to employees or their designated representatives by contacting the Department Program Coordinator

Citywide Safety Policy

Annual Policy Review

**[With each of these documents, when was the last review and how often do these reviews take place?]*



Final Discovery Analysis

The document review phase of the equity assessment shows that the City of Bath has built a strong policy foundation that reflects its stated commitment to being a welcoming, diverse, and livable community. The 2023 Comprehensive Plan, in particular, demonstrates intentional efforts to lower barriers to housing, childcare, and transportation; expand neighborhood amenities; promote walkable, human-scale development; and enhance public access to parks, open spaces, and cultural opportunities. These priorities signal a clear vision for creating spaces where a wide range of identities can live, participate, and thrive.

The Discovery Equity Assessment score of **83.5** out of 104 reinforces this conclusion. Across the documents reviewed, the City shows established strengths in several key areas. High scores in Efficiency and Time Management reflect well-defined personnel policies that support work-life balance through PTO, sick time, bereavement leave, remote work options, and safety-oriented policies. The Identity category also scored strongly, supported by the Comprehensive Plan and Downtown Visioning materials, which demonstrate the City's efforts to articulate a clear mission and set of values. Similarly, the Implicit Bias category shows evidence of merit-based hiring and structured decision-making processes, while strong scores in Transportation and Monetary Equity indicate that the City has established viable transportation access and has addressed many cost-related barriers within its services.

At the same time, the Discovery Analysis highlights several areas where documentation is limited or where equity-focused practices are not yet formalized. The most notable gap appears in **Inclusivity and Cultural Competence Training**, where no documented training efforts were found despite references to JEDI principles. This suggests a disconnect between stated intentions and operational practice. In the **Time** category, the Personnel Ordinance outlines standard holidays but does not yet reflect broader cultural or religious observances such as MLK Day, Juneteenth, or Rosh Hashanah, an opportunity to expand inclusivity through policy. Additionally, while implicit bias is addressed conceptually, there is no documented evidence of regular training, evaluation processes, or systems to assess awareness of bias or stereotypes.

Taken together, the document analysis shows that the City of Bath has a robust and thoughtful policy framework, particularly in personnel management, organizational identity, and service access, but now needs to strengthen the implementation side of its equity commitments. Formalizing training, expanding cultural accommodations, and documenting processes for evaluating implicit bias will help the City move from intention to practice and ensure that its policies fully support the equitable, inclusive community it envisions.

Equity Assessment: Discovery

Equity Assessment Score for Discovery :

The City of Bath's Discovery Analysis was conducted using provided documents by the City of Bath to help underline and underscore the overall Equity Assessment. The documents used included the organizational structure, strategic plans, governing documents, community data, recent reports (last 5 years), existing DEI efforts, transportation services, and hiring policies, along with the Comp Plan and Downtown Visioning documents. This foundational review and score is based on the Discovery report provided.

Equity Journey Guideline

Positive evaluations need quality and quantifiable data to ensure any organization can gauge where they are and where they need to be. Our work focuses on a scale of 0-104 which determines the measure of equity promoted and used within an organization. Below is the It Is Time assessment guide.

IT IS TIME = 104

Category	Definition and Focus	Point Scale	Total
I Identity	<i>Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.</i>	0-9	8
T Time (Management & Value)	<i>Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.</i>	0-20	17
I Implicit Bias	<i>Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?</i>	0-9	7
S Support Systems	<i>Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?</i>	0-19	14
T Transportation or Transit Services	<i>Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.</i>	0-20	17
I Inclusivity	<i>Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization reflecting the identity of its members and community it serves.</i>	0-9	5.5

It is time...

M Monetary Equity	<i>Does the organization create cost barriers with its services and what are those costs. Are there cost to any limitations experienced by members. What is the quality of life both emotionally and monetarily to being a part of the organization.</i>	0-13	10
E Efficiency	<i>Does the organization provide an efficient means of executing its task and services. Does it provide those in an efficient manner. Are there places of waste or loss?</i>	0-5	5
Total	<i>Total overall score of all equity areas.</i>	104	83.5

Equity Journey Matrix

Category	Point Scale	Definition and Focus	Notes:	Data Collection: Discovery
I Identity	0-9	<i>Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.</i>		8/9
<i>Personal Identity</i>				
	1pt	<i>People's identity in the organization doesn't limit them to their ultimate goal. If limits exist, how does it limit them? What limits exist?</i>	<i>No document spoke to this area nor did any document bring concern for this area.</i>	1
	1pt	<i>Organization holds demographic data to know who it serves and who works within its structure.</i>	<i>Downtown Visioning Stakeholder Input Comp Plan 2023 Pg A-18 Population and Demographics</i>	1
	2pt	<i>There are diverse lived experiences that represent the organization and that interact with it: Narratives are varied and create multiple paths to understanding. Capture diverse narratives and expressed cultures of the people who live and interact with the organization. *This includes people's</i> <ul style="list-style-type: none"> ● <i>Identity,</i> ● <i>Geographic location</i> ● <i>Experience in different physical spaces,</i> ● <i>Previous experience,</i> ● <i>Educational and learning experiences,</i> ● <i>Family dynamic and impact,</i> 	<i>Downtown Visioning Stakeholder Input</i>	2

It is time...

		<i>All of which create multiple paths to understanding.</i>		
	1pt	<i>There are minimal instances where identity would be countered/harmed within a given space that was encountered. How does someone know they are harmed/countered? Evidence of this is provided.</i>	<i>No document spoke to this item but no document raised concerns about it either.</i>	1
<i>Practices and Policies</i>				
	1pt	<i>Policies are present that accommodate identity</i>	<i>Personnel Ordinance Comp Plan 2023</i>	1
	1pt	<i>There are training efforts to support understandings of cultural competence, or other identity related issues.</i>	<i>No training efforts are documented even though JEDI is mentioned and a statement has been conducted</i>	
<i>Organizational Identity</i>				
	1pt	<i>The organization is clear about its identity including</i> <ul style="list-style-type: none"> ● <i>Mission, Vision, Values.</i> ● <i>Goals and future plans.</i> ● <i>Where it is going and why it has chosen to go there.</i> 	<i>Downtown Visioning Stakeholder Input Comp Plan 2023</i>	1
	1pt	<i>The organization's identity has incorporated principals of equity within it.</i>	<i>Organizational Chart</i>	1
T Time (Management & Value)	0-20	<i>Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.</i>		17/20
<i>Internal</i>				
	5pts	<i>There are efforts made to provide a healthy work-life balance (5 pts)</i> <ul style="list-style-type: none"> ● <i>PTO, Sick Time, Time Off</i> ● <i>Bereavement</i> ● <i>Work From Home</i> ● <i>Opportunities to engage with community</i> ● <i>Flexible Schedule</i> ● <i>Provide for caregiving or personal activities</i> 	<i>Ergonomics Policy Slips, Trips, and Falls Policy Blood Borne Pathogens Policy Citywide Safety Policy Maine Family Medical Leave Policy – City of Bath Personnel Ordinance</i>	5
<i>External</i>				
	5pts	<i>There are efforts made to give time to cultural accommodations</i> <ul style="list-style-type: none"> ● <i>Religious observances</i> ● <i>Cultural Holidays</i> ● <i>Celebrations and Observances</i> 	<i>Personnel Ordinance *While Holidays is mentioned, there is little to no effort made to consider cultural holidays or list any specific holidays that the State</i>	2

It is time...

			<i>or Federal Gov would cover. These should include MLK, Juneteenth, Rashashan etc...</i>	
	2pts	<i>Time of completion; tasks, projects, other events are done in a significant amount of time.</i>	<i>No evidence for nor against this issue</i>	2
	2pts	<i>Events, meetings, and other engagements are scheduled at the right time or in a reasonable time given the community and need.</i>	<i>Charter: City Council Meetings and Decisions (Sec. 214-218): *Consideration if other times have been sought for regular meetings, and is 24 notice for publicly called meetings enough time for participation.</i>	2
	2pts	<i>There is time made to grow, develop, and learn while part of the Town.</i> <ul style="list-style-type: none"> <i>Training, mentorship, internships, or other advancement opportunities are available.</i> <i>Opportunities to make time for emotional and social.</i> 	<i>Hazard Communication Policy Employee Information and Training Slips, Trips, and Falls Policy Blood Borne Pathogens Citywide Safety Policy Safety Training Personnel Ordinance</i>	2
	2pts	<i>Feedback loops and processes are incorporated on a regular basis to garner an understanding of its gaps and its successes.</i>	<i>Charter Sec 214. Public Hearings and Open Meetings Downtown Visioning Stakeholder Input Citywide Safety Policy Personnel Ordinance</i>	2
	2pts	<i>There are minimal places where things are repeated, or are redundant throughout the organization.</i>		2
I Implicit Bias	0-9	<i>Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?</i>	<i>*Term Eligible Voter is described in some places, but was not clear who qualifies as this. It may be important to list this out somewhere.</i>	7/9
<i>Decision Making</i>				
	2pts	<i>There is minimal bias embedded in the decision-making process</i> <ul style="list-style-type: none"> <i>High quantity of multiple ideas when making a decision</i> <i>Decision making process puts equal weight on various ideas and contributions</i> <i>High value of seeking out contributions to decisions made from various sources</i> 	<i>Charter Emergency Ordinances and Appropriations Sec 22 Hazard Communication Policy Personnel Ordinance</i>	2

It is time...

	1pt	Regular and continual review of policies, practices, and procedures to identify and/or eliminate any potential bias or implicit bias.	Citywide Safety Policy Resolution Adopting JEDI	1
Training and Evaluation				
	1pt	Regular training and education on implicit bias and related topics		
	1pt	Effective process and measures to evaluate awareness of bias or stereotypes		
	1pt	Clear process of eliminating implicit bias within the organization and improving	Personnel Ordinance	1
Hiring, Promotion, Advancement				
	1pt	Process of Hiring is free from bias and considers large pools of people, groups, and lived experiences from recruitment to onboarding	Charter Sec 402: Merit Based Appointments Personnel Ordinance	1
Accountability				
	1pt	There is a system of addressing issues of bias, stereotyping, or other discrimination	Personnel Ordinance Resolution Adopting JEDI	1
Organization Culture				
	1pt	The environment is free from bias, stereotype, or other discrimination or potential bias.	No documents suggested a freedom of, nor any suggested a fully immersed environment as such.	1
S Support Systems	0-19	Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?		14/19
	10pts	<p>Organization has or provides some of these support services and allows minimal to no barriers to entry into them (10pts)</p> <ul style="list-style-type: none"> ● Mentoring and Coaching Programs ● Affinity Groups, Cultural Connections, or other Resource Groups ● Professional Development Options (Recruitment Opportunities) ● Health and Wellness ● Feedback channels ● Recognition and Reward Programs (Volunteer days) ● DEI Initiatives and Offers ● Networking and Social Opportunities <p>List barriers present:</p>	<p>Downtown Visioning Stake Holder Input Comp Plan 2023</p> <p>Barriers Present: Health Care and Social Services</p> <p>*Given the Health Care Barrier, and no indication of Affinity Groups or Cultural Connection opportunities beyond festivals, this organization supports a wide variety of support services with minimal barriers.</p>	9

It is time...

	1pt	People are constantly and readily aware of Support Systems within the Internal Organization and Externally.	*While support services are present, no flyers, or other information, or other internal documents seemed to show any communication of these on a regular basis.	
	2pts	Additional resources outside of the primary resources that can assist members and those impacted by the organization	Comp Plan 2023	2
	2pts	There is a clear process and system for getting support if issues were to arise.	Ergonomics Policy B Ergonomics Policy Procedure B Hazard Prevention and Control	1
	2pts	Mechanisms and measures for holding members accountable for equitable goals.	Charter: City Manager Role Charter: Personnel Rules and Personnel Service Commission	2
	2pts	Continual and continuous improvement and analysis of support systems focused on evaluating and improving such systems.		
T Transportation or Transit Services	0-20	Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.		17/20
	5pts	Transportation options are made available <ul style="list-style-type: none"> ● Public Transportation ● Smaller bus Service ● Local care service or pick up service ● Medical Transportation ● Other 	Sec. 205: Municipal Dock or Pier: Downtown Visioning Stakeholder Input Comp Plan 2023 Pg A-80: Public Transit	5
	5pts	Access to transportation is open to any person <ul style="list-style-type: none"> ● Affordability ● Accessible Time and operation hours ● Ease of use for any identity ● Cultural and Language <ul style="list-style-type: none"> ○ Communication/Translation provisions made such as signs, notices, and communications in multiple languages 	Sec 205: Municipal Dock or Pier Downtown Visioning Stakeholder Input Comp Plan 2023 Pg52: Implementation Matrix; Economy Pg 54: Implementation Matrix; Transportation Pg A-82: Parking Pg A-146 Public Water Access Pg A-148 Trails and Paths	5
	2pts	Resources are provided for transportation including <ul style="list-style-type: none"> ● Subsidies ● Parking assistance ● Shuttle Services to and from 	Downtown Visioning Stakeholder INput (March 3rd and 5th) *While discussion of the resources provided were made, the documentation doesn't suggest the City currently has much of these types of assistance or subsidies.	1

It is time...

	2pts	<p>Feedback and Improvement opportunities are provided regarding transportation or transport services</p> <ul style="list-style-type: none"> ● Clear decision-making process ● Inclusion of diverse backgrounds in decision making 	<p>Downtown Visioning Stakeholder Input Comp Plan 2023 Pg50: Implementation Matrix; Economy Pg 54: Implementation Matrix; Transportation Pg A-84: Planning Initiatives</p>	2
	5pts	<p>Impact of transportation services are considered including</p> <ul style="list-style-type: none"> ● Environmental ● Economic ● Community ● Safety ● Comfort ● Employment 	<p>Comp Plan 2023 Pg 54: Implementation Matrix: Transportation Pg A-58: Economy: Commute *While evidence of a plan is noted in the documents, minimal documentation is present regarding all or most of the areas desired for impact.</p>	3
	1pts	<p>Infrastructure is apparent, and continually evaluated and provided for long lasting transit services</p>	<p>Downtown Visioning Stakeholder Input Comp Plan 2023 Pg 54: Implementation Matrix; Transportation Pg A-70 Transportation</p>	1
I Inclusivity	0-9	<p>Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization reflecting the identity of its members and community it serves.</p>		5.5/9
Representation				
	2pts	<p>The organization has representation from many diverse lived experiences including</p> <ul style="list-style-type: none"> ● Racially ● Ethnically ● Gender ● Work Experience ● Educational Experience ● Professional Experience ● Geographic Experience 	<p>Charter Composition and Elections of City Council Charter Sec 903: Nominations of Candidates by Petition Downtown Visioning Stakeholder Input *I wonder about the makeup of the Wards and if they offer better representation or limit it. There is opportunity for diverse representation but only in a few documents.</p>	2
	1pts	<p>Organization makes it a point to provide cultural celebrations, learning, and considerations of new cultures as part of its environment.</p> <ul style="list-style-type: none"> ● Festivals ● Community Days 	<p>Downtown Visioning Stakeholder Input Comp Plan 2023 *It may be worth reconsidering what "Heritage" means in terms of Heritage Days and how it can</p>	1

It is time...

			<i>be impactful given a growing diversity within Bath.</i>	
<i>Community Engagement</i>				
	1pts	<i>Multiple lived experiences inside and outside the organization are brought in to help make decisions.</i>	<i>Charter: Public Hearings and Participation Sec. 221: Charter Initiative and Referendum (Chapter X) 1001 - 1007 Downtown Visioning Stakeholder Input Resolution Adopting JEDI</i>	1
	1pts	<i>Ongoing communication with the community regarding next steps, updates, and future plans.</i>	<i>Charter Sec 1107: Public Records and Transparency:</i>	.5
	1pts	<i>Inclusive language is used in communications, policies, procedures, and other engagements.</i>	<i>Charter Resolution Adopting JEDI</i>	.5
<i>Personal Experience</i>				
	1pts	<i>Aspects of belonging create an environment where people desire to stay within the organization</i> <ul style="list-style-type: none"> ● <i>Minimal turnover</i> ● <i>Minimal outward issues</i> ● <i>Minimal negative feedback</i> ● <i>Minimal issues of discrimination</i> 	<i>*No evidence and no documents show any evidence of minimal turnover, outward issues, or issues of discrimination. Yet, documents should have provided some indication that this is being addressed and mitigated.</i>	
	1pts	<i>Authority, while hierarchical, is shared in a variety of ways to get to a final decision</i>	<i>Charter Sec 302: City Manager: *Even though it is hierarchical, there seems to be no other ways for getting a final decision beyond city manager.</i>	.5
	1pts	<i>Ability to share and express personal identity, narratives, or instances of inclusion in the organization</i>	<i>*No evidence provided or no documents made mention of ways for expression of identity, narratives, or other inclusionary practices; including any heritage days reports or follow up.</i>	
M Monetary Equity	0-13	<i>Does the organization create cost barriers with its services and what are those costs? Are there costs to any limitations experienced by members? What is the quality of life both emotionally and monetarily to being a part of the organization?</i>		10/13
	3pts	<i>Budgetary and funding issues are transparent and have multiple considerations at each step of the process.</i>	<i>Charter Comp Plan 2023 I see little place where the public or any persons outside of the Council and City Manager have any input into the budget at any time beyond public hearing</i>	3

It is time...

	3pt	<i>Opportunities for advancement, promotion, and development are available to all participants with minimal to no barrier to access.</i>	<i>Personal Ordinance 12.302.1 Merit Increases 12.303 Training and Certifications 12.304 Travel and Meeting Reimbursements</i>	3
	3pt	<i>There are a variety of resource supports for groups of diverse lived experiences.</i>	<i>No evidence of supporting document or in documents that should provide it</i>	
	3pt	<i>Efforts are made to assess costs associated with barriers that are found within the organization, whether its services, policies, or programs.</i>	<i>Downtown Visioning Stakeholder Input Comp Plan 2023 Pg 48: Implementation Matrix; Economy Pg 86: Implementation Matrix; Fiscal Capacity</i>	3
	1pts	<i>There is a positive or positive trajectory of a quality of life within the organization and its impact on the broader community.</i>	<i>Downtown Visioning Stakeholder Input Comp Plan 2023 Pg 88 Implementation Matrix; Land Use Pg A-190 Climate Resilience Action</i>	1
E Efficiency	0-5	<i>Does the organization provide an efficient means of executing its tasks and services? Does it provide those in an efficient manner? Are there places of waste or loss?</i>		5/5
	2pts	<i>Members of organization have access to tools needed to perform tasks, or know where they are located Tools can be easily found Tools include:</i> <ul style="list-style-type: none"> ● <i>Written documents: Policies, practices, by-laws, procedures, charters, etc.</i> ● <i>Technology: Website, Search Engines, Computer, Programming, AI Tools, etc.</i> ● <i>Physical Products:</i> <ul style="list-style-type: none"> ○ <i>Tools for building and crafting</i> ○ <i>Tools for production or producing item</i> ○ <i>Tools associated with Machinery</i> 	<i>Charter Ergonomics Policy: Hazard Communication Policy Slips, Trips, and Falls Policy Blood Borne Pathogens Policy Hepatitis B Vaccination: Exposure and follow up (Pg5) Personal Protective Equipment (PPE) Selection: Technology Use Policy *Is charter located in a place easily accessible by members of the public?</i>	2
	2pts	<i>Members workload is doable and completed in a work week based on hours or expected hourly compensation</i> <ul style="list-style-type: none"> ● <i>Work is completed within working hours of operation</i> ● <i>Work is not taken home on a regular basis [Regular defined as 3 or more times per week]</i> 	<i>Downtown Visioning Stakeholder Input Personnel Ordinance</i>	2

It is time...

		<ul style="list-style-type: none">• <i>Work is finite and has completion dates, or a clear understanding of being done</i>		
	<i>1pts</i>	<i>The work within the organization is open to change and flexible to shift as needed to be completed.</i>	<i>Hazard Communication Policy Slips, Trips, and Falls Policy Blood Borne Pathogens Policy Citywide Safety Policy</i>	<i>1</i>

Data Collection: Community Conversations

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Introduction & Overview

The purpose of this effort was to create intentional opportunities to hear directly from the people of Bath about their needs, experiences, and perspectives. Recognizing that some residents are more comfortable sharing in group settings while others prefer the privacy of online surveys, we designed a process that offered multiple avenues for participation. This approach provided space for residents to voice concerns, highlight strengths, and identify where equity gaps or positive equity practices exist.

At its core, the process was about engaging the community directly. By inviting residents into conversations, we ensured they were not only part of the effort but also recognized as central to shaping its outcomes. These exchanges allowed us to see and hear the community more clearly, while also giving residents the chance to see and hear us in return.

It is time...



Each conversation and survey was treated as a learning opportunity, with a commitment to continuous improvement. We remained open to tweaking and refining the format to make participation more effective and inclusive. To ensure consistency, data collection was designed to be uniform, seamless, and easy to maintain. We asked the same questions across sessions, provided similar atmospheres and environments, and worked to minimize non-controllable variables so that the information gathered could be compared and synthesized meaningfully.

Three community conversations were planned to anchor this process:

Community Convo #1 – March 15 (Saturday), 9:30 a.m. – 11:30 a.m.

Community Convo #2 – March 27 (Thursday), 5:30 p.m. – 7:00 p.m.

Community Convo #3 – April 8 (Tuesday), held virtually via Zoom

**After the first event and a subsequent zoom, it became clear that participation was not where we felt it could be, so we made additional efforts to reach out to people directly, both with staff and other organizations, so as to collect as much data as possible.*

Program Question Categories

*The conversations and surveys were structured around eight guiding categories: **Identity, Time, Implicit Bias, Support Systems, Transportation, Inclusivity, Monetary Equity, and Efficiency**. These categories provided a framework for exploring how residents experience life in Bath and how municipal systems either support or hinder equity. By organizing dialogue around these themes, the process ensured that both strengths and gaps could be identified in a consistent and meaningful way.*

***Identity** invited participants to reflect on if the City of Bath provided space to express identity and lived experience.*

***Time** considered how residents interact with city processes, is it productive, and is there value add with time management.*

***Implicit Bias** examined whether municipal practices unintentionally have stereotypes, or if bias prohibits services from commencing.*

***Support Systems** focused on the accessibility and effectiveness of services that residents rely on.*

***Transportation** explored mobility, connectivity, and infrastructure and do residents have access to transportation.*

***Inclusivity** asked about how included members are and if their voice is part of the decision-making process.*

***Monetary Equity** addressed affordability, wages, and economic barriers such as cost prohibitiveness or how the quality of life is affected by monetary items.*

***Efficiency** looked at whether city systems are streamlined, transparent, and how well they are executed.*

Community Agreements, Norms, and Guidelines

To create a respectful and productive environment, participants were asked to agree on a set of community agreements that guided each conversation. These norms emphasized humanity over agenda and encouraged residents to attack the problem, not the person. Contributions were valued when they maintained dignity and humanity, and participants were asked to speak from their own experiences rather than referencing others.

Other key agreements included:

- *Considering both impact and intent when speaking.*
- *Recognizing that silence can be affirmation, whether positive or negative.*
- *Avoiding repetition once a point had been made, and instead focusing on adding new insights.*

These guidelines helped ensure that discussions remained constructive, inclusive, and centered on shared learning.

Definitions and Meaning

To ground the conversations, participants worked with a shared set of definitions. These included:

- **City of Bath:** *Services provided directly by the municipality, including committees, Town Council, the Transfer Station, and the Clerk's Office.*
- **Bath Community:** *The broader ecosystem of schools, businesses, shops, and community activities that shape daily life.*
- **Cultural Awareness:** *Recognizing the existence of diverse cultures beyond one's own.*
- **Cultural Expression:** *The ability to share, show, and engage with one's own culture, and to interact appropriately with others.*
- **Diverse Lived Experiences:** *Any lived experience of community members, not limited to race or ethnicity, but inclusive of socioeconomic, generational, and other identity factors.*

These definitions provided clarity and consistency, ensuring participants had a common language for discussing equity and inclusion.

Role of the Development Committee

The Development Committee played a central role in guiding conversations. Members facilitated discussions by organizing participants into small groups or "four corners," each focused on a specific question. They encouraged initial responses through Post-It notes, then invited participants to expand on ideas collectively. Answers were recorded on paper, and groups rotated every 15 minutes to ensure broad engagement.

Committee members also prepared prompt questions to spark dialogue and provided clarity when needed. Their role was not to lead the conversation but to create space for residents to share openly and to ensure that all voices were heard.

Four Core Questions

The structured dialogue centered on four core questions that related to the 8 principles mentioned above. These were created, reviewed, and edited by both the Facilitator and the Development Committee in conjunction with City Staff. These questions were asked to all participants throughout the data collection process. Below they included:

1. ***In what ways does the City of Bath foster an inclusive atmosphere for cultural awareness and cultural expression?***
2. ***Do you feel, and in what ways, does the City of Bath provide a positive quality of life for diverse lived experiences?***
 - *Do you feel supported?*
 - *In what ways is support provided?*
3. ***How and in what ways does the City of Bath ensure accessibility, provide clear services, and meet residents' expectations?***
 - *Participants rated accessibility on a scale of 1–5, with 1 being inaccessible and 5 being very accessible.*
4. ***How, and in what ways, is the City of Bath open and adaptable to change and flexible to community needs?***
 - *What allows for change?*
 - *What hinders change?*

These questions provided the backbone for analysis, ensuring that feedback was tied to inclusivity, quality of life, accessibility, and adaptability.

Additional Questions

Additional questions were posed so as to cover all of the 8 principles of Equity and to engage in a deepening of the analysis. This would aid in the overall Equity Score. These questions were:

- ***Bias Elimination:*** *How has the City of Bath worked to eliminate bias or consider additional lenses in the daily work of employees and departments?*
- ***Transportation Strengths and Weaknesses:*** *What is one of the greatest strengths of Bath's transportation system, and what is one weakness?*
- ***Quality of Life:*** *What is missing from your quality of life in Bath that could be provided by the City?*

Participation

*Across all engagement efforts, participation was modest but meaningful. While the final numbers may not have been as high as the group wanted, the participation by residents was welcome and important. In total, there were **25** who engaged in person with our teams and provided answers to our questions. These broke down based on conversation date as follows:*

- ***Community Conversation 1 (March 15):*** *11 participants, including staff and committee members.*
- ***Community Conversation 2 (March 27, Zoom):*** *6 participants, including staff and committee members.*
- ***YMCA Tabling (with Gretchen):*** *8 participants, with one committee member present.*
- ***Housing Authority Meeting (with Deb Keller):*** *1 participant.*

These structured conversations, guided by clear categories, definitions, and community agreements, provided Bath with a foundation of resident feedback on identity, equity, accessibility, and adaptability. The process emphasized listening, consistency, and inclusivity, ensuring that even modest participation yielded meaningful insights for the city's future planning.

Data Collected

DATA ANALYSIS AND REVIEW

Q1" IN WHAT WAYS DOES THE CITY OF BATH FOSTER AN INCLUSIVE ATMOSPHERE FOR CULTURAL AWARENESS AND CULTURAL EXPRESSION?

Inclusion & Cultural Expression

- Works towards creation of open environment for residents to express who they are
- Welcome & tolerance of cultural expression
- Make sure to include/seek out authentic community voice from the community being celebrated
- City staff do JEDI (Justice, Equity, Diversity, Inclusion)
- BPD press release about pro-trans graffiti
 - Positive but artist arrested
- Hopeful sign at PD

Community Events & Celebrations

- Do more events, third places & celebrations increasing awareness & celebrating diversity
 - Consider who COULD we have
- Anyone can have a festival
 - Barrier when community is viewed as less diverse
- City uses lights in diverse ways in support of causes/events
- Heritage Days
- 2 big Parades; July 4th, Memorial Day
- Municipal Band Concerts in library and park
- Book bash in city library park
- Farmers market music and artisans
- Community visual artists "Walks" downtown in summer
- Kindness Day
- Maine Maritime's Community Day
- Volunteer days
- Waterfront Park Free Events and Concerts (x2)
- Pride festival & supporting this
- Pride events
- First Nation people
 - We should do more for those who can't be seen

City Role & Collaboration With Town

- City has tools in place
 - Could make space or reach out for community members to champion/pilot events
- Re-addressing what is the cities role in cultural awareness and expression
- It is collaborative
 - City could reach out to potential leaders/members to collaborate
- Create a committee to support this

It is time...



- Reach out to community to foster this
- City support for Patten Free Library
- Park use
- Public art
- Comp plan
- Dog park is maintained by the city
- Open to doing things when others bring it up
 - Not necessarily city actively promoting it
- High regard for city staff
- Staff is committed to community feedback

Challenges: Communication & Feedback

- Anyone trying to get feedback where people only show up because they hate something or are ambivalent
 - So many people don't show up
- Social media has been a challenge
- City has limited access to key business networks that allow for good feedback
 - Use of mailers is successful
- No media in Bath
 - No way to get to know anything
 - No way to let people know anything is going on
 - No social media use so no way to let people hear about things

Summary:

These answers highlight several interconnected themes shaping community life and city engagement. There is a strong desire for greater inclusion and authentic representation, ensuring diverse voices, from LGBTQ+ residents to First Nations people, be visible and celebrated. Community events and other engagements already play a vital role in fostering this atmosphere of inclusion and awareness, yet there is recognition that the city could move from a reactive stance to a more proactive, collaborative role in supporting festivals, cultural expression, and public art. Communication and feedback remain significant challenges, with limited local media, reliance on mailers, and difficulties engaging residents constructively through social media or business networks. Despite these barriers, city staff are regarded highly and committed to community feedback, suggesting a foundation of trust that can be leveraged to strengthen outreach, diversify participation, and expand opportunities for residents to express who they are.

Q2 DO YOU FEEL AND IN WHAT WAYS DOES THE CITY OF BATH PROVIDE A POSITIVE QUALITY OF LIFE FOR DIVERSE LIVED EXPERIENCES.

DO YOU FEEL?...
IN WHAT WAYS?...

Positive Quality of Life [Yes]

Work of the City and Its Efforts

- Yes city hall and staff are incredibly responsive to calls and in person interactions
 - Very accessible
- Yes city staff and documents honor names
 - Not only recognize legal name and genders
- Yes general assistance available and administered locally
- Yes municipal bus service exists

Safety and Feeling of Comfort

- Compared to many of the communities in the area, I feel less fearful for myself and my partner
- Yes I work in Lincoln County and am so glad I live here, because I feel safer as a trans person

Feeling Of Being Valued

- Yes teenagers are valued and welcome at the library and at Mid-Coast Youth Center
- For LGBTQ folks the Pride festival and the general respect and visibility of LGBTQ orgs and folks makes me feel safe and good generally
- Yes there are non gendered bathroom in some city buildings
- Yes religious difference is appreciated even if largely unknown

Resources Available

- Yes mental health substance abuse connecting to services thru public services

Unsure about Quality-of-Life [Maybe]

- Maybe socioeconomic changes putting higher prices and lifestyle unable to adapt for local families
- Maybe I think there are attempts to create community in the festivals and downtown activities
- Don't know how effective they are at bringing Diverse Lived Experienced folks in and having positive effects on their lives
- Maybe somewhat untested in diversity with changes to come and developing
- Maybe training first responders to de escalate situations and deal with mental health crisis
- Unknown yet to be determined how prevalent mental health conditions and crisis

Not Positive Quality of Life [NO]

Accessibility Barriers

It is time...



- No city hall is not easy to navigate for those with mobility differences
- No enhance services and access for blind or hearing impaired
- No committee rooms lack accessible features
 - Seating, climate control, tables
 - Hybrid participation is inconsistent
- No sidewalks are in terrible shape for those with mobility difference and not adequately or not at all plowed in the winter
- No there is a lack of public transportation
 - Although we need more transportation services
- Lack of career opportunities
- Lack of access to prescriptions during nighttime or weekend hours
- Infrastructure gaps affect quality of life and equity

Lack of Understanding of Needs of Community

- No disconnect between City of Bath administration and “community”
 - The aura of disconnect
- No unclear if city connected to community needs
 - Given homeless kids
- No lack of resources that are culturally relevant
- No lack of resources for youth and young adults

City Leadership & Services [Staff Not Helpful or Create Issues]

- No training for police department
- To answer 911 calls knowing how to de-escalate trouble
- No city employee training all levels for Diverse Lived Experiences that are unseen
- No align codes that reflect real working citizens
- City of Bath goes above and beyond, but low-income residents may not feel it
- Leadership is strong overall, but some departments need more work
- Opportunities for continued growth in police and fire departments
 - Police culture not fully changed
 - Past negative experiences lead to ongoing improvement efforts
 - Bad experiences lead to people feeling uncomfortable in Bath
- High regard for some city services, but uneven experiences across departments

Not Safe

- No because domestic violence is happening and we have no shelter
- See empty properties and cluttered yards

Economic & Housing Challenges

- Wealth gap between coastal/wealthier residents and working-class backgrounds
- Many residents are one bad month away from food insecurity
- Economically hard to support a diverse community
- Diverse income backgrounds exist, but not always supported
- Affordable housing/workforce housing is critical to sustain diverse incomes and workforces

- Too many empty storefronts, not enough local workforce to support retirees and remote workers
- Concern about becoming an economic monoculture (remote workers, retirees, BIW, tourism)
- People's economic status impacts how they feel about being in Bath
 - Bath historically working-class
 - Nw bifurcated with rising median income and more wealthy residents
- Low-income residents may not feel the city's efforts are reaching them

Inclusion, Belonging & Quality of Life

- Challenge to provide quality of life that supports people being their genuine selves
- Challenge to offer resources across many channels
 - "It's a place for everyone"; we need to be obvious about that"
- Challenge of misunderstanding one another out of Fear
 - Once relate to someone and break down barriers, it brings people together
 - Learn from one another can be positive change
 - Can't know someone until walked in their shoes
 - Sharing stories is most important
 - Breaking down barriers and relating to others can create positive change
 - Sharing food as ways to build empathy and participation
 - People of different walks of life don't meet anymore
 - Come together to enhance participation
 - Misconceptions/stereotypes about poor people create negative perceptions
- Feeling of discomfort among some residents despite progress in housing
- Misconceptions and stereotypes persist, especially around poverty

Burden of Social Media

- Social media doesn't represent everyone
- Some residents don't ascribe value to social media
- People have their own ideology/lens
- Skepticism about whether complaints online reflect genuine hardship or snarky
- City Councilors must navigate these perspectives to get closer to "truth"
- Lack of accessible communication channels for all residents

Role of Nonprofits & Community Partnerships To Help Quality Of Life

- Nonprofits act as a crutch for much of this work
- Nonprofits carry voices that need to be elevated
- Leadership finds ways into city-related conversations and connectivity
- Food sharing initiatives are positive
- Rec dept programs (e.g., handing out ice skates) are positive examples of quality of life
 - Nonprofits help bring people together to share food, stories, and experiences
 - Groups not always asked to share input

It is time...



Summary

While there are some aspects of positive quality of life that the City of Bath offers for diverse lived experiences, there are various challenges that exist as well. The City of Bath is recognized for its responsiveness, inclusivity, and safety, particularly for LGBTQ residents and youth. However, structural challenges in accessibility, housing, economic diversity, and communication threaten to undermine these strengths. Residents want more intentional efforts to connect diverse lived experiences, reduce stereotypes, and ensure equity across income levels and abilities. Nonprofits are vital allies, but city leadership must proactively engage them and broaden communication channels.

For Bath, the path forward means balancing its strong reputation for inclusiveness with practical investments in infrastructure, accessibility, and economic diversity, ensuring that all residents, regardless of background, feel genuinely supported and valued. There is a clear lack of understanding when it comes to economic lived experience, and housing disparity, of which some City Staff may make worse given their role within these issues.

Q3 "HOW AND IN WHAT WAYS DOES THE CITY OF BATH ENSURE ACCESSIBILITY, PROVIDE CLEAR SERVICES, AND MEET RESIDENTS' EXPECTATIONS?"

FOR FURTHER ANALYSIS PLEASE PROVIDE A NUMBER, 1-5, OF HOW ACCESSIBLE MUNICIPAL SERVICES OR SUPPORT SYSTEMS ARE IN BATH. (1 BEING INACCESSIBLE AND 5 BEING VERY ACCESSIBLE)

City Services, Facilities, and Infrastructure

- Movement toward more accessible design (ADA compliance)
- Committees focused on facility design and accessibility, seeking community input
- Bike/ped committee leading on accessibility in design (model for other groups)
- City hall has an elevator
- Audio assistance in council chambers
- Adding detectable ramps to new sidewalks
- Positive: walkability in some areas
- PD lobby provides 24/7 public restroom
- City works with Midcoast Youth Center to ensure policy/zoning supports youth resources
- Language services for General Assistance (GA)
- Past issues with GA resolved under new city clerk leadership
- City hall staff are incredibly helpful
- Positive: adapting hours to better serve people
- Adapted hours to help serve people

Opportunities Within Governance

- Expectation that City does more than it currently does (example: affordable housing)
 - Bath Housing increasing affordable housing
- Opportunity to ensure underserved populations are not forgotten
- Opportunity to align services to represent all income spectrums
- Open committees and committee meetings make government accessible
- Sustainability committee pushing resiliency for low-income communities

Transportation & Mobility

- Age Friendly Communities launching volunteer ride program for seniors
- Public transportation (small scale) is an asset
- Bath bus system exists
- Access to regional services
 - Location and transportation

Communication & Information Access

- Hiring a website point person improved consistency and language
- Not all residents use city website; many rely on Facebook pages
- Mailings of city services (successful)
- Physical brochure or quarterly newsletter suggested
- Front and center newsletter is a positive addition, primary info source
- Voter info easy to find, especially at city hall
- Solid waste info accessible via QR code on trash bags
- Some hybrid meetings

Challenges To Accessibility

Infrastructure and Geography

- City hall accessibility issues:
 - Building not easy to enter/navigate, very exposed
- Committee rooms lack accessibility features (seating, climate control, tables)
- Sidewalk conditions: poor, not plowed in winter, not walkable for wheelchairs
- Negative: sidewalk cleaning for school time
- Negative; not all buildings are as accessible as could be
- Negative; sidewalks and mobility on them
- Transfer station does not open on weekends
- Negative; not walkable if in a wheelchair
- Negative; sidewalk conditions
- Residents not sure what expectations are for accessibility

Transportation & Mobility

- Transportation challenges, especially for elders without access
- Bath bus system lacks nights/weekend service
- Bus mobility and service need an expansion
- Difficulty finding bus stops without signs/kiosks/shelters with benches
- Residents not knowing how to access transportation services
- Access to regional services limited by location and transportation
- Bus mobility (x2)

Communication & Information Access

- Resident expectations for accessibility unclear
- Residents may not know what services are available
- Low participation; social media as “end all and be all” of engagement
 - What is valuable contribution of participation
 - Need more meaningful engagement
- Questions about what counts as valuable participation/contribution
- Digital accessibility making sure it expands for future participation
- Current website less interactive, hard to search

It is time...



- Need for clean, concise information
- Should have open city hall to meet staff
- Logistical assistance needed for accessing services and activities (rides, info, scheduling)
- Need increased awareness of social services residents may be entitled to (x2)

Getting Past Performative

- Bath sometimes performative in cultural work
 - Surface-level engagement without depth
- Use of cultural expressions to mask deeper cultural awareness gaps
- Culture of “old white man getting things done” still present
- Image of Bath as quaint New England town disguises hidden community issues
- Need for culturally relevant resources for underserved groups

Summary

Bath displays some progress to a more accessible path and works towards serving the expectations of its residents. It shows this through its city services, which have been upgraded in the physical building in some places, and the shift in service hours, allowing more people to take advantage of the services provided. Transportation as well has been given some boost and residents are happy to have a bus system. There has been increased effort to improve communication as well so that more people know what is going on.

*Despite all of this, there are still gaps in accessibility that are creating challenges towards continued progress. Gaps in the walkability of sidewalks **proves to be a huge sticking point**, along with continued issues in the service and hours of the transportation system. Mobility tends to be a pressing issue, especially for those with transportation limitations. Economic shifts and rising housing costs are widening divides between long-time working-class families and wealthier newcomers, making affordable housing and workforce support central to sustain or improve a diverse community. Communication and participation remain uneven, with reliance on social media leaving many voices unheard, underscoring the need for clearer, more inclusive engagement strategies. Additionally, some residents are not sure if they have the lived experience to speak to issues, or engage in meaningful ways.*

Bath must ensure culturally relevant resources and broaden awareness of what is available in terms of services to its residents. The City must get beyond surface level gestures, and foster genuine belonging across income, identity, and lived experience. Bath certainly has an opportunity to translate its strong reputation for responsiveness into systemic change, by looking at infrastructure, housing, communication, and culture to ensure all residents feel supported and valued in the years ahead.

Q4 HOW, AND IN WHAT WAYS, IS THE CITY BATH OPEN, AND ADAPTABLE TO CHANGE AND FLEXIBLE TO THE COMMUNITIES NEEDS? WHAT ALLOWS FOR CHANGES OR HINDERS CHANGE?

Open and Adaptable

Community Input & Participation

- Community meetings to gather input show openness to change
- City can go as fast as the community allows
- Committee work is effective for change due to direct access to decision-making power
- Age Friendly Communities compensate people for their time
 - Important during economic instability
- Previous leadership at BIW which made people feel comfortable if they knew the leaders
- City can be flexible but only if aware and open to hearing from residents
- City council currently open to change

Local Initiatives

- City of Bath Climate Commission (but hindered by lack of awareness of committee)
- Accessibility to library has improved
- Teen Center has come a long way
- Linking up local churches for hot meals

Not Open or Adaptable/Hinderances

Community Input & Participation

- Communication to citizens by city can sometimes be lacking
- People don't have clear understanding of what to expect from a process (timelines, committees)
- Time to be creative with new ways (e.g., hosting events at MerryTime apartments)
- Hard to access governance networks unless highly educated about local government/administration
- Make sure not just listening to privileged few
- CD Committee should gather more info through focus groups/community input
- If people are not showing up, why, and how can we make it easier to gather ALL views
- Lack of awareness of City of Bath Climate Commission
- Lack of connectivity
- Communication challenges with multiple entities involved regarding housing issues

Identity, Culture & Change

- Reluctance to change is a hinderance (e.g., pride in history like the high school)
- Nostalgia for "glory days of Bath" (x2)
- Stereotypical roles and lack of equality in places
- Concern with losing identity
 - Fear that newcomers will change small communities and erode character
- Comfort in past leadership (e.g., Bill Haggett at BIW) when values felt aligned
- Bath sometimes has a fixed mindset in identifying and executing goals



- Bath has opportunity to embrace diversity of business as an opportunity

Transportation & Infrastructure

- Transportation for all ages can be a hinderance
- Lack of transit infrastructure to surrounding communities is a barrier for those without cars
- Transportation and parking tied to BIW presence, limiting improvements
- Accessibility to broader infrastructure still limited

Families and Youth

- Young families' needs (pool and playground voices get squashed)
- Coordination between independent organizations (YMCA, Youth Center, Age Friendly Communities, AARP tax program, Midcoast Community Action) could prevent redundancy and strengthen support

External Policies & Economic Pressures

- Not city policies but large federal policies drive income inequality
- State and federal dollars are tools for impact (e.g., housing), but housing remains out of reach for some
- External policies that make pressure for local/internal changes
 - Increased wages
 - Housing shifts and rental properties

Summary

The City of Bath is at a juncture where its openness to change, strong committee structure, and local initiatives demonstrate adaptability, yet significant barriers remain in communication, infrastructure, and cultural identity.

Community input processes show promise, but participation is uneven, often limited by unclear pathways, lack of awareness, or reliance on privileged voices. Local initiatives such as the Climate Commission, Teen Center, and partnerships with churches highlight Bath's capacity for innovation, though they require greater visibility and coordination.

At the cultural level, nostalgia and fear of losing identity can hinder progress, while embracing diversity of business and new leadership models offers opportunities for renewal. Transportation and infrastructure challenges, particularly tied to BIW and regional connectivity, continue to limit access and equity, while young families and youth often feel their needs are overlooked despite strong nonprofit networks that could be better aligned.

Finally, Bath's local efforts are shaped by external pressures such as federal policies on wages and housing, underscoring the need for advocacy and resilience. Taken together, these themes suggest that Bath's future depends on deepening inclusive engagement, modernizing infrastructure, and balancing respect for its history with a willingness to adapt, ensuring that all residents, across generations and income levels, feel represented and supported.

Q5 HOW HAVE YOU SEEN THE CITY OF BATH AS A MUNICIPALITY WORK TO ELIMINATE BIAS OR CONSIDER ADDITIONAL LENSES IN THE DAY-TO-DAY WORK OF ITS EMPLOYEES AND DEPARTMENTS. (CONSIDER EVERYONE FROM TOWN MANAGER TO EACH DEPARTMENT)

Positive Elimination of Bias

Inclusion, Representation & Pride

- Willingness to embrace Pride
 - Painting the sidewalk in rainbow colors
 - Use of artwork and small calculated risks to expand actions and conversations
- Representation on City Council is more diverse,
 - Trust being built through the voting public
- JEDI statement (Justice, Equity, Diversity, Inclusion)

Housing

- Housing committee shaken up, desire for charter shift to include renter voices
- Internal review of equity in housing policies and processes
 - Evaluation of employee handbook
 - Review of job descriptions and requirements (e.g., car access)
 - Consideration of housing program and administrative processes
- Work from inside out to embed equity in housing and governance

Climate & Equity Initiatives

- Climate Action Plan noted as a positive initiative
- Equity assessment being conducted sincerely

Unsure or Bias Still exists

- How to market for hiring new staff
- Opportunity to hire individuals who might not have traditionally taken on city roles
- Lack of awareness of JEDI efforts, but recognition that this is a start
- **Don't know (x4)**

Governance & Committees

- City of Bath doesn't fully know its community
- Some committees remain antiquated and stale, while others are doing well
- New process for putting people on committees is positive, but could be improved
 - Consideration of term limits for committees
- Committee work can be effective but requires modernization and inclusivity
- Planning board still rooted in stereotypes, dominated by "old white men"
 - Longevity is championed but the board needs refresh
- Need for greater awareness and communication of these initiatives
- Suggestion for City to go internal: review all policies and written procedures

It is time...



Summary

The City of Bath is showing meaningful progress in eliminating bias and fostering inclusion, with visible actions such as embracing Pride through public art, diversifying City Council representation, and adopting a JEDI statement. These steps demonstrate that small, symbolic actions can build trust and open space for broader conversations about equity.

In housing, Bath's willingness to shake up committee structures and embed renter voices, alongside internal reviews of policies and job requirements, signals a shift toward governance that works from the inside out to dismantle systemic barriers. Climate and equity initiatives, including the Climate Action Plan and equity assessment, highlight Bath's capacity to lead on sustainability and fairness, though greater communication is needed to ensure residents are aware of these efforts.

At the same time, areas of uncertainty reveal where bias and gaps persist. Hiring practices and staff recruitment remain limited, with opportunities to expand outreach to candidates who may not traditionally seek city roles. Awareness of equity work is uneven, leaving many residents unsure of what is being done. Governance structures also require modernization: while new committee processes are promising, some boards remain antiquated, dominated by entrenched perspectives, and disconnected from the broader community. Term limits, refreshed leadership, and clearer communication could help committees better reflect Bath's diversity and evolving needs.

Overall, equity and inclusion work is internal and external, policies, representation, and communication. Progress is visible but sustaining it will require intentional efforts to modernize governance, broaden awareness of initiatives, and ensure that all residents see themselves reflected in the city's leadership and decision-making.

Q6 WHAT IS ONE OF THE GREATEST STRENGTHS OR MOST POSITIVE ASPECTS OF THE TRANSPORTATION SYSTEM THAT THE CITY OF BATH OFFERS AND WHAT WOULD BE ONE WEAKNESS OR A NEGATIVE ASPECT. PLEASE PROVIDE JUST ONE STRENGTH AND WEAKNESS AND STATE WHY.

Strengths

It's Existence and Functions

- Bus Line exists (x4)
- Great transit for a city of its size

Support to Make It Run

- Infrastructure which includes public works and waste management
- Trolley is great
- Willing, open transportation partners are available
- Specific traffic calming locations; several
- Two routes

Weaknesses

Public Transportation Services (More)

- Public transportation as a whole
- More trains would be nice
- Should use trolley more

Run Time

- Transportation doesn't run on weekends
- Regularity and practicality of the bus schedule
- Bus service on nights, weekends, and holidays could be better
- Limited hours for transit
- Residents can't get to farmers market because it doesn't run on Saturday

Infrastructure

- Better maintained and more extensive sidewalk system
- Better sidewalks
- More road repair
- More transportation infrastructure for every mode besides personal cars
- Safety and programming for expanding non-car options (bike/ped, e-bike)
- Sidewalks, bike areas, physical accessibility improvements

Connectivity to Key Places

- Need more door-to-door service for those with mobility issues
- Many older residents need door-to-door service due to physical challenges (e.g., heavy groceries)
- More timely transportation, more connection outside the City

It is time...



- Better connectivity to Brunswick and Portland is a must
- More WMTS stops and options to get to appointments
- Trolley system with more intentional routes for kids, older folks, etc.

Awareness and Information

- More access to information about options, especially for those not digitally comfortable/savvy
- Awareness gap about existing bus service
- Had no idea we have a bus (awareness gap)

Summary

Bath's transportation system demonstrates important strengths for a city of its size, most notably the existence of a bus line with two routes, a trolley service, and supportive infrastructure such as public works and traffic calming measures. These assets, combined with willing transportation partners, provide a foundation for mobility and accessibility.

However, significant weaknesses limit the system's effectiveness and inclusivity. Service hours are restricted, particularly nights, weekends, and holidays, leaving residents unable to access key destinations like the farmers market. Infrastructure challenges persist, with sidewalks, road repair, and multimodal options (bike, pedestrian, e-bike) needing improvement. Connectivity gaps hinder access to regional hubs such as Brunswick and Portland, while older residents and those with mobility issues lack adequate door-to-door service. Finally, awareness and communication remain major barriers: many residents are unaware of the bus service or unsure how to access information, especially those less digitally savvy.

Together, these findings suggest that while Bath's transit system is a valued strength, it requires modernization, expanded service, and stronger outreach to meet the needs of all residents. Bath's transportation system can be strengthened by expanding service hours to include evenings and weekends, improving sidewalks and multimodal infrastructure for safer non-car travel, and building stronger regional connections to places like Brunswick and Portland. Door-to-door options for seniors and residents with mobility challenges should be prioritized, while clearer, more accessible communication about existing services will help close awareness gaps. By leveraging partnerships and engaging residents directly, Bath can modernize its transit system to be more inclusive, reliable, and connected for all.

Q7 WHAT IS MISSING TO YOUR QUALITY OF LIFE WITHIN THE BATH COMMUNITY THAT WOULD BE PROVIDED BY THE CITY OF BATH?

What Is Missing

Transportation & Connectivity

- Trains (x2)
- Reliable, regular public transportation to Waldoboro, Damariscotta, Wiscasset, Brunswick, and Portland
- Easy access to transit rather than reliance on cars between Bath and surrounding communities
- Bus service on nights, weekends, and holidays could be better
- Physical improvements to transportation (pedestrian, wheelchair, walker, e-bike accessibility)
- Increased access and connectivity across modes
- Access to bike lanes, sidewalks, and roads
- More bike paths that are safe and connected to nearby towns
- North and South connectivity of the town is needed

Public Spaces & Community Assets

- Greenbelts
- Trails, parks, and driftwood (positive feedback)
- Community gardens
- Tool library
- Neighborhood association
- Community fabric issues

Housing & Built Environment

- Address substandard housing and bad landlords
- Vacant properties that show community “bad spots”
- Community fabric issues tied to housing and neighborhood conditions

Communication & Information Access

- Ensure all residents have information about city services
- Gap around communication—desire for a small newspaper of what’s going on
- Cost-prohibitive news and media limit access
- Negative climate with social media makes discussion difficult
 - May not be City’s responsibility but someone should hold good space
 - Way to cool things down
- Need for an objective place to get information
 - Coastal Journal exists but is cost-prohibitive (“pay to play”)
 - Something that highlights positive things and cool events happening around town
- Better outreach/info about programs and services, especially for elderly and mobility-challenged residents
- Need for services and information for senior citizens, including

Equity, Inclusion & Representation

- Racial and equity commissions in other communities—Bath can learn from these models
- Ensure systems support everyone, not just mainstream communities or those with secure backgrounds
- Fear that needs will worsen in coming months/years and strain resources
- Youth presence and activities in the downtown needed
- Are young people being empowered/feeling included?
- Keep asking who is not getting the full “good experience” of living in Bath

What is Going Well

Safety & Community Well-Being

- Very safe, especially for older single people (esp. women) and kids/families
- Safety services seem supportive rather than antagonistic
- Overall sense that Bath is a caring community where neighbors look out for each other
- Community DNA geared toward kindness and service, part of Bath’s narrative and identity
- Most people trying not to be NIMBYs, looking for ways to help/support neighbors
- Never enough resources to go around, but Bath keeps looking for ways to improve

Summary

Bath is widely recognized as a safe, caring community where neighbors look out for one another, and city services are seen as supportive rather than antagonistic. This strong foundation of trust and kindness is part of Bath’s identity and provides momentum for continued improvement.

At the same time, several gaps remain leading to folks feeling they still have needs to their quality of life in Bath. Residents highlight the need for expanded and more reliable transit options, improved sidewalks and bike paths, and stronger regional connectivity. Public spaces and community assets such as gardens, trails, and associations are valued but could be expanded to strengthen community fabric. Housing challenges, including substandard units, vacant properties, and landlord accountability, remain pressing. Communication is another key gap: many residents lack accessible, affordable ways to stay informed, and social media is seen as divisive rather than constructive. Finally, equity and inclusion require deeper attention, with calls for youth engagement, senior services, and systems that support all residents, not just those who are financially or socially secure

Bath’s next steps should focus on expanding and modernizing its transportation system with more reliable evening, weekend, and regional service, while investing in sidewalks, bike lanes, and accessibility upgrades to ensure mobility for all. At the same time, the city can strengthen community assets like gardens, trails, and neighborhood associations, and address housing challenges by holding landlords accountable and revitalizing vacant properties. Clearer, more affordable communication channels, such as a community newspaper or bulletin, would help residents stay informed and engaged, especially seniors and those less digitally connected. Finally, embedding equity into governance, youth engagement, and service delivery will ensure Bath’s caring identity extends to all residents, creating a more inclusive and resilient future.

Overall Community Conversations Summary and Key Next Steps

The conversations with Bath residents reveal a community that values safety, kindness, and inclusivity, while also recognizing the pressing need to modernize infrastructure, expand transportation, and strengthen communication. Residents consistently highlighted the importance of reliable transit, accessible sidewalks and bike paths, and stronger regional connectivity to neighboring towns. Housing emerged as a critical issue, with calls to address substandard units, vacant properties, and landlord accountability, alongside embedding equity into policies and governance. Public spaces, gardens, trails, and community assets are seen as vital to Bath's identity and resilience, yet residents want more intentional investment to reinforce the social fabric. Communication gaps, particularly the lack of affordable, objective local news and reliance on divisive social media, underscore the need for clearer, more inclusive outreach. Finally, equity and inclusion remain central: residents want systems that support seniors, youth, and marginalized groups, ensuring that Bath's caring identity is felt by all, not just those who are financially or socially secure.

Key Next Steps for the City of Bath

As part of thinking about the future of the City of Bath given the conversations and summaries; the following should be part of an action plan for the City moving forward.

- **Transportation & Connectivity**
Expand bus service to evenings, weekends, and holidays; strengthen regional links to Brunswick, Portland, and nearby towns; improve sidewalks, bike lanes, and accessibility for pedestrians, wheelchairs, walkers, and e-bikes. Support volunteer ride-share programs and explore more intentional trolley routes for seniors, youth, and families.
- **Housing & Neighborhoods**
Address substandard housing and vacant properties, hold landlords accountable, and embed equity into housing policies and zoning decisions. Ensure renter voices are represented in housing committees and use restorative practices to reduce burdens created by outdated policies.
- **Community Assets & Engagement**
Invest in more community public spaces which can include, but not limited to, gardens, trails, greenbelts, and neighborhood associations to strengthen Bath's community fabric. Celebrate ethnic and cultural diversity through events and storytelling, ensuring the city is seen as more than a monolith. Participation must go beyond attendance, residents should feel empowered to shape outcomes.
- **Communication & Outreach**
Develop affordable, objective local information channels (e.g., newsletters, bulletins, videos) to reduce reliance on social media and provide accessible updates for seniors and mobility-challenged residents. Increase transparency about city decisions and resource allocation and create surveys and forums to gather broad community input. Partner with Main Street Bath, nonprofits, and BIW employees to expand outreach and participation.
- **Equity, Inclusion & Representation**
Establish a dedicated City Council committee on cultural awareness, inclusivity, and

It is time...



engagement. Learn from racial and equity commissions in other communities, empower youth to have a stronger downtown presence, and expand services for seniors and marginalized groups. Continue asking who is not experiencing Bath's "good life" and ensure systems support everyone, not just mainstream or financially secure residents.

- **City Workforce & Compensation**

Evaluate hiring practices to diversify candidate pools for municipal positions. Ensure livable wages for city staff and nonprofit partners, recognizing that compensation should not depend on privilege. Continuing internal equity work, including reviewing policies, handbooks, and performance practices.

- **Safety & Community Spirit**

Maintain Bath's reputation for safety and kindness while ensuring resources are distributed equitably. Bring police and fire departments into equity conversations to cement cultural awareness. Adopt restorative practices that give residents second chances and help the community understand what it is like to live with limited resources.

Bath's future depends on expanding access, through transportation, housing, communication, and wages, while embedding equity and inclusion into every system. By celebrating diversity, modernizing infrastructure, and strengthening transparency, Bath can build on its caring identity and ensure all residents feel represented, supported, and empowered.

Equity Assessment: Community Conversations

Equity Assessment Score for Community Conversations :

The Community Conversations effort was designed to engage the people of Bath directly, using multiple opportunities to engage the people of Bath and their diverse needs in an in person format. These intentional, consistently-executed data collection process allowed for the identification of key strengths and equity gaps, serving as the foundation for the following Equity Assessment Score. This score is based on a sample size of 25 persons through various in person engagements.

Equity Journey Guideline

Positive evaluations need quality and quantifiable data to ensure any organization can gauge where they are and where they need to be. Our work focuses on a scale of 0-104 which determines the measure of equity promoted and used within an organization. Below is the It Is Time assessment guide.

IT IS TIME = 104

Category	Definition and Focus	Point Scale	Total
I Identity	Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.	0-9	6
T Time (Management & Value)	Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.	0-20	4
I Implicit Bias	Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?	0-9	4.5
S Support Systems	Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?	0-19	12
T Transportation or Transit Services	Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.	0-20	11

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I Inclusivity	<i>Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization reflecting the identity of its members and community it serves.</i>	0-9	7.5
M Monetary Equity	<i>Does the organization create cost barriers with its services and what are those costs. Are there cost to any limitations experienced by members. What is the quality of life both emotionally and monetarily to being a part of the organization.</i>	0-13	7
E Efficiency	<i>Does the organization provide an efficient means of executing its task and services. Does it provide those in an efficient manner. Are there places of waste or loss?</i>	0-5	2
Total	<i>Total overall score of all equity areas.</i>	104	56

Equity Journey Matrix

Category	Point Scale	Definition and Focus	Notes:	Data Collection: Community Convos
I Identity	0-9	Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.		6/9
Personal Identity				
	1pt	<i>People's identity in the organization doesn't limit them to their ultimate goal. If limits exist, how does it limit them? What limits exist?</i>	<i>Yes, primarily due to economic and infrastructure factors. The wealth gap and rising costs make it economically hard to sustain a diverse community. Low-income residents may not feel the city's efforts are reaching them, and many are "one bad month away from food insecurity." The concern is that Bath is becoming an "economic monoculture," which limits the ability of working-class families to remain and achieve their life goals in the city. Additionally, the lack of transportation and poor sidewalk conditions limit mobility, which can prevent people (e.g., seniors,</i>	

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			those with disabilities, or those without a car) from fully engaging with the city and its opportunities.	
	1pt	Organization holds demographic data to know who it serves and who works within its structure.	No it was not clear Bath Participants have an idea of demographic data or where it is.	
	2pt	<p>There are diverse lived experiences that represent the organization and that interact with it: Narratives are varied and create multiple paths to understanding. Capture diverse narratives and expressed cultures of the people who live and interact with the organization. *This includes people's</p> <ul style="list-style-type: none"> ● Identity, ● Geographic location ● Experience in different physical spaces, ● Previous experience, ● Educational and learning experiences, ● Family dynamic and impact, <p>All of which create multiple paths to understanding.</p>	<p>Yes examples include:</p> <p>(LGBTQ+): Residents feel safer as a trans person compared to surrounding areas; the Pride festival and non-gendered city bathrooms are valued.</p> <p>Socioeconomic: Narratives highlight the struggle of low-income residents, concerns about the city's disconnect from their needs, and the importance of General Assistance and nonprofits as a "crutch."</p> <p>Culture/Expression: Positive mention of events like Heritage Days, Municipal Band Concerts, and support for the Patten Free Library; recognition of the need to do more for "First Nation people" and to "seek out authentic community voice."</p>	2
	1pt	<p>There are minimal instances where identity would be countered/harmed within a given space that was encountered. How does someone know they are harmed/countered? Evidence of this is provided.</p>	<p>Evidence of Harm/Countering:</p> <p>Safety Gaps: Residents note that domestic violence is an issue and there is no shelter in Bath.</p> <p>Police Issues: The document mentions that "Police culture not fully changed" and "Past negative experiences lead to ongoing improvement efforts," which suggests some residents feel unsafe or uncomfortable due to department issues.</p> <p>Governance Bias: The Planning board is described as "still rooted in stereotypes, dominated by 'old white men'," suggesting a governance space that counters the representation and voice of diverse identities.</p>	.5

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			Lack of Resources: The absence of resources "that are culturally relevant" and for "youth and young adults" indicates that not all identities feel fully supported or valued	
<i>Practices and Policies</i>				
	1pt	<i>Policies are present that accommodate identity</i>	<p>Yes, there is evidence of policies and practices accommodating identity.</p> <p>Examples: City staff and documents honor names and recognize legal genders; there are non-gendered bathrooms in some city buildings; and the City is engaged in an internal review of equity in housing policies and job descriptions (e.g., removing car access requirements to increase accessibility).</p>	1
	1pt	<i>There are training efforts to support understandings of cultural competence, or other identity related issues.</i>	<p>Yes, there are initial efforts, but also gaps.</p> <p>City staff "do JEDI (Justice, Equity, Diversity, Inclusion)," indicating some level of training or commitment.</p> <p>However, there are explicit calls for "training for police department" on de-escalation and for city employees at "all levels for Diverse Lived Experiences that are unseen," suggesting current training is insufficient or uneven.</p>	.5
<i>Organizational Identity</i>				
	1pt	<p><i>The organization is clear about its identity including</i></p> <ul style="list-style-type: none"> ● <i>Mission, Vision, Values.</i> ● <i>Goals and future plans.</i> ● <i>Where it is going and why it has chosen to go there.</i> 	<p>The City's identity and direction are clear through its actions and the purpose of the data collection, though the overall institutional clarity (Mission/Vision) is only implied.</p> <p>The city has a Comp Plan.</p> <p>The city has an overall DNA geared toward kindness and</p>	1

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			service and strong foundation of trust.	
	1pt	The organization's identity has incorporated principals of equity within it.	<p>City has produced a JEDI statement, Pride through public art, and diversifying its Council representation.</p> <p>There is a Climate Action Plan noted as a positive initiative, which is often tied to equity/resilience for low-income communities.</p> <p>Focusing current governance on "ensuring that all residents... feel represented and supported."</p>	1
T Time (Management & Value)	0-20	Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.	Limited direct evidence is provided. The collected data does not include direct resident feedback on city staff productivity, emotional, or monetary value of time spent on municipal tasks. The only indirect evidence is the observation that "Age Friendly Communities compensate people for their time" for community input, noting this is "Important during economic instability."	6/20
<i>Internal</i>				
	5pts	<p>There are efforts made to provide a healthy work-life balance (5 pts)</p> <ul style="list-style-type: none"> ● PTO, Sick Time, Time Off ● Bereavement ● Work From Home ● Opportunities to engage with community ● Flexible Schedule ● Provide for caregiving or personal activities 	No information was provided regarding city employee benefits (PTO, Sick Time, Bereavement, Work From Home, etc.) or internal work-life balance policies. The city has been "adapting hours to better serve people," which suggests flexibility in service hours for residents but no one spoke to the reality of work-life balance of the city's staff.	
<i>External</i>				
	5pts	<p>There are efforts made to give time to cultural accommodations</p> <ul style="list-style-type: none"> ● Religious observances ● Cultural Holidays ● Celebrations and Observances 	No information was provided regarding employee cultural accommodations, but residents noted the supportive nature of community-wide cultural expressions (e.g., Pride festival, use of lights for diverse causes), and that "religious differences are appreciated,"	2

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			No real evidence about the observances of such holidays noted.	
	2pts	Time of completion; tasks, projects, other events are done in a significant amount of time.	While not explicitly evident, there were no issues of items not being done or things still hanging that needed addressing. There seemed to be ongoing issues that were to be completed.	2
	2pts	Events, meetings, and other engagements are scheduled at the right time or in a reasonable time given the community and need.	This effort is undermined by transportation gaps; the bus service "doesn't run on weekends" or nights, which makes evening and weekend city events and services inaccessible for transit-dependent residents (e.g., "Residents can't get to farmers market because it doesn't run on Saturday")	1
	2pts	There is time made to grow, develop, and learn while part of the Town. <ul style="list-style-type: none"> • Training, mentorship, internships, or other advancement opportunities are available. • Opportunities to make time for emotional and social. 	City staff "do JEDI," which suggests a commitment to training. However, there are still calls for continued growth and training for bias and diverse lived experiences and understanding them within the City of Bath. No specific mention of key professional development was provided	1
	2pts	Feedback loops and processes are incorporated on a regular basis to garner an understanding of its gaps and its successes.	The community conversations process itself is a major feedback loop. However, it was noted that there is a challenge in that there is "Low participation," and issues with "Social media has been a challenge," including spaces to learn about what is going on. It was noted that the city "has limited access to key business networks that allow for good feedback," suggesting the loops are not fully effective or inclusive.	
	2pts	There are minimal places that things are repeated, or are redundant throughout the organization.	It was noted of a lack of efficiency in the need for "Coordination between independent organizations" (YMCA, Youth Center, etc.) to "prevent redundancy" and strengthen support, indicating a lack of streamlined operations across community partnerships.	

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<p>I Implicit Bias</p>	<p>0-9</p>	<p>Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?</p>	<p>Yes, biases and stereotypes are present and prohibit some services.</p> <p>The Planning Board is described as being "still rooted in stereotypes, dominated by 'old white men'," which can hinder diverse perspectives in governance.</p> <p>There are some misconceptions about people, specifically in a socio economic context.</p> <p>Misunderstandings stemming from fear of others are highlighted at the community level.</p> <p>There have been past negative experiences that lead to ongoing improvement efforts" in the police department, suggesting prior biases/issues in service delivery.</p>	<p>4.5/9</p>
<p><i>Decision Making</i></p>				
	<p>2pts</p>	<p>There is minimal bias embedded in the decision-making process</p> <ul style="list-style-type: none"> ● High quantity of multiple ideas when making a decision ● Decision making process puts equal weight on various ideas and contributions ● High value of seeking out contributions to decisions made from various sources 	<p>Committee work is effective for change due to direct access to decision-making power."</p> <p>While the issues with the planning Board are mentioned, it does not raise the concern that all entities within governance are a problem.</p>	<p>2</p>
	<p>1pt</p>	<p>Regular and continual review of policies, practices, and procedures to identify and/or eliminate any potential bias or implicit bias.</p>	<p>Review efforts are underway, but are not explicitly "regular and continual." Community members didn't site the regularity of them as key.</p> <p>There has been an internal review of equity in housing policies and processes</p> <p>There is an Evaluation of employee handbook and Review of job descriptions and requirements, along with work to shake up committee structures.</p> <p>The lack of clarity on a schedule for these reviews suggests they</p>	<p>.5</p>

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			<i>may not yet be a continual, institutionalized process.</i>	
<i>Training and Evaluation</i>				
	<i>1pt</i>	<i>Regular training and education on implicit bias and related topics</i>	<i>Initial commitment exists, but training is not comprehensive and gaps are clear. A JEDI is conducted, but how far this goes may not be evident to community participants.</i>	<i>.5</i>
	<i>1pt</i>	<i>Effective process and measures to evaluate awareness of bias or stereotypes</i>	<i>While outward measures are taken, and can be seen as a sign of evaluation, there are still additional steps needed to bring awareness of bias and stereotypes to the forefront.</i>	<i>.5</i>
	<i>1pt</i>	<i>Clear process of eliminating implicit bias within the organization and improving</i>	<i>There isn't a clear process but a desire and need for all levels of training.</i>	
<i>Hiring, Promotion, Advancement</i>				
	<i>1pt</i>	<i>Process of Hiring is free from bias and considers large pools of people, groups, and lived experiences from recruitment to onboarding</i>	<i>Hiring practices and staff recruitment are limited, and outreach to various candidates from lived experiences doesn't seem to be happening.</i> <i>The question remains on "How to market for hiring new staff" and how to find "Opportunity(s) to hire individuals who might not have traditionally taken on city roles."</i>	<i>.5</i>
<i>Accountability</i>				
	<i>1pt</i>	<i>There is a system of addressing issues of bias, stereotyping, or other discrimination</i>	<i>A formal, publicized system is not evident</i> <i>The only example of resolution is "Past issues with GA resolved under new city clerk leadership," which is a specific, departmental fix.</i> <i>Any issues that were negative with law enforcement didn't seem to have any resolve when mentioned.</i>	

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			No mention of a system to rectify issues of bias or discrimination.	
Organization Culture				
	1pt	The environment is free from bias, stereotype, or other discrimination or potential bias.	<p>No, the environment is not fully free from bias or potential harm.</p> <p>While City Hall/Staff are "incredibly responsive," in honoring names/genders, there are non-gendered bathrooms, and LGBTQ+ residents report feeling "safe" and value the Pride festival; the flip side is stereotypes and misconceptions persist.</p> <p>These may circle around poverty, or the prevalence of some government entities having limited lived experiences within their working bodies.</p>	.5
S Support Systems	0-19	Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?	<p>The City of Bath provides several support systems for its community, primarily through general assistance, community events, and strong nonprofit partnerships.</p> <p>However, awareness, accessibility, and consistency are significant gaps.</p>	12/19
	10pts	<p>Organization has or provides some of these support services and allows minimal to no barriers to entry into them (10pts)</p> <ul style="list-style-type: none"> ● Mentoring and Coaching Programs ● Affinity Groups, Cultural Connections, or other Resource Groups ● Professional Development Options (Recruitment Opportunities) ● Health and Wellness ● Feedback channels ● Recognition and Reward Programs (Volunteer days) ● DEI Initiatives and Offers ● Networking and Social Opportunities <p>List barriers present:</p>	<p>No direct mention of a formal mentoring program or coaching. However, some evidence included:</p> <p>Support for various festivals and organizations, including Mid-Coast Youth Center/Teen Center, and connection to various churches and community groups.</p> <p>There are public services for connecting people to mental health and substance abuse services.</p> <p>The PD lobby provides a 24/7 public restroom.</p> <p>It is noted that staff are "incredibly responsive" to calls and in-person interactions.</p>	7

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		<p><i>"Volunteer days" are listed as one of the community events and offer support in various ways.</i></p> <p><i>The Recreation Department programs like handing out ice skates are noted as positive examples of quality of life, suggesting community-level recognition and engagement.</i></p> <p><i>Along with its current DEI initiatives, statements, and equity efforts, some barriers still exist for support systems from being universally known, accessible, and fully effective for all residents:</i></p> <p>Barriers Noted:</p> <p><i>Lack of Awareness and Information: Many residents are unaware of existing services (e.g., the bus system) and there is a call for "increased awareness of social services residents may be entitled to."</i></p> <p><i>Communication gaps exist due to "No media in Bath," cost-prohibitive news, and a divisive social media climate, which makes it hard to inform all citizens, especially seniors and those less digitally connected.</i></p> <p><i>Physical and Infrastructural Barriers:</i></p> <p><i>Sidewalks are in "terrible shape," often unplowed in winter, and City Hall is "not easy to navigate for those with mobility differences," creating significant physical barriers to accessing services, meetings, and community life.</i></p> <p><i>The lack of bus service on nights, weekends, and holidays prohibits transit-dependent residents from accessing events, services, and key destinations like the farmers market.</i></p>	
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			<i>Structural and Economic Barriers: The wealth gap and lack of affordable/workforce housing create a fundamental economic barrier to quality of life for working-class residents, who may not feel the city's efforts are reaching them.</i>	
	1pt	<i>People are constantly and readily aware of Support Systems within the Internal Organization and Externally.</i>	<i>As noted, many residents are unaware of the support services, or what is going on within the city to take advantage of these. This was prominent over and over within the conversations.</i>	
	2pts	<i>Additional resources outside of the primary resources that can assist members and those impacted by the organization</i>	<i>There is a sense that nonprofits "act as a crutch" for much of this work, suggesting that city support systems are not robust enough on their own and that resources are strained. There was context around having not enough local businesses or the right businesses in the conversations on a regular basis.</i>	1
	2pts	<i>There is a clear process and system for getting support if issues were to arise.</i>	<i>There is not a clear process for getting support despite them being present. There is a perceived "disconnect between City of Bath administration and 'community'" which exists. A need for a stronger process was made known.</i>	1
	2pts	<i>Mechanisms and measures for holding members accountable for equitable goals.</i>	<i>There is a desire for more mechanisms to hold staff accountable but in specific departments. Overall, there seems to be positive accountability for the City with a very open door policy. While not specific to any equity goal, there is an ability, even if difficult, to notify someone in the City Admin Office.</i>	2
	2pts	<i>Continual and continuous improvement and analysis of support systems focused on evaluating and improving such systems.</i>	<i>There seems to be a lack of clear coordination between certain organizations to prevent redundancy. At times multiple groups will do the same thing. This may mean things are not as streamlined as they could be.</i>	1

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<p>T Transportation or Transit Services</p>	<p>0-20</p>	<p>Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.</p>	<p><i>Viable; yes, but access needs improvement.</i></p>	<p>11/20</p>
	<p>5pts</p>	<p><i>Transportation options are made available</i></p> <ul style="list-style-type: none"> ● <i>Public Transportation</i> ● <i>Smaller bus Service</i> ● <i>Local care service or pick up service</i> ● <i>Medical Transportation</i> ● <i>Other</i> 	<p><i>A Bus Line exists with multiple members stating it as a positive, with two routes, and a Trolley as being great for the city.</i></p> <p><i>There is a smaller bus/local service of the Age Friendly Communities launching a volunteer ride program for seniors.</i></p> <p><i>Reignally, there is access to services but is limited.</i></p>	<p>5</p>
	<p>5pts</p>	<p><i>Access to transportation is open to any person</i></p> <ul style="list-style-type: none"> ● <i>Affordability</i> ● <i>Accessible Time and operation hours</i> ● <i>Ease of use for any identity</i> ● <i>Cultural and Language</i> <ul style="list-style-type: none"> ○ <i>Communication/Translation provisions made such as signs, notices, and communications in multiple languages</i> 	<p><i>Transportation is open to any person but not every person is able to access it as they should</i></p> <p><i>Transportation doesn't run on weekends, Bus service lacks nights/weekend service and holidays, and has Limited hours for transit. Residents "can't get to the farmers market because it doesn't run on Saturday."</i></p> <p><i>Many older residents need more door-to-door service due to physical challenges. Difficulty finding bus stops without signs/kiosks/shelters.</i></p> <p><i>There is a general "Lack of access to prescriptions during nighttime or weekend hours" which transportation limits exacerbate.</i></p> <p><i>An "Awareness gap about existing bus service" exists, especially for those not digitally comfortable/savvy.</i></p> <p><i>There is no mention nor direct evidence of any communication directed at various cultures or various languages.</i></p>	<p>2</p>
	<p>2pts</p>	<p><i>Resources are provided for transportation including</i></p> <ul style="list-style-type: none"> ● <i>Subsidies</i> ● <i>Parking assistance</i> ● <i>Shuttle Services to and from</i> 	<p><i>Parking is mentioned as an issue "tied to BIW presence," but no city resources like subsidies or shuttle services are noted. The Age Friendly ride program is volunteer/non-city.</i></p>	

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	2pts	<p><i>Feedback and Improvement opportunities are provided regarding transportation or transport services</i></p> <ul style="list-style-type: none"> • <i>Clear decision-making process</i> • <i>Inclusion of diverse backgrounds in decision making</i> 	<p><i>Yes, but mostly through the assessment process itself. Feedback was gathered explicitly in the "Transportation Strengths and Weaknesses" question and in the "Quality of Life" discussion.</i></p> <p><i>When discussing beyond train and rail, there is a "Bike/ped committee leading on accessibility in design (model for other groups)" which is a formal mechanism for input.</i></p> <p><i>No evidence of diverse backgrounds being included in transportation-specific decision making, but general committee diversity is a noted goal.</i></p>	1
	5pts	<p><i>Impact of transportation services are considered including</i></p> <ul style="list-style-type: none"> • <i>Environmental</i> • <i>Economic</i> • <i>Community</i> • <i>Safety</i> • <i>Comfort</i> • <i>Employment</i> 	<p><i>Yes, negative impacts are highlighted by residents.</i></p> <p><i>The lack of service is a barrier for the working class; it impacts the "local workforce to support retirees and remote workers" and is tied to the "Lack of career opportunities."</i></p> <p><i>The overall system is described as a "weakness" and the lack of regional connectivity is a "must" to address. Sidewalks are "in terrible shape" and affect the safety and comfort of non-car users.</i></p>	2.5
	1pts	<p><i>Infrastructure is apparent, and continually evaluated and provided for long lasting transit services</i></p>	<p><i>Infrastructure is apparent but severely lacking in quality.</i></p> <p><i>Mention of sidewalks in bad shape, and minimal plowing in the winter.</i></p> <p><i>There is a call for "Better maintained and more extensive sidewalk system" and "More road repair."</i></p> <p><i>Based on this, while evident, the evaluation also must take shape.</i></p>	.5
I Inclusivity	0-9	<p><i>Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization</i></p>	<p><i>Efforts are made, but significant gaps in reflection and full inclusion exist.</i></p> <p><i>City Council is noted as having "Representation as more diverse."</i></p>	7.5/9

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		<i>reflecting the identity of its members and community it serves.</i>	<p><i>Planning board has its limited view, and hiring/recruitment is in need of expansion</i></p> <p><i>Participants were guided by agreements to "attack the problem, not the person" and "speak from their own experiences." However, the community climate is hindered by a "Negative climate with social media" and a culture of people "only show up because they hate something or are ambivalent," which limits constructive insight.</i></p>	
<i>Representation</i>				
	2pts	<p><i>The organization has representation from many diverse lived experiences including</i></p> <ul style="list-style-type: none"> ● <i>Racially</i> ● <i>Ethnically</i> ● <i>Gender</i> ● <i>Work Experience</i> ● <i>Educational Experience</i> ● <i>Professional Experience</i> ● <i>Geographic Experience</i> 	<p><i>Limited direct evidence, but intentional steps are being taken.</i></p> <p><i>With a more diverse City Council the multiple lenses are evident in decision making.</i></p> <p><i>There is a "desire for charter shift to include renter voices" on the Housing committee.</i></p> <p><i>No direct data on racial/ethnic/geographic representation is provided, but there's an explicit desire to address the "lack of resources that are culturally relevant" and include "First Nation people."</i></p>	2
	1pts	<p><i>Organization makes it a point to provide cultural celebrations, learning, and considerations of new cultures as part of its environment.</i></p> <ul style="list-style-type: none"> ● <i>Festivals</i> ● <i>Community Days</i> 	<p><i>Yes, with a desire to be more proactive. The support of Pride festival, Heritage Days, 2 big Parades, Municipal Band Concerts, Book bash, Farmers market music and artisans, Community visual artists "Walks," Kindness Day, Maine Maritime's Community Day, Volunteer days, and Waterfront Park Free Events and Concerts.</i></p> <p><i>The key critique is that the city should move from an "open to doing things when others bring it up" stance to a "more proactive, collaborative role."</i></p>	1
<i>Community Engagement</i>				

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	1pts	Multiple lived experiences inside and outside the organization are brought in to help make decisions	Yes, but not consistently across all bodies. Committee work is noted as effective due to direct access. Nonprofits are seen as having an active voice in matters. And leadership finds ways into city-related conversations.	1
	1pts	Ongoing communication with the community regarding next steps, updates, and future plans.	Ongoing communication and next steps are a major weakness; inclusive language is an active goal. "Communication to citizens by city can sometimes be lacking," and "People don't have a clear understanding of what to expect from a process." There is ample evidence that current media and news outlets don't exist or are not robust enough to help residents know what is happening. The minimal participation also was a signal to these issues.	
	1pts	Inclusive language is used in communications, policies, procedures, and other engagements.	There is an active attempt to use corrected language, including the JEDI statement as a backdrop for these efforts. While work is being done to review other documents and procedures, this is an ongoing process and happening.	1
Personal Experience				
	1pts	Aspects of belonging create an environment where people desire to stay within the organization <ul style="list-style-type: none"> • Minimal turnover • Minimal outward issues • Minimal negative feedback • Minimal issues of discrimination 	Belonging is a core challenge, despite a foundation of kindness. The community DNA is "geared toward kindness and service." * But there is an environment of feeling discomfort in some instances by residents based on some socioeconomic issues or quality of life. These include supporting people being their genuine selves," and "Misconceptions and stereotypes persist, especially around poverty." The high number of issues raised across all categories suggests that	.5

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			<i>outward issues and negative feedback are not minimal.</i>	
	1pts	<i>Authority, while hierarchical, is shared in a variety of ways to get to a final decision</i>	<p><i>Shared Authority is positive, as multiple committees do share work, data, and goals. This shows a more decentralized, participatory governance, and multiple methods for getting efforts accomplished.</i></p> <p><i>While there may be an "old nostalgic way" which is trying to be preserved, it is offset by a rising population who are new to the area, and want to see Bath grow and improve with new voices who want to come to the table</i></p>	1
	1pts	<i>Ability to share and express personal identity, narratives, or instances of inclusion in the organization</i>	<p><i>Yes, this is an area of strength, though more is needed.</i></p> <p><i>The community conversations modeled what future efforts should look like. Multiple people spoke to the ability to voice themselves and backgrounds, but more could be needed.</i></p> <p><i>Overall Bath is a caring community where neighbors look out for one another.</i></p>	1
M Monetary Equity	0-13	<i>Does the organization create cost barriers with its services and what are those costs? Are there costs to any limitations experienced by members? What is the quality of life both emotionally and monetarily to being a part of the organization.</i>	<p><i>Yes, the city creates or is associated with cost barriers.</i></p> <p><i>The Coastal Journal (local news) "exists but is cost-prohibitive ('pay to play')," which is a key communication barrier for residents trying to access information about city services.</i></p> <p><i>Housing/Affordability is one of the most significant cost barriers. Socioeconomics is putting that barrier front and center with higher prices and lifestyle, unable to adapt for local families" "Affordable housing/workforce housing is critical." The city is struggling to support a diverse community due to rising costs.</i></p> <p><i>There are no direct fees for municipal services noted but lack of extended public transit hours</i></p>	7/13

It is time...

			<p><i>forces residents to incur the higher cost of personal transportation (cars, taxis) to get to jobs, and engage with the City.</i></p> <p><i>The quality of life is bifurcated and inconsistent.</i></p> <p><i>Bath is widely seen as "Very safe," especially for older single people, kids/families.</i></p> <p><i>There is a large "Wealth gap" and concerns about the "economic monoculture" exist.</i></p> <p><i>Many feel their economic status limits their experience of Bath.</i></p>	
	3pts	<i>Budgetary and funding issues are transparent and have multiple considerations at each step of the process.</i>	<p><i>The wealth gap means many residents are "one bad month away from food insecurity." The shift towards an economic monoculture (retirees, remote workers) threatens the financial stability and quality of life for historic working-class residents.</i></p> <p><i>However, no direct evidence of issues with transparency. The issue of municipal budgets or the funding decision-making process was not directly discussed, just the reality of state and federal dollars impacting housing issues.</i></p>	3
	3pt	<i>Opportunities for advancement, promotion, and development are available to all participants with minimal to no barrier to access.</i>	<p><i>There is a "Lack of career opportunities" in the city when it comes to hiring and hiring individuals who may not have city experience.</i></p> <p><i>There didn't seem to be a direct training/mentorship for existing staff which may imply a barrier to advancement on a regular basis.</i></p>	1.5
	3pt	<i>There are a variety of resource supports for groups of diverse lived experiences.</i>	<p><i>Supports exist but are often externally driven and lack cultural relevance.</i></p> <p><i>GA is available and administered, along with other services with minimal cost to users beyond the current ones mentioned in this matrix.</i></p> <p><i>Yet, it wasn't clear about the resources for culturally relevant</i></p>	2

It is time...

			<p>persons or underserved groups. This seemed to be mentioned as having little or minimal impact, or people were not aware of them. There was a desire to expand services for seniors and marginalized groups.</p>	
	3pt	<p>Efforts are made to assess costs associated with barriers that are found within the organization, whether its services, policies, or programs.</p>	<p>There was no direct evidence that a formal cost assessment was conducted. There has been efforts or considerations to quantify the dollar cost of barriers like poor sidewalks, lack of transit, or the economic impact of the housing crisis.</p>	
	1pts	<p>There is a positive or positive trajectory of a quality of life within the organization and its impact on the broader community.</p>	<p>The trajectory is positive for inclusivity/safety but challenged by structural issues</p> <p>The city is making "meaningful progress in eliminating bias," embracing Pride, and diversifying City Council. It is building on a foundation of safety and kindness.</p> <p>However, it is repeatedly stated that structural challenges in housing, economic diversity, and transportation "threaten to undermine these strengths," and that the quality of life is becoming "bifurcated" with a concern about becoming an "economic monoculture," which represents a negative trajectory for diverse families.</p>	.5
E Efficiency	0-5	<p>Does the organization provide an efficient means of executing its tasks and services? Does it provide those in an efficient manner? Are there places of waste or loss?</p>	<p>Efficiency is inconsistent, and places of waste/loss are evident at times.</p> <p>Coordination between organizations, streamlined systems, and other governing systems are efficient, such as GA and voter info is "easy to find, especially at city hall."</p>	2/5

It is time...

	2pts	<p>Members of organization have access to tools needed to perform tasks, or know where they are located</p> <p>Tools can be easily found</p> <p>Tools include:</p> <ul style="list-style-type: none"> ● Written documents: Policies, practices, by-laws, procedures, charters, etc. ● Technology: Website, Search Engines, Computer, Programming, AI Tools, etc. ● Physical Products: <ul style="list-style-type: none"> ○ Tools for building and crafting ○ Tools for production or producing item ○ Tools associated with Machinery 	<p>The "Current website [is] less interactive, hard to search," and reliance on social media (which "doesn't represent everyone") is an issue.</p> <p>People "don't have clear understanding of what to expect from a process (timelines, committees)."</p> <p>The city hired a "website point person to improve consistency and language."</p> <p>There is a need to "review all policies and written procedures" internally, and notes the Housing committee's process includes an "Evaluation of employee handbook" and "Review of job descriptions," implying a need to assess and clarify internal "written tools."</p> <p>Clarity on external tools (information) is a barrier for residents, implying internal tool/policy clarity is also a focus area.</p>	1
	2pts	<p>Members workload is doable and completed in a work week based on hours or expected hourly compensation</p> <ul style="list-style-type: none"> ● Work is completed within working hours of operation ● Work is not taken home on a regular basis [Regular defined as 3 or more times per week] ● Work is finite and has completion dates, or a clear understanding of being done 	<p>No direct evidence is provided regarding the workload of municipal staff (employees) or whether they take work home. The only reference to work time is in the programmatic definition of "Time," which asked residents if their interaction with city processes was "productive" and had "value add with time management."</p> <p>No evidence is provided regarding the workload, hours, or work-life balance of city employees.</p>	
	1pts	<p>The work within the organization is open to change and flexible to shift as needed to be completed.</p>	<p>The organization demonstrates openness to change, but is often hindered by cultural and structural factors.</p> <p>It was mentioned by members: "City council currently is open to change."</p>	1

It is time...

			<p><i>"City can be flexible but only if aware and open to hearing from residents."</i></p> <p><i>"The city is "Open to doing things when others bring it up."</i></p> <p><i>City services have "adapted hours to help serve people."</i></p> <p><i>The City is open to new ideas, with Local Initiatives like the Climate Commission and the improved Teen Center.</i></p> <p><u><i>The reluctance to change is a hindrance due to "Nostalgia for 'glory days of Bath'" and a "Concern with losing identity."</i></u></p> <p><i>Structurally, transportation and parking are "tied to BIW presence, limiting improvements" meaning that BIW will continue to hold a key measure of efficiency and dictate what change happens.</i></p>	
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Survey Data: Overview & Analysis

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Overview of Survey

As part of data collection, the facilitator, Development Committee and staff, felt it important to provide a means for people who didn't want to answer in person, a voice to share their thoughts. Many times, this allows those with negative views to provide them so that we know we are not just hitting the same people or the same issues over and over.

The Survey was designed to cover some questions within the 8 core Equity Principals shared with the Development Committee and build the framework for the Equity Assessment. With this framework, it is meant to ask enough questions so that the Equity Assessment can fairly judge whether the City is engaging in the Equity area listed, and if it is on the right track towards positive Equity practices.

Process

The selection of the questions began as a brainstorm with the Development Committee in August of 2025. Initially, a list of well over 100 questions were posed to the group. At that Development Committee meeting, their insight and suggestions helped to work down this large list to a set of questions that a person could complete in around 15-20 min maximum.

Once chosen, the consultant [Dustin Ward] drafted up a survey and provided it to the Development Committee for review, adding any edits, changes, or overall shifts the committee deemed necessary for providing this survey to the City over the course of several months.

The final version was then sent out to all staff, and posted on the City's website, and other key areas, asking people to submit their answers. This was left open for the better part of the Fall (October) through December, which allowed for as many people to take it as possible. The design was for respondents to only provide answers 1 time, and the review of the data would be in time for a final analysis before the end of the year 2025.

Given the holiday schedule and other events happening within the city, the report didn't happen by the end of the year but the analysis was completed by December having made sure as many respondents took the survey as possible.

Survey Stats

When we approached the Board early on, we noted where this survey stood at the mid-point of distribution. We saw several clear patterns had already emerged; a large number of respondents, 135 instances across questions, had selected “Unable to Answer Fully,” signaling that many residents lacked the information needed to assess the City’s efforts. This early trend foreshadowed the broader communication and visibility gaps seen throughout the full survey.

Despite this uncertainty, perceptions of equity were generally positive. A combined 84 respondents rated equity as adequate or above, compared to only 15 who rated it below adequate, though the largest group, 81 respondents, again said they could not fully assess the issue. Quality-of-life ratings showed a similar pattern: both City employees and non-employees overwhelmingly rated Bath positively as a place to live.

When asked about cultural competence and identity-related training, respondents were split between those who felt training was adequate or better (84 respondents) and those who could not assess it (81 respondents), reinforcing the theme that many residents simply do not see or understand the City’s internal practices.

Demographic responses at the mid-point reflected a population that was predominantly female, straight, and White, with limited racial or ethnic diversity represented. Respondents also identified several recurring barriers, including accessibility challenges, administrative processes, employment constraints, and housing pressures.

Finally, early responses to Bath’s openness to change showed a community that sees the City as somewhat open but inconsistent. Nearly half selected “Sometimes,” while only a small number felt the City is always open to change. These mid-point findings suggested that Bath could strengthen openness and trust through clearer communication, more inclusive engagement, and greater transparency—conclusions that were echoed in the final survey results.

By the time the survey was fully reviewed; it showed a completion rate of 41%, with about 6m:12s of time on average spent completing it. The total number of responses was 369, however, there is more insight into what this number represents.

To gauge whether this overall number is adequate for this type of survey, It Is Time tends to look at voter turnout as a metric for engagement with municipal governments. This information was requested from the city regarding the most recent two elections.

In review of 2024, local races seemed to have a lower voter turnout, and yet still measured at about 64% which is high for any election cycle. Compared to 2020, there was about a 69% voter turnout, however, the local races and district races were a much higher turnout during that time frame. The sample size of both is a decent measure for who would come out and engage with the city on a matter such as an equity assessment.

Where the City of Bath had about 5,000 plus ballots cast in each previous election, it seemed reasonable that 1,000 to 2,000 people could have responded to this survey, as that would be less than half of the voting bloc, which can tend to be an “engaged” constituent. Conservatively, the

It is time...



hope was for at least 500 to showcase a medium sample size but still reflective of the voices within engaged city members.

While this number was not reached, further inspection did show additional observations about this group who took the survey:

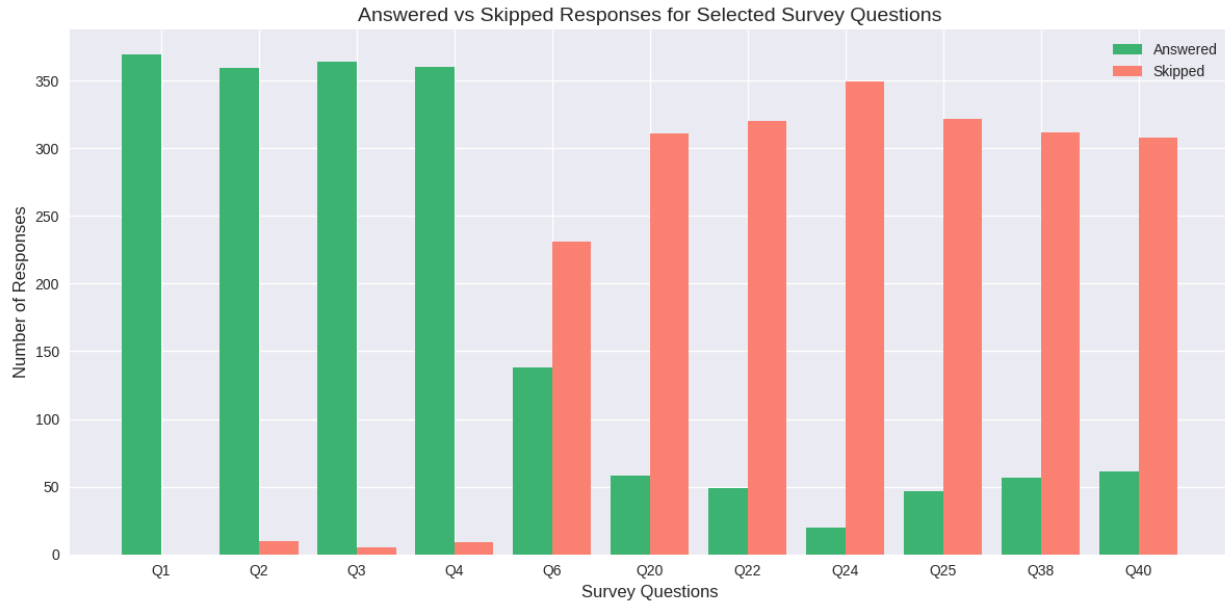
- Respondents had a high engagement with municipal resources (82%)
- There is a very high year-round residency (97%)
- There is a strong sense that policies accommodate identity (81%)
- Yet, there is a very low confidence in cultural competence training (only 10% say above adequate; 41% can't assess)
- Implicit bias training is almost entirely unknown (93% "unsure")
- Transportation is widely accessible and affordable, but convenience is mixed
- Inclusivity is seen as a strength, but decision-making inclusion is weaker
- Quality of life is overwhelmingly positive (81%)
- Demographics skew older and overwhelmingly white, which is important context for interpreting results

As you peer more into the results, you see that many respondents skipped questions, especially open-ended ones and questions requiring deeper reflection on identity, bias, or cultural competence. This poses a serious consideration when it comes to equity based next steps. Overall the following was recorded based on this skipped pattern:

Average number of responses per question: ~165. This meant,

- On average, only 45% of the 369 survey participants answered any given question.
- More than half of respondents skipped most questions.

These averages were calculated across all 57 questions. This type of skip pattern can be typical for longer surveys, especially with sensitive or unfamiliar topics. To further illustrate this, we reviewed the response patterns and the engagement over the survey. Below is a graph showcasing this skipped pattern throughout the survey offered.



Response patterns show a clear divide between high engagement on simple, factual questions and significantly lower engagement on questions requiring personal reflection, vulnerability, or deeper understanding of equity concepts.

Multiple-choice questions at the beginning of the survey, such as whether respondents had worked for the City, used municipal resources, or lived in Bath year-round, received the highest participation, with more than 350 responses each. These questions were straightforward, low-risk, and required no interpretation, which likely contributed to their strong completion rates.

In contrast, open-ended questions and those related to identity, cultural competence, implicit bias, or personal hardship saw substantial drop-off. Many of these questions had fewer than 60 responses, and some, such as those asking about experiences with support systems or personal challenges, were skipped by more than 300 participants.

This pattern suggests that respondents may have felt uncertain about how to answer, uncomfortable sharing personal information, or fatigued by the length and depth of the survey.

The average of 165 responses indicates that while initial interest in the survey was high, sustained engagement decreased as the survey progressed and the questions became more complex or sensitive. (This is a large reason why the demographic question were left till the end).

Overall, the response patterns themselves provide valuable insight: many residents are willing to engage with the City, but may need clearer framing, shorter surveys, or more accessible language when discussing equity, identity, and cultural competence.

Skipped Question Review

Highest Skipped Questions (Ranked)

Below are the questions with the largest number of skipped responses.

1. Q22 – Personal Hardship Experiences



- Skipped: 320
- Answered: 49

*This was the most skipped question in the entire survey.
It asked about food insecurity, housing insecurity, medical costs, etc.
Interpretation: Highly sensitive topic; many people avoid disclosing hardship.*

2. Q25 – Challenges Using Support Systems

- Skipped: 322
- Answered: 47

*Another highly personal question.
Interpretation: Most respondents have not used support systems or felt uncomfortable sharing challenges.*

3. Q24 – Describe Positive Impact of Support Systems

- Skipped: 349
- Answered: 20

Interpretation: Very few people use support systems, so very few could answer.

4. Q20 – Behaviors Influenced by Implicit Bias

- Skipped: 311
- Answered: 58

Interpretation: People may not feel knowledgeable enough to comment or may be uncomfortable naming bias.

5. Q47 – Additional Lived Experiences

- Skipped: 330
- Answered: 39

Interpretation: Open-ended identity questions often have low response rates.

6. Q48 – Anything Else to Share

- Skipped: 302
- Answered: 67

Interpretation: Typical for end-of-survey open-ended questions.

7. Q31 – Which Transportation Service Used

- Skipped: 308
- Answered: 61

Interpretation: Most respondents do not use transportation services.

8. Q38 – Positive Inclusivity Experiences

- Skipped: 312
- Answered: 57

Interpretation: Many people may not have specific examples.

9. Q40 – Cultural Celebrations That Come to Mind

- Skipped: 308
- Answered: 61

Interpretation: Many respondents may not recall specific events.



10. Q6 – Identity Accommodation Explanation

- Skipped: 231
- Answered: 138

Interpretation: This was the most answered open-ended question, but still had a high skip rate.

Noted Patterns in Skipped Questions

1. Open-ended questions were skipped the most.
Respondents are far less likely to write narrative answers.
2. Questions about hardship, identity, or bias had the lowest response rates.
These topics require vulnerability or self-reflection.
3. Questions requiring specialized knowledge (e.g., implicit bias training) were often skipped.
Many respondents simply did not know how to answer.
4. Demographic questions had moderate response rates.
People are more comfortable answering age, gender, and race questions than identity-based narrative questions.

Highest Answered Questions

These questions had the strongest engagement:

Q1: Worked for the City

- Answered: 369
- Skipped: 0

Q2: Used Municipal Resources

- Answered: 359
- Skipped: 10

Q3: Own a Business

- Answered: 364
- Skipped: 5

Q4: Seasonal or Year-Round

- Answered: 360
- Skipped: 9

Interpretation:

Respondents are most comfortable answering factual, low-risk, multiple-choice questions.

Overall Analysis

Overall, as we look at the survey in total or from a 30,000 foot view, we see a few key issues arise, while more in depth analysis will take place within each question and in this report.

A) Engagement drops sharply when questions become personal or conceptual.

Residents are comfortable answering simple demographic or factual questions, but not questions about:

- Identity



- Bias
- Cultural competence
- Hardship
- Lived experience

This means that there isn't enough being shared, communicated, or done with these topics, and it will make any sort of Equity steps difficult, if shrouded in language that is not readily understood, or conceptually agreed upon.

- B) Many respondents do not feel equipped to answer DEI-related questions. This aligns with earlier findings that many residents:*
- *Don't understand identity terminology*
 - *Are unsure about cultural competence*
 - *Are unfamiliar with implicit bias*

Again, there is a need to explain, communicate, and share more about what these issues are, and why they impact the City overall. Right now, they are steeped in stereotyping language and motifs, and very few residents and respondents will get on board with any next steps.

- C) The City should simplify future surveys or break them into shorter modules. Long surveys with many open-ended questions lead to high dropout rates.*

This is something the consultant will take full responsibility for. While shorter surveys tend to be better, there is a feeling that too many survey's to respondents can lead to fatigue, and so answers also may be skipped. With this survey, the hope was to capture as much as possible in one shot, knowing that there was limited time to get information out and responses back in.

- D) The high skip rate itself is meaningful data. It shows:*
- *Discomfort*
 - *Uncertainty*
 - *Lack of familiarity with equity concepts*
 - *Survey fatigue*

We feel this is important for designing future engagement strategies, but also understanding sentiment. You will notice sentiment concepts aligned with some questions, and Survey Monkey allows for a review of how an answer seemed to connect to emotion. This helps contextualize how positive or negative answers are and the overall emotion of the survey responses and question itself.



Section: Identity

We desire to look at identity in multiple ways, to see if respondents understand the identity of the organization, the identity of themselves, and how that fits into the City of Bath. If one can't find their identity, then equity has a difficult time being executed. The overall question is, does the organization provide space to allow for identities to live and prosper during and off working hours. This also means, can respondents find themselves in the City, or do they feel they are unseen, and if so how.

Review Of Identity Questions

*The first set of identity questions provides important context about who participated in the survey and how they relate to the City of Bath. A clear pattern emerges while the survey reached a broad cross-section of residents, the majority of respondents are **not** municipal employees. Only about 20% (76 individuals) reported working for the City, meaning that the overwhelming majority of responses reflect the experiences and perceptions of community members outside of municipal governance. This is significant as these early questions confirm that the survey primarily captures the voices of residents who interact with the City from the outside, rather than from within its organizational structure.*

Most respondents indicated that they have used Bath's municipal resources, suggesting that the survey reached individuals who are at least somewhat engaged with City services. The roughly 18% who reported not using municipal resources likely represent people who work in Bath but live elsewhere, or individuals who do not recognize certain services as "municipal resources," highlighting a potential need for clearer definitions and communication about what the City provides.

Responses to business ownership further clarify the demographic makeup of survey participants. While Bath has a substantial number of local business owners, they represent only a small portion of survey respondents. Instead, the dominant voices in this dataset are residents who live, shop, dine, or otherwise engage with Bath but do not own businesses. This suggests two things: first, that the business community may need more intentional outreach in future assessments, and second, that the perspectives captured here reflect the experiences of residents whose economic ties to Bath differ from those of business owners.

*Seasonal engagement patterns reinforce this picture. The vast majority of respondents are **year-round residents**, meaning they experience Bath across seasons and cycles. While seasonal residents and visitors are important stakeholders, their voices are underrepresented in this survey. As a result, the findings primarily reflect the perceptions of individuals who interact with the City continuously and have long-term familiarity with its services, policies, and community dynamics.*

Question 5 introduces the first notable drop in response rate, signaling discomfort or uncertainty when respondents are asked to reflect on their own identity and whether City policies accommodate it. This early skip pattern is meaningful: it suggests that even considering identity, one's own or others', can feel uncomfortable for some residents. Among those who did respond, most felt that City policies and practices do accommodate their identity, but a meaningful minority did not. This raises important questions about which identities feel overlooked or unsupported, a theme that becomes clearer in later sections of the survey.



Our use of tools like Word Clouds will help shape some of these answers visually. However, sometimes they cannot capture the nuance or meaning behind them. The deeper analysis shows that identity is a sensitive and sometimes unfamiliar topic for many residents, and that perceptions of inclusion vary across demographic groups. These early questions set the stage for understanding how identity shapes residents' experiences with the City of Bath and where gaps in equity, communication, and representation may exist.

The responses to Question 6 offer the first detailed insight into which identities in Bath feel accommodated by City policies and practices, and which do not. While nearly half of respondents described positive experiences, noting that they feel welcomed, respected, and generally well-served, this sentiment is overwhelmingly concentrated among residents who hold majority identities. Many explicitly linked their comfort to being white, cisgender, heterosexual, able-bodied, or financially stable. This pattern underscores a critical point: the ease experienced by majority-identity residents does not necessarily reflect universal equity across the community.

*At the same time, a significant minority, roughly 30%, expressed frustration, skepticism, or discomfort. These respondents raised concerns about affordability, accessibility, safety, housing, and transportation, particularly among seniors, disabled residents, and lower-income households. Although these individuals did not always use equity-related language, their **experiences clearly point to identity-based needs that are not being fully met**. Their responses highlight the importance of recognizing that identity extends beyond race or gender and includes age, ability, and socioeconomic status.*

The responses also reveal a deep divide in how residents understand or value equity work. Some view Bath as inclusive and welcoming, while others see DEI efforts as unnecessary, political, or even divisive. This polarization mirrors national trends and signals the need for clearer, non-politicized communication about the purpose and benefits of equity initiatives. LGBTQ+ visibility, such as Pride events and symbolic gestures, was praised by some as evidence of inclusion, yet criticized by others as overemphasized. This tension suggests that the City must balance symbolic inclusion with practical improvements that benefit all residents.

Finally, many respondents indicated confusion about what "identity" means in this context or expressed uncertainty about how it relates to municipal services. This lack of clarity has likely contributed to the high skip rate for this question and points to a broader need for accessible language and clearer framing in future engagement efforts.

Taken together, the responses to Question 6 show that Bath is broadly perceived as welcoming and respectful, but those experiences vary significantly across identity groups. Majority-identity residents feel well accommodated, while seniors, disabled residents, and lower-income households report gaps in support. LGBTQ+ inclusion efforts are visible but polarizing, and many residents struggle to engage with identity-based questions at all. These insights lay important groundwork for understanding where Bath's equity efforts are succeeding and where further attention is needed.

Questions 7 and 8 provide important insight into how residents perceive the City of Bath's leadership, staff, and representation when it comes to cultural competence and identity. The responses reveal a complex picture: one in which residents generally trust the professionalism of



City staff, yet remain largely unaware of any formal training or structured efforts related to cultural competence.

*The most striking finding is that **41% of respondents could not assess whether staff have adequate training, and 93% reported being unsure whether the City provides implicit bias training at all.** This suggests that the City's equity-related work is not necessarily absent, but rather **invisible to the public**, pointing to a significant communication gap.*

Among those who did provide an assessment, many based their answers on positive personal interactions with staff rather than on knowledge of actual training. This indicates that while residents often experience staff as courteous, respectful, and helpful, they do not associate these experiences with intentional cultural competence efforts.

At the same time, a small but vocal group expressed strong opposition to DEI initiatives altogether. Their responses reflect political disagreement rather than an evaluation of staff capacity, underscoring how perceptions of cultural competence are shaped as much by ideology as by lived experience.

For marginalized groups, including seniors, disabled residents, and lower-income households, experiences were mixed. Some felt welcomed and supported, while others described feeling overlooked or underserved. This unevenness suggests that cultural competence is not consistently practiced across all departments or service areas. Residents also expressed a desire for greater transparency about what training exists, how often it occurs, what it covers, and how it improves service delivery. This presents a clear opportunity for the City to clarify, formalize, and communicate its approach to cultural competence in a way that builds trust and reduces confusion.

When residents were asked to share whether residents see people who share aspects of their identity in positions of influence or leadership, we see another layer to this picture. While many respondents selected "A Great Deal," "A Lot," or "A Moderate Amount," these responses likely reflect the demographic makeup of the survey itself, an overwhelmingly white respondent pool. If residents equate identity primarily with race, then these responses suggest that leadership is perceived as racially homogeneous, mirroring the dominant demographic group. If identity is understood more broadly, encompassing lived experience, socioeconomic background, age, or professional pathways, then leadership may be more diverse than it appears. However, earlier responses indicate that many residents do not think about identity in this broader sense, often because they belong to dominant groups that do not need to consider identity in their daily lives.

These findings suggest that leadership is perceived as operating within a relatively monolithic identity framework, even if individual leaders bring varied experiences to their roles. Greater visibility into the lived experiences, backgrounds, and perspectives of those in positions of power could help residents feel more represented. By communicating more openly about who City leaders are, not just what they do, the City can foster a stronger sense of connection and demonstrate that leadership reflects the community in more ways than are immediately visible. Overall, there is a need for awareness, not training itself, to enhance public confidence in the City's cultural competence. Residents want clarity, transparency, and a better understanding of how the City prepares its staff to serve a diverse population.



Responses to the remaining questions reveal that cultural competence is one of the most polarizing topics in the survey. Many residents reacted negatively, not necessarily because of their experiences with the City, but because the term “cultural competence” itself is politically charged and often misunderstood.

A significant portion of respondents equated cultural competence with special treatment, political ideology, or identity politics, underscoring the need for clearer definitions, practical examples, and more accessible communication. At the same time, many residents expressed a desire for greater representation within City staff, including younger workers, people of color, LGBTQ+ staff, and multilingual employees, viewing representation as a pathway to more responsive and culturally aware services.

Socioeconomic identity emerged as a major theme, with residents frequently referencing affordability, class differences, aging, disability, and access barriers. This suggests that equity work in Bath must extend beyond race and gender to include class-based and age-based considerations. Others emphasized the importance of cultural events, such as Pride, multicultural festivals, and celebrations for New Mainers, as meaningful ways to build community understanding. Across responses, residents consistently called for improved communication and outreach, noting that transparency and engagement with underrepresented groups are essential for building trust.

To round out the concept of identity we asked about people’s perception of being from Bath, recognizing that it makes up a significant background of how people reflect amongst one another and themselves in the City. Most respondents expressed positive sentiments, describing Bath as friendly, welcoming, safe, and deeply rooted in history and community pride. This strong sense of connection is one of Bath’s greatest identity assets and provides a powerful foundation for future equity and inclusion efforts.

At the same time, generational identity plays a significant role: long-term residents often feel deep pride and ownership, while newcomers, despite feeling socially welcomed, sometimes experience cultural exclusion or a sense of being “from away.” These dynamics influence civic participation, perceptions of fairness, and feelings of belonging.

Economic identity also emerged as a major fault line. Many respondents voiced concerns about affordability, rising taxes, and gentrification, noting that middle-income families and seniors are increasingly squeezed out. BIW remains a defining feature of Bath’s identity, both a source of pride and a source of tension, symbolizing economic opportunity for some and imbalance or disruption for others. Residents value inclusion and diversity but differ sharply on how identity should be discussed or expressed, with some celebrating cultural events and others preferring universalism over identity-based language. Overall, Bath’s identity is historic, evolving, and deeply rooted in community life. While most residents feel positively connected to the city, economic pressures and cultural divides shape how different groups experience belonging, highlighting the need for thoughtful, inclusive approaches to community engagement.

What Can Bath Do Next

Given the review of the Identity section, we see the following next steps as crucial for improved Equity in the City.

Immediate (0–3 months)

1. Clarify and Communicate What “Identity” Means in Municipal Contexts

- Provide simple definitions in public materials and future surveys. This will help reduce confusion and resistance, improving engagement.
- In decision making practice asking the question “which groups of people are not involved in this decision, or are not represented while we consider this”

2. Publish a Short Summary of Existing Equity, Inclusion, and Training Efforts

- A one-page overview on the City website and social media; help addresses the “I don’t know” responses.
- Update the public on what efforts your taking and where things stand. Don’t wait till partway through to offer insight.
 - Do a “launch” of an equity effort (in person and virtual)
 - Do a mid review (virtual)
 - Do a summary and follow up (in person with food)
 - Make these community get togethers

3. Acknowledge Community Concerns About Affordability and Accessibility

- Publicly recognize these as identity-based issues. This will help offset the idea that it is only race or gender related.
- Review the needs of seniors, disabled residents, and lower-income households.
 - Provide a series of “Table Talks” inviting various groups to speak 1-1 with City Staff or a group session that offers the opportunity to “vent” and “breath” (Vent about issues, and breath in by listening to what the City is doing).

Short Term (3–6 months)

4. Find Improved Wasy for Diverse Lived Experiences to Be In City Government

- Short bios highlighting lived experience, community roots, and service philosophy will help others see the various types of people who can work City gov. This can help residents see leadership as more diverse than they may assume.
- Reach out to various businesses and offer them insight into what it is like to serve and volunteer within the municipality.
 - Find ways to help with the “time” burden where serving can take away from business efforts. (Can you offer staffing, funds, or digitize/virtualize anything?)

5. Improve Communication About Municipal Resources

- Create a simple “What Counts as a City Resource?” guide. (This might help the confusion among the 18% who said they haven’t used City resources.)
- Find **more ways to promote the various resources out there;**
 - There is need for more modes of communication to reach groups (this will come up as an ongoing problem and an ongoing solution in many sections).

6. Begin Outreach to Underrepresented Groups

- Seasonal residents
- Business owners
- Newcomers
- Renters



- *Work to broaden voices, and invite them in to share in the City’s decision making process, the feedback loop process, and engaging regularly with the City about next steps.*
- *Find out where these folks are located; do an analysis of the various groups you already know about, and then ask about other groups you are unfamiliar with.*
- *Host listening sessions focused on affordability, accessibility, and safety.*

Medium Term (6–12 months)

7. Develop a Community Representation Strategy

- *Build a recruitment strategy*
 - *Think about how to reach younger workers, multilingual staff, and people with varied lived experiences.*
 - *Consider how to reach those previous identities listed in the other questions who may not be feeling accommodated.*
- *Strategy should include some town halls, coffee meet ups, and community engagements where staff, and departments are sharing experiences, and opportunities to work alongside staff.*
- *If already available, enhance internship opportunities or “ride along” opportunities for people to learn what it is like to engage in any of the jobs and services the city provides.*

8. Expand Cultural and Community-Building Events

- *Add multicultural celebrations, newcomer welcome events, and intergenerational activities.*
 - *Consider events that speak to various identities or that can invite these identities to engage with one another (consider going beyond Heritage Days with the assumption that everyone will come out. Think of what seniors/low income people can do if provided low barriers to attend).*
 - *This helps build belonging and reduces “from away” vs. “from Bath” divides.*
- *Consider re-imagining what current festivals and days may look like and how they can span longer to include more people.*
- *Think of open houses for new businesses as an opportunity to invite various people and identities to meet one another.*

Longer Term (12–24 months)

9. Establish a Regular Equity & Inclusion Communication Rhythm

- *Quarterly updates on progress, training, and community engagement.*
 - *What are the success stories and have them communicated at Board meetings and department engagements.*
 - *Directors of departments should be held accountable to impart clear definitions of, and execution of what equity steps would look like.*
 - *Have these metrics be included in yearly reviews; **(What ways did you reduce a barrier that you previously knew about for any group of people? / What new barriers did you learn about from various groups that you are tackling now?)**.*

10. Create a Pathway for Ongoing Community Input

- *Consider an annual survey , rotating focus groups, or a community advisory panel.*
 - *Find ways to constantly (month to month) collect and analyze data on similar questions asked in this survey. (Use Ai to analyze this information quickly so you can tackle it without waiting too long.)*

Section: Time

Time is an underrated aspect of equity, but if people don't feel they have enough time to do the work or provide the service needed, then the organization is not as efficient as possible. Time looks at both the time to do something, and the value of that time. It reflects on how it is being used, and if there is balance within the time given each day, week, month and year. Overall the questions are; does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks? Does the time put in add value in both emotional and monetary means?

Review Of Time Question

Our focus for questions regarding Time were held to just a few responses; Questions 11–13 which offer insight into how residents perceive internal aspects of the City's organizational culture regarding time. This includes, work-life balance, accessibility of meeting times, and opportunities for professional growth. While most respondents indicated that work-life balance appears healthy, a large portion could not answer the question at all. This is likely because most survey participants are not municipal employees, but it also hints at a broader dynamic: residents have limited visibility into how the City functions internally. The lack of outward communication about staff experience and organizational culture makes it difficult for the public to form an informed opinion.

Responses to meeting accessibility were more definitive and largely positive. Over half of respondents said that meeting times "usually" work for them, suggesting that the City's current scheduling practices are generally effective. While a small number of respondents found meeting times inaccessible, achieving a majority positive response in a community with diverse schedules is a strong indicator that the City is on the right track. Offering multiple access points, such as hybrid meetings or varied times, could further strengthen this accessibility.

On professional growth, responses were "lukewarm but leaning positive." Approximately 76% of respondents felt there are at least some opportunities for development within the City. This is notable because, unlike the work-life balance question, more respondents felt comfortable answering, even if they are not City employees. The majority selected "a moderate amount," suggesting that while opportunities exist, they may not be widely visible or robust. Increasing investment in professional development could not only strengthen staff capacity but also signal to the community that the City values growth, learning, and diverse lived experiences within its workforce.

Taken together, these questions reveal a pattern: residents generally assume positive internal conditions, but they lack the information needed to answer confidently. This suggests that the City would benefit from more outward communication about how it supports its staff, how it structures meetings, and how it invests in professional development.

What Can Bath Do Next

Immediate (0–3 months)

- *Ongoing increase of transparency about Staff and Municipal Culture.*



- *Share brief updates on staff development, work-life balance initiatives, and organizational values.*
- *Solicit opportunities for local businesses or other members to offer professional development training to the staff and teams of Bath.*
- *Use staff stories to humanize City operations*
 - *Short profiles or “day in the life” features can help residents understand the people behind municipal services.*

Short Term (3–6 months) / Mid Term (6-12 months)

- *Review various access points for meetings*
 - *How well are hybrid meetings going; attendance, participation, or other engagement points*
 - *Consider a smaller survey about what causes members not to be able to access fully meetings or other participation opportunities; (Barriers Assessment)*
- *Consider longer certification and advancement opportunities*
 - *City of Bath can partner with various schools or plan an in-house expansion to certify or grant educational credit for Professional Development training.*
 - *Build a professional development plan for the year.*
 - *Show case what trainings could be offered and have people sign up in advance*
 - *Use online structures such as a Coursera or the College or University system to offer online development or certification if not already available.*
 - *Integrate professional development into recruitment and retention strategies*
This can help attract diverse candidates and strengthen community trust.

Section: Implicit Bias

A core aspect of equity must ask about how decisions are made and if there are limitations in those decisions. This is where Implicit Bias enters; the conscious or unconscious act against any person or group based on various identities or characteristics. This survey looks to understand how Implicit Bias may show up in various areas such as training and evaluation, hiring and promotion opportunities, and the accountability process within the organization. The review looks to see if the organization has an environment free from bias, stereotyping, or other discrimination. Overall, questions are focused on if members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?

Review Of Implicit Bias Questions

The first set of questions on implicit bias revealed one of the most significant skip patterns in the entire survey, leaving a smaller sample of 136 responses to analyze. Among those who did answer, most indicated that they had heard the term “implicit bias,” which is encouraging as the City begins to explore equity-related practices. However, the small number of respondents who had not heard the term raises important considerations. Awareness alone does not guarantee equitable outcomes, but understanding the concept is an essential foundation for the City as it develops next steps in cultural competence and fair service delivery.



When examining where respondents first encountered the term, most cited media, formal trainings, or written materials such as books and articles. Social media played a surprisingly small role, which reflects the current cultural moment; had this survey been conducted several years earlier, the distribution might have looked very different. These responses suggest that exposure to implicit bias often comes through formal education or personal initiative, but awareness is far from universal. This presents an opportunity for the City to help residents better understand the concept and how it relates to municipal services.

The nine “Other” responses further illustrate the varied pathways through which people learn about implicit bias. These included references to higher education, professional fields such as healthcare and law, and personal lived experience, particularly from respondents of color. A few responses also framed the term as political or irrelevant, highlighting the ideological divide that shapes how some residents interpret equity-related language. Together, these answers reinforce that understanding implicit bias is uneven and shaped by personal background, education, and identity.

This question also mirrors patterns seen in earlier items related to professional development and staff training. Many residents simply do not know what training the City provides or how staff are supported in developing cultural competence. This lack of awareness does not necessarily indicate a lack of training; rather, it underscores a communication gap between the City’s internal efforts and the community’s understanding of them. Without clear, outward communication, residents cannot see how the City is growing, learning, or preparing its workforce to serve a diverse population. It also means that community members have little sense of how they themselves might engage with or benefit from these efforts.

Questions 16–18 reveal one of the clearest patterns in the entire survey: residents overwhelmingly lack visibility into the City of Bath’s internal training, expectations, and efforts related to implicit bias. In Question 16, most respondents, particularly those who do not work for the City, were unable to say whether implicit bias training is provided at all. Yet in the very next question, ten respondents reported that they have participated in implicit bias education, and three earlier respondents indicated that such training does exist. This discrepancy highlights a significant communication gap. If training is occurring, the public does not know about it, is not invited to participate, and cannot see how it shapes municipal decision-making. This lack of awareness has direct implications for how equitable practices are understood and implemented across the City.

Question 18, which asks directly whether staff and elected leaders exhibit behaviors influenced by implicit bias, raises additional concerns. Among the 99 respondents who answered, 65% believe implicit bias is present within the City’s working culture. This means that at least 70 residents perceive bias as influencing decisions or interactions, an important signal for any municipality committed to equitable outcomes. Only a minority felt that implicit bias was “rarely” or “never” present, which is where one would hope the majority response would fall. While some respondents reject the concept of implicit bias altogether, the fact that so many others see it as active within City operations suggests that the issue is both visible and meaningful to the community.

Question 17, which asks whether the City is taking action to address implicit bias, produced mixed but generally hopeful responses. Most respondents felt that the City “sometimes” acts, with a smaller group believing that such efforts are not happening. Taken together with Question 18, this suggests that residents perceive both the presence of implicit bias and the City’s attempts to address it. Importantly, these perceptions come primarily from non-government employees

observing the City from the outside. Their belief that the City is trying to mitigate bias implies that they also believe bias exists; otherwise, there would be nothing to address.

Across Questions 16–18, a clear pattern emerges:

- Residents do not know what training exists, so they cannot confidently assess whether the City is working to reduce bias.
- Because they cannot assess the City’s efforts, their perceptions of staff behavior are shaped by personal ideology, limited interactions, broader social narratives, and experiences with class-based inequity.
- The result is uncertainty, polarization, and mixed trust, driven not by a lack of effort from the City but by a lack of visibility into that effort.

Finally, Question 20 asked residents to identify specific behaviors or practices they believe are influenced by implicit bias. This question produced the largest drop-off in participation across the entire survey, with roughly fifty fewer responses than the previous item. The steep decline itself is meaningful: it signals discomfort, uncertainty, or disengagement when residents are asked to apply the concept of implicit bias directly to City operations.

Among the 58 respondents who did answer, the sentiment was overwhelmingly negative or skeptical. Roughly 60% rejected the concept outright, framing implicit bias as political, irrelevant, or unfounded. Another 30% expressed uncertainty, often noting that they lacked the knowledge or direct experience needed to comment. Only 10% offered examples of bias or expressed support for awareness efforts. This makes Question 20 the single most ideologically charged item in the survey.

Despite the polarization, several important patterns emerged. First, many residents do not fully understand what implicit bias means. Their responses reflect unfamiliarity rather than resistance, underscoring the need for clearer definitions, practical examples, and accessible language. Second, among those who did identify bias, class-based inequity was the most cited concern. Residents pointed to differences in how low-income households are treated, barriers to accessing services, scheduling that favors middle-class lifestyles, and perceived prioritization of BIW over residents. This aligns with earlier findings that socioeconomic identity, more than race or gender, is the primary lens through which many Bath residents experience inequity.

A smaller group raised concerns about cultural representation, noting that LGBTQ+ visibility feels over-emphasized while Christian or conservative identities feel under-represented. These perceptions do not suggest that inclusion efforts should be reduced; rather, they highlight the need for messaging that emphasizes equity for all, not “special treatment” for some. Finally, a small but meaningful group recognized implicit bias as a real issue and expressed support for the City’s efforts to address it.

Taken together, Questions 14–20 reveal a consistent pattern: residents are familiar with the term “implicit bias,” but their understanding is shallow and inconsistent. They have very little awareness of any City training or internal efforts, which creates uncertainty about whether bias exists and how the City is addressing it. This lack of visibility, not a lack of action, drives much of the skepticism and polarization reflected in the responses.

What Can Bath Do Next

As the City considers next steps given the Implicit Bias findings, this survey reveals a consistent and important truth: there is a significant gap between what the City is doing internally and what the community understands externally. Residents are familiar with the term “implicit bias,” but many do not understand it deeply, do not see how it applies to municipal services, and often interpret it through a political lens. This disconnect has created uncertainty, skepticism, and mixed trust, not because the City lacks effort, but because the community lacks visibility into that effort. To move forward effectively, the City must treat implicit bias not only as a training issue, but as a communication issue, a trust issue, and a cultural issue.

Short-Term Actions (0–6 months)

- *Reframe implicit bias in practical, non-political terms. Shift the conversation away from ideology and toward everyday service delivery. Emphasize:*
 - *Customer service*
 - *Fairness*
 - *Professionalism*
 - *Reducing misunderstandings*
 - *Improving consistency across departments*
- *Connect the term to the actionable change the City will conduct as a means of ongoing efforts:*
 - *In policies and procedures, note why shift in how you make decisions and its tie to eliminating any bias that may exist*
 - *Craft codes of conduct or review them to provide pinpoint action steps that staff will be required to work towards.*
- *Provide an opportunity for town hall conversations on this subject; offer it as a professional development training opportunity*
 - *Allow businesses who have wanted to provide it to their staff also take part in it.*
 - *Be clear and not use jargon regarding the term and concept. Help people understand:*
 - *What implicit bias is*
 - *How it shows up in routine interactions*
 - *Why it matters for municipal services*
 - *Make it part of yearly updates for staff on what bias they are noticing.*
 - *Public Q&A sessions, Community workshops*
 - *Make sure there are clear definitions in future surveys*
 - *Share examples of how bias affects municipal processes*
- *Find anonymous ways to have members offer feedback on where they feel a bias is impacting a decision or decisions made.*
- *Prepare for polarized reactions with clear, steady messaging*
 - *(Implicit bias is not a neutral term in Bath. Communication should be:*
 - *Clear*
 - *Practical*
 - *Transparent*
 - *Grounded in service delivery, not ideology*

Medium-Term Actions (6–12 months)

- *A review of class-based inequities throughout the City. An assessment focused on socioeconomic issues may shed light on additional issues relating to implicit bias.*
 - *Accessibility of services*
 - *Meeting and volunteer scheduling*
 - *Treatment of low-income residents (is there ways for residents to voice additional concerns or issues effectively if any arise?)*
 - *Housing and affordability concerns*
 - *BIW vs. resident priorities (How often are these conversations being had and what are the major tension points that exist before conversations even begin)*

**Why Understanding Implicit Bias Matters for the City of Bath*

Implicit bias can sound abstract or overly academic, especially in a small, close-knit community like Bath. Many residents do not immediately see how it connects to their daily lives or to the work of municipal government. But when we look past the terminology, implicit bias is simply about recognizing how unconscious habits, assumptions, and routines can shape the way services are delivered, often without anyone intending harm. In a community that prides itself on neighborliness, fairness, and belonging, understanding implicit bias is not about blame. It is about strengthening the qualities that already make Bath a great place to live.

Awareness of implicit bias helps Bath deliver services more fairly and consistently. City staff make hundreds of decisions each week, about permitting, code enforcement, public safety, recreation programs, and public works. Most of these decisions must be made quickly, based on experience and routine. Implicit bias awareness simply encourages staff to pause and ask whether they are making the same decision for everyone, whether someone's age, income, background, or communication style might unintentionally influence their judgment, and whether a process could be made clearer or more accessible. This is not political, it is about professionalism and public trust.

Implicit bias awareness also helps Bath serve a changing population. The city is experiencing shifts in age demographics, income levels, housing needs, cultural backgrounds, and family structures. Recognizing that not all residents navigate the city in the same way supports better communication, clearer processes, and more responsive services, especially for seniors, lower-income residents, newcomers, and people with disabilities.

It also strengthens Bath's reputation as a welcoming, community-oriented city. While many residents feel deeply connected, others feel "from away," overlooked, or unsure how to participate. Understanding implicit bias helps the City notice who is not showing up, understand why some residents feel excluded, and create spaces where more people feel comfortable engaging. This work is not about dividing people; it is about ensuring that everyone feels they belong. Implicit bias awareness improves communication and reduces misunderstandings. Many frustrations residents experience, (i.e. long wait times, confusing processes, feeling dismissed or judged) are not the result of intentional discrimination. They often stem from assumptions about who understands government processes, who has time to attend meetings, or who feels comfortable asking questions. Awareness gives staff tools to communicate more clearly and respectfully with all residents.



It also supports better decision-making and long-term planning. Whether the City is planning transportation routes, housing policy, public safety strategies, recreation programs, or community events, implicit bias awareness helps ensure that decisions reflect the needs of all residents, not just those who are most vocal or most familiar to staff. This leads to more equitable, effective, and widely supported policies.

Most importantly, implicit bias awareness aligns with Bath's core values, not with politics. Survey responses show that residents value fairness, respect, community, safety, and neighborliness. Understanding implicit bias is simply a tool that helps the City live out those values more fully. It ensures that everyone, regardless of age, income, background, or identity, receives the same level of service, respect, and opportunity.

In the end, implicit bias awareness would not be about labels, but about strengthening Bath's commitment to fairness, professionalism, and community. It helps municipal staff deliver services more consistently, communicate more effectively, and plan more thoughtfully for a changing population. In a city that values belonging, implicit bias awareness is another tool that helps Bath be the best version of itself, a place where every resident feels seen, respected, and included.

Section: Support Services

Support Services and the questions asked are all about learning how residents and those who engage with resources see those services, and are they able to access them. Not only is the concern about access but also about if the services are impacting the overall community, or if barriers have arisen. In this process the opportunity may have arisen to pinpoint what services are lacking or if any are missing. The context of the questions focus on; does the organization have support systems for its working members and for the community it serves? Do people know where to get them, access them, and are they working?

Review Of Support Services Questions

This section focusing on Support Services, starts with establishing an important baseline for understanding how residents perceive Bath's support systems and whether those perceptions are grounded in direct experience. While only a very small percentage of respondents have actually used any of the City's support systems, that does not invalidate their perspectives. In fact it does shape how we interpret the rest of the data: most respondents are evaluating systems they have not personally interacted with. This raises two considerations. First, residents may not share a common understanding of what counts as a "support system," meaning some may have used services without recognizing them as such. Second, because most respondents are outsiders looking in, their assessments reflect perception rather than lived experience, an important distinction when interpreting concerns or criticisms.

*Among those who did report challenges, the most significant issues were overwhelmingly socioeconomic. Of the 49 respondents who answered Question 22, more than half identified **health and medical costs** as their primary hardship, costs that exceed what many Mainers pay in rent. The second most common issue was the **inability to pay a bill**, reinforcing that financial strain*



is a central concern for many Bath residents. Taken together, these responses suggest that affordability, not access to programs, not awareness, not cultural barriers, is the most pressing challenge facing residents. This aligns with themes seen throughout the survey: economic pressure, rising costs, and financial insecurity are shaping how people experience life in Bath.

Question 23 asked respondents to identify positive examples of support systems, intentionally shifting the focus toward strengths rather than deficits. The goal was to determine whether residents could point to bright spots that demonstrate the value or effectiveness of existing services. Only 17 respondents were able to name a positive example. The majority either skipped the question or indicated they could not think of any. This pattern suggests that, for most respondents, Bath's support systems are either not visible, not accessible, or not functioning in a way that feels meaningful. The lack of positive examples does not necessarily mean the systems are failing, but it does indicate that residents do not see or experience them as effective.

Together, Questions 21–23 paint a clear picture: most residents have limited direct experience with support systems, but those who have faced hardship overwhelmingly identify economic strain as their primary challenge. At the same time, the scarcity of positive examples suggests that Bath's support systems are either under-recognized or under-performing in the eyes of the community.

Turning to question 24 specifically gave insight into how the support services were impacting members. Ironically, this question received a notably low response rate, suggesting again that relatively few residents have direct experience with Bath's support systems, or that those who do may feel uncertain about how to articulate their experiences. Among the responses received, sentiment was mixed: approximately 40% positive, 25% neutral, and 35% negative. This distribution reflects both the strengths and the gaps within Bath's support ecosystem.

The positive responses highlight several bright spots. Bath Housing emerged as one of the most trusted and impactful support systems in the city, with residents describing meaningful, sometimes life-changing improvements to safety, accessibility, and quality of life, particularly for older adults and low-income homeowners. Emergency services and frontline municipal staff were also praised for their professionalism, respect, and responsiveness. Additionally, many residents pointed to nonprofits as essential, accessible, and stigma-reducing sources of support, often filling gaps that municipal programs do not reach.

At the same time, a significant portion of respondents used this question to express frustration, either with City services, the survey itself, or perceived shortcomings in communication and support. These responses suggest that municipal support systems are not always well understood, clearly communicated, or consistently experienced. Several residents also described relying more on informal, neighbor-to-neighbor support than on formal City programs, underscoring the importance of clarifying the City's role within the broader support ecosystem.

Interestingly, while earlier questions suggested that residents face challenges with support services, very few respondents in Question 24 described barriers to using them. Instead, the concerns raised were more about quality of service than access to service. This may indicate that residents can technically access support systems but are dissatisfied with how those systems function. It may also reflect a lack of shared understanding about what counts as a "support system," meaning some residents may not recognize the services they use as part of this category.



When asked more directly about barriers to accessing resources, responses were split: roughly half of respondents felt they could access what they needed, while the other half either could not or were unsure. This uncertainty suggests that some residents may not know whether they are eligible for services, how to access them, or what support exists. A more targeted assessment of Bath's support systems would help clarify where true access barriers exist.

Finally, when asked whether the City has a plan for evaluating support systems, responses were evenly divided. This stark split indicates either that residents are unaware of any evaluation plan or that no such plan exists. In both cases, the takeaway is the same: the City has a significant opportunity to communicate more clearly about how support systems are assessed, improved, and aligned with community needs.

Lastley, the questions in this series for support services however, generated one of the richest and most revealing sets of open-ended responses in the entire survey. With 73 detailed submissions, residents offered a wide range of suggestions, frustrations, and aspirations for how Bath could better support its community. The themes that emerged reflect both practical needs and deeper tensions around affordability, access, and the role of local government.

The most prominent theme, by a wide margin, was transportation and mobility (covered in questions in the next section). Residents consistently described transportation as a major equity gap, emphasizing the need for more frequent bus service, weekend and evening routes, better connections to Brunswick and BIW, improved sidewalk maintenance, and expanded options for seniors and people with mobility challenges. For many, mobility is not just a convenience but a lifeline: essential for aging in place, accessing healthcare, and participating fully in community life.

Housing affordability was the next major concern. Respondents highlighted rising costs, limited rental options, aging housing stock, and the difficulty younger residents and working families face in securing stable housing. Seniors also expressed fear of being priced out of the community they helped build. In tandem with this, responses also spoke to the issues seniors felt of limited mobility, and program schedules that do not accommodate those who still work. Other issues for low-income households, disabled residents, and unhoused individuals, pointed to gaps in food security, mental health support, and accessible infrastructure. These concerns reinforce earlier findings that economic identity, not race or gender, is one of the strongest equity issues in Bath.

Another theme was communication and transparency. Many residents said they do not know what support systems exist, how to access them, or how decisions are made. They asked for clearer information, better outreach, improved digital tools, and more opportunities to provide feedback. This underscores the consistent issue of a significant communication gap between what the City does and what residents understand.

Another recurring theme was accessibility and inclusion, with residents calling for more wheelchair-accessible sidewalks and storefronts, better accommodations for autistic youth, and expanded services for people with disabilities. These concerns highlight that physical and social accessibility remain major equity issues in Bath. Finally, a subset of responses reflected ideological tension. Some residents view support systems as essential to community well-being, while others see them as government overreach or unnecessary spending. This mirrors earlier findings that Bath is divided in how residents interpret equity language and the role of municipal support.

Taken together, the responses to Question 28 paint a picture of a community grappling with affordability, aging demographics, mobility challenges, and uneven access to services. They also reveal a strong desire for clearer communication, more responsive systems, and a more transparent relationship between the City and its residents. These insights provide a valuable roadmap for strengthening support systems and advancing equity in Bath.

What Can Bath Do Next

The responses to these support services questions reveal a landscape with clear strengths, particularly Bath Housing, emergency services, and the deep commitment of local nonprofits, but also notable gaps in communication, clarity, and perceived quality. Residents consistently expressed a desire for better transportation, more affordable housing, clearer information about available supports, stronger assistance for seniors and low-income households, and a more accessible and responsive City government. These findings point to a central opportunity: **Bath can significantly improve resident experience not only by expanding services, but by strengthening communication, coordination, and transparency.** To do this, the following could be considered as next steps.

Short-Term Actions (0–6 months)

- **Clarify and Communicate What “Support Systems” Mean in Bath**
 - Residents expressed confusion about the term itself. The City should define support systems clearly and provide examples so residents understand what exists and how to access it.
- **Improve Communication About Existing Services**
 - Many residents do not know what supports are available. The City can:
 - Create a simple, centralized “Support Services Guide” to be shared quarterly to all residents/members and posted in City Hall.
 - Improve website navigation; have this prominent somewhere digitally so that folks can select a simple word or phrase that takes them to a full list of services.
 - Work with IT to craft a searchable phrase that will bring this up, or a section on the home page that states “In Need” and then separates out the various needs that have existed, or could exist, and who is available to help.
 - Use social media and newsletters to highlight programs
 - Partner with nonprofits & businesses to share consistent information
- **Continue to Celebrate and Elevate Bath Housing and Emergency Services**
- **Begin Addressing Immediate Transportation Gaps**
 - A transportation assessment would be a start to finding out the major and minor issues present.
 - Get an idea of who, what, when, where, and why of use of the various transportation services. This may take more than 6 months, but begin building a plan for assessing and tackling the issue.
 - Better tracking of transportation may be helpful in getting a sense as to the ongoing use of various modes and finding where barriers exist.

Medium-Term Actions (6–12 months)



- **Larger Support Services Assessment.**
 - Review all support services (as part of the process of adding them to the website possibly) and seek out where any gaps may currently arise in services.
 - Evaluate current programs that are ongoing (provide how long they have been in service)
 - Evaluate any missing services based on current barriers or issues that aren't being met; (this may provide a brainstorm of new services to start)
 - Define what a "service is" and what a barrier to it may be.
 - Seek out residents in the process to ask what barriers they may have, and what services they use or do not use and why.
- **Expand Support for Seniors and Low-Income Residents**
 - Work to expand aging in place initiatives; providing programs or finding current organizations that offer then and building partnerships to have a rep be part of the City's governing body or decision making process
 - Consider affordability opportunities
 - Tax relief options or financial counseling programs for this current group
 - Improve transportation opportunities to medical appointments or for assisting in affordability issues
 - Assess current outreach to the "senior" population
 - Consider what is "senior" and is it an age identity or could it be a circumstance of life issue (maybe a 50 year old widow or someone stuck at home needs just as much assistance as someone over 70).

Long-Term Actions (12–24 months)

- **Improved Accessibility and Infrastructure**
 - Updated sidewalk conditions, wheelchair access (especially in city Hall), and other mobility barriers.
- **Provide customer service training as part of onboarding for any new hires no matter the department**
- **Highlight staff narratives of municipal operations and how they provide their support service**
 - Use this as a campaign every quarter or twice a year to highlight what is going on and what is new in the City and what it can do to deliver services to residents.
- **Advance Housing Affordability and Home Repair Support (We recognize that Bath currently has improved its housing offering and just opened units within the City. Additional opportunities like this are def a step in the right direction and needed).**
- **Keep an ongoing collaboration with Bath Housing**
- **Consider what incentives landlords are needing**
 - Conduct a town hall or conversation with landlords over the long term and seek out if the City has any ways it can assist.
- **Provide a home repair program for residents to offset current housing issues**
 - This could be a program set up by partnerships with business, contracts, non-profits
- **Develop a long-term plan for evaluating support services**
 - Communicate the plan and the checkpoints along the way based on timeframes
 - Share what the end goal will be and what success looks like.



Section: Transportation

This section specifically looks at transportation in all modes provided by the City of Bath. The underlying concern is about the accessibility of transportation options, along with whether transportation is suitable and operationally helpful to residents of Bath. The ability to be mobile in a City, especially one with a “downtown” like Bath’s, along with a bevy of local small businesses, is crucial to the economic viability of the City along with making equitable choices on what services the City can provide. The major questions asked are does the organization have viable means of transporting, or is access to transportation available? What are the measures taken to address any transportation issues?

Review Of Transportation Questions

The transportation section of the survey provides a revealing snapshot of how Bath residents move through their community, who struggles to access transportation, and how well the City’s current systems are meeting local needs. The first set of questions establishes an important baseline: most respondents report having reliable and affordable transportation, two critical indicators of mobility security. However, at least 23 respondents (12%) said they do not have the transportation they need or cannot access it. Even within a relatively small sample, this percentage is significant. If the same proportion held true in a larger sample of 500 residents, more than 50 people would lack adequate transportation, underscoring that this is not a marginal issue, but a meaningful equity concern for the City.

When we compare this with the follow-up question about whether residents have used transportation services in Bath, an interesting pattern emerges. A total of 56 respondents reported using local transportation services, four more than answered the initial access question. While we cannot know why these four skipped the earlier item, the numbers suggest that nearly all of the residents who lack reliable or affordable transportation are turning to City-provided options. This indicates that Bath’s transportation services are reaching the people who need them most. Additionally, roughly twenty residents who do have personal transportation still used City services, suggesting that the system is serving a broader population than just those in crisis. The open-ended responses in Question 31 deepen this picture by showing which transportation options residents use and how they feel about them. The responses fall into five clear themes, with sentiment ranging from neutral to mildly frustrated.

*The **trolley** is the most frequently mentioned service. It is widely recognized, well liked, and often described with affection, but almost always as a recreational option rather than a practical one. Residents enjoy it, but they do not rely on it for daily needs.*

*The **City bus** is the second most common mode. Residents do use it, but they consistently describe it as slow, limited, or unreliable, with long loops and schedules that do not align with work or medical appointments. While some praise its accessibility features, others express frustration with timing and frequency.*

A third theme is the absence of taxi or on-demand services, which residents identify as a major gap, especially for seniors, disabled residents, and people without cars. Several respondents noted that



they used taxis “when there was one,” highlighting a service that once existed but is no longer available.

A fourth theme reflects residents who rely on personal vehicles. Some do not use public transportation because they do not need it, while others may avoid it because they do not understand how it works or do not trust its reliability.

Finally, a notable number of respondents said they did not know what transportation services Bath offers. This reinforces one of the strongest themes across the entire survey: residents lack clear, accessible information about City services, including transportation. Sentiment across Question 31 reflects these patterns. Roughly 70% of responses were neutral, simply listing the service used. About 20% expressed negative sentiment, focused on the lack of taxis, limited bus routes, or reliability issues. Only 10% were positive, often praising the trolley or expressing appreciation for accessible features.

The latter half of the transportation section shifts from understanding who uses transportation services to assessing how well Bath’s system functions for residents. These questions reveal a consistent pattern: while transportation in Bath is generally viewed as affordable, it is not consistently experienced as accessible, convenient, or easy to navigate. This distinction is critical for understanding where the City’s next steps should focus.

The affordability question provides an important counterbalance to earlier concerns about access. Among the 122 respondents who answered, the vast majority reported that Bath’s transportation options are affordable, with only a small number indicating cost as a barrier. While affordability is subjective and tied to perceived value, the overall consensus is clear: cost is not the primary issue for most residents. This suggests that the City’s investments in low-cost transportation, particularly the bus and trolley, are working as intended. The challenges residents face lie elsewhere.

When the survey shifted to accessibility and convenience, the responses became more varied. While 65% of respondents said transportation is accessible to them, convenience emerged as a major point of friction. Nearly 60% selected options indicating that transportation is lacking in either accessibility, convenience, or both. Only about one-third of respondents felt transportation was both accessible and convenient.

This distribution highlights a critical nuance: residents may technically be able to access transportation, but the system does not reliably meet their daily needs. Limited hours, long loop routes, unclear schedules, and gaps in regional connectivity all contribute to this disconnect. For many, the system works “on paper” but not in practice. Improving convenience, frequency, timing, clarity, and reliability, would significantly enhance mobility, support economic participation, and improve quality of life.

One of the clearest signals in this section comes from the question about whether residents feel they can provide feedback on transportation. Only 34 out of 156 respondents said yes. The overwhelming majority feel they have no avenue to share concerns, ideas, or experiences. This finding suggests two possibilities:

1. The City has not created clear, accessible channels for transportation feedback, or
2. Residents do not know those channels exist, which again points to communication gaps.



Either way, the result is the same: most residents feel disconnected from decision-making about a system that directly affects their daily lives. The small group who does feel able to provide feedback likely includes municipal staff or individuals already engaged in City processes, reinforcing the perception that the system is closed off to the general public.

Question 35 provide some of the most actionable insights in the entire transportation section. Sentiment trends neutral to negative, with residents offering practical suggestions rather than emotional critiques. They are not angry, they are stuck, confused, or underserved.

Several themes emerge:

- *Regional mobility is essential. Residents need reliable connections to Brunswick, Portland, Augusta, Lewiston, and Amtrak. The current system is too limited for modern commuting and healthcare needs.*
- *Communication is a major barrier. Many residents do not understand how to use the bus, where it goes, or when it runs. People cannot use what they cannot understand.*
- *On-demand transportation is a critical equity gap. The absence of taxis, ride-share options, or medical appointment transport disproportionately affects seniors, disabled residents, and non-drivers.*
- *Active transportation is desired but unsupported. Residents want bike lanes, e-bike support, and safer routes, but infrastructure is not yet adequate.*
- *Bath's aging population is feeling the strain. Seniors repeatedly mentioned difficulty accessing medical appointments, groceries, and community events.*
- *Transportation is also a cultural and political issue. A small subset of responses reflect ideological tension around spending, priorities, and the role of government.*

Across all of these themes, one message is unmistakable: **communication is one of Bath's biggest systemic challenges**. Residents want to use transportation services, but they need clearer information, more reliable schedules, and a system designed around real-world needs.

Altogether, the transportation questions reveal a system that is affordable but not consistently accessible, visible but not clearly understood, and appreciated but insufficient for many residents' daily needs.

What Can Bath Do Next

The transportation findings reveal a clear pattern: Bath's system is affordable, visible, and appreciated, but it is not sufficiently accessible, convenient, or well-understood. Residents rely on the City's services when they lack personal transportation, but the current system does not fully meet the needs of an aging population, low-income households, disabled residents, or commuters who depend on regional mobility. The following plan outlines actionable steps Bath can take to strengthen transportation as a cornerstone of equity, access, and community well-being.

Short-Term Actions (0–6 Months)

*Clarity, communication, and immediate usability, addressing the most urgent barriers residents identified.

- *Create a Clear, Public-Facing Transportation Guide*
 - *Develop a simple, visual guide with maps, schedules, and "how to ride" instructions.*



- *Include trolley, bus, BREEZ, and regional connections.*
- *Distribute through the website, social media, senior centers, libraries, and nonprofits.*
 - *Use multiple channels (website, text alerts, social media, flyers) to announce schedule changes, delays, or new services.*
- *(This all helps awareness and communicating what is out there and where to find it)*
- *Improve Signage and Bus Stop Visibility*
 - *Clearly mark all bus stops.*
 - *Add route maps and estimated arrival times where possible.*
- *Survey Seniors and Disabled Residents*
 - *Conduct a focused outreach effort to identify mobility needs, barriers, and preferred solution on a more regular basis.*
- *Clarify the Purpose of the Trolley*
 - *Communicate whether the trolley is intended as a recreational/tourism service or a transportation tool. Have a future discussion on what it should/could/ and maybe would be used for depending on the given season, or month. This may open up ideas on how it can vary depending on the needs of Bath and what Bath's changes are within the City.*

Medium-Term Actions (6–12 Months)

**These steps focus on improving reliability, expanding access, and piloting new options.*

- *Improve Bus Reliability and Convenience*
 - *Review route design to shorten loop times.*
 - *Pilot extended hours (earlier mornings, later evenings).*
 - *Add weekend service on a trial basis.*
 - *Gather rider feedback to identify specific pain points.*
- *Strengthen Regional Connections*
 - *Increase coordination with BIW, BREEZ, Brunswick Link, and Midcoast transit partners.*
 - *Explore additional runs to Brunswick, Portland, and major medical hubs.*
 - *Further consideration of the Amtrak and other extending transportation options should also be considered both in terms of value and assisting the needs of residents.*
- *Explore On-Demand and Taxi Alternatives*
 - *Partner with regional taxi providers.*
 - *Pilot a volunteer driver network for seniors and disabled residents.*
 - *Assess feasibility of a City-supported on-demand mobility service.*
- *Improve Accessibility Across All Modes*
 - *Prioritize sidewalk repair and winter maintenance.*
 - *Ensure bus stops are accessible and ADA-compliant.*
 - *Expand handicapped parking and mobility-friendly infrastructure.*

Long-Term Actions (12–24 Months)

**These steps focus on system transformation, ensuring Bath's transportation network supports long-term equity and economic resilience.*

- *Develop a Comprehensive Transportation Strategy:*
 - *Expanded bus routes and hours and at what points will the City try various options.*



- *Regional transit partnerships: keep track of what has been started, what hasn't worked, and what were the hangups.*
- *Mobility services for seniors and disabled residents*
 - *Door-to-door service for medical appointments, groceries, and essential errands.*
 - *Partnerships with nonprofits and healthcare providers, or small businesses as part of their efforts if it aligns with current practices and opportunities. (Could a delivery of hardware products also function as a door-to-door service for home repairs?)*
- *Bike and pedestrian infrastructure improvements*
- *Long-term **funding and staffing needs: review the current costs, what the costs were when previous discussions happen, and consider the cost gap and how long that cost gap has increased. 'Would waiting longer mean it is more expensive, or should it be invested in now?'***
- *Build safer bike lanes and pedestrian routes.*
- *Improve lighting, signage, and crosswalks.*
- *Explore bike-share or e-bike support programs*
- *Establish Ongoing Feedback Channels*
 - *Create a transportation advisory group with residents, nonprofits, and City staff.*
 - *Hold annual listening sessions.*
 - *Add a transportation feedback form to the City website and check it monthly or quarterly.*

Transportation is one of Bath's most powerful levers for equity, access, and community well-being. By strengthening communication, improving reliability, expanding regional connections, and addressing critical gaps in accessibility and on-demand mobility, Bath can build a transportation system that truly serves the needs of all residents.

Section: Inclusivity

A key metric of executing equity is how well the organization is inclusive of other thoughts, perspectives and people. This speaks to the ability for any diverse lived experience to participate within the organization and to do so without judgment or retribution. The survey questions speak to these contextual questions with a focus on; does the organization work to include members that work for it, and does it reach out to the community for their voice? Is the organization reflecting the identity of its members and community it serves?

Review Of Inclusivity Questions

As we review the various questions asked about inclusivity, we reveal a community that is divided, uncertain, and often skeptical about the City's commitment to inclusivity, especially starting with question 36.

Across the 30 open-ended responses, sentiment leans negative, with approximately 45% expressing negative views, 35% neutral or unsure, and only 20% offering positive feedback. Even among those who responded positively, many qualified their answers with hesitation, noting that



they “think so, but aren’t sure,” or that their confidence is “not 100%.” This pattern of cautious or conditional support underscores a broader uncertainty that runs throughout the inclusivity section.

A central theme emerging from these responses is a lack of visibility. Many residents simply do not know what the City is doing to support inclusivity. Even when efforts exist, they are not widely communicated or understood, which leads to confusion, skepticism, and in some cases, frustration.

Another major factor shaping responses is political interpretation. For a significant portion of respondents, diversity and inclusion efforts are viewed through a political or ideological lens rather than as community-building work. This polarization is consistent with earlier findings around implicit bias and equity language, where some residents expressed resistance to DEI concepts or perceived them as unnecessary, overly political, or exclusionary. These reactions reflect broader national tensions that are influencing local perceptions.

Residents also pointed to Bath’s limited demographic diversity as a complicating factor. In a relatively homogenous community, inclusivity can be harder to see, experience, or measure. Some respondents noted that Bath feels generally welcoming, but that the lack of visible diversity makes it difficult to assess whether the City truly values diverse perspectives. Others expressed a desire for meaningful, sustained action rather than symbolic gestures, suggesting that visible markers of inclusion, such as Pride crosswalks, are insufficient without deeper, ongoing efforts.

Importantly, inclusivity is perceived as uneven across different spaces. Some residents described positive experiences with City staff or civic processes, while others felt excluded, unheard, or overlooked. This unevenness contributes to the overall uncertainty reflected in the responses.

When paired with Question 37, asking about residents’ perspectives, a deeper pattern emerges. While a majority of respondents in Q37 selected “yes,” the open-ended responses in Q36 reveal that this confidence is fragile. Residents may feel generally welcome in the community, but many do not feel included in the City’s decision-making processes, which is a more consequential form of inclusivity. This distinction matters: belonging in the community is not the same as belonging in the governance of that community.

Questions 36 and 37 reveal a community that is not hostile to inclusivity, but rather uncertain, divided, and hungry for clarity and connection. Residents want to understand what the City is doing, see evidence of meaningful action, and feel that their voices matter in shaping municipal decisions. These findings point to deeper issues of trust, communication, and civic identity within Bath.

Diving further into questions like 38 and 39, these asked to think about positive experiences that demonstrate the City of Bath’s commitment to inclusivity. Despite the positive framing of the question, the responses reveal a community that remains split, uncertain, and ideologically divided in how it perceives inclusivity efforts.

The sentiment distribution reflects this complexity: approximately 45% of responses were neutral, 35% positive, and 20% negative. A large portion of respondents offered neutral answers such as “none,” “N/A,” or “unsure,” or described general experiences that did not clearly connect to inclusivity. Residents may not know what the City is doing, or they may not interpret certain actions, such as community events or staff interactions, as part of an inclusivity strategy.



Among those who did cite positive experiences, several themes emerged. Many residents highlighted Pride events, the rainbow crosswalk, and other symbolic gestures as visible signs of inclusion. These gestures resonate strongly with some residents and are among the most widely recognized examples of inclusivity in Bath. However, these same symbols are viewed by others as “tokenism” or as going “too far,” revealing the ideological divides that shape how inclusivity is interpreted.

Another consistent theme was the role of frontline staff, who were frequently described as approachable, respectful, and human-centered. Positive interactions at City Hall, open access to officials, and the sense that staff are willing to listen were among the strongest indicators of inclusivity for many respondents. These experiences suggest that customer service and interpersonal respect are among Bath’s most reliable inclusivity assets.

Residents also pointed to community events and cultural programming, such as Heritage Days, international dance performances, library programs, Chocolate Church events, and Sister City celebrations, as meaningful expressions of inclusivity. Importantly, many of these events are led by nonprofits or community partners rather than the City itself. This reinforces the idea that inclusivity in Bath is often experienced through the broader community ecosystem, not solely through municipal government.

Civic participation also emerged as a positive theme. Residents who attend public meetings or serve on committees often feel included and respected, suggesting that process transparency and open civic forums are strengths. However, this sense of inclusion is limited to those who actively participate; others remain disconnected or unaware of these opportunities.

At the same time, a vocal minority rejected the premise of the question altogether, expressing frustration with DEI efforts or arguing that inclusivity initiatives are unnecessary, politically motivated, or misaligned with community priorities. Despite this, Bath is not a community hostile to inclusion, but one that is uncertain, divided, and hungry for clarity, connection, and meaningful action.

In the final responses which included question 40, there is a nuanced picture of how residents experience cultural life in Bath. Across the 61 responses to Question 40, residents offered a view of cultural life in Bath. Sentiment was mixed with these questions, about 40% positive, 40% neutral, and 20% negative. Many residents named Pride events, Heritage Days, Sister City celebrations, concerts, and community festivals with appreciation. Others simply listed events without strong feelings or said they were unsure what celebrations Bath offers. A smaller group rejected the premise of the question, criticized DEI-related celebrations, or argued that cultural events are not the City’s responsibility.

A clear pattern emerges in these responses: residents value many of Bath’s cultural celebrations, but the topic is politically charged for some, and many are unsure which events are City-led versus nonprofit-led. Pride events, including Pride Day, the parade, and the rainbow crosswalk, were the most frequently mentioned. For some, these are meaningful symbols of inclusion; for others, they are points of ideological tension, echoing the polarization seen in earlier inclusivity questions.



Residents also highlighted Sister City and Japanese cultural celebrations such as the Tsugaru Gate, Sister City Park events, Shāriki exchange, and international dance performances. These were generally viewed positively as cultural bridges connecting Bath to global traditions. Broader community festivals such as Heritage Days, Kindness Day, the Lantern Parade, Waterfront concerts, holiday parades, the Farmers Market, and Volunteer Days, were widely cited as inclusive, community-building events that reflect Bath’s identity and bring residents together across ages and backgrounds.

Many respondents also pointed to arts and cultural programming at the Chocolate Church, the library, Art Walk, Waterfront Park, and the Winter Street Center. These responses underscore that Bath’s cultural vibrancy is shaped as much by nonprofits and arts organizations as by the City itself. Finally, traditional holiday celebrations such as Christmas, Winter Solstice, and the Fourth of July remain important cultural anchors, offering continuity and shared heritage for many residents.

At the same time, cultural celebrations are not universally embraced. Some residents view certain events, particularly Pride and DEI-related celebrations, through an ideological lens, expressing concern that they are divisive, overly political, or misaligned with community priorities. Others argued that cultural celebrations should not be the City’s responsibility at all. These perspectives reflect the broader political and cultural divides present in the inclusivity responses.

Another recurring theme is uncertainty. Many residents simply do not know what cultural celebrations exist or who organizes them. This confusion mirrors the communication gaps identified throughout the survey: residents often struggle to distinguish between City-led initiatives and those led by nonprofits, community groups, or Main Street Bath.

Overall, what should be acknowledged is that some residents will continue to view any celebration outside of traditional or “normal” holidays as unnecessary or negative. These views have persisted for years and reflect broader political divides rather than specific concerns about Bath’s cultural programming. Nothing in the responses suggests that the City should eliminate existing celebrations; rather, they indicate that cultural events will continue to be interpreted differently depending on individual values and beliefs.

We see Bath as a community with rich cultural assets, strong nonprofit partners, and a diverse array of celebrations, but also one where communication gaps, ideological divides, and differing expectations shape how residents perceive inclusivity and cultural expression.

What Can Bath Do Next

The findings from the inclusivity and cultural celebration questions point to a clear opportunity for the City of Bath to build trust, communicate more clearly, demonstrate meaningful action, and create spaces for dialogue. Residents are not opposed to inclusivity; rather, they are uncertain, divided, and seeking clarity, visibility, and fairness. By focusing on transparency and community-centered engagement, the City can strengthen confidence that diverse perspectives are genuinely valued.

Short-Term Actions (0–6 months)

- Make Inclusivity Efforts More Visible



- *Share stories of inclusive practices and partnerships; stating why they are inclusive and how it grows an inclusive mindset for the city.*
- *Highlight staff training, accessibility improvements, and community engagement.*
- *Celebrate and Support Frontline Staff*
 - *Recognize staff who model respectful, inclusive service, and do so on a variety of channels,.*
 - *Provide ongoing customer-service and cultural-awareness training.*
- *Clarify What “Inclusivity” Means in Bath*
 - *Define inclusivity in a Bath-specific, non-political way. Prepare to host conversations about how you publicize and explain this, and where it can come up so people understand.*
- *Consider a Cultural Events Calendar*
 - *Provide a single, easy to use listing of the celebrations going on and how it connects to an inclusive space.*
 - *Work on communicating and linking the listing to any communications made*
 - *Do an analysis of where communications and celebrations are publicized already and where they are working and not working.*
 - *Clarify what role the City plays and what role residents and business play in any celebration.*
 - *Consider are they reaching their target audiences*
 - *Do people understand what they are about.*
 - *Who is involved in their planning and are those groups or individuals given the notification for their efforts.*
 - *Review the scope, and size of these events; how many people do they attract, where are they from and what is the demographic makeup.*

Medium-Term Actions (6–12 months)

- *More work on collaborations with nonprofits, cultural groups, schools, and arts organizations.*
 - *Continue to build upon and add new networking groups to the already exploding cultural events space.*
- *Find ways to get more resident input*
 - *Listening sessions, workshops, but also **provide various person and groups to be part of planning these events.***
 - *Think about when planning starts and consider how far in advance to include people in planning efforts.*

Long-Term Actions (12–24 months)

- *Develop a Cultural Inclusion Strategy*
 - *In the long term, recognize the representation and participation of people and what groups are missing.*
 - *Continue to ask if celebrations and opportunities reflect the Bath demographic of today, tomorrow, or previous years.*
 - *Produce a structured review annually of accessibility, communication, and customer service that has a metric to it.*
 - *Consider who is “at the table” and who isn’t; who is participating regularly and who may not be.*

Overall, Bath needs to improve communication, find key communication channels that work, clarifying its role in these efforts and where it can hand it off, and start to strengthen trust, deepen community connection, and ensure that all residents feel seen, heard, and valued in both daily life and municipal decision-making.

Section Monetary Equity

Monetary Equity as a core principal is assessed in an attempt to combine financial equity with the overall execution of equity within an organization. While a financial audit is not part of our process, understanding the costs, if any, associated with some services at a high level is helpful. The survey, and overall assessment are trying to see if there is any glaring monetary issues but without diving to deep into a budget or cost benefit analysis. Contextual questions include; does the organization create cost barriers with its services and what are those costs. Are there costs to any limitations experienced by members? What is the quality of life both emotionally and monetarily to being a part of the organization?

Review Of Monetary Equity Questions

Across the monetary equity section, residents expressed a generally positive sense of their overall quality of life in Bath. While a small subset of respondents indicated that their experience is less positive, the majority described Bath as a place where they feel able to live comfortably and participate in community life.

When asked what contributes most to this sense of quality, residents overwhelmingly pointed to safety and the time they spend in the City, two factors that reinforce one another. A safe environment encourages people to be out in the community, and that presence, in turn, strengthens their connection to Bath. However, respondents also highlighted areas where quality of life is shaped by barriers, particularly around flexibility of schedule and access to services. For some, difficulty accessing services, whether due to hours, transportation, or digital limitations, directly affects their sense of fairness and well-being.

When we looked at responses from question 42, we saw an even deeper picture revealing how residents understand monetary equity through both economic realities and everyday experiences. The most prominent concern is **housing affordability**. Many residents feel squeezed between wages and rising costs, and they perceive affordability as declining. Closely tied to this is the pressure of taxes, which some see as a growing burden and a source of frustration with City priorities.

Residents also emphasized that monetary equity is not only about income and expenses, it is about physical accessibility, walkability, and the ability to navigate the City without relying on a car. Even amid concerns about affordability, Bath's strong sense of community, safety, and cultural vibrancy remain significant assets. Cultural amenities are widely valued, though some respondents noted that access to these opportunities is uneven.

Economic mobility emerged as another area of concern, particularly for younger residents and working families who feel limited in their ability to advance. Access to services, whether municipal,



nonprofit, or community-based, was repeatedly linked to fairness and quality of life. At the same time, responses reflected ideological divides. Some residents framed monetary equity through political identity rather than economic conditions, underscoring the importance of communication, transparency, and trust-building in future equity efforts.

When asked about perceptions of how City funds are used, many respondents believed that resources are being directed toward inclusion, equity, and diversity efforts. This is notable given that other responses suggest gaps in awareness or communication about City initiatives. The perception that resources are being invested in equity work may indicate that these efforts are visible, even if not fully understood.

Questions about hybrid and remote service options offered additional insight into accessibility. While some respondents indicated that not all services are available in multiple formats, the overall response suggests that Bath is making efforts to connect with residents beyond in-person interactions. In reflection, communities tend to either have hybrid options or not, so “no” responses may reflect uncertainty, lack of awareness, or experiences where certain services were not available in all formats when needed.

The final question in this section asked residents to consider Bath’s openness to new ideas and improvements. Responses were lukewarm, not negative, but not strongly affirmative either. While only a small number of respondents said “rarely” or “never,” the prevalence of “sometimes” suggests an opportunity for the City to strengthen trust and demonstrate its willingness to innovate. This is less a critique and more an invitation: residents want to see Bath continue evolving, experimenting, and improving.

As we review this section, monetary equity findings show a community that values safety, belonging, and cultural richness, but also feels the weight of affordability challenges and service barriers. They point to clear strengths, community spirit, safety, and vibrancy, and equally clear opportunities for growth in communication, accessibility, and trust-building as Bath charts its future.

What Can Bath Do Next

This section paved the way for recognizing a few key aspects that the City should consider as it re-orientes towards more monetary equity practices. Affordability is the top of mind and seems to come to the surface the most here. This can include the taxes conversation, or the affordability of housing. Those two really seemed to be the main issue when we consider equitable outcomes. While the City can do a lot to alleviate this stress, these are much larger than simple tasks to be done in the short or long term. These require coordinated consideration of what tax relief options, and what they like, along with improved housing opportunities in the City (some of which we recognize are being done).

Leaving those aside, we do see that the City can do the following immediately as a way to consider more equitable practices within monetary efforts.

- **Address Immediate Service Accessibility Concerns**
 - Bath can review City Hall hours for accessibility



- Explore adding one additional landfill Saturday per month and what the cost may be for this? Has there been any review of the issues regarding landfill/trash or hours recently (within the last 6 months).
- Prioritize sidewalk repairs in high-traffic areas
- **Strengthen Economic Opportunity for Younger Residents**
 - Partner with employers to identify workforce needs as part of a 2026-2027 economic climate study.
 - Explore incentives for local hiring; what would make folks either come and work in Bath beyond housing, and transportation.
- **Build a Comprehensive Quality-of-Life Framework**
 - Create a long-term Quality of Life Index; consider what areas are important to residents and then plan to assess those consistently and build an index to be monitored from Council to Council.
 - Track affordability, mobility, cultural access, and service availability. Similar to the index, but use metrics to monitor these; consider what is a threshold that the City feels would be too much or out of reach for residents.
 - Use the index to guide budget and policy decisions

Section: Efficiency & Final Open-Ended Questions

The last section here reviewed any final thoughts or comments people had, in tandem with the final core principal around efficiency. This section allowed people to speak to anything they may not have been able to discuss throughout the survey up to this point. These questions look to directly consider any barriers present, or find any additional issues that aren't already part of discovery thus far. The contextual questions include; does the organization provide an efficient means of executing its tasks and services? Does it provide those in an efficient manner? Are there places of waste or loss?

Review Of Efficiency Questions

The final open-ended questions in the survey reveal a great deal about the lived experience of Bath residents, economically, socially, and politically. Across these responses, a clear pattern emerges: residents are navigating daily pressures that feel immediate, personal, and increasingly difficult to manage. The themes that surface are not abstract concerns; they reflect the practical realities shaping life in Bath today.

Affordability is the single most significant barrier residents face. Rising housing costs, escalating property taxes, and the broader cost of living cut across age, income, and political identity. Many residents, especially long-term locals and seniors, express deep vulnerability about their ability to remain in Bath, some expressing fear that they are being priced out of the community they helped build. Some respondents even attribute the affordability crisis to newer residents, particularly LGBTQ newcomers, reflecting a misplaced attempt to assign blame for a structural, regional housing shortage. This dynamic is concerning, as it risks pitting community members against one another rather than recognizing the larger economic forces at play.



Taxes are a major pressure point and a growing source of distrust toward City government. For many, the financial burden of taxes is inseparable from their sense of equity and fairness. When residents struggle to pay, they often look to the City for solutions, even when the underlying drivers extend beyond municipal control.

Residents also describe infrastructure as both a safety issue and an equity issue. Poor road conditions, aging sidewalks, and limited transportation options disproportionately affect low-income residents, youth, seniors, and those with mobility challenges. Accessibility gaps, whether based on City Hall hours, meeting times, or physical infrastructure, limit participation and reinforce inequities for working families and people with disabilities.

Economic mobility is another central concern, particularly for younger residents and working families who feel squeezed between wages and rising costs. Commercial gaps, limited shopping options, few restaurants, and early business closures, further affect convenience, affordability, and quality of life. Families and youth also report feeling underserved in recreational infrastructure, noting the need for more fields, indoor play spaces, and accessible parks.

Socially, belonging in Bath is uneven. Newcomers often feel marginalized or judged, while long-term residents feel displaced by demographic and cultural shifts. Inclusivity efforts are interpreted differently depending on residents' values, and a consistent subgroup pushes back against what they perceive as DEI-driven language, even within the survey itself. This ideological tension is one of the strongest undercurrents in the responses.

Residents also raised concerns about BIW's influence, describing it as both an economic anchor and a source of strain, particularly around traffic, parking, and perceived lack of accountability. This reflects a long-standing dynamic in Bath: BIW is both an economic anchor and a point of friction.

Despite these challenges, many respondents still highlight Bath's natural beauty, strong community spirit, and walkable environment as enduring strengths. These assets remain important anchors amid broader change.

Specifically, seniors express pride in their contributions to Bath but also worry about being overlooked as the city evolves. There is an overt concern about Bath's cultural and demographic shifts. Many long-term locals feel the city is changing in ways they do not recognize or support, while newer residents often feel judged or excluded. This tension, between heritage and change, runs through many of the comments and highlights the need for intentional efforts to build connection across differences.

Across much of the survey and in these final sections, respondents reacted not to the goals of the survey, but to the terminology itself, which they perceived as political, unfamiliar, or disconnected from local priorities. For these residents, identity-based questions felt secondary, or irrelevant, compared to the practical challenges they face. This reaction underscores the need for clearer, more accessible communication that connects equity work to Bath's own values and lived realities.

The overall sentiment though, was predominantly negative, with roughly 70% of responses expressing frustration, concern, or distrust, and only a small fraction, about 5%, reflecting positive experiences. This negativity was not driven by a single issue but by a broad sense of strain related to affordability pressures, rising taxes, infrastructure challenges, cultural change, and skepticism

about the survey itself. Many residents also reacted strongly to equity-related language, interpreting it as political or disconnected from their daily concerns.

Despite this tension, respondents consistently affirmed Bath's enduring strengths, its community spirit, natural beauty, and small-town character. These responses show that residents want the City to focus on the fundamentals: housing, taxes, roads, services, and clear communication. They want to feel heard and included in decisions that shape Bath's future.

What Can Bath Do Next

The open-ended responses in this assessment make clear that residents want the City of Bath to focus on the fundamentals: affordability, infrastructure, accessibility, communication, and community connection. While the concerns raised span economic, structural, and social dimensions, the through-line is consistent; people want a city that is responsive, transparent, and attentive to the daily realities they face. The following short- and long-term next steps synthesize the most common and actionable recommendations offered by residents across the survey. Together, they outline a practical roadmap for strengthening trust, improving quality of life, and guiding Bath toward a future that honors its heritage while adapting to the needs of a changing community.

Short-Term Next & Long Term Next Steps (0–6 Months) & Followed up 12 months

- **Improve Communication & Transparency**
 - *Explain City decisions in clear, plain language, and make sure to explain what the terms that create emotional responses mean in terms of how they impact people and impact the City.*
 - *Provide regular updates on the BIW-related issues so that people don't feel that this is being overlooked.*
 - *A future conversation with BIW regarding the areas of parking, transportation, and its impact on the city should be started immediately.*
- **Build Space for Belonging for Audlts/Seniors/Long Term Residents**
 - *A space should be created so that those who feel like they are being pushed out can share what they have felt has made the City of Bath special to them.*
 - *Create and design a "history of Bath" as part of either a Festival or future project where residents can share what makes Bath special as part of efforts to include these folks, and also highlight the positive aspects of Bath.*
 - *Use this effort to also hear about the issues that those same folks are raising as problems, and begin to consider what it would take to improve upon them.*
- **Develop a Cultural Identity & Growth Strategy**
 - *Set long term goals on what communication improvement should look like 5 years and 10 years from now. How will people know what is going on in a changing environment.*
 - *Consider when the next strategic plan opportunity or comp plan re-assessment should take place as part of this ongoing assessment.*
- **Economic Improvement Efforts**
 - *There is a clear divide about how people will afford their lives in Bath. Some of these are in the control of the City:*



- Tax relief efforts
- TIF or other Financing spaces for housing and community spaces
- Reduced fees, rates, or other revenue means to offset tax liabilities.
- Other areas where the City can't provide direct assistance should be something that a workshop with local non-profits and business can collaborate on
 - Non-profits: What services do they provide that they have not had the chance to show case that can assist the City. Will they benefit from partnering for grant opportunities or other means of financial assistance.
 - Businesses: How can the local businesses fuel and feed into the City? Are they willing to offer their services to what the City needs, and collaborate on the affordability aspect. Offering a percentage of revenue towards assisting those marginalized groups that responded to the survey as feeling squeezed out. Business ventures that support a larger project that would assist in affordability efforts. Bring these groups to the table and do an initial brainstorm:
 - What barriers do they feel?
 - What do they see as limiting their growth?
 - What do they need?
 - What partnership would benefit those areas.
 - Similar to the Downtown Visioning; focus solely on affordability and separate between non-profit and businesses. Then split the businesses into what type of business and what they offer.

Demographics: Profile Of A Respondent

The demographic profile of survey respondents provides important context for interpreting these findings. Overall, the survey was completed primarily by older adults, long-term residents, and individuals who identify as White, with a strong majority of respondents identifying as women. This group represents the dominant voice in the dataset and shapes much of the sentiment reflected throughout the survey.

Age was one of the clearest defining characteristics: the largest group of respondents were 65 and older (40%), followed by those aged 45–54 (21%), 35–44 (16%), and 55–64 (15%). Very few participants were under 35, and almost none were under 25. This means the survey reflects the perspectives of older adults far more than younger residents.

In terms of residency, most respondents have lived in Bath for a significant period of time. Nearly a third (29%) have lived in the city for more than 20 years, with additional groups reporting more than 10 years (18%) or more than 5 years (19%) in the community. Sixteen percent have lived in Bath their entire lives. Only 8% of respondents do not currently live in Bath. These numbers indicate that the survey largely captures the views of long-term residents.

However, Questions 51 and 52 reveal an important nuance. While many respondents have lived in Bath for years, the majority did not graduate from Bath schools and do not have deep lineage in the community. In other words, many of the people who took this survey are “from away” in the traditional local sense, even if they have now settled in Bath, often within the past five years. This



group represents a growing segment of the population and reflects the demographic and cultural shifts occurring in the city. Their voices shape much of the feedback in this report.

Respondents also provided information about gender, sexual orientation, race, and ethnicity. A strong majority identify as female (61%), with 28% identifying as male and a small percentage identifying as non-binary, transgender, or undecided. Most respondents identify as straight or heterosexual (74%), with smaller percentages identifying as lesbian, bisexual, gay, asexual, or pansexual.

The survey population is overwhelmingly White (97%), with very limited representation from Hispanic, Latine/o/a, Indigenous, or other racial groups. Ethnically, respondents most commonly identified as Irish (59%), British (52%), German (32%), and French or French Canadian (30%). Question 55, which asked respondents to rate how strongly they identify with their selected racial category, produced an average score of 82 out of 100, indicating a strong sense of connection to their chosen identity. This suggests that while respondents may share similar racial backgrounds, the degree to which they feel tied to that identity varies, but overall, the association is strong. Taken together, these demographics paint a clear picture:

From all of this we see that the most common respondent profile is a woman aged 65 or older, who has lived in Bath for more than 20 years, identifies as White, and expresses a neutral or moderate sentiment regarding racial identity. This group represents the largest identifiable segment of the survey population.

Understanding this should provide Bath with additional next steps in how it interacts with various other groups. It may be that the strongest and most persistent voice is that of the dominate respondent profile above. This may mean that Bath needs to consider other voices, especially those of newer residents, as part of its ongoing work.

First and foremost, given that many associations with Pride and LGBTQ persons were mentioned, this group should be more prominent in the conversations and similar questions that follow moving forward.

As the City considers changes and next steps, recognize the resistance to change will be there, but it comes from a place of identity not hostility. However, Bath needs new engagement strategies to get this under-represented voice into its spaces. The City needs to diversify communication channels so all groups feel informed and included. Because the predominant respondent was an older White woman who has lived in Bath for more than 20 years, the survey results reflect a deeply rooted, civically engaged, but not fully representative segment of the community. Their voices matter, but they are not the whole story.

Equity Assessment: Survey

Equity Assessment Score for City of Bath Survey :

The survey taken in 2025 for community members of the City of Bath was designed to provide questions that speak to the 8 Equity Principles, which are reflected below in this Equity Assessment. Each question was not required, allowing respondents to pick and choose which questions they preferred to answer. The survey was provided during the fall of 2025 and open to as many residents, community members, and staff of the City of Bath that were able to take it.

Process For Assessment.

To determine point totals for the Survey portion of the assessment, we applied a consistent and structured approach to evaluating the themes that emerged across all answers to the questions. As noted in the full report, 8 Equity areas were constructed with questions related to each. Thus, each section is reflected in the assessment below.

When a theme was raised repeatedly, or open ended responses provided insight into any of the specific areas within a Core Principal, we considered that strong evidence and awarded the corresponding point. In cases where a theme was mentioned only once but still demonstrated a clear connection to the assessment criteria, and no contradictory information was presented, we awarded the point to avoid penalizing for a missed item.

We also recognized that some themes were expressed indirectly, through open ended answers as well, and thus these narratives, if aligned with a criteria, are also considered in awarding a point or points. A point was not awarded only when a theme did not surface at all, or when a response clearly indicated that something was not present, or that the respondents are speaking against an issue. This assumes the City wouldn't have the specific criteria or it is not present, and thus no point awarded.

In an effort to be as specific as possible, we did award half points, or portions of points as well. Our work focuses on a scale of 0-104 which determines the measure of equity promoted and used within an organization. Below is the It Is Time assessment guide.

IT IS TIME = 104

Category	Definition and Focus	Point Scale	Total
I Identity	<i>Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.</i>	0-9	3

It is time...

T Time (Management & Value)	<i>Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.</i>	0-20	12
I Implicit Bias	<i>Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?</i>	0-9	2
S Support Systems	<i>Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?</i>	0-19	7
T Transportation or Transit Services	<i>Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.</i>	0-20	9
I Inclusivity	<i>Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization reflecting the identity of its members and community it serves.</i>	0-9	5
M Monetary Equity	<i>Does the organization create cost barriers with its services and what are those costs. Are there cost to any limitations experienced by members. What is the quality of life both emotionally and monetarily to being a part of the organization.</i>	0-13	5
E Efficiency	<i>Does the organization provide an efficient means of executing its task and services. Does it provide those in an efficient manner. Are there places of waste or loss?</i>	0-5	5
Total Points	<i>Amount of points awarded through all Equity Principals and segments</i>	104	48

Equity Journey Matrix

Category	Point Scale	Definition and Focus	Notes	Survey Points
I Identity	0-9	<i>Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.</i>	<i>Many respondents felt their identity was accommodated if they held majority identities (white, straight, cisgender, able-bodied). Minority identities</i>	3/9

It is time...

			<p><i>expressed mixed or negative experiences.</i></p> <p><i>Strong pushback to identity-based language shows discomfort and lack of shared understanding.</i></p> <p><i>Demographic data was collected, but the City does not appear to systematically use it and the survey didn't allude to any use.</i></p>	
<i>Personal Identity</i>				
	<i>1pt</i>	<p><i>People's identity in the organization doesn't limit them to their ultimate goal. If limits exist, how does it limit them? What limits exist?</i></p>	<p><i>Many felt identity does shape belonging, especially newcomers, LGBTQ+, and seniors.</i></p> <p><i>Many felt identity does shape belonging, especially newcomers, LGBTQ+, and seniors.</i></p>	
	<i>1pt</i>	<p><i>Organization holds demographic data to know who it serves and who works within its structure.</i></p>	<p><i>While this survey didn't ask this question directly, demographic info was added to the survey, but no mention of data from any question</i></p>	
	<i>2pt</i>	<p><i>There are diverse lived experiences that represent the organization and that interact with it:</i></p> <p><i>Narratives are varied and create multiple paths to understanding.</i></p> <p><i>Capture diverse narratives and expressed cultures of the people who live and interact with the organization.</i></p> <p><i>*This includes people's</i></p> <ul style="list-style-type: none"> <i>● Identity,</i> <i>● Geographic location</i> <i>● Experience in different physical spaces,</i> <i>● Previous experience,</i> <i>● Educational and learning experiences,</i> <i>● Family dynamic and impact,</i> 	<p><i>Narratives were diverse, but representation is uneven and polarized.</i></p>	<i>1</i>

It is time...

		<i>All of which create multiple paths to understanding.</i>		
	1pt	<i>There are minimal instances where identity would be countered/harmed within a given space that was encountered. How does someone know they are harmed/countered? Evidence of this is provided.</i>	<i>Many respondents described cultural tension, exclusion, or judgment.</i>	
<i>Practices and Policies</i>				
	1pt	<i>Policies are present that accommodate identity</i>	<i>Many felt policies are neutral or accommodating; others disagreed.</i>	1
	1pt	<i>There are training efforts to support understandings of cultural competence, or other identity related issues.</i>	<i>93% of respondents were unsure if any training exists.</i>	
<i>Organizational Identity</i>				
	1pt	<i>The organization is clear about its identity including</i> <ul style="list-style-type: none"> ● <i>Mission, Vision, Values.</i> ● <i>Goals and future plans.</i> ● <i>Where it is going and why it has chosen to go there.</i> 	<i>Residents generally know what the City does, where it is going in terms of its vision and mission.</i>	1
	1pt	<i>The organization's identity has incorporated principals of equity within it.</i>	<i>Residents do not see equity as part of the City's identity; DEI language triggered pushback.</i>	
T Time (Management & Value)	0-20	<i>Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.</i>	<i>Strong concerns about City Hall hours, Friday closures, meeting times, and accessibility. No major complaints about internal work-life balance (not asked). Cultural accommodations not widely recognized. Feedback loops exist but are not visible.</i>	12/20
<i>Internal</i>				

It is time...

	5pts	<p>There are efforts made to provide a healthy work-life balance (5 pts)</p> <ul style="list-style-type: none"> ● PTO, Sick Time, Time Off ● Bereavement ● Work From Home ● Opportunities to engage with community ● Flexible Schedule ● Provide for caregiving or personal activities 	Not directly assessed; no major complaints.	3
<i>External</i>				
	5pts	<p>There are efforts made to give time to cultural accommodations</p> <ul style="list-style-type: none"> ● Religious observances ● Cultural Holidays ● Celebrations and Observances 	Residents noted there are festivals and holiday celebrations; while it may not directly be for staff, it was a big piece to the overall community aspects in the later survey questions	5
	2pts	<p>Time of completion; tasks, projects, other events are done in a significant amount of time.</p>	This was mixed but overall there wasn't an issue regarding time completion as what the task was	2
	2pts	<p>Events, meetings, and other engagements are scheduled at the right time or in a reasonable time given the community and need.</p>	Many said meeting times exclude working people.	
	2pts	<p>There is time made to grow, develop, and learn while part of the Town.</p> <ul style="list-style-type: none"> ● Training, mentorship, internships, or other advancement opportunities are available. ● Opportunities to make time for emotional and social. 	There were multiple points where the survey showed that more training and more professional development is needed.	
	2pts	<p>Feedback loops and processes are incorporated on a regular basis to garner an understanding of its gaps and its successes.</p>	While the survey itself is a feedback loop, lack of communication and lack of opportunity to offer one's voice was noted. In some questions there was a feeling of positivity towards sharing ideas but overall it was still mitigated.	1
	2pts	<p>There are minimal places that things are repeated, or are redundant throughout the organization.</p>	Some frustration with bureaucracy were noted on occasion.	1

It is time...

<p>I Implicit Bias</p>	<p>0-9</p>	<p>Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?</p>	<p>93% unsure if implicit bias training exists.</p> <p>Many respondents reject the concept outright.</p> <p>No evidence of structured bias-review processes.</p> <p>Some residents feel bias in community interactions, but not necessarily from staff</p>	<p>2/9</p>
<p><i>Decision Making</i></p>				
	<p>2pts</p>	<p>There is minimal bias embedded in the decision-making process</p> <ul style="list-style-type: none"> ● High quantity of multiple ideas when making a decision ● Decision making process puts equal weight on various ideas and contributions ● High value of seeking out contributions to decisions made from various sources 	<p><i>There doesn't seem to be a high level of multiple ideas from various groups in the decision making process. The survey didn't feel like marginalized groups were being acknowledged, the trouble was depending on the group, it tended to seem like respondents felt the other group was getting more notice than their own. This divide seems to insinuate a bias, even though it might not actually be there.</i></p>	<p>1</p>
	<p>1pt</p>	<p><i>Regular and continual review of policies, practices, and procedures to identify and/or eliminate any potential bias or implicit bias.</i></p>	<p><i>The survey seemed to not consider there was a review of any policies, or an ongoing identification or elimination of them on a regular basis.</i></p>	
<p><i>Training and Evaluation</i></p>				
	<p>1pt</p>	<p><i>Regular training and education on implicit bias and related topics</i></p>	<p><i>The survey showed that a lot of people don't see the work that might be ongoing with the City</i></p>	
	<p>1pt</p>	<p><i>Effective process and measures to evaluate awareness of bias or stereotypes</i></p>	<p><i>Again, there is a miscommunication on what</i></p>	

It is time...

			<i>the City is doing versus what the perception is.</i>	
	1pt	<i>Clear process of eliminating implicit bias within the organization and improving</i>	<i>No clear process was evident from those who took the survey.</i>	
<i>Hiring, Promotion, Advancement</i>				
	1pt	<i>Process of Hiring is free from bias and considers large pools of people, groups, and lived experiences from recruitment to onboarding</i>	<i>In this instance there were no complaints or issues regarding bias in hiring, thus we don't see this as a negative.</i>	1
<i>Accountability</i>				
	1pt	<i>There is a system of addressing issues of bias, stereotyping, or other discrimination</i>	<i>There didn't seem to be a recognition of any accountability</i>	
<i>Organization Culture</i>				
	1pt	<i>The environment is free from bias, stereotype, or other discrimination or potential bias.</i>	<i>While the City might actually be free from bias, the perception by respondents is the opposite. Again there are groups who think the other group is getting "special treatment" and thus creating more of a divide than might actually be there.</i>	
S Support Systems	0-19	<i>Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?</i>	<p><i>Most respondents do not use support systems. Many skipped support-system questions entirely.</i></p> <p><i>Awareness is low.</i></p> <p><i>Some residents feel unsupported (seniors, disabled, low-income).</i></p> <p><i>No clear evidence of strong internal support structures despite them maybe being present.</i></p>	7/19

It is time...

	10pts	<p>Organization has or provides some of these support services and allows minimal to no barriers to entry into them (10pts)</p> <ul style="list-style-type: none"> ● Mentoring and Coaching Programs ● Affinity Groups, Cultural Connections, or other Resource Groups ● Professional Development Options (Recruitment Opportunities) ● Health and Wellness ● Feedback channels ● Recognition and Reward Programs (Volunteer days) ● DEI Initiatives and Offers ● Networking and Social Opportunities <p>List barriers present:</p>	<p>The survey showed that a lot of people don't know what services are out there, feel these are communicated well, or have not used any of them. The limited responses however, mention the additional services that could be provided to assist in ongoing efforts, such as more training, and social opportunities. An outright denial of some DEI language, efforts, and affinity groups was mentioned as well.</p>	3
	1pt	<p>People are constantly and readily aware of Support Systems within the Internal Organization and Externally.</p>	<p>The awareness was severely lacking from survey respondents.</p>	
	2pts	<p>Additional resources outside of the primary resources that can assist members and those impacted by the organization</p>	<p>This tended to be non-profits holding much of the consideration, especially when mentioning celebrations. Thus there are outside members who are assisting and the residents know this.</p>	2
	2pts	<p>There is a clear process and system for getting support if issues were to arise.</p>	<p>It felt as if survey respondents were not sure, and may know what the process is.</p>	1
	2pts	<p>Mechanisms and measures for holding members accountable for equitable goals.</p>	<p>There seemed to be no understanding of this by survey respondents.</p>	
	2pts	<p>Continual and continuous improvement and analysis of support systems focused on evaluating and improving such systems.</p>	<p>There were many times where suggested next steps included evaluation systems. While they may be going on, it felt as if this group did not recognize them.</p>	1
T Transportation or Transit Services	0-20	<p>Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.</p>	<p>Transportation is generally accessible and affordable.</p>	9/20

It is time...

			<p><i>Taxi service is lacking; some want micro-transit.</i></p> <p><i>Additional bus services were noted but there is a recognition of the trolley.</i></p> <p><i>Infrastructure (sidewalks, crossings) is a major issue and came up in multiple survey questions.</i></p> <p><i>BIW traffic is a major pain point and there is a tension that must be considered.</i></p>	
	5pts	<p><i>Transportation options are made available</i></p> <ul style="list-style-type: none"> ● <i>Public Transportation</i> ● <i>Smaller bus Service</i> ● <i>Local care service or pick up service</i> ● <i>Medical Transportation</i> ● <i>Other</i> 	<p><i>Transportation is available, and this includes all of the above except a door-to-door service for seniors which was desired.</i></p>	4
	5pts	<p><i>Access to transportation is open to any person</i></p> <ul style="list-style-type: none"> ● <i>Affordability</i> ● <i>Accessible Time and operation hours</i> ● <i>Ease of use for any identity</i> ● <i>Cultural and Language</i> <ul style="list-style-type: none"> ○ <i>Communication/Translation provisions made such as signs, notices, and communications in multiple languages</i> 	<p><i>There is affordable and an opportunity to use transportation, but there were issues with accessibility at times, and a desire for a better schedule, included extended service. No mention of any cultural and language communication assistance in the transportation focus.</i></p>	3
	2pts	<p><i>Resources are provided for transportation including</i></p> <ul style="list-style-type: none"> ● <i>Subsidies</i> ● <i>Parking assistance</i> ● <i>Shuttle Services to and from</i> 	<p><i>There were minimal if any subsidies or parking assistance mentioned in the survey</i></p>	
	2pts	<p><i>Feedback and Improvement opportunities are provided regarding transportation or transport services</i></p> <ul style="list-style-type: none"> ● <i>Clear decision-making process</i> ● <i>Inclusion of diverse backgrounds in decision making</i> 	<p><i>Little opportunity was provided for feedback, and one question in particular asked this directly resulting in a response of negative regarding feedback loops.</i></p>	

It is time...

	5pts	<p>Impact of transportation services are considered including</p> <ul style="list-style-type: none"> ● Environmental ● Economic ● Community ● Safety ● Comfort ● Employment 	<p>There isn't any consideration that is noted of impact on these areas, however, safety was noted as positive in the city of Bath. There is comfort and transportation is considered as part of helping those in their employment status.</p>	2
	1pts	<p>Infrastructure is apparent, and continually evaluated and provided for long lasting transit services</p>	<p>Infrastructure was constantly sited as note enough or lacking, and there wasn't any recognition by this group that any evaluation was taking place.</p>	
I Inclusivity	0-9	<p>Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization reflecting the identity of its members and community it serves.</p>	<p>Bath is seen as welcoming by many, but belonging is uneven. DEI language is polarizing and crated some of the most emotional responses.</p> <p>Representation is limited given the demographics from the survey, and from responses.</p> <p>Communication gaps weaken inclusion. Some feel judged or excluded.</p>	5/9
Representation				
	2pts	<p>The organization has representation from many diverse lived experiences including</p> <ul style="list-style-type: none"> ● Racially ● Ethnically ● Gender ● Work Experience ● Educational Experience ● Professional Experience ● Geographic Experience 	<p>There is a feeling that this isn't happening.</p>	

It is time...

	1pts	<p>Organization makes it a point to provide cultural celebrations, learning, and considerations of new cultures as part of its environment.</p> <ul style="list-style-type: none"> ● Festivals ● Community Days 	<p>This was evident, and the question regarding celebrations and opportunities for inclusivity showcased many various community days and events.</p>	1
Community Engagement				
	1pts	<p>Multiple lived experiences inside and outside the organization are brought in to help make decisions</p>	<p>There doesn't seem to be a feeling that multiple lived experiences are asked to be brought in. The sentiment is that one group is getting something more than the other.</p>	
	1pts	<p>Ongoing communication with the community regarding next steps, updates, and future plans.</p>	<p>Lack of communication was a prominent issue.</p>	
	1pts	<p>Inclusive language is used in communications, policies, procedures, and other engagements.</p>	<p>Language that may be more inclusive actually might be more triggering in some cases. The survey seemed to highlight that the City was showcasing some positive language, and thus the severe push back.</p>	1
Personal Experience				
	1pts	<p>Aspects of belonging create an environment where people desire to stay within the organization</p> <ul style="list-style-type: none"> ● Minimal turnover ● Minimal outward issues ● Minimal negative feedback ● Minimal issues of discrimination 	<p>There does seem to be responses that stated that despite the issues, people desired to be in Bath, and enjoyed the community. Internally there seemed to be minimal turnover but there was prominent negative feedback or sentiment throughout.</p>	1
	1pts	<p>Authority, while hierarchical, is shared in a variety of ways to get to a final decision</p>	<p>This was hard to find within the survey and was neither negated or evident</p>	1
	1pts	<p>Ability to share and express personal identity, narratives, or instances of inclusion in the organization</p>	<p>This may happen during the festivals and celebrations but may not happen during other times of the year. In that, there is an instance of</p>	1

It is time...

			<i>inclusion through the community events, and holiday celebrations that happen.</i>	
M Monetary Equity	0-13	<i>Does the organization create cost barriers with its services and what are those costs? Are there costs to any limitations experienced by members? What is the quality of life both emotionally and monetarily to being a part of the organization.</i>	<i>Affordability is the #1 concern. Residents feel squeezed by taxes and cost of living. Transparency about budget is lacking. Quality of life is strained for many.</i>	5/9
	3pts	<i>Budgetary and funding issues are transparent and have multiple considerations at each step of the process.</i>	<i>While there wasn't an overtly large number of questions on budget, the considerations and transparency seemed to be minimal given the lack of clarity in some areas.</i>	1
	3pt	<i>Opportunities for advancement, promotion, and development are available to all participants with minimal to no barrier to access.</i>	<i>This again wasn't overtly large in terms of what was asked, however, there were calls for more development and more opportunities.</i>	1
	3pt	<i>There are a variety of resource supports for groups of diverse lived experiences.</i>	<i>The resources specifically hovered around Pride and LGBTQ persons; given this group of lived experiences, there were a variety of resources and opportunities for support. Beyond that it seemed minimal</i>	2
	3pt	<i>Efforts are made to assess costs associated with barriers that are found within the organization, whether its services, policies, or programs.</i>	<i>There didn't seem to be any recognition that assessment of costs were part of any decision making or in reference to barriers found.</i>	
	1pts	<i>There is a positive or positive trajectory of a quality of life within the organization and its impact on the broader community.</i>	<i>When asked about this, there was a positive response to the quality of life despite the issues raised.</i>	1

It is time...

<p>E Efficiency</p>	<p>0-5</p>	<p>Does the organization provide an efficient means of executing its tasks and services? Does it provide those in an efficient manner? Are there places of waste or loss?</p>	<p>Residents appreciate Public Works responsiveness. Some feel City Hall processes are bureaucratic.</p> <p>Tools and information are generally accessible.</p> <p>Workload and internal efficiency not directly assessed</p>	<p>5/5</p>
	<p>2pts</p>	<p>Members of organization have access to tools needed to perform tasks, or know where they are located Tools can be easily found Tools include:</p> <ul style="list-style-type: none"> ● Written documents: Policies, practices, by-laws, procedures, charters, etc. ● Technology: Website, Search Engines, Computer, Programming, AI Tools, etc. ● Physical Products: <ul style="list-style-type: none"> ○ Tools for building and crafting ○ Tools for production or producing item ○ Tools associated with Machinery 	<p>The access to tools seemed to not be dismissed, nor was it overtly affirmed. There seems to be a neutral reality to the ability to perform any task.</p>	<p>2</p>
	<p>2pts</p>	<p>Members workload is doable and completed in a work week based on hours or expected hourly compensation</p> <ul style="list-style-type: none"> ● Work is completed within working hours of operation ● Work is not taken home on a regular basis [Regular defined as 3 or more times per week] ● Work is finite and has completion dates, or a clear understanding of being done 	<p>There was no evidence that workload or work management was at risk or lacking. No questions or responses noted that City officials weren't getting something done per-se.</p>	<p>2</p>
	<p>1pts</p>	<p>The work within the organization is open to change and flexible to shift as needed to be completed.</p>	<p>This was asked directly about whether the organization is open to change, and while the majority said sometimes, there was nothing evident</p>	<p>1</p>

It is time...

			<i>that the City wasn't or couldn't be flexible.</i>	
--	--	--	--	--

It is time...



City of Bath Equity Assessment Survey 2025

Prepared by Dustin Ward: It Is Time

- As Of: Wednesday, December 31, 2025

Survey Review:

This survey showed a completion rate of 41%, with about 6m:12s of time on average spent on completing it. The total number of responses were 369, however, there is more insight into what this number represents. Upon further inspection we noted some additional observations:

- Respondents had a high engagement with municipal resources (82%)*
- There is a very high year-round residency (97%)*
- There is a strong sense that policies accommodate identity (81%)*
- Yet, there is a very low confidence in cultural competence training (only 10% say above adequate; 41% can't assess)*
- Implicit bias training is almost entirely unknown (93% "unsure")*
- Transportation is widely accessible and affordable, but convenience is mixed*
- Inclusivity is seen as a strength, but decision-making inclusion is weaker*
- Quality of life is overwhelmingly positive (81%)*
- Demographics skew older and overwhelmingly white, which is important context for interpreting results*

Total Responses **369**

Date 1st Created: Monday, March 17, 2025

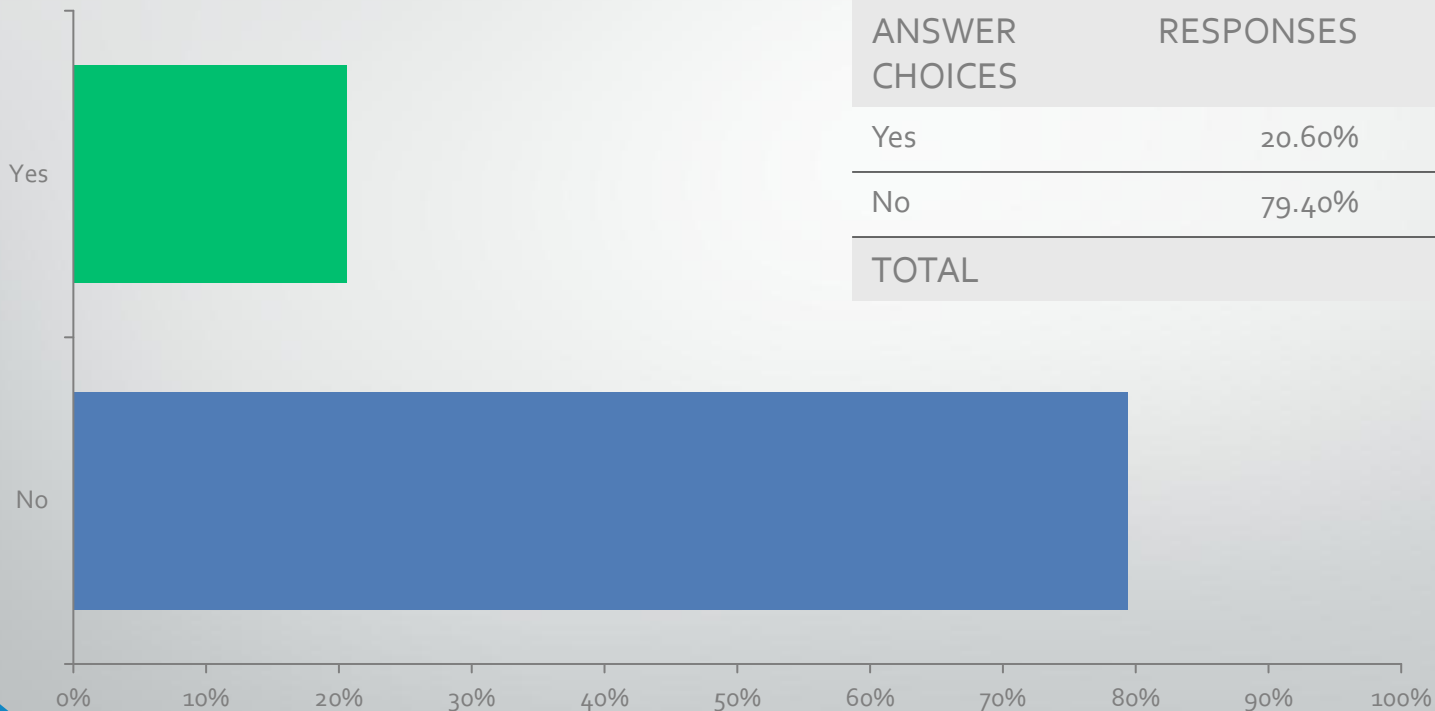
Questions Regarding Identity

As part of principal number 1, we ask and review regarding aspects of identity. Questions that were provided in this survey reflected questions about a person's identity within the municipality, along with if respondents understood the identity of the City. We feel that if one can't find their identity while in the City, then equity has a difficult time being executed.

Focus: does the organization provide space to allow for identities to live and prosper during and off working hours. This also means, can respondents find themselves in the City, or do they feel they are unseen, and if so how.

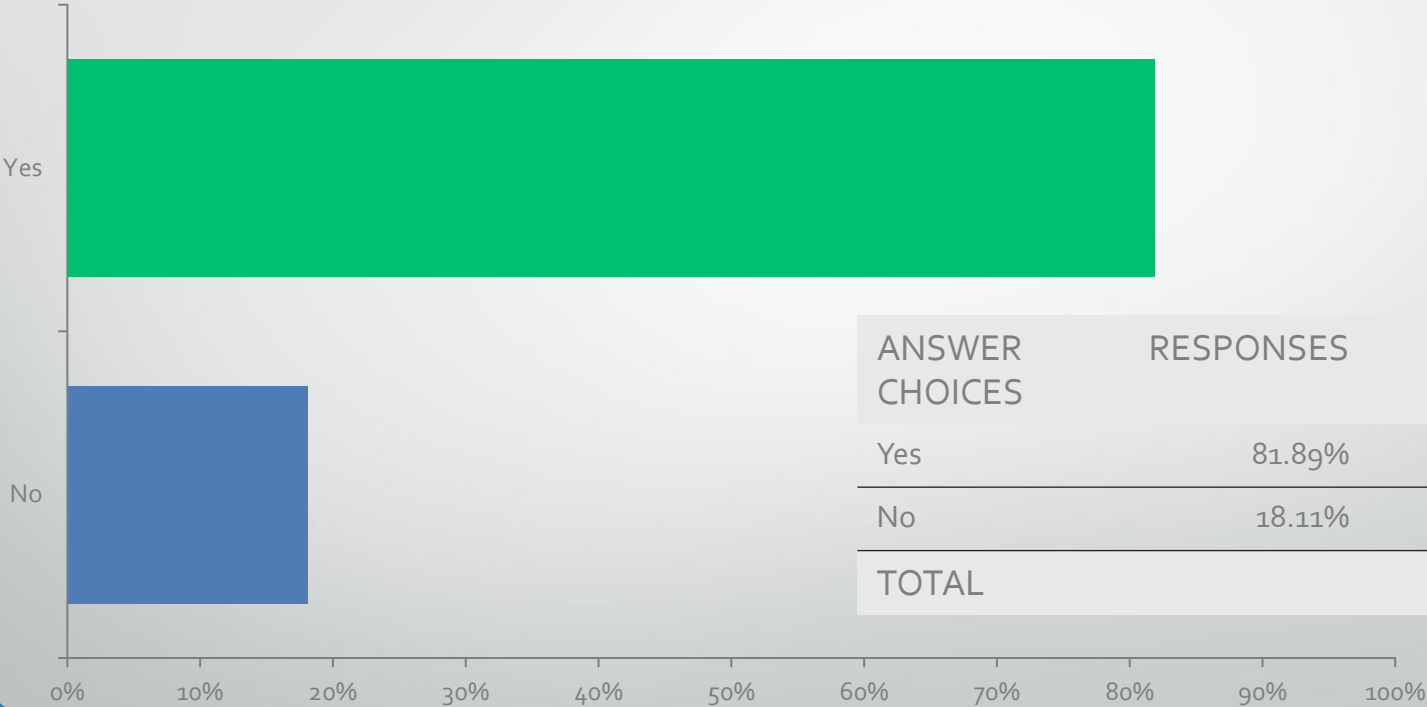
Q1: Do you or have you ever worked for the City of Bath?

Answered: 369 Skipped: 0



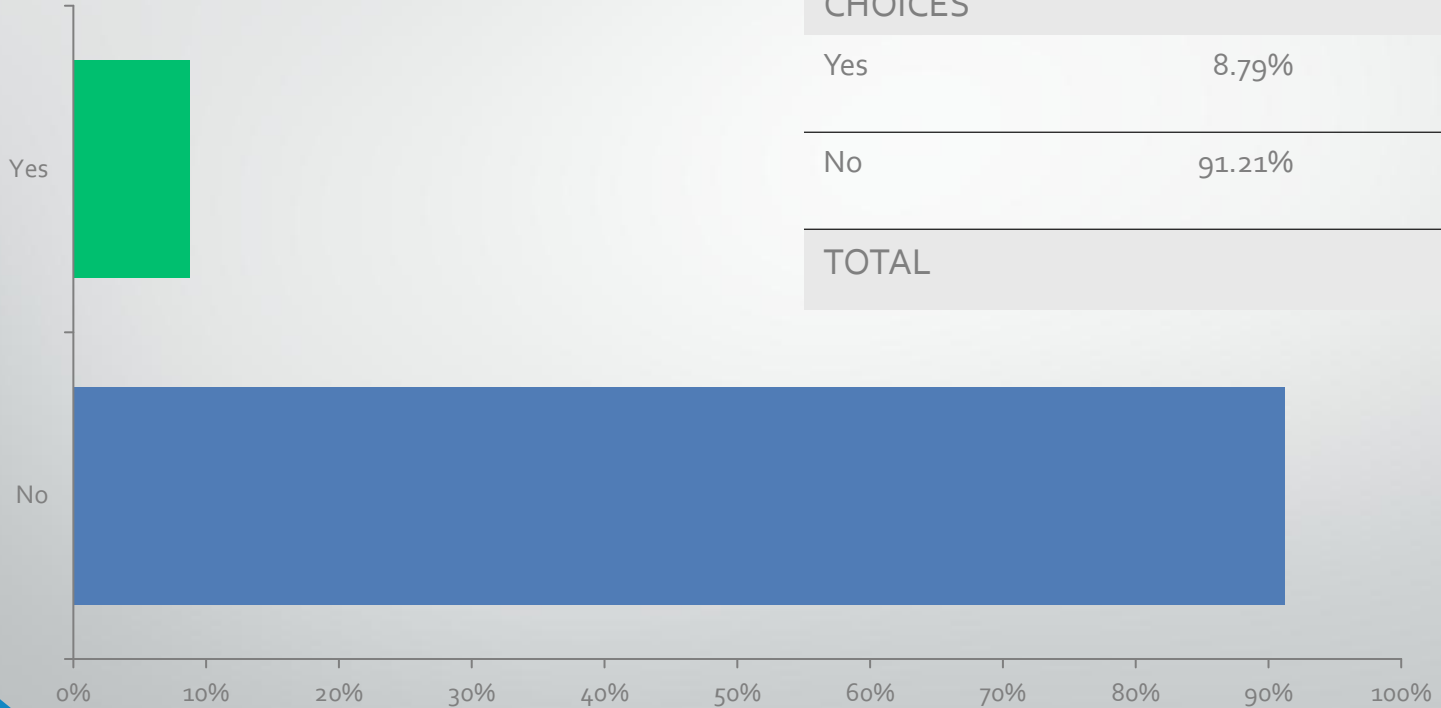
Q2: Have you used any of the City of Bath's municipal resources?

Answered: 359 Skipped: 10



Q3: Do you own a business in the City of Bath?

Answered: 364 Skipped: 5



ANSWER
CHOICES

RESPONSES

Yes

8.79%

32

No

91.21%

332

TOTAL

364

Q4: Do you engage with the city on a seasonal basis, or year round?

Answered: 360 Skipped: 9



ANSWER CHOICES

RESPONSES

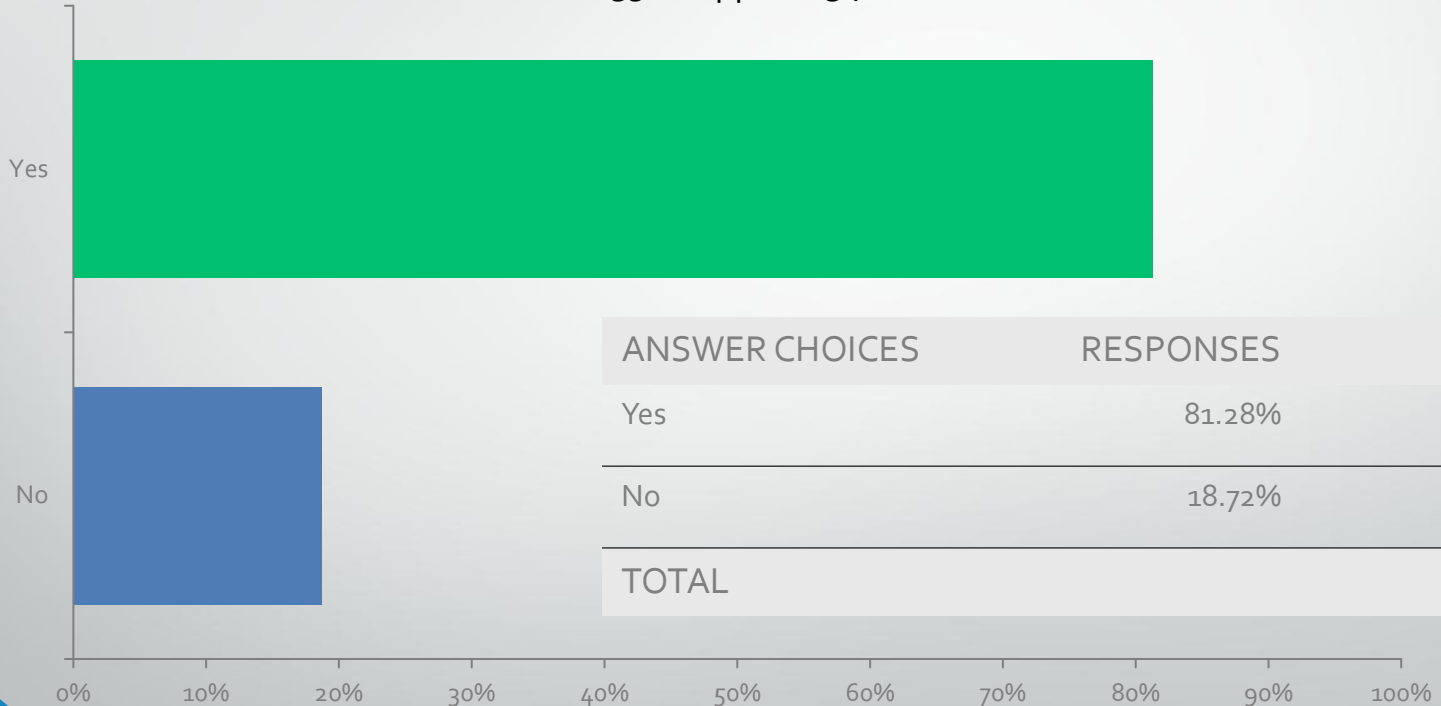
Seasonally, only during the Summer months (May - August).	1.67%	6
Seasonally, only during Summer and Fall. (May - October)	0.56%	2
Seasonally, only during Fall and Winter. (October - February)	0.56%	2
Seasonally only during Winter and Spring. (November - - April)	0.28%	1
Seasonally during Summer and Winter (May - August /November - February)	0.00%	0
Year Round	96.94%	349
TOTAL		360

Year Round

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Q5: Do you feel that the policies and practices of the City of Bath consider and accommodate your identity?

Answered: 235 Skipped: 134

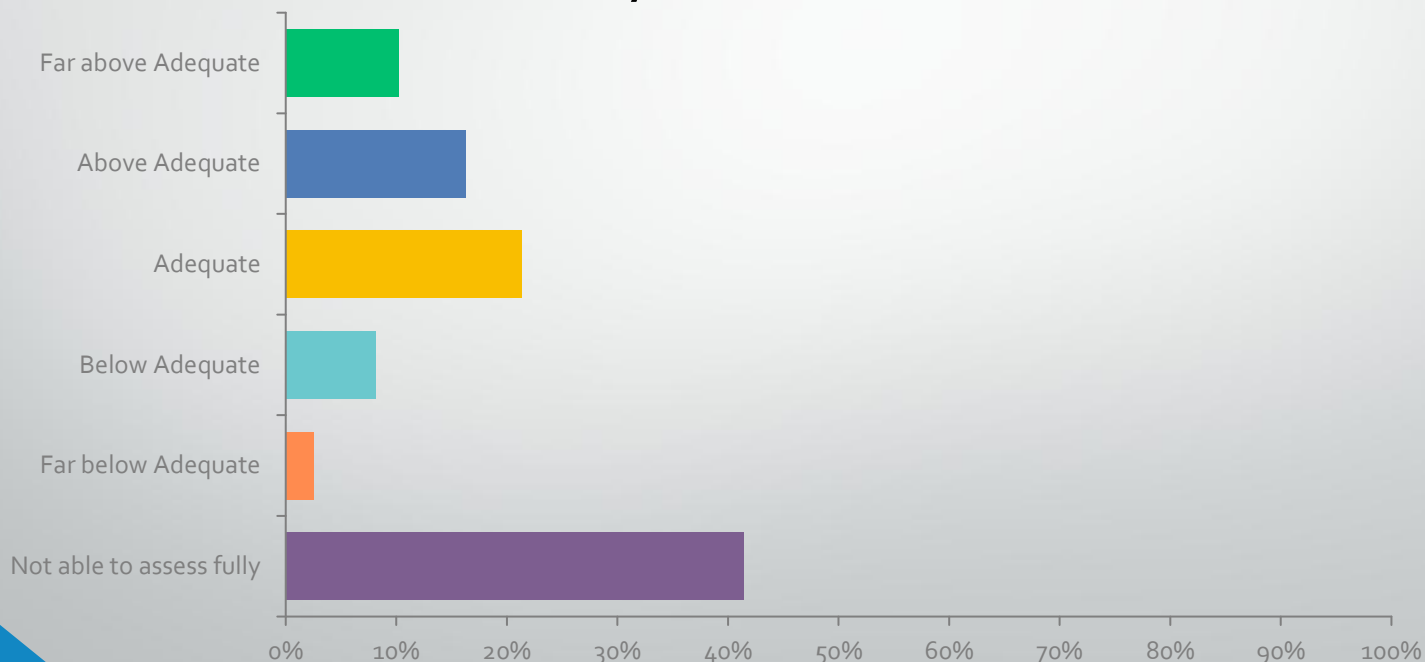


Q6 Based on your answer above, please explain what leads you to this answer.

person older woman time rainbow crosswalk things go see care older identify welcoming Pride City Bath event needs
work people employees identity way city one Bath found feel thought white part
community spend lived know never place businesses stop accommodate senior citizens make meet needs
good don t S residents

Q7: Do you feel that the City of Bath's leadership and staff have adequate training and understanding of cultural competence and identity-related issues?

Answered: 234 Skipped: 135



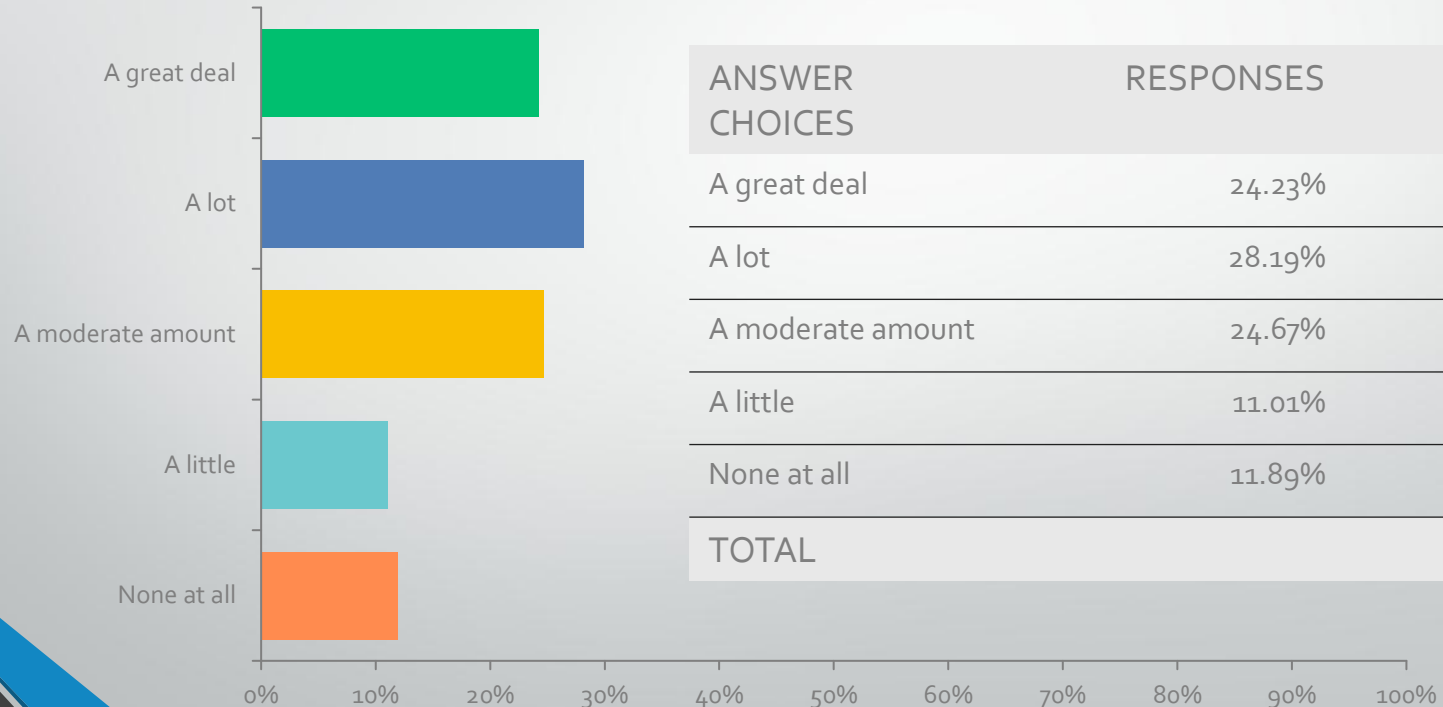
Q7: Do you feel that the City of Bath's leadership and staff have adequate training and understanding of cultural competence and identity-related issues?

Answered: 234 Skipped: 135

ANSWER CHOICES	RESPONSES	
Far above Adequate	10.26%	24
Above Adequate	16.24%	38
Adequate	21.37%	50
Below Adequate	8.12%	19
Far below Adequate	2.56%	6
Not able to assess fully	41.45%	97
TOTAL		234

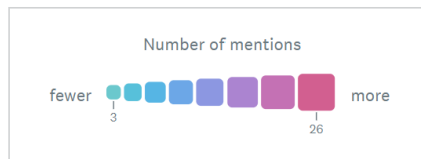
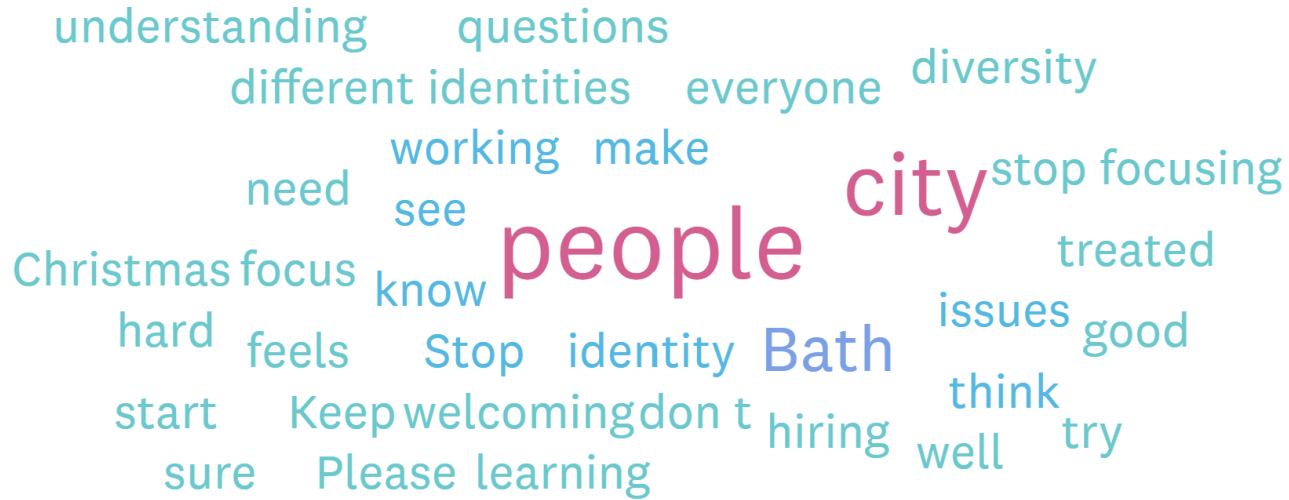
Q8: Do you see people who share aspects of your identity in positions of influence or leadership?

Answered: 227 Skipped: 142



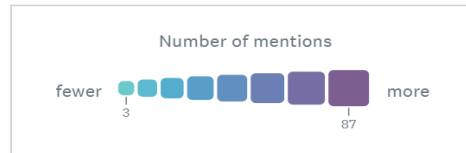
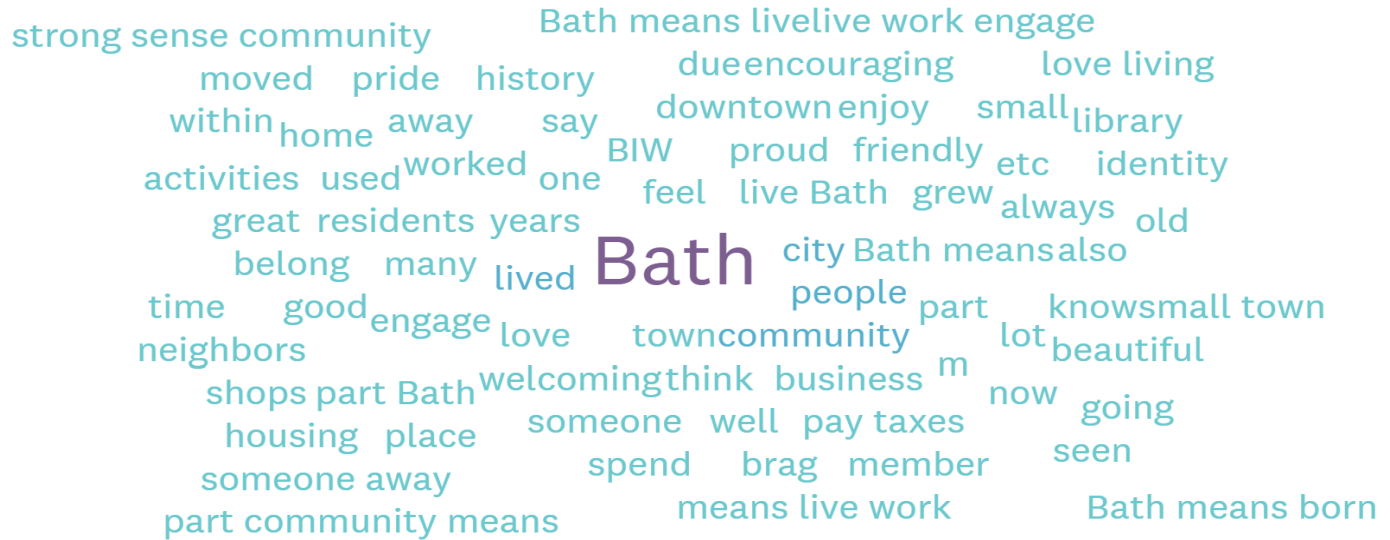
Q9 How can the City of Bath improve its cultural competence and sensitivity toward different identities?

Answered: 124 Skipped: 245



Q10 What does it mean to be "from Bath", what does it mean to live, work, or engage with Bath, or what does it mean to be part of the Bath community? Please answer any or all of these below.

Answered: 138 Skipped: 231



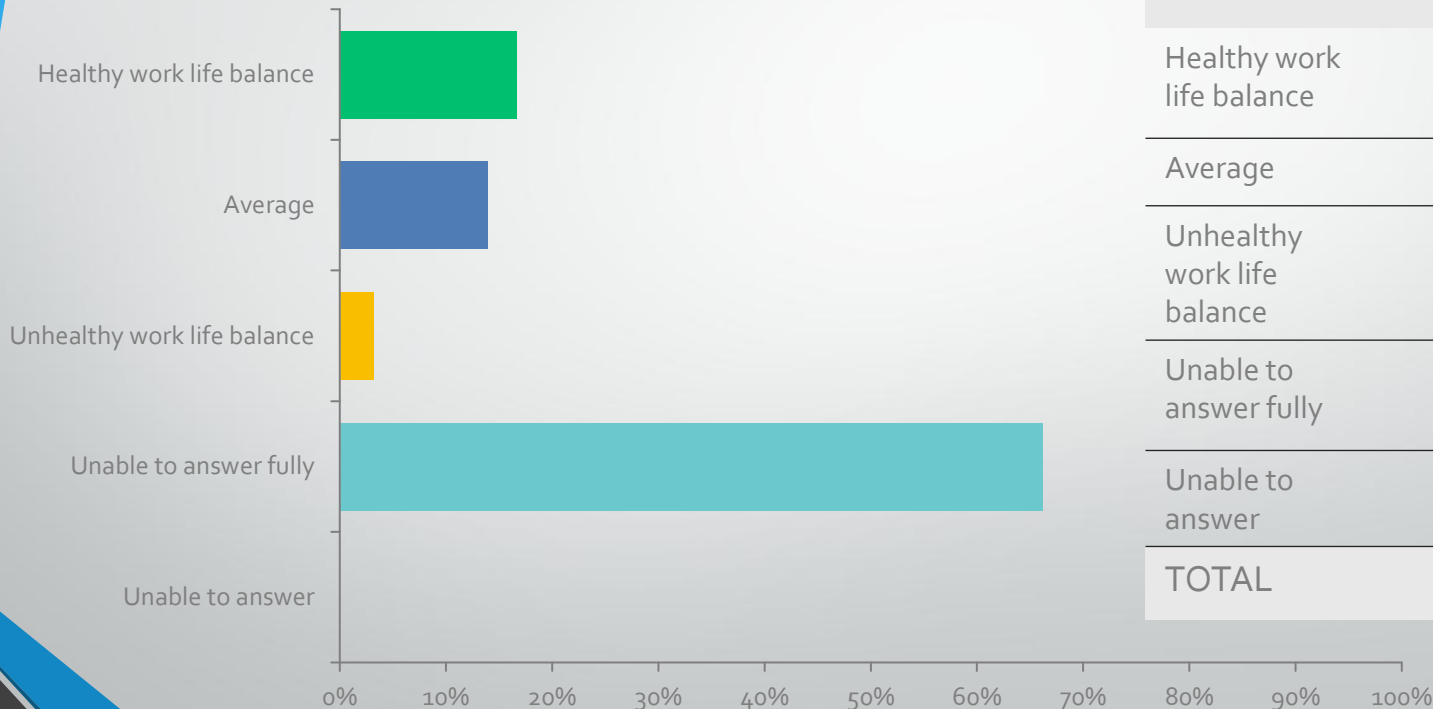
Questions Regarding Time

Equity principal number 2 asks and reviews time and time management. It reflects on the value of time being spent or used within the City of Bath. Questions that were provided in this survey reflected about how people use their time, and if they felt they had enough time to complete tasks. The survey also asks about work life balance and its impact on its members.

Focus: Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.

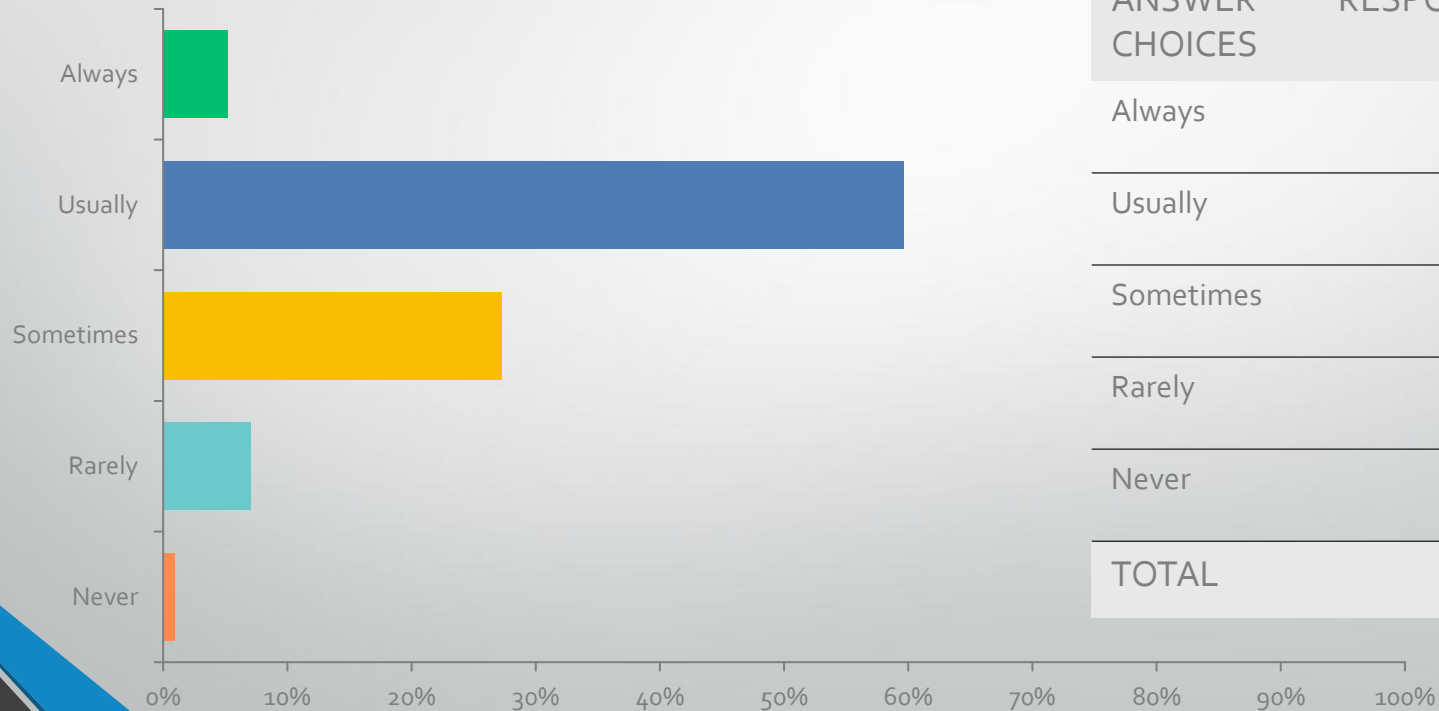
Q11: Do you feel that the City of Bath offers a healthy work-life balance within its departments and employees?

Answered: 216 Skipped: 153



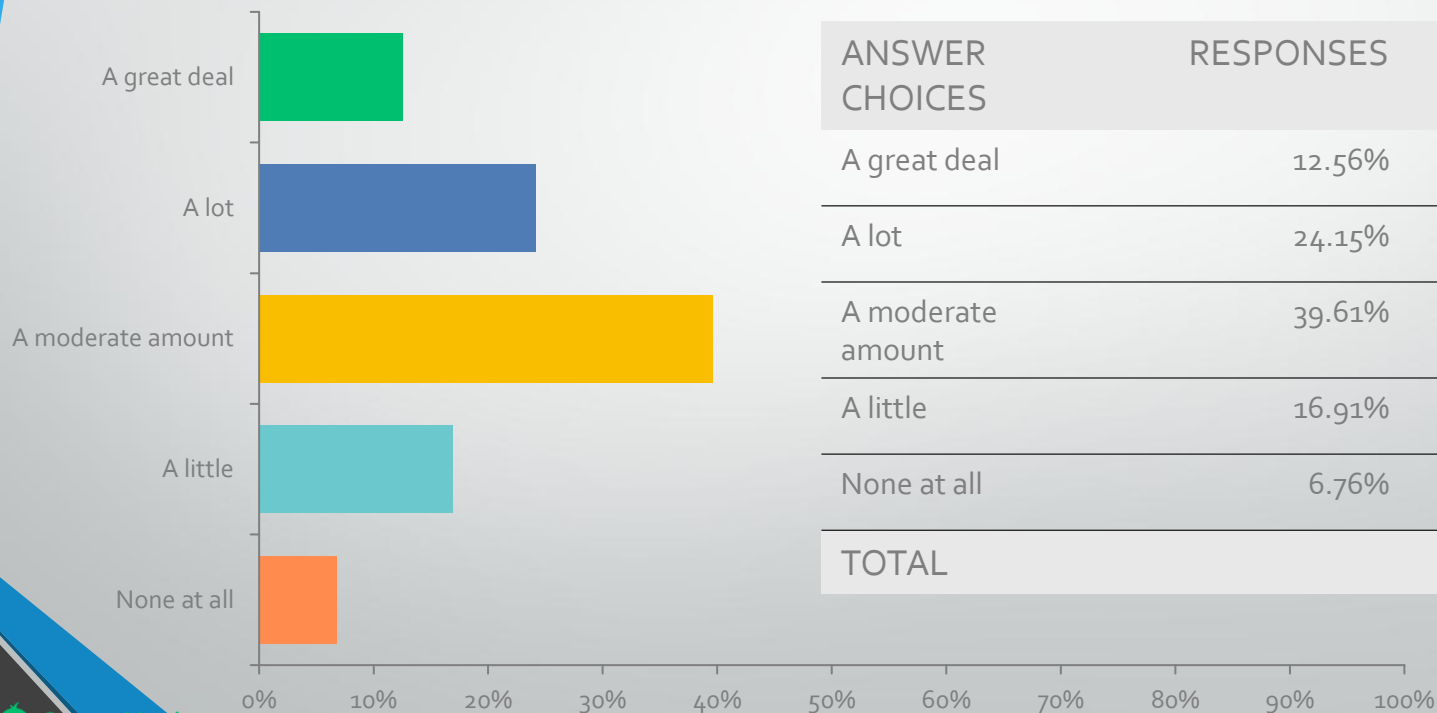
Q12: Do you think meetings, events, activities, or any other scheduled engagements are provided at times that are accessible and convenient for most invitees?

Answered: 213 Skipped: 156



Q13: Do you see opportunities for personal or professional growth and development within the City of Bath, both in the municipality and in the greater community?

Answered: 207 Skipped: 162



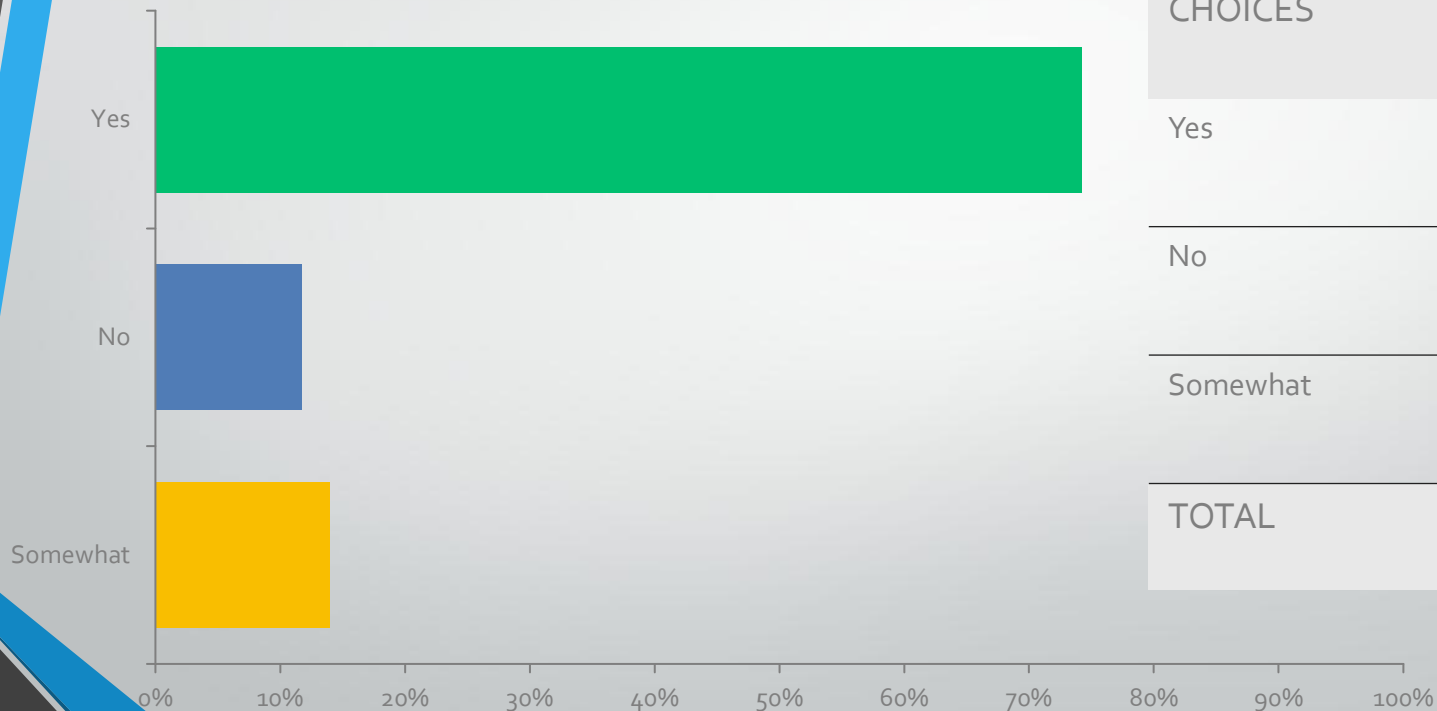
Questions regarding Implicit Bias

The third Equity Core Principle to be integrated into the survey is Implicit Bias. The survey is looking to understand how Implicit Bias may show up in decision making, training and evaluation, hiring and promotion opportunities, and how people take accountability within the organization. Overall, there is a desire to see if the organization has an environment free from bias, stereotyping, or other discrimination.

Focus: Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?

Q14: Are you familiar with the term and concept of Implicit Bias?

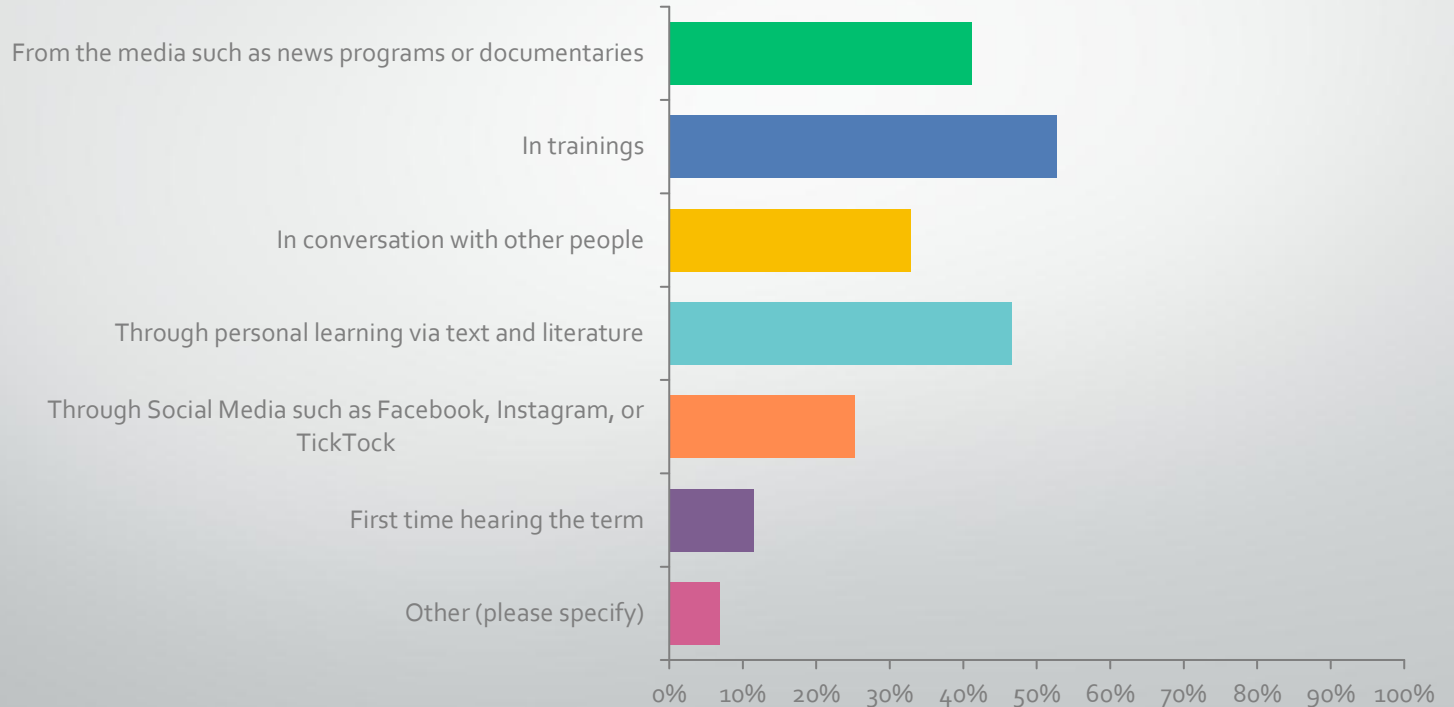
Answered: 136 Skipped: 233



ANSWER CHOICES	RESPONSES
Yes	74.26% 101
No	11.76% 16
Somewhat	13.97% 19
TOTAL	136

Q15: Where have you heard the term Implicit Bias previously?

Answered: 131 Skipped: 238



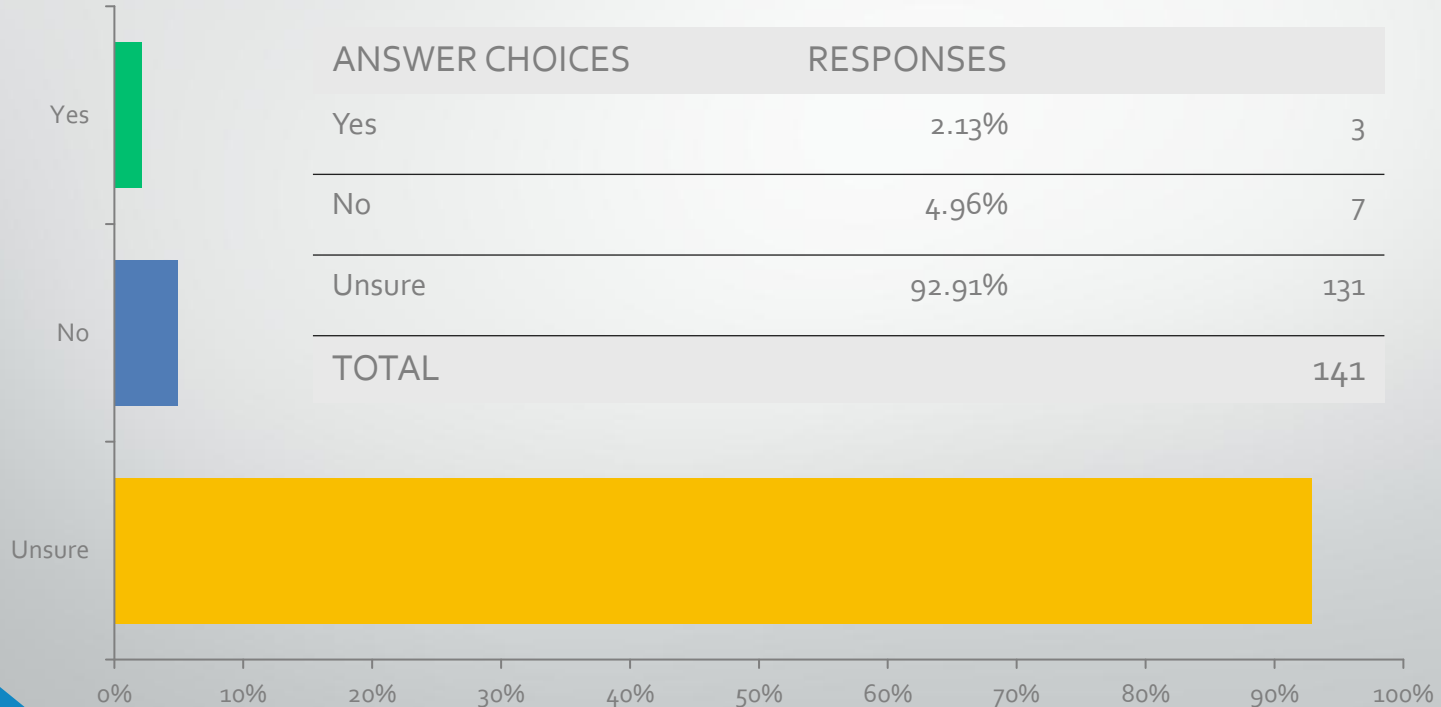
Q15: Where have you heard the term Implicit Bias previously?

Answered: 131 Skipped: 238

ANSWER CHOICES	RESPONSES	
From the media such as news programs or documentaries	41.22%	54
In trainings	52.67%	69
In conversation with other people	32.82%	43
Through personal learning via text and literature	46.56%	61
Through Social Media such as Facebook, Instagram, or TickTock	25.19%	33
First time hearing the term	11.45%	15
Other (please specify)	6.87%	9
TOTAL		284

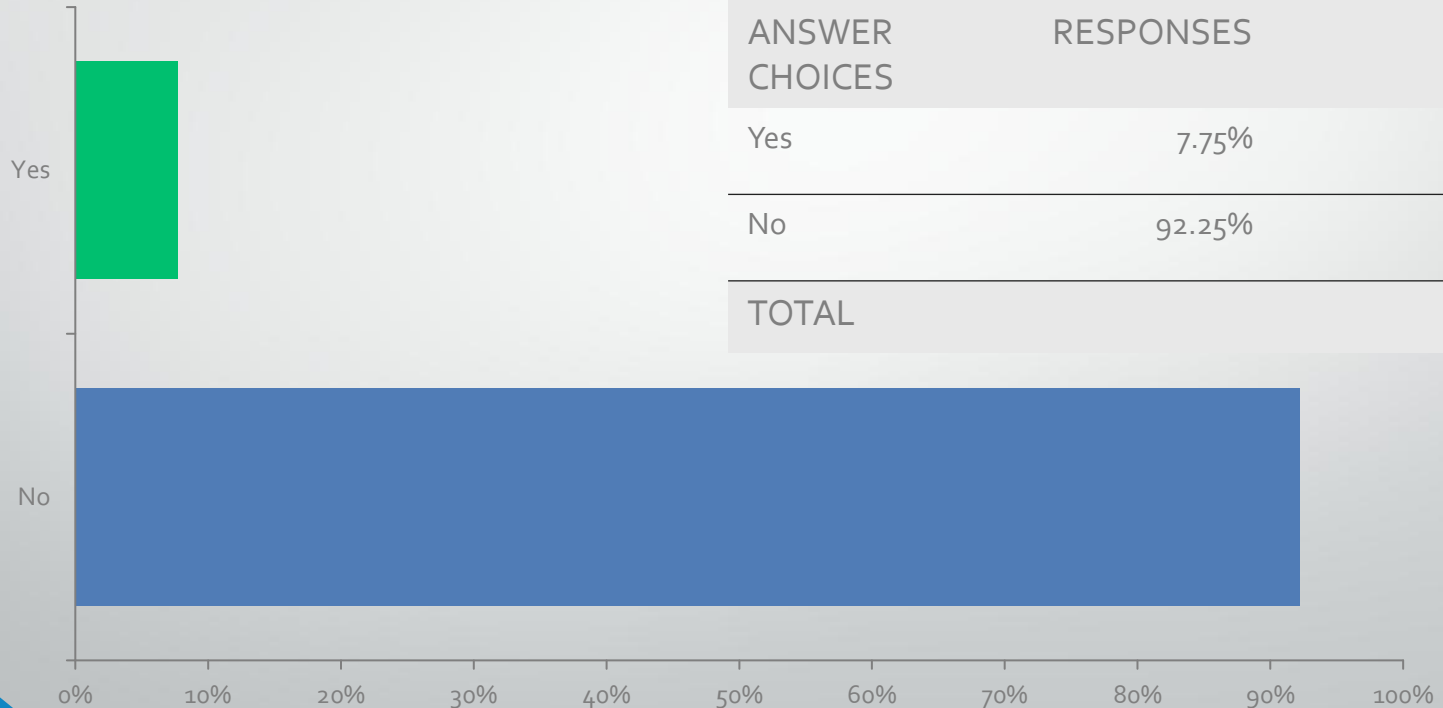
Q16: Does the City of Bath provide regular training and education on Implicit Bias and related topics?

Answered: 141 Skipped: 228



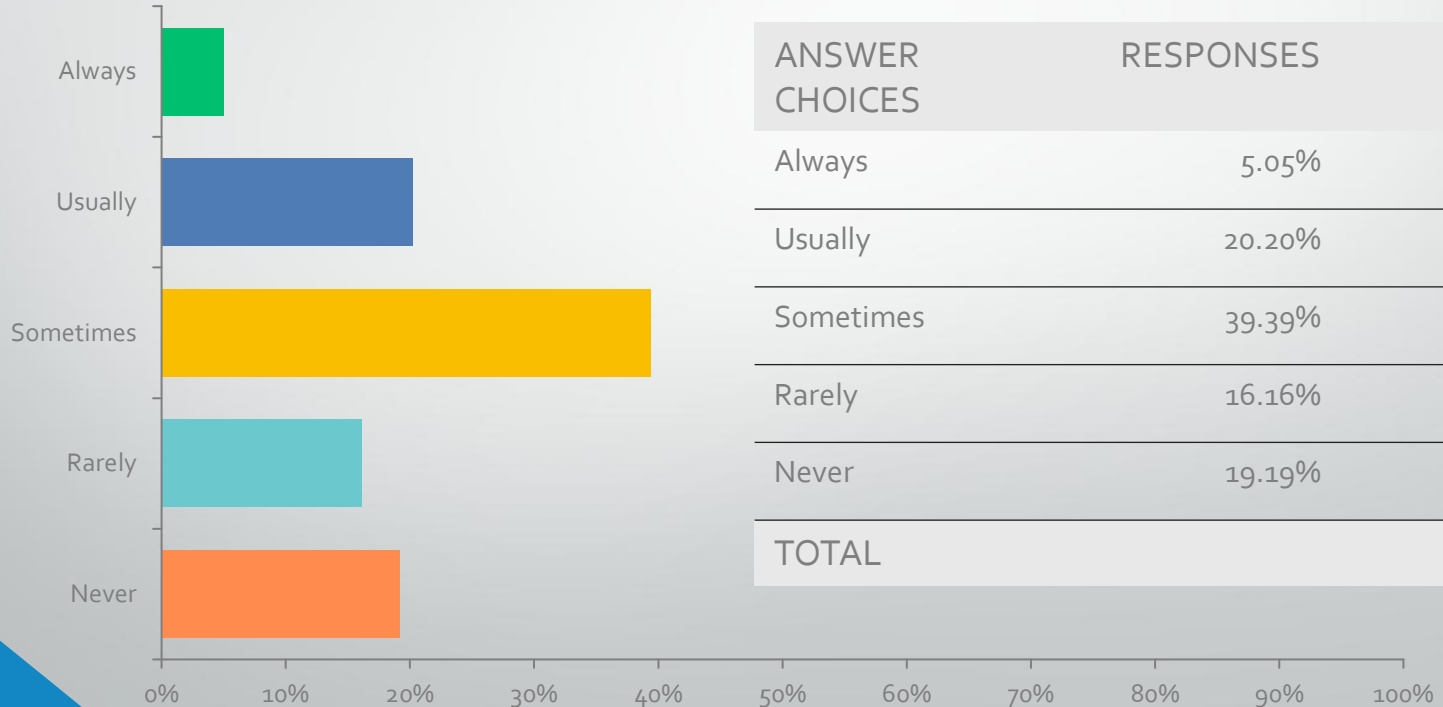
Q17: Have you been able to participate in any of the trainings or further education on Implicit Bias?

Answered: 129 Skipped: 240



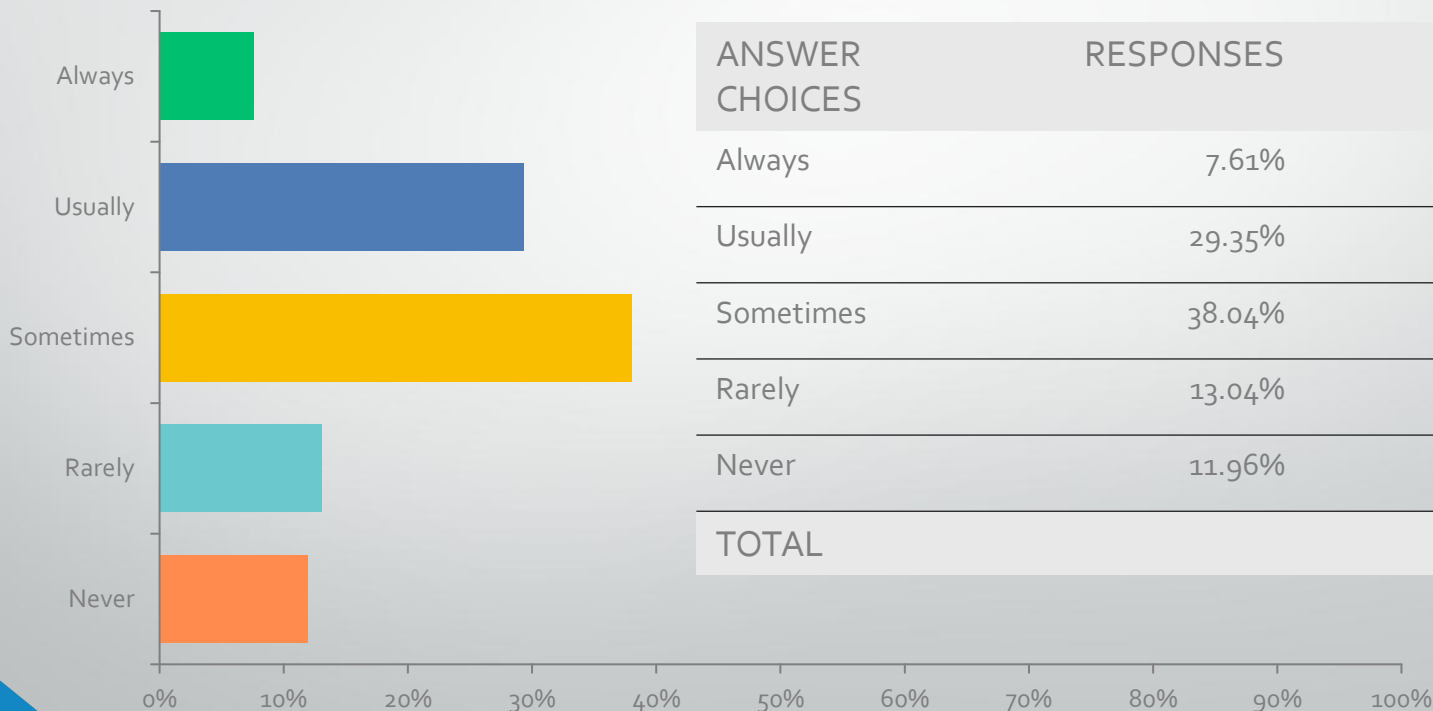
Q18: Do you feel staff, elected representatives, and other members of the town exhibit Implicit Bias within the working culture?

Answered: 99 Skipped: 270



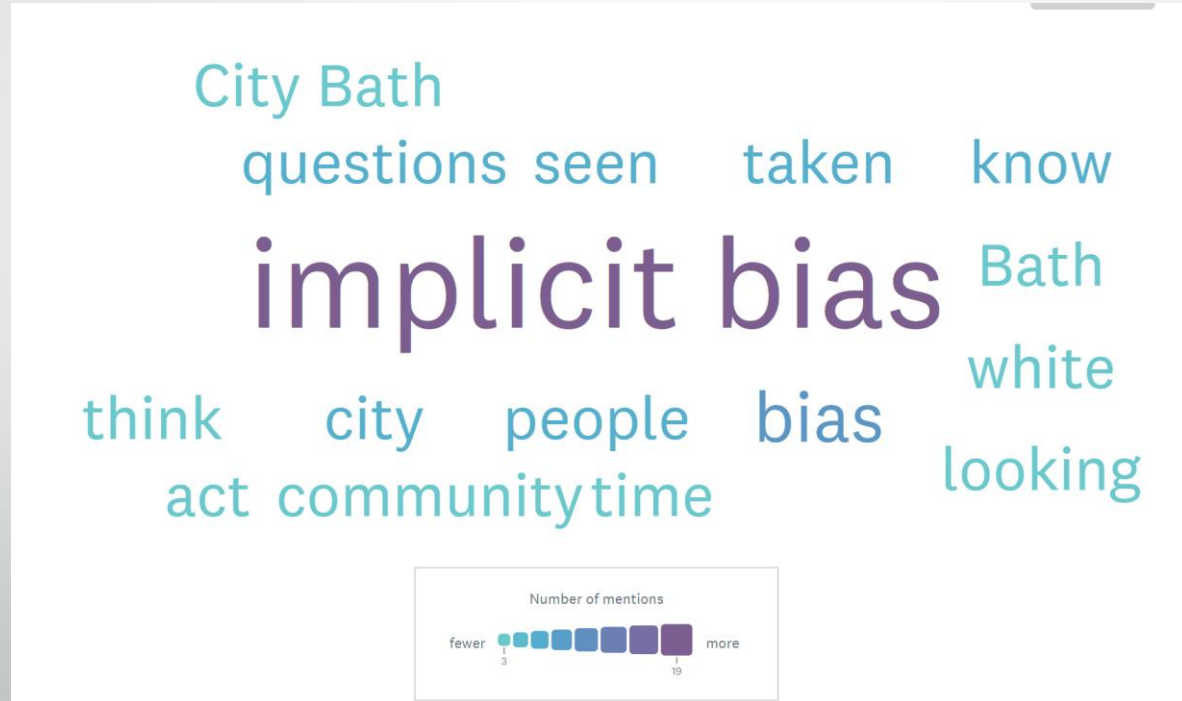
Q19: Do you feel that the organization actively works to identify and mitigate Implicit Biases?

Answered: 92 Skipped: 277



Q20 Are there any behaviors or practices that you believe are influenced by Implicit Bias?

Answered: 58 Skipped: 311



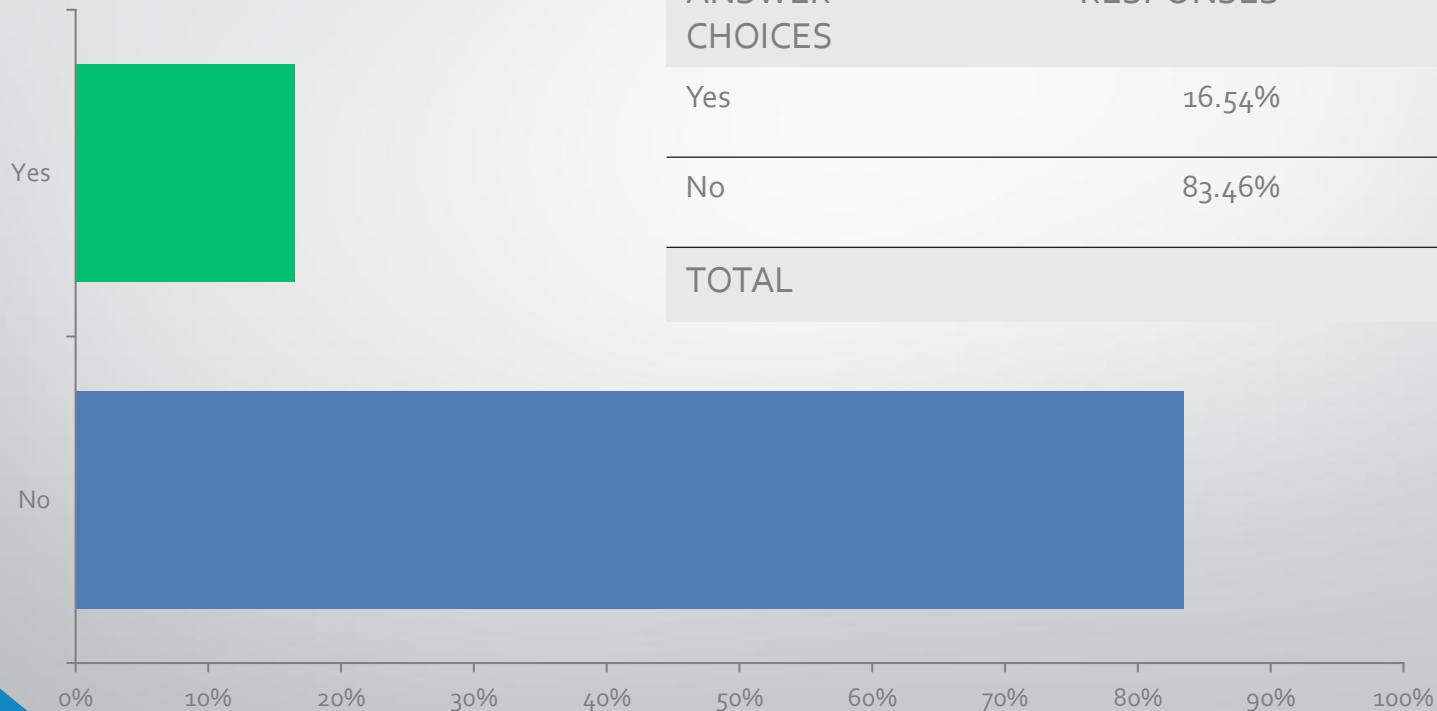
Questions regarding Support Services

Support Services is a key Equity Principle to highlight the activities of the municipality. The City of Bath is focused on provided services to its residents and assessing how accessible those services are. It is key to providing equitable outcomes to make sure any services provided directly, or any support services, are reaching the people they are intended to, and that it is done well. It is also important to find out if there are such services and if not, what is missing.

Focus: Does the organization have support systems for its working members and for the community it serves? Do people know where to get them, access them, and are they working?

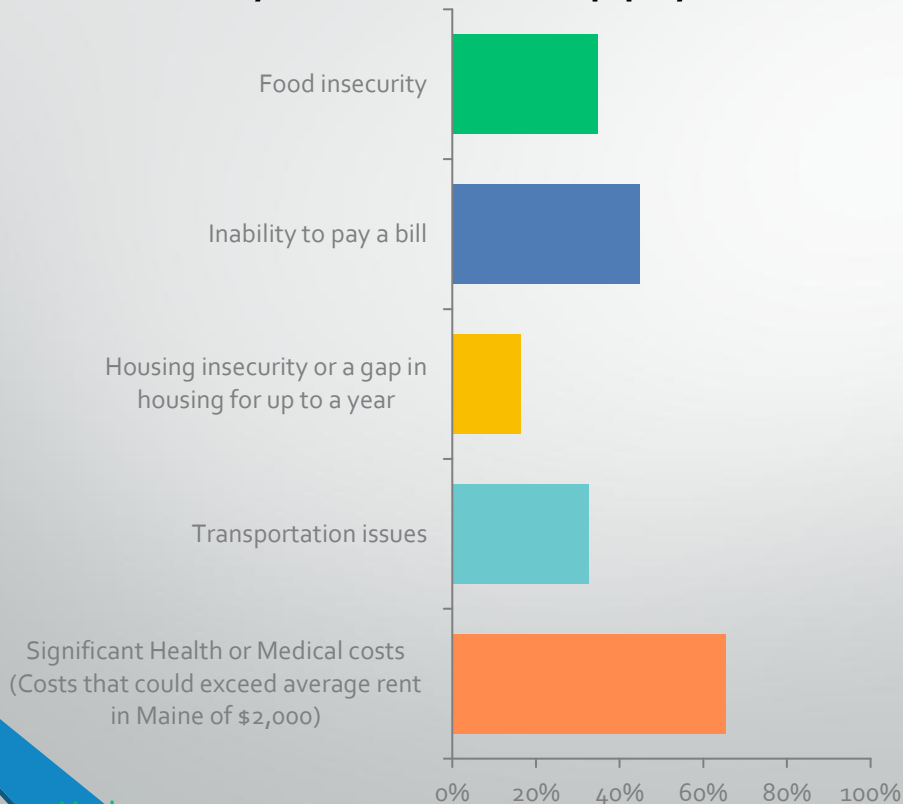
Q21: Have you used any support systems provided by the City of Bath?

Answered: 133 Skipped: 236



Q22: Have you experienced any of the following... Please check any or all that apply.

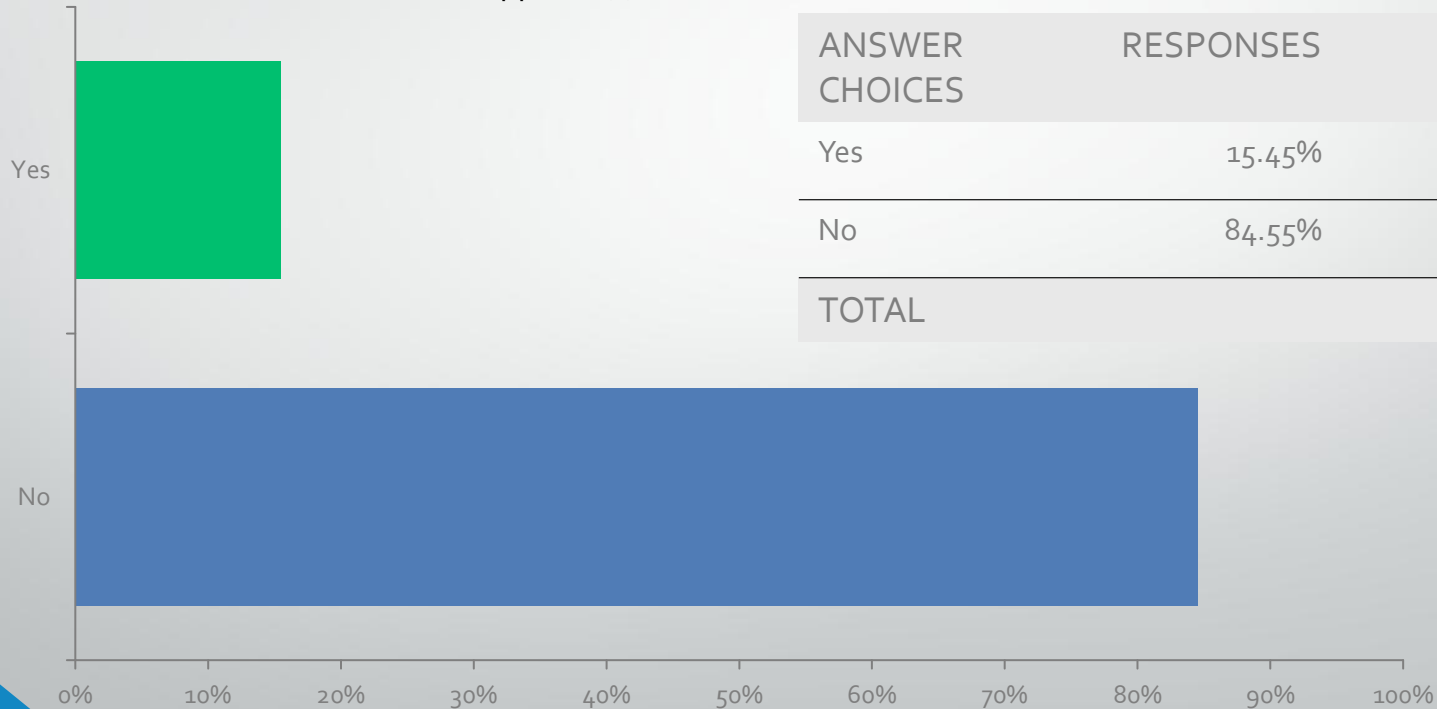
Answered: 49 Skipped: 320



ANSWER CHOICES	RESPONSES	
Food insecurity	34.69%	17
Inability to pay a bill	44.90%	22
Housing insecurity or a gap in housing for up to a year	16.33%	8
Transportation issues	32.65%	16
Significant Health or Medical costs (Costs that could exceed average rent in Maine of \$2,000)	65.31%	32
TOTAL		95

Q23: Can you provide examples of how a support system has positively impacted your experience within the City of Bath?

Answered: 110 Skipped: 259



Q24 If yes describe the impact...

Answered: 20 Skipped: 349

This survey question is completely and unfairly loaded. How about asking "Can you provide examples of how a support system has positively OR NEGATIVELY impacted your experience within the City of Bath."

Curious to see the results of this question, considering folks are often denied for general assistance in the city of bath

Roads and services. The trash pick up is sub par since the switch. I've switched to private service pick up, no flimsy bags and consistent pick up.

Bath housing was helpful for a family member

The tax program for home taxes that was eliminated after 1 year. Also, the monthly tax program to pay your property taxes over the year versus a lump sum in October.

The fire department was superb handling medical emergencies that my elderly in-laws experienced.

Questions on land fill, residential parking permits, city Hall dome lights, hazardous wastes etc - have always been handled with courtesy & responsiveness.

The food bank, Backpack program, Midcoast Youth Center, Midcoast Maine Community Action and Patten Free library all provide a number of free resources and activities to people who want them. The YMCA and Rec Department provide some scholarships or reduce costs for people of lesser means. These organizations work very hard to reduce stigma about utilizing resources. As a social worker I love being able to refer people to these resources in the community

When years ago I found myself a newly single mother with a two year old child and no support from the dad, it was the support of friends, neighbors and the kindness of a couple of local businesses that kept me going. When Mr. Burgess saw me buying some bags of black beans from the St. Johnsbury Trucking "damage" discount bin he asked me what I did with them. I said I made soup. He said, "Oh, you need a hambone for that. Wait a minute; I have one out back I'll give you no charge" He came back with a package wrapped in butcher paper. When I got home and unwrapped it, I found a full ham, not just bone but meat too that fed us for a week. When I had just bought a small house with Maine State First Time Homebuyer support and got laid off shortly after at Christmas time, I told Bert's Oil I wasn't sure I could continue with automatic heating oil fills. He told me "We'll keep you filled this winter and you just pay us when you can." Every time my old car broke down he fixed it and the bill was always \$15. I commented on this once and he said, "Oh, that's our Single Mom Special." I tell these stories because this is what makes true community. And when I got my feet on the ground, I have paid it forward whenever I can.

Tax club

Bath Housing used grant money to provide alterations to my house to make it safer for me.

Even though I worked for 51 years and have been able to retire, I qualify as low-income. I learned about the Bath Housing Comfortably Home program and feel so thankful I did. They replaced old and hard-to-use features in my 100+ y/o house and shared contact info for several other programs recommended by their staff (Habitat for Humanity, Efficiency Maine, KVAC and MMCA). A godsend.

Providing rides through People Plus to essential destinations

Listening to individuals that have transportation issues describe their struggles to get to appointments in Brunswick or Portland and the outrageous cost if they have to use the little services available. Which potentially will impact me in the near future

I am currently unemployed and using the food pantry. Please see my comments in the question that asked what it means to "live in" Bath.

We are "elderly" and when we faced mobility issues, Bath Housing helped greatly...modifying the kitchen, installing smoke detectors, helping getting laundry area so we don't have to go to the basement.

Is this an internal survey? When has Bath ever provided mentoring services? What even is this survey?

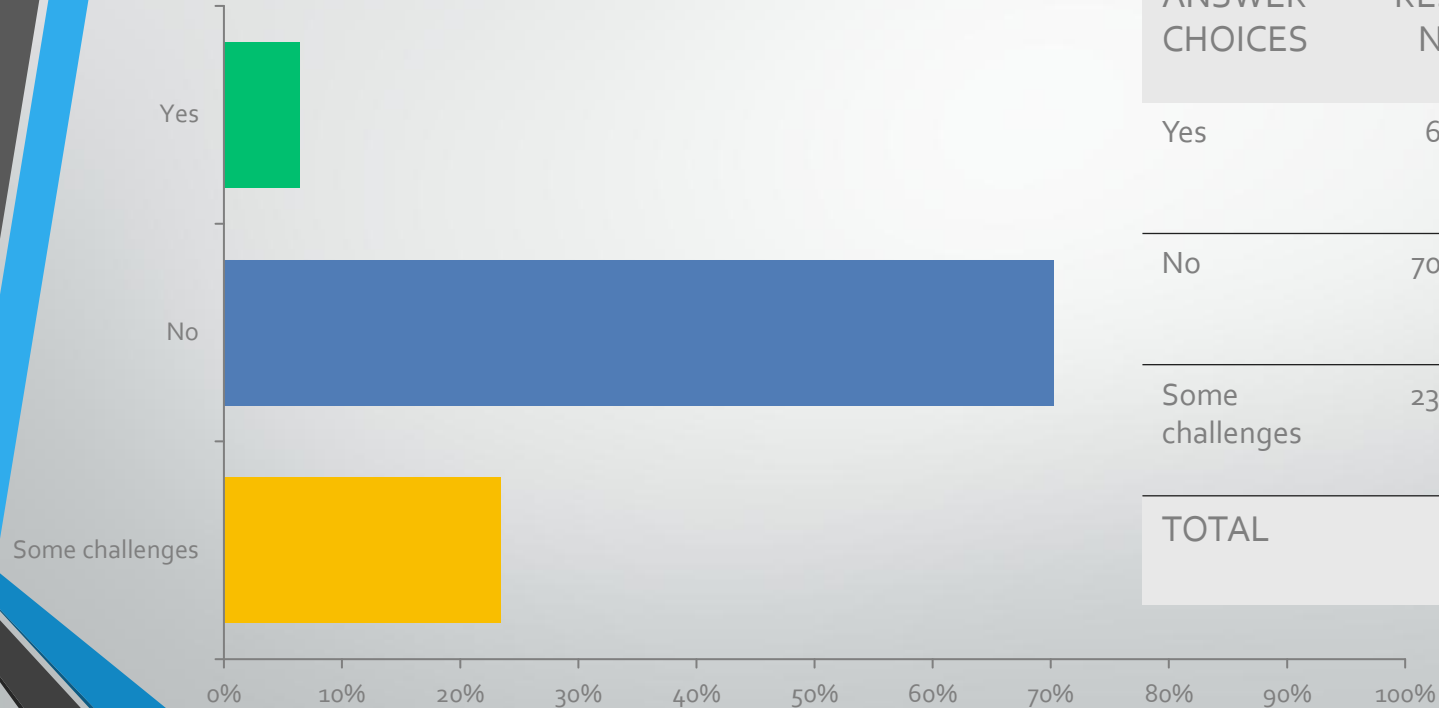
LIHEAP via MidCoast Community Action

Food bank

I use the bus and the food bank weekly, I wouldn't be able to live here if my extended family also didn't live here,

Q25: Did you face any challenges when using them?

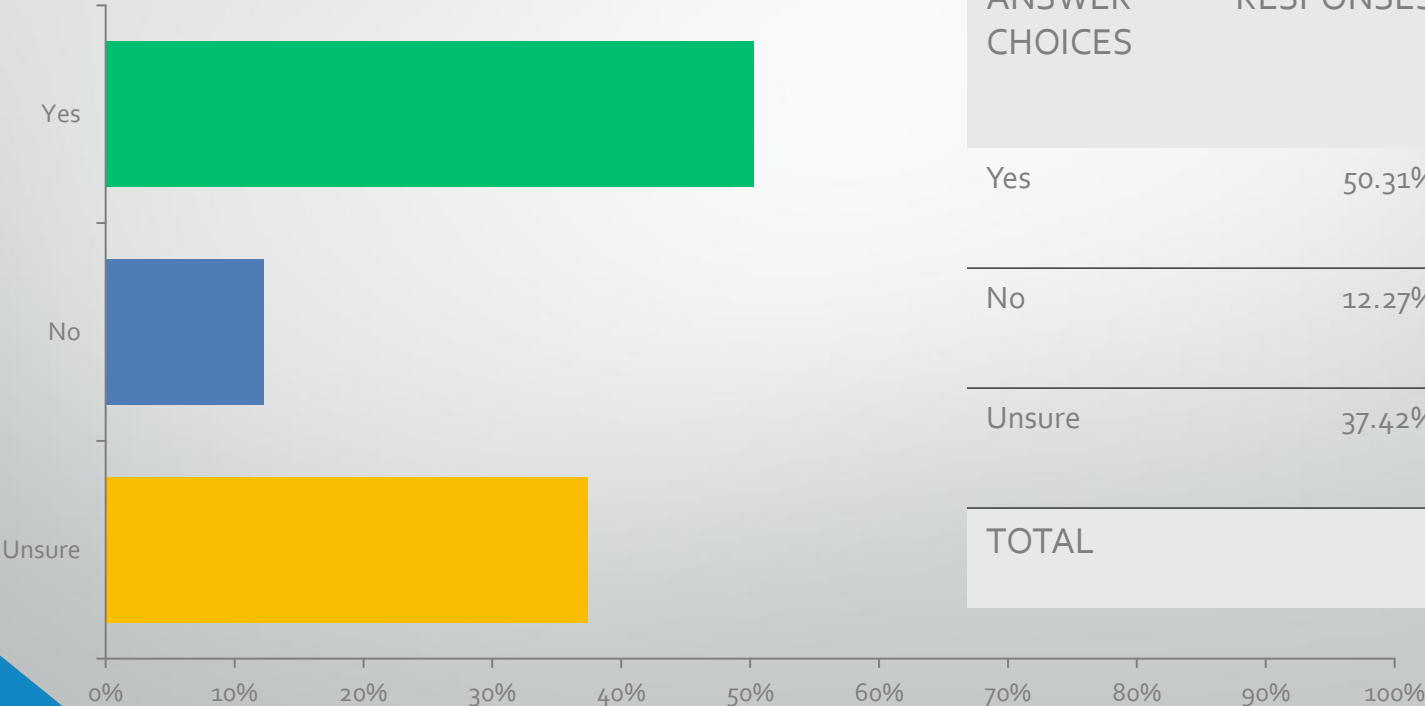
Answered: 47 Skipped: 322



ANSWER CHOICES	RESPO NSES
Yes	6.38% 3
No	70.21% 33
Some challenges	23.40% 11
TOTAL	47

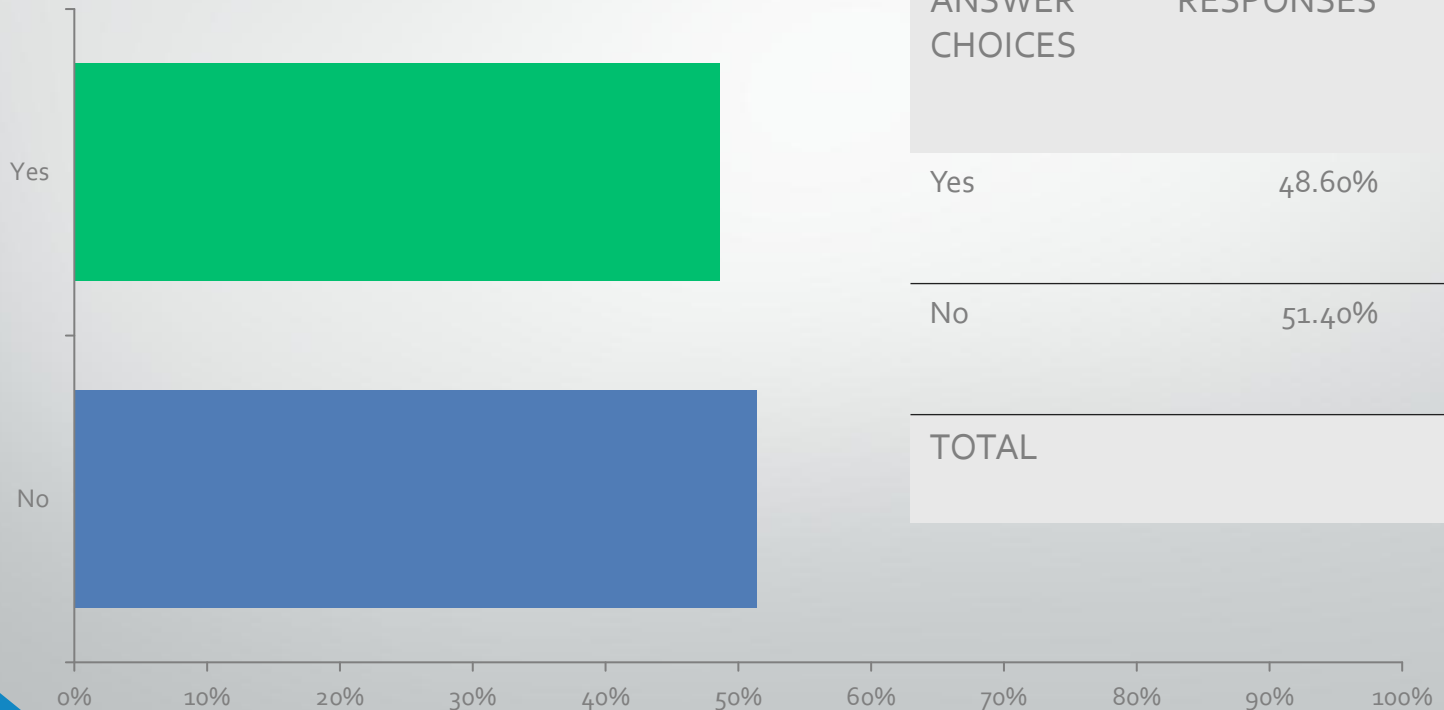
Q26: Are you able to access resources and opportunities that support your personal and professional growth?

Answered: 163 Skipped: 206



Q27: Does Bath have a plan for continuously evaluating and improving its support systems?

Answered: 107 Skipped: 262



Q28 What improvements or additional support systems would you suggest to better meet your needs and the needs of others?

transportation systems elderly
t better programs know residents
housing people city don t
help support
repair services need Bath home
support systems Question

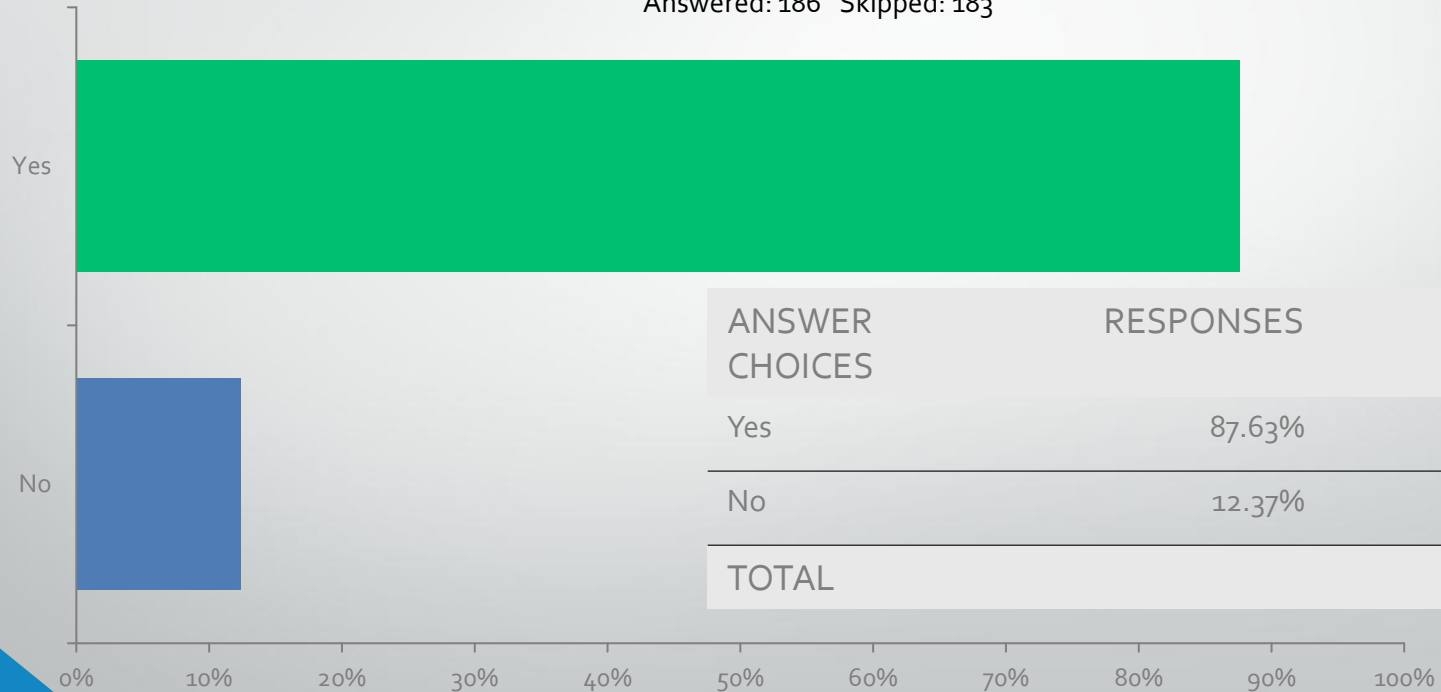
Questions Regarding Transportation

Transportation is one of the larger sections in the Equity Assessment as it is a massive engine that can drive a town or city forward. With inadequate transportation options, accessibility, or low quality, residents will feel isolated and may end up seeking services in other places. This can negatively affect both the economics and the moral of a municipality. Thus, this survey looks to evaluate how well the transportation options are and can people access them or are they finding any barriers to what exists.

Focus: Does the organization have viable means of transporting or is access to transportation available? What are the measures taken to address any transportation issues.

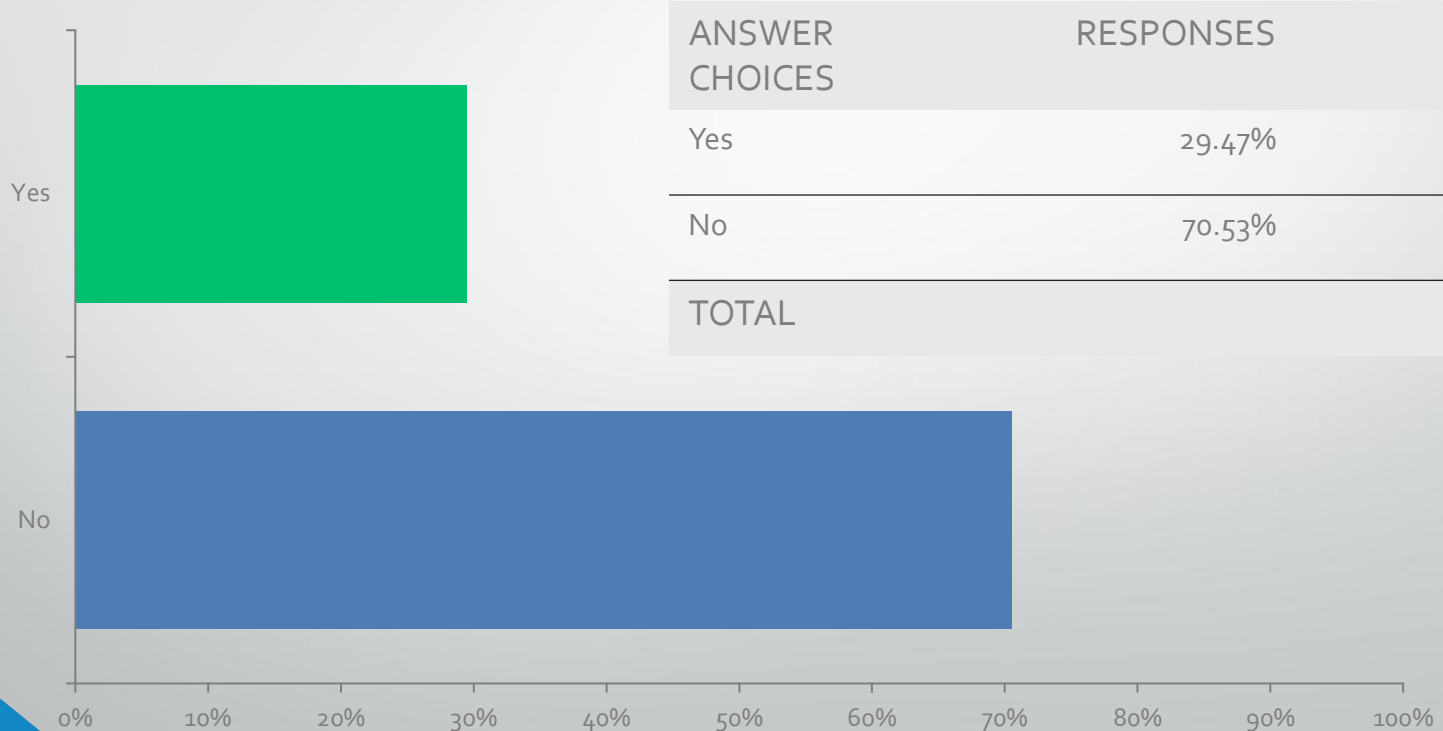
Q29: Do you have access to reliable and affordable transportation options to get to and from any destination?

Answered: 186 Skipped: 183



Q30: Have you used transportation services provided within the town?

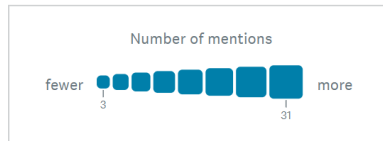
Answered: 190 Skipped: 179



Q31 If so what transportation service did you use?

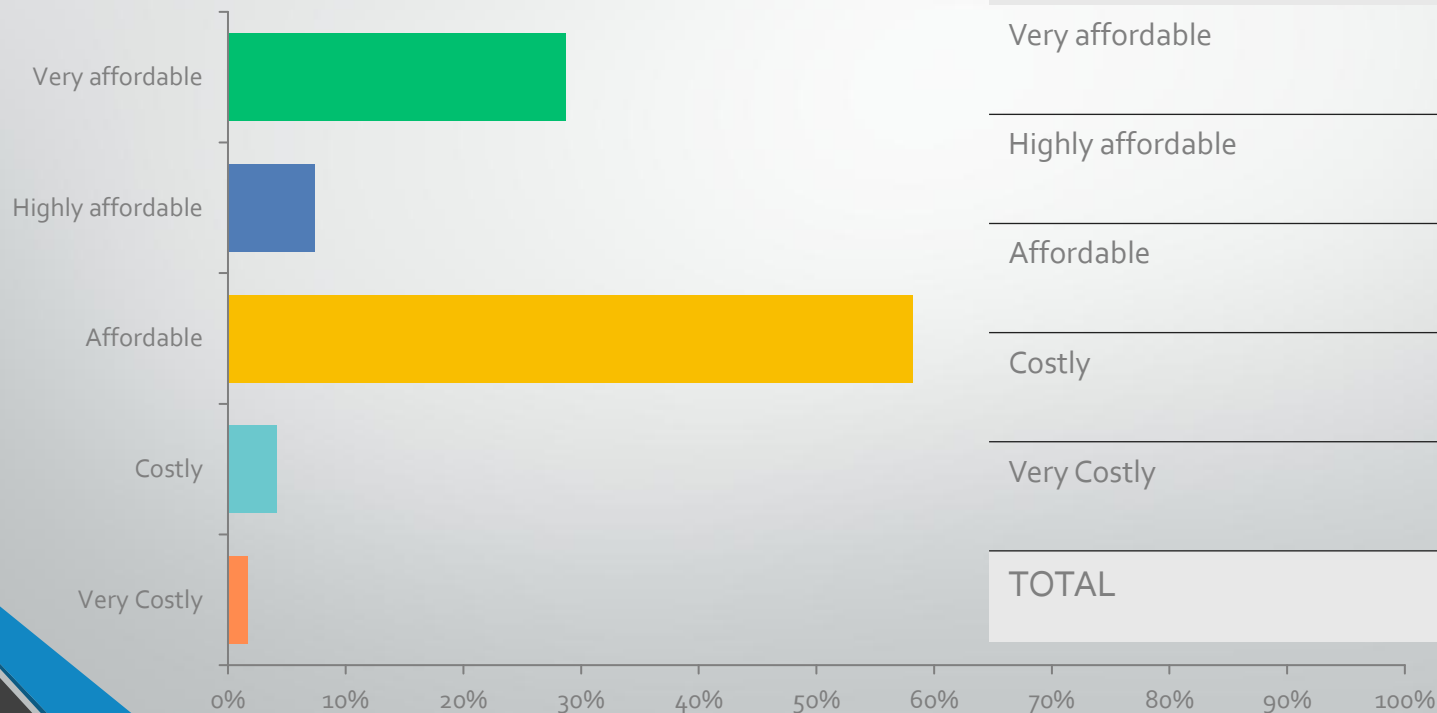
Answered: 61 Skipped: 308

Bath town
Taxi Trolley bus
see trolly
City bus fun use



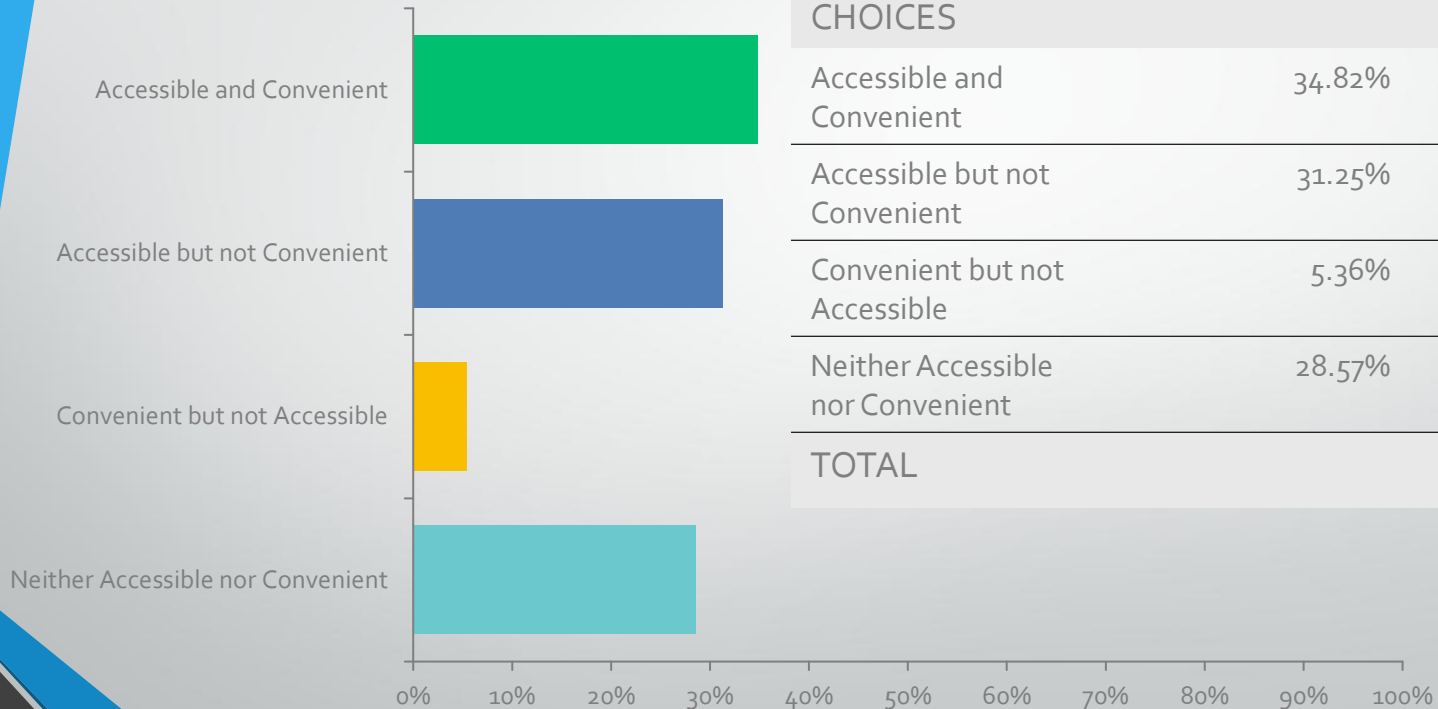
Q32: Do you feel you are able to afford the City of Bath's transportation or is it cost-prohibitive?

Answered: 122 Skipped: 247



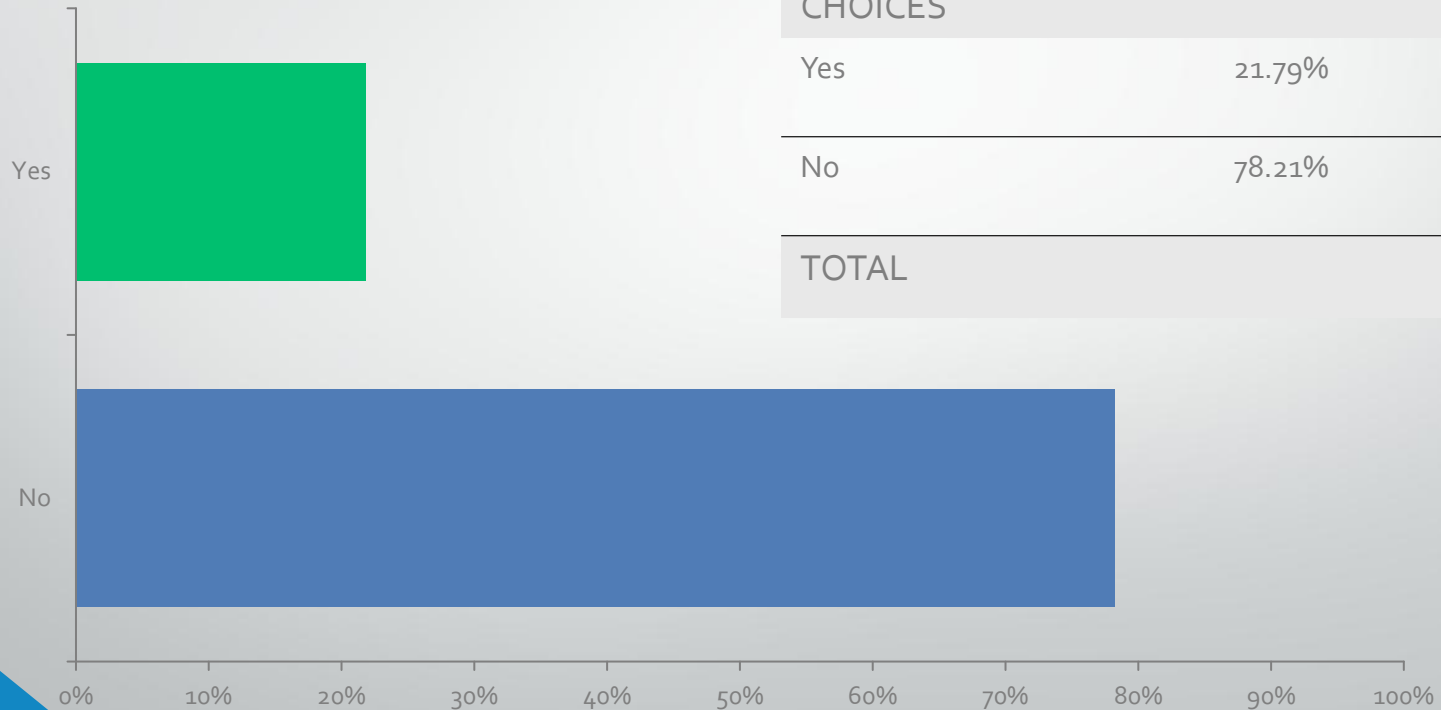
Q33: Are the City's transportation options easily accessible and convenient for your commute?

Answered: 112 Skipped: 257



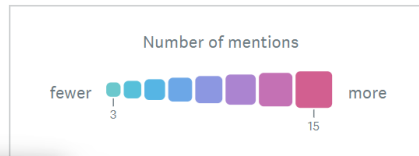
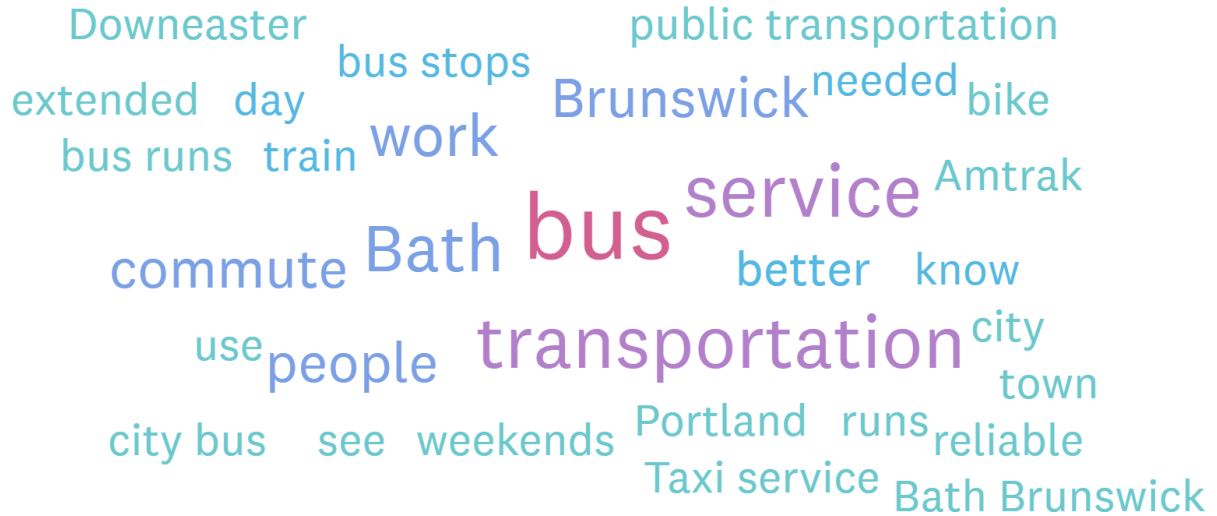
Q34: Are you able to provide feedback on transportation or transit services?

Answered: 156 Skipped: 213



Q35 Are there any additional transportation support services that would be helpful for you?

Answered: 71 Skipped: 298



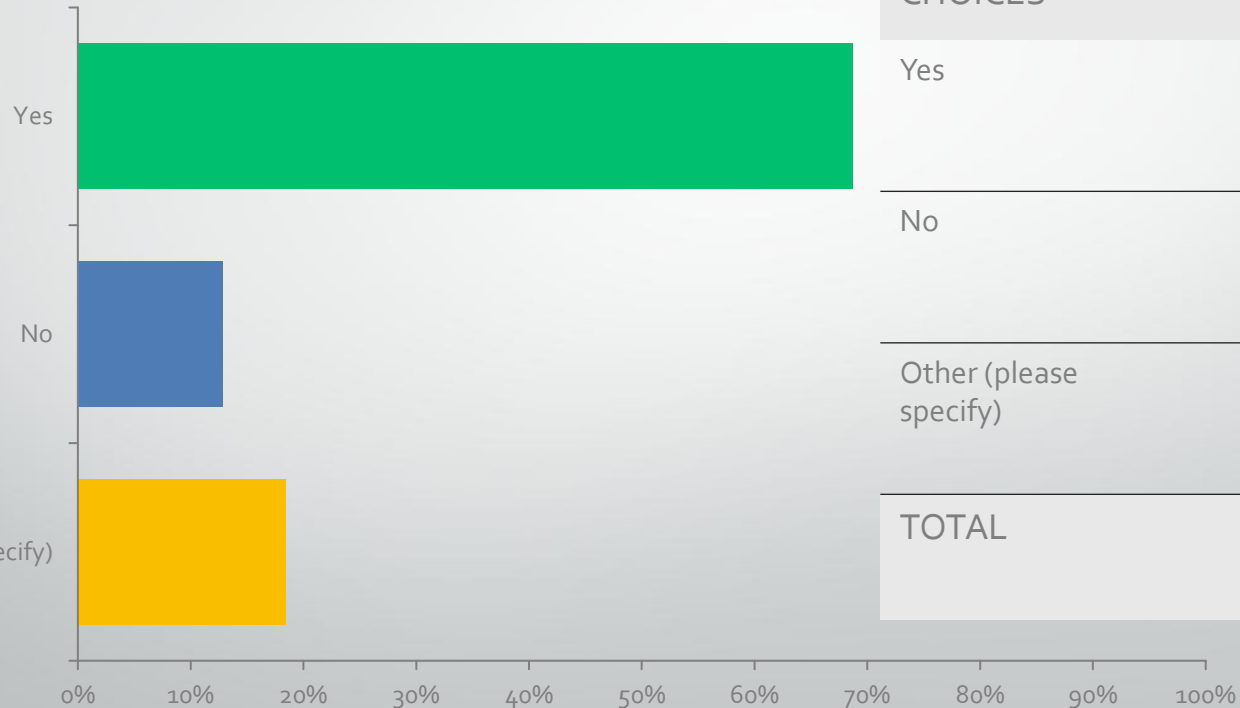
Questions Regarding Inclusivity

The survey looked at metrics of inclusivity that valued other thoughts, perspectives, and overall other people. The questions were framed to consider if any diverse lived experience could participate within the organization without judgment or retribution.

Focus: Does the organization work to include members that work for it, and does it reach out to the community for their voice? Are members free and open to provide insight, and free from judgment? Is the organization reflecting the identity of its members and community it serves?

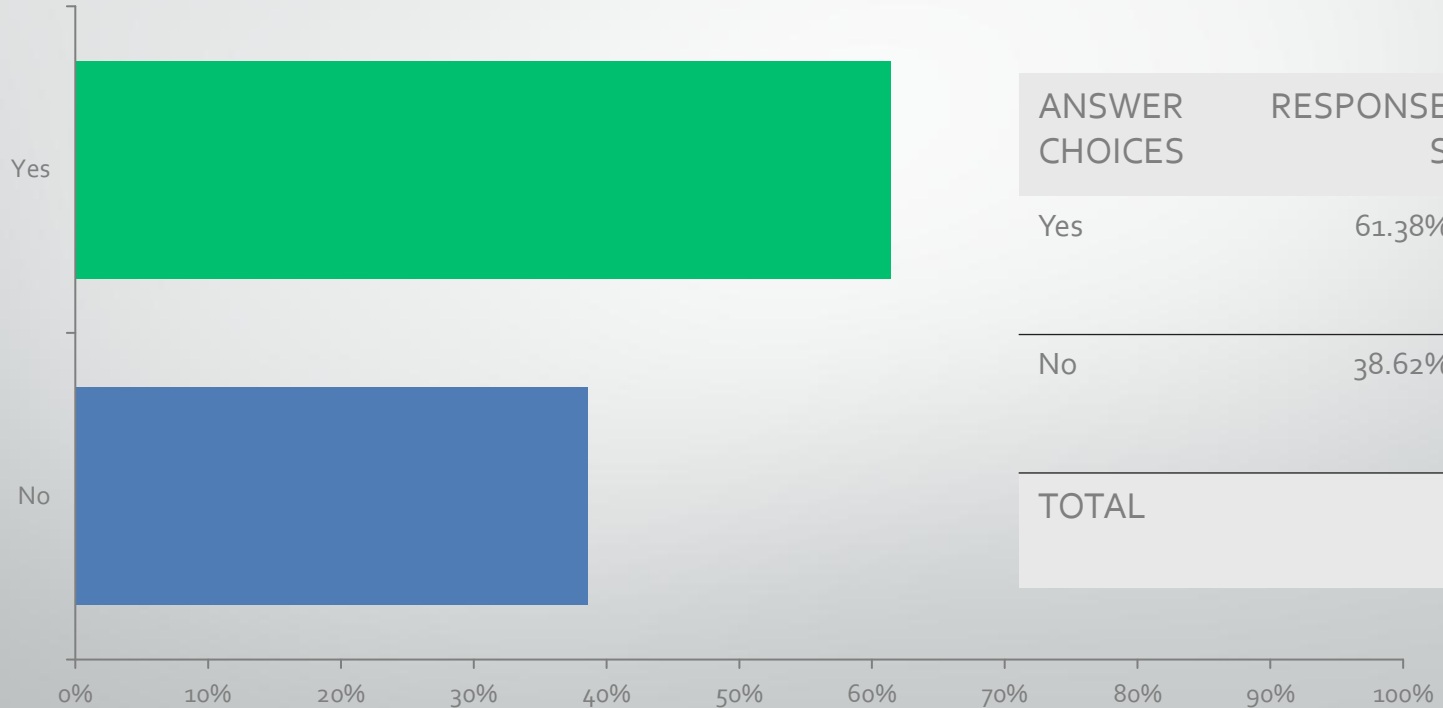
Q36: Do you feel that the City of Bath values and respects diverse perspectives and backgrounds?

Answered: 163 Skipped: 206



Q37: Do you feel that your voice is heard and valued in discussions and decision-making?

Answered: 145 Skipped: 224



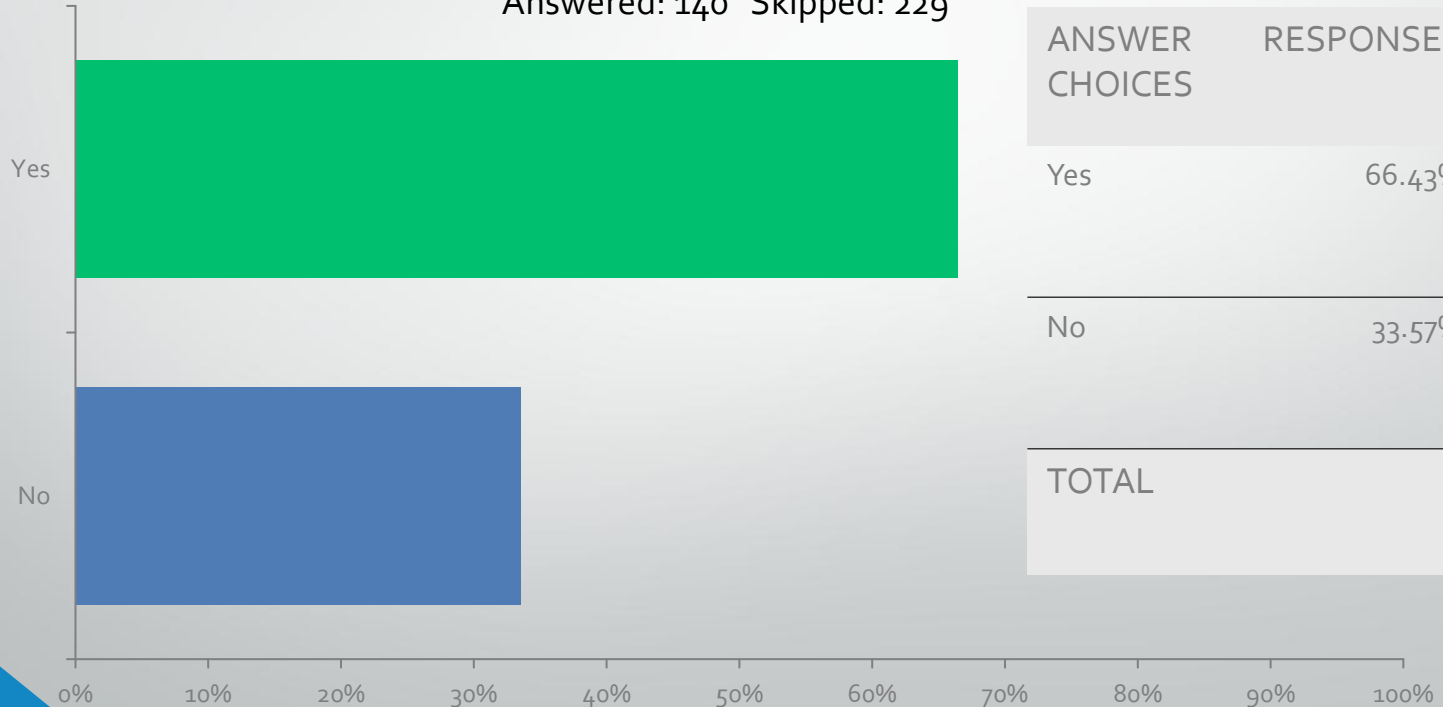
Q38 What positive experiences have you had that demonstrate the City of Bath's commitment to inclusivity?

Answered: 57 Skipped: 312



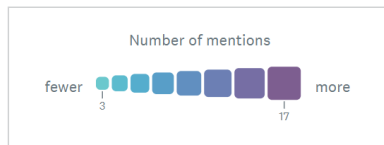
Q39: Does the City of Bath offer and provide cultural celebrations, learning and considerations of new cultures as part of its environment?

Answered: 140 Skipped: 229



Q40 If yes, what are some cultural celebrations that come to mind?

Answered: 61 Skipped: 308



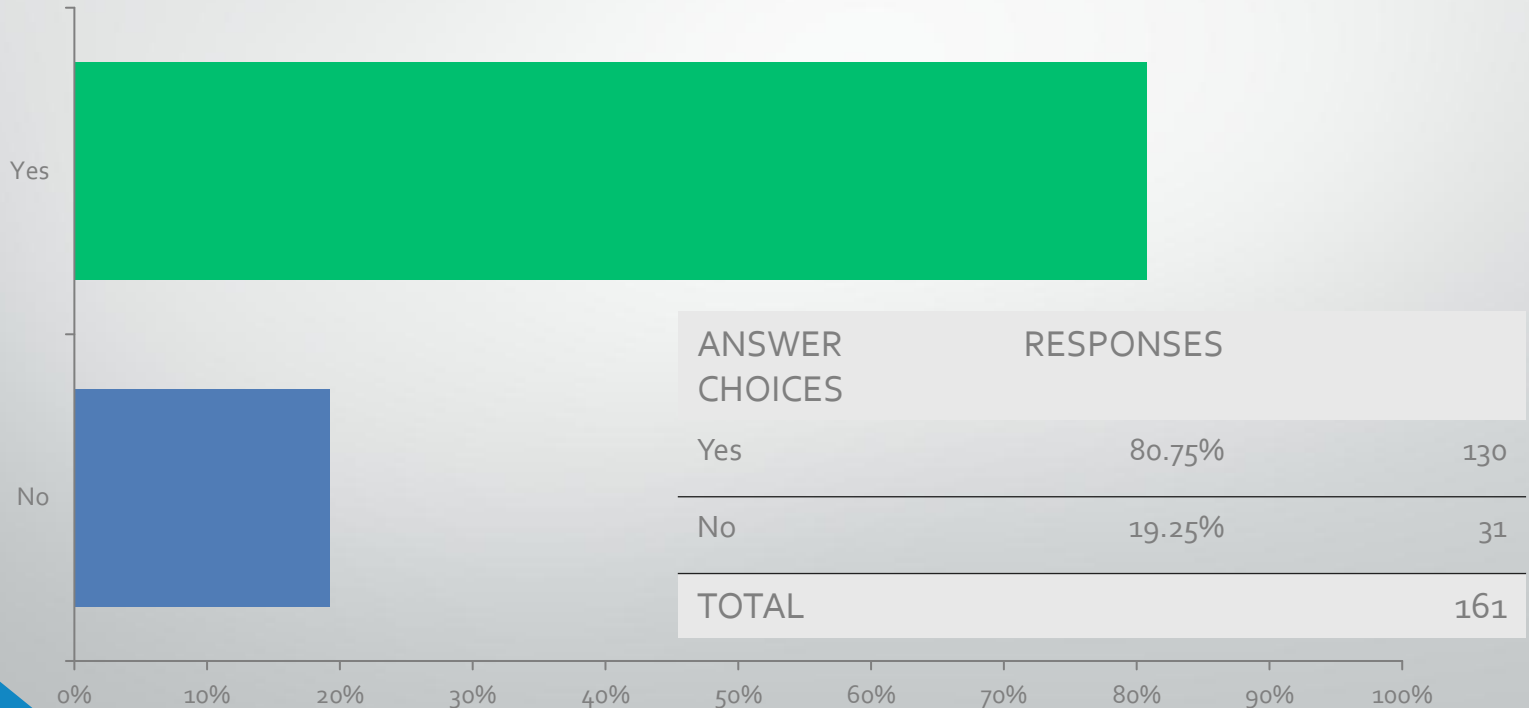
Questions Regarding Monetary Equity

Monetary Equity looks to provide an assessment of financial equity for the organization. This context is less about a financial audit and more a process of assessing if monetary issues exist for services at a high level.

Focus: Does the organization create cost barriers with its services and what are those costs. Are there costs to any limitations experienced by members? What is the quality of life both emotionally and monetarily to being a part of the organization?

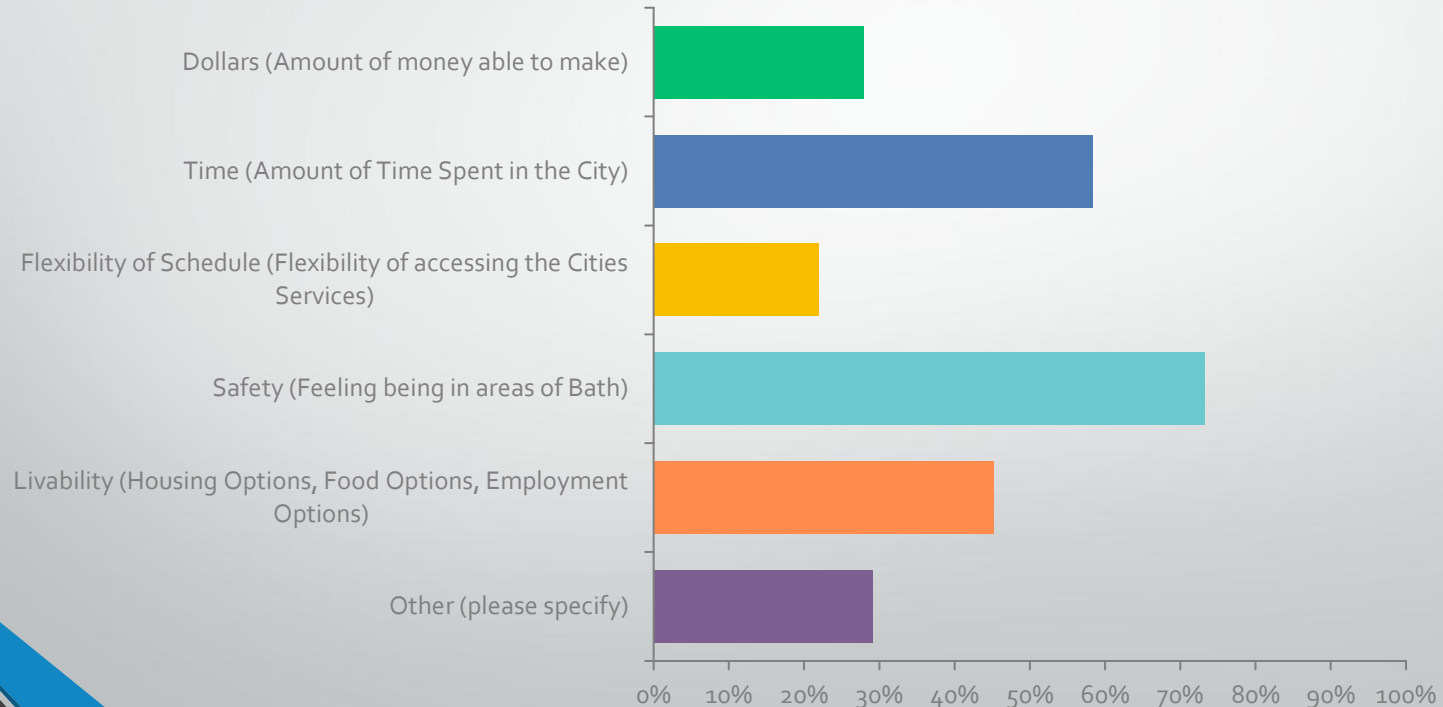
Q41: Do you feel the quality of life is positive within the City of Bath?

Answered: 161 Skipped: 208



Q42: If so, how would you measure this... (check all that apply)

Answered: 168 Skipped: 201



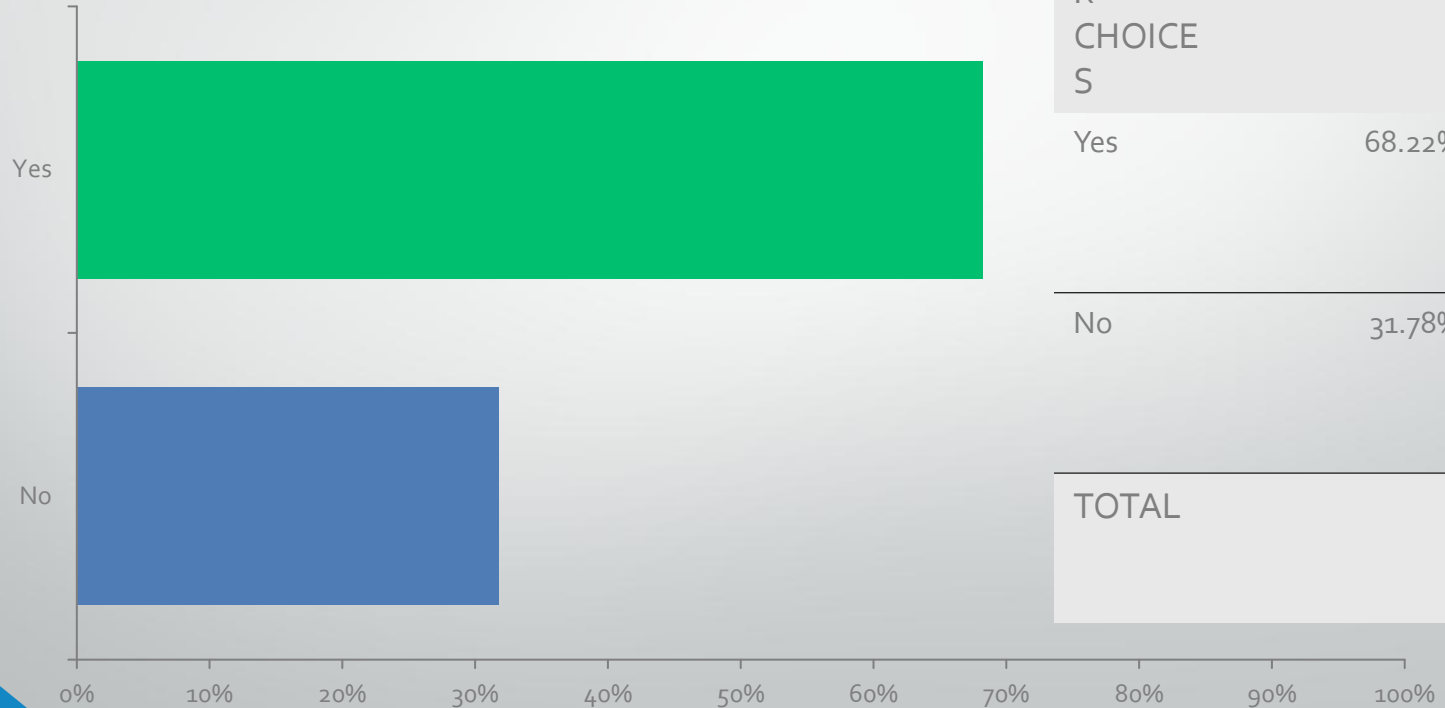
Q42: If so, how would you measure this... (check all that apply)

Answered: 168 Skipped: 201

ANSWER CHOICES	RESPONSES	
Dollars (Amount of money able to make)	27.98%	47
Time (Amount of Time Spent in the City)	58.33%	98
Flexibility of Schedule (Flexibility of accessing the Cities Services)	22.02%	37
Safety (Feeling being in areas of Bath)	73.21%	123
Livability (Housing Options, Food Options, Employment Options)	45.24%	76
Other (please specify)	29.17%	49
TOTAL		430

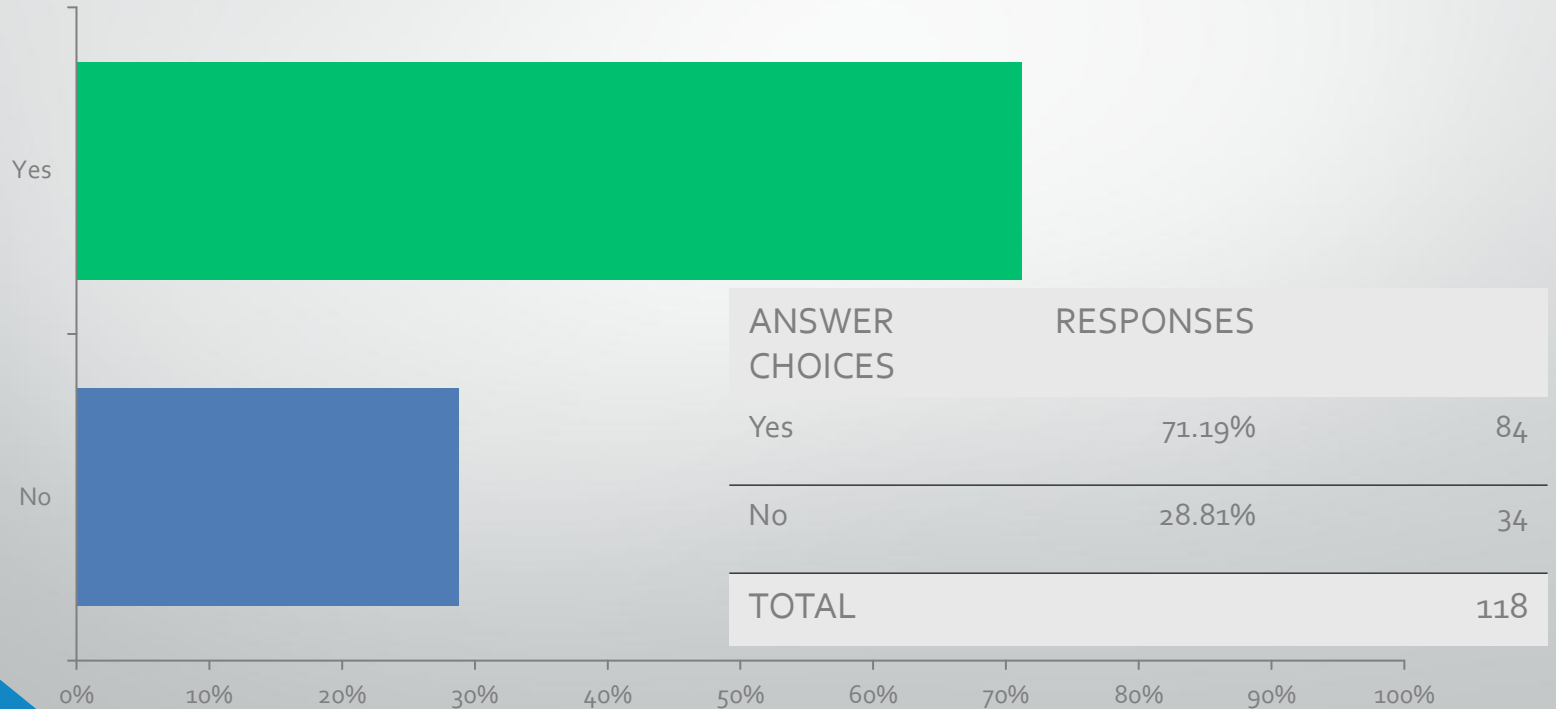
Q43: Are resources put to efforts of inclusion, equity, or other areas of diversity?

Answered: 107 Skipped: 262



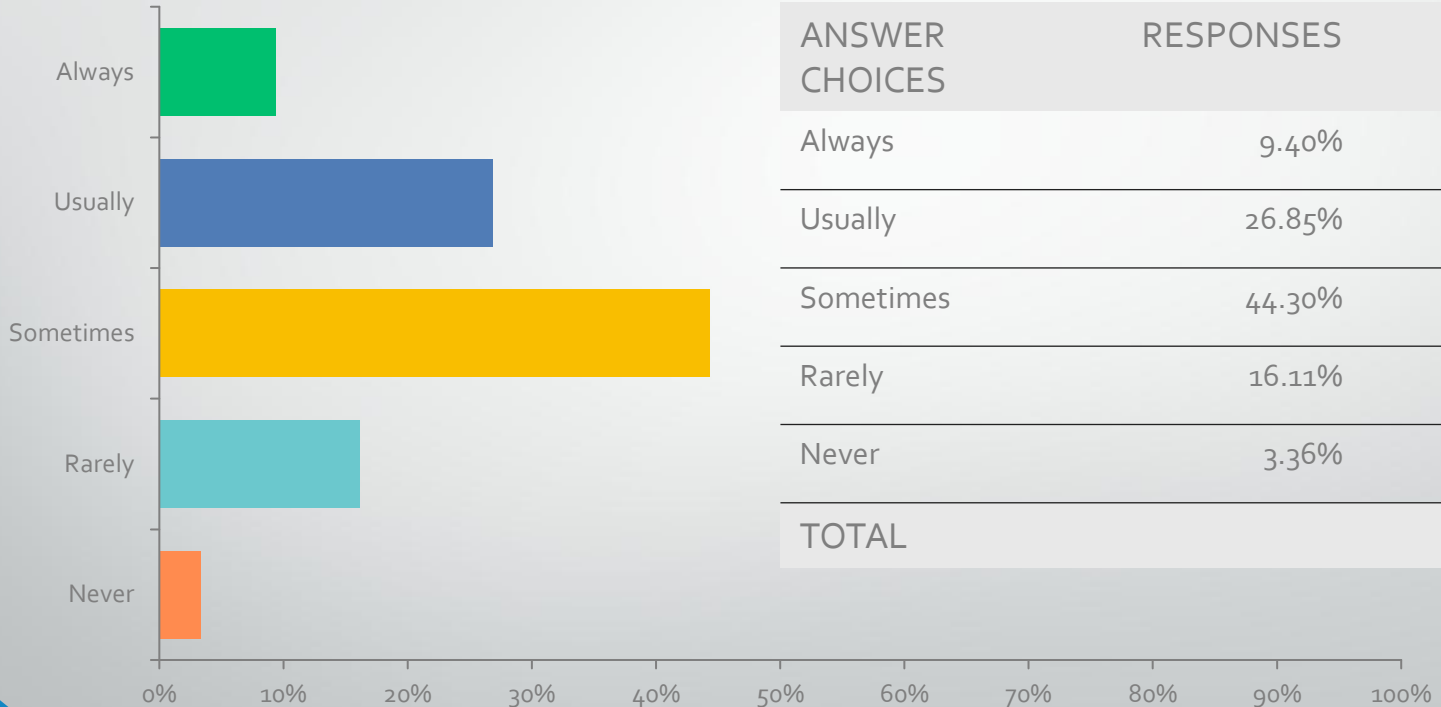
Q44: Are hybrid, remote, and in person options all available in the City of Bath and its services?

Answered: 118 Skipped: 251



Q45: Is the City of Bath open to change?

Answered: 149 Skipped: 220



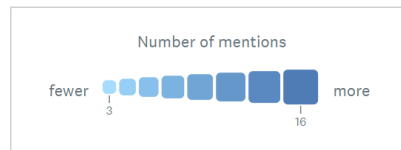
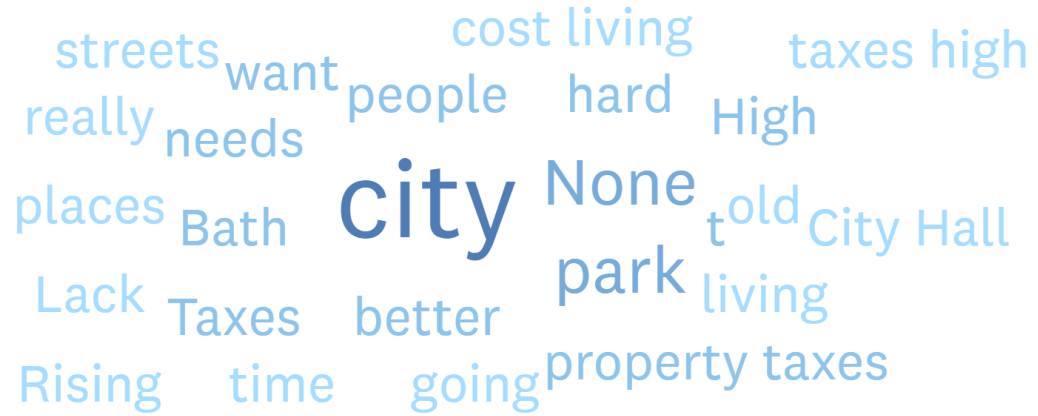
Open Ended Final Responses & Efficiency

This last section provided a few final spaces for people to offer insights and comments that they otherwise couldn't provide throughout the survey. This, coupled with our final core principle of efficiency, helps us assess if the organization is truly efficient, as part of its current and future equitable outcomes. We look to consider if it is executing its tasks and services, and what could it be doing better.

Focus: Does the organization provide an efficient means of executing its tasks and services? Does it provide those in an efficient manner? Are there places of waste or loss?

Q46 What barriers do you face within or during your time in the City of Bath?

Answered: 79 Skipped: 290



Q47: Are there any additional lived experiences that are not covered here that you would like to share? Please describe those identities or lived experiences below.

BIW tries to run rampant over the residents of Bath, and they don't hold to any promises they've made with the city. The city just lets everything slide instead of controlling them.

Yes, Maine has the oldest median age of any state in the country. However, Bath needs to pitch itself as a town openly friendly to families with children. -Not more senior citizens and members of the gay community.

transportation problems

None

Stop catering to people from away and special interests...it's getting old! Taxes, Streets, Elementary/Middle Schools, Health Care...

The lack of problem solving to address heavily trafficked streets in Bath. The issue has been going on for years. There are even more children in the neighborhood now and the trucks, cars and motorcycles keep roaring up and down the street. The police try but can hardly be expected to be here all day and evening. Thank God no child has been hurt but many pets have been killed. Snow plowing is an issue at times.

This survey reads as unreflective on the relevance of popular categories of identity, asking questions that may not make a lot of sense for all but a handful of people who *identify* with this inherited ways of speaking. "Lived experience" is one of those largely unhelpful expressions...

I don't appreciate the Water District saying they will come out to clean up my yard after a busted water main and then never comes, leaving an elderly women to try to take care of it herself. I don't appreciate the change in water drainage on my street that now causes my backyard to flood. It didn't flood for 40 years but it does now after work done on my street.

Consider accessible street crossings

No.

See above

Attention to the elderly and our needs

There should be a view of the river for all property's along it's shore.

Need more support services for immigrant residences.

Unknown

Great dog park! Beautiful parks and hiking paths.

Simply that with the influx of so many people in southern ME, many of whom are very wealthy, Bath feels so much busier and as if the regular people are getting crowded out in favor of the moneyed. I know it's not just here but, in the relatively short 7 yrs I've lived in Bath, the traffic and the attitude of entitlement feels much more evident.

Please cut the jargon - what human hasn't lived their experiences. My family has lived in Bath, owning a house and business for over 100 years. Change for the sake of change is usually a failure. No one in the city has asked for an outside consultant to make Bath more "progressive" like Portland, Oregon or Seattle. These are not the cities to compare Bath to.

Q47: Are there any additional lived experiences that are not covered here that you would like to share? Please describe those identities or lived experiences below.

Was there a groundswell of public demand to create "equity" (totally different from equality....)
How much is this consultant taking Bath for?

I don't understand this question and suspect others might not either. A little too jargony for me.

Senior citizens are invisible and unheard. We built this city with love and devotion. Now we are disposable.

No everyone seems kind and wonderful

(1) I love the small town feel of Bath. I'm able to navigate the city freely. Please be careful with planning permissions that increase population without the infrastructure to support it.

I'd like to see more affordable condos for middle income seniors

Recreational fields need support and updates before it is a replacement and not a maintenance issue. It is becoming a potential safety concern.

My entire career I have been passed over because I am the wrong color, gender or sexual preference. I have had recruiters tell me to me face "you did not get interviewed because we are only looking for minority women". I want to see an end to this woke "equity" and instead see people treated equally.

i have a great neighborhood- is there a way to support our local connections on a small scale, not city wide.

Red headed woman in charge of Bath FoodBank thinks it is her personal pedestal. So I go to Brunswick food pantry, they are awesome in every way, treat everyone fairly

Start by competitive bidding work, only pay for what we can afford, stop appeasing everyone.

McMann field complex could still be much better by investing in Tainter field and adding lights to baseball and softball areas.

Cost of living is simply too expensive here

I don't feel welcome because you keep wanting to point out mine and others differences. I was not taught to treat people different and when you cater to people, then you're treating them different.

I am a lifelong resident of Bath and I think we have been very inclusive and too much so when you look at the census data. Our share of the population below the poverty level is alarming because the city leadership is focused on building subsidized housing

Bath is a beautiful place to live, work and play.

I didn't see a list

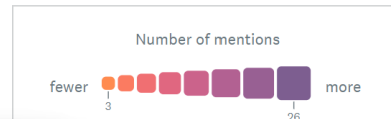
Can we stop with the lived experience. Every experience is lived. This type of language is exactly what is wrong with this way of thinking. It makes it seem as if someone else's "lived experience" is more important because of the color of their skin, their ethnicity, or their culture. It creates such division.

Baths housing is not affordable to new people and younger generations. Taxes are insane along with houses prices.

extensive time living and working overseas on several continents.

Q48 Is there anything else that hasn't been covered that you would like to share with the Development Committee and the City of Bath?

Answered: 67 Skipped: 302

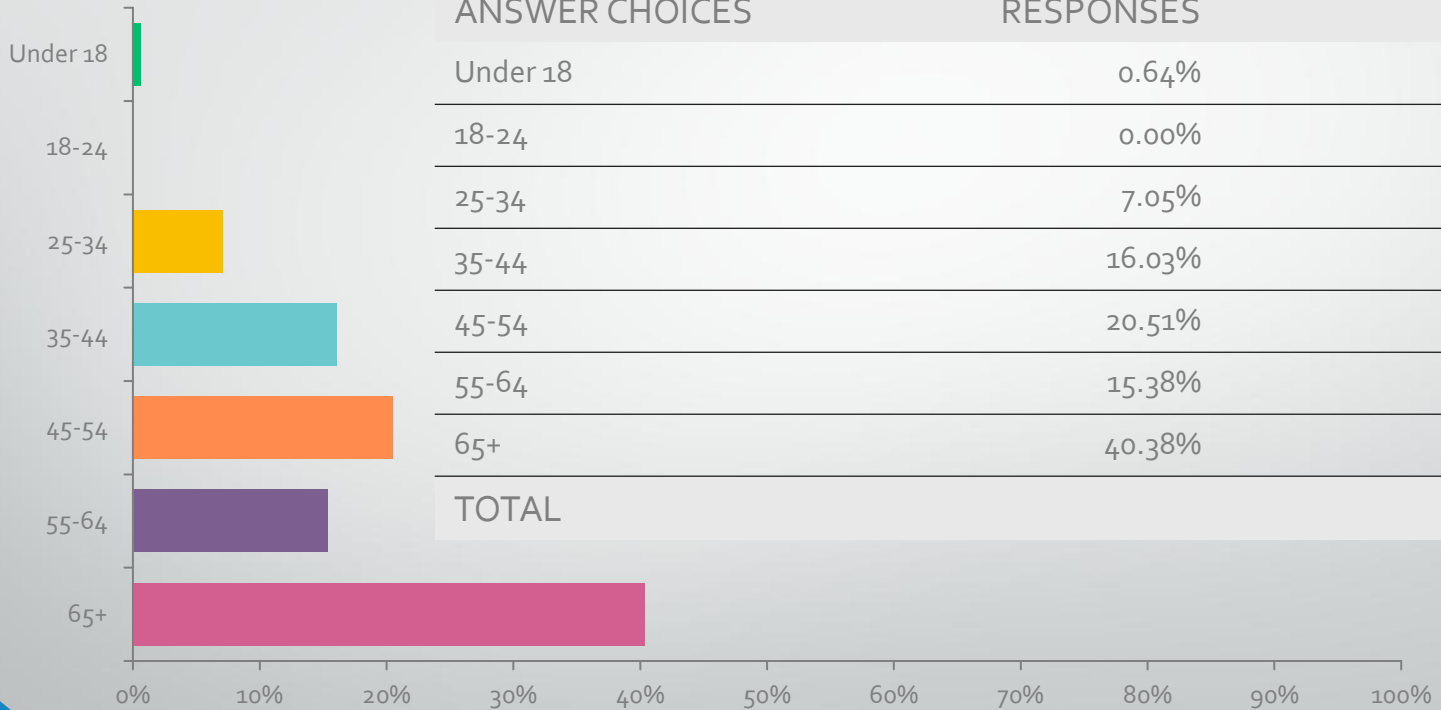


Questions Regarding Demographics

As part of this survey, we wanted to see what voices and what people took this survey, creating a demographic profile. These answers provided important context for us to reveal whose voice was prominent and what voices might have been missing. Answers to these questions were not required and respondents were allowed to answer however they wished.

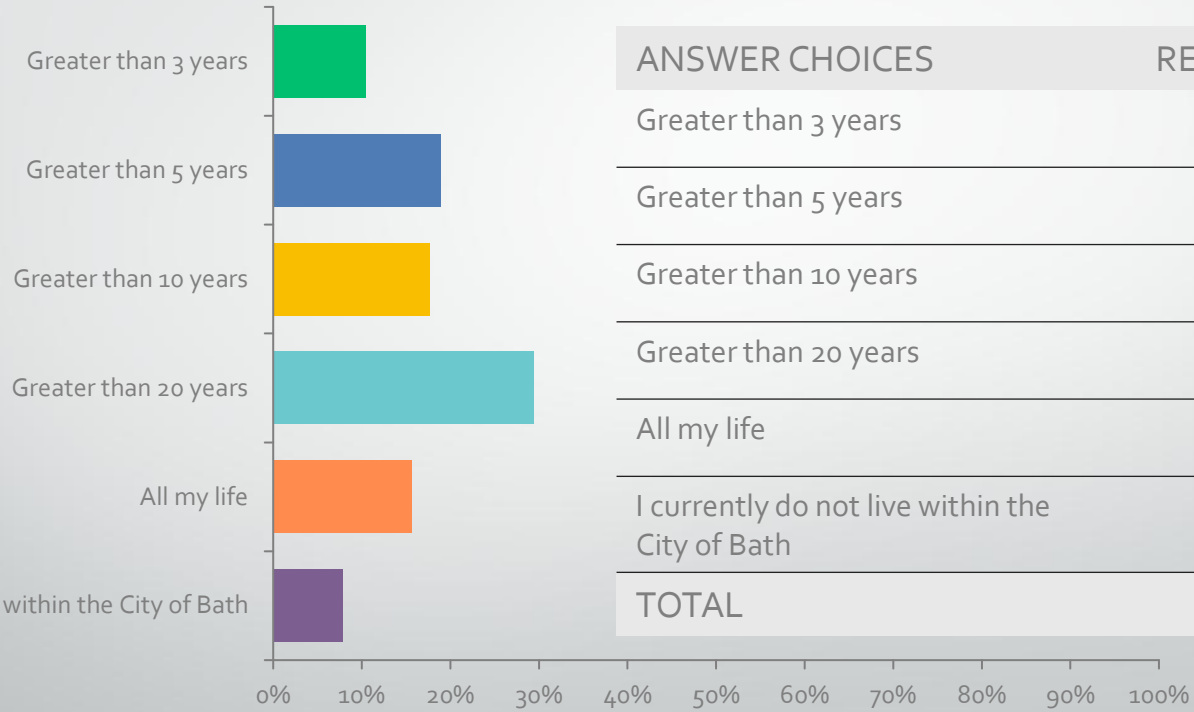
Q49: What is your age range?

Answered: 156 Skipped: 213



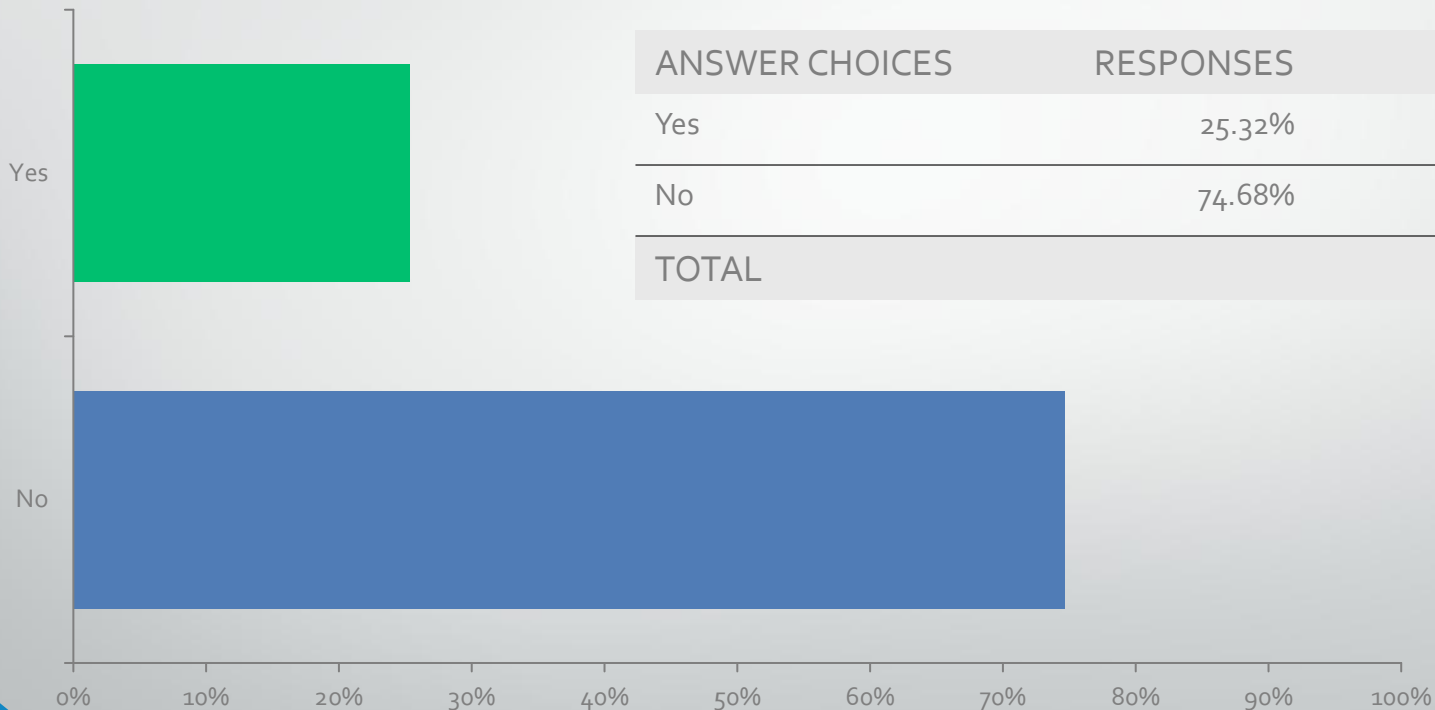
Q50: How long have you lived within the City of Bath? [Primary residency defined as 51% of time spent in Bath]

Answered: 153 Skipped: 216



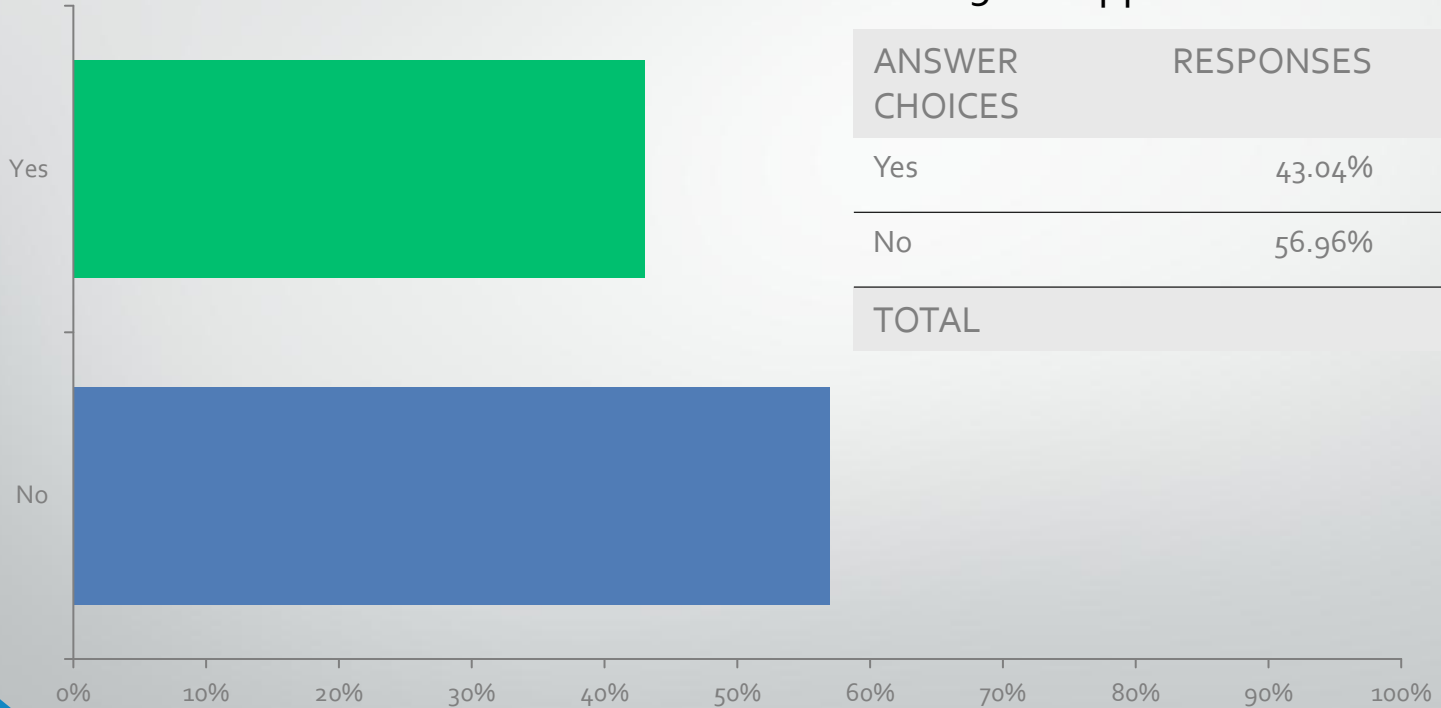
Q51: Were you a graduate of any of the Bath schools or School District?

Answered: 158 Skipped: 211



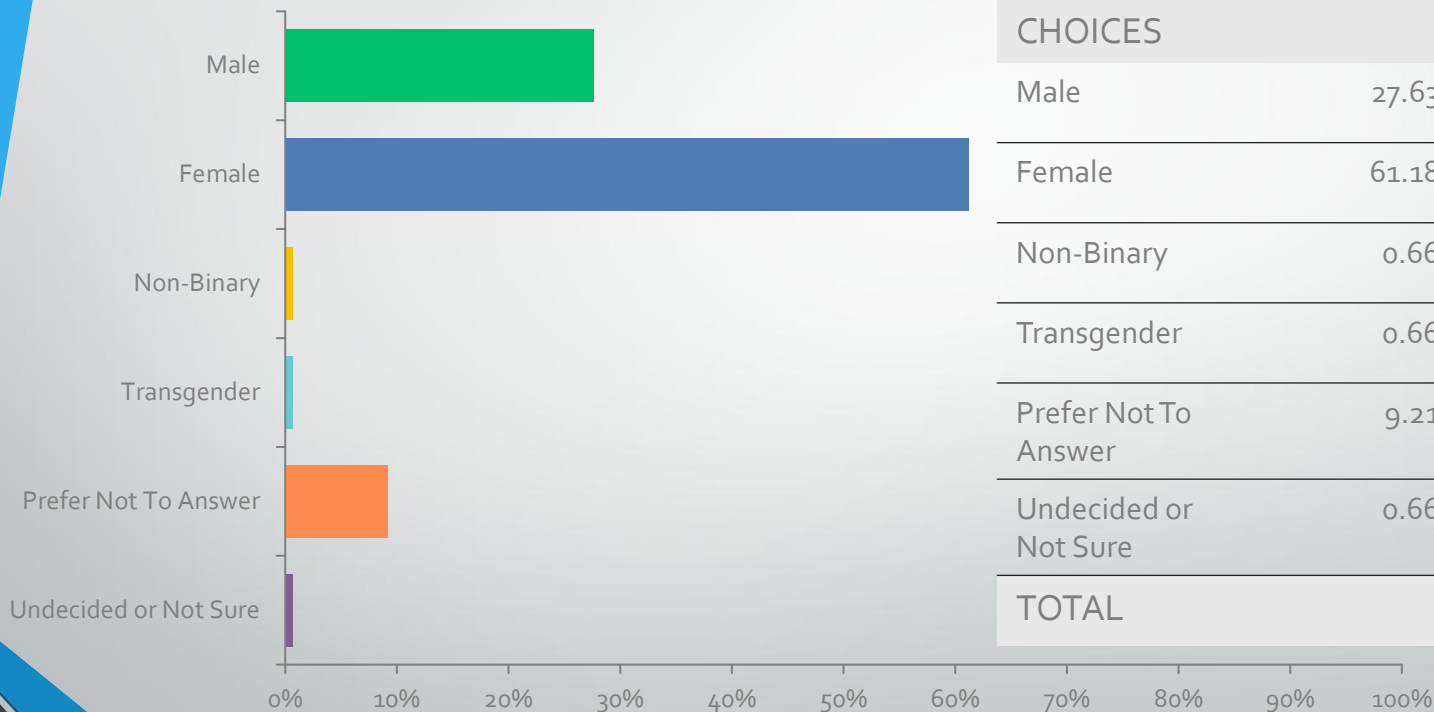
Q52: Does any of your family have previous connection or lineage to Bath?

Answered: 158 Skipped: 211



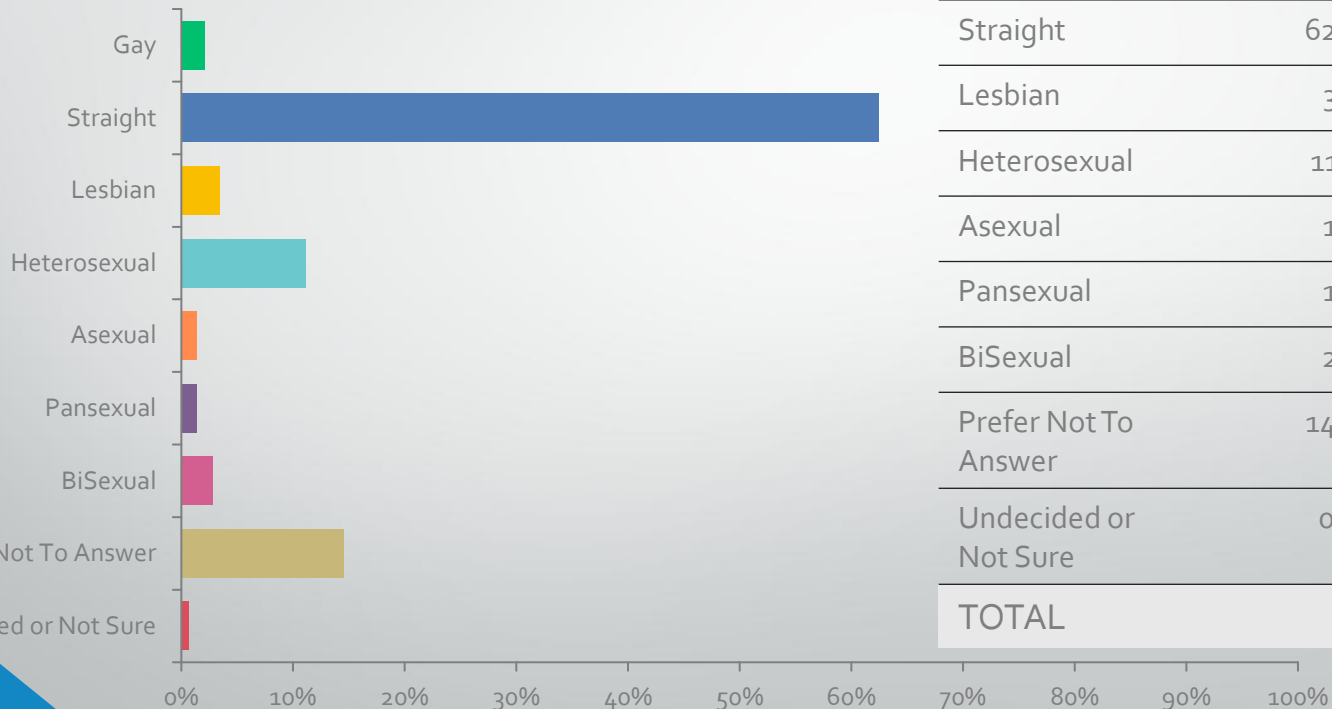
Q53: How do you identify in terms of Gender?

Answered: 152 Skipped: 217



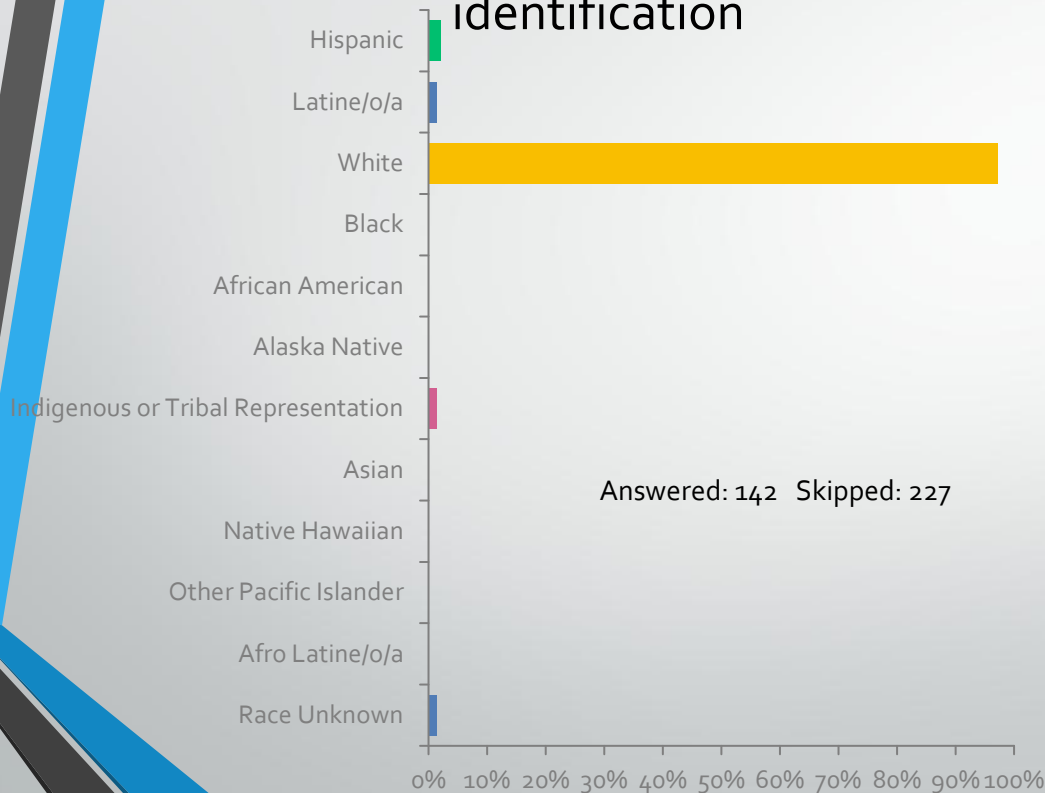
Q54: How do you identify in terms of Sexual Orientation?

Answered: 144 Skipped: 225



ANSWER CHOICES	RESPONSES
Gay	2.08% 3
Straight	62.50% 90
Lesbian	3.47% 5
Heterosexual	11.11% 16
Asexual	1.39% 2
Pansexual	1.39% 2
BiSexual	2.78% 4
Prefer Not To Answer	14.58% 21
Undecided or Not Sure	0.69% 1
TOTAL	144

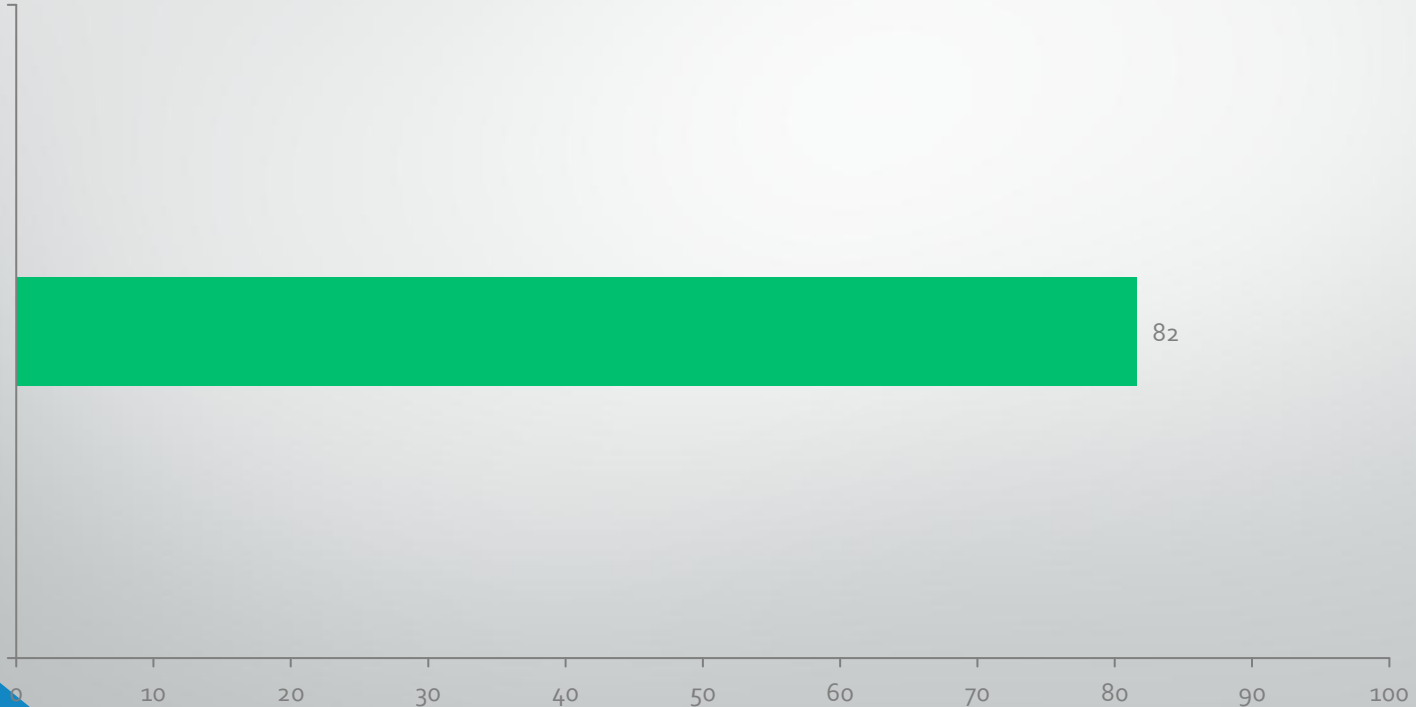
Q55: Please select the racial identity that applies to you. You may select as many as reflects your own self-identification



ANSWER CHOICES	RESPO NSES	
Hispanic	2.11%	3
Latine/o/a	1.41%	2
White	97.18%	138
Black	0.00%	0
African American	0.00%	0
Alaska Native	0.00%	0
Indigenous or Tribal Representation	1.41%	2
Asian	0.00%	0
Native Hawaiian	0.00%	0
Other Pacific Islander	0.00%	0
Afro Latine/o/a	0.00%	0
Race Unknown	1.41%	2
TOTAL		147

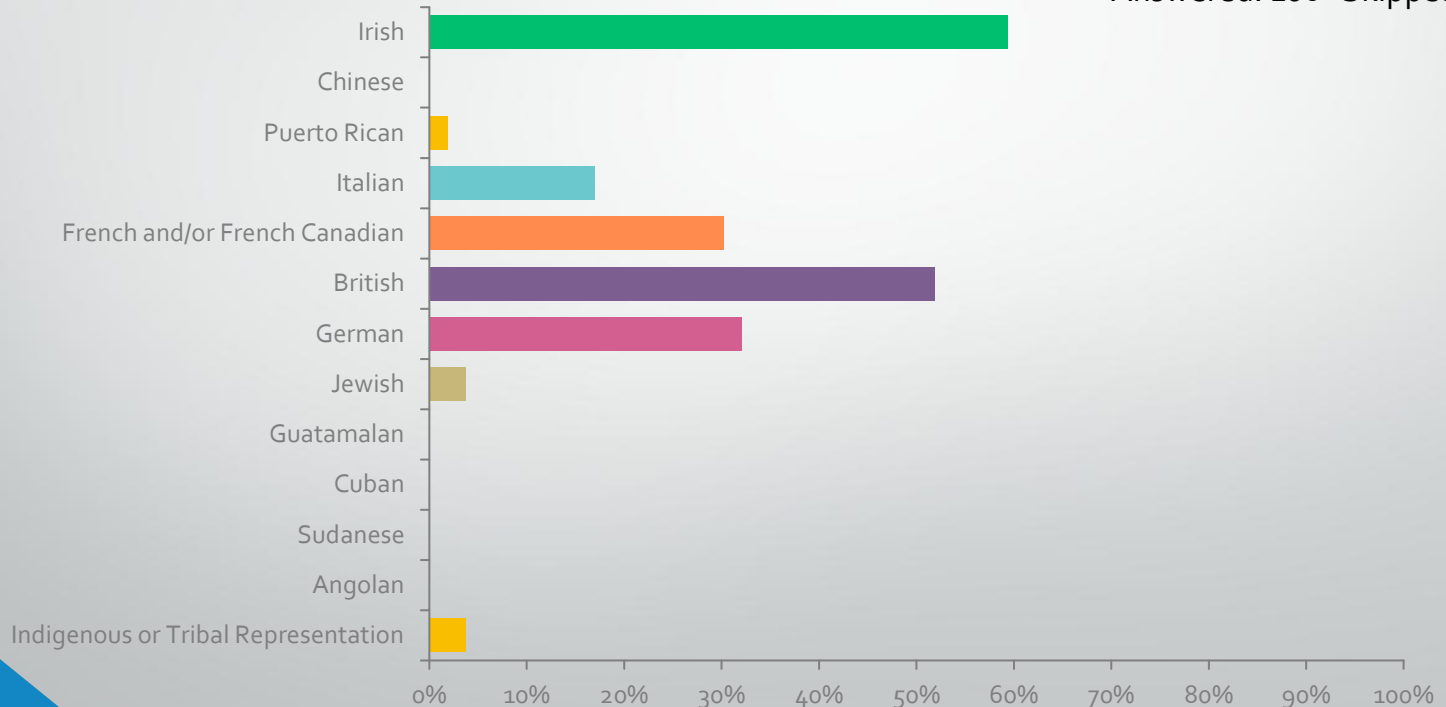
Q56: How strongly do you identify with the above choice or choices you made regarding race?

Answered: 108 Skipped: 261



Q57: What is your Ethnic Background (Choose as many as apply to you or include your own personal self-identification (s) in the text box.)
Below is not a full or complete list of all possible choices ethnically that may exist.

Answered: 106 Skipped: 263



Q57: What is your Ethnic Background (Choose as many as apply to you or include your own personal self-identification (s) in the text box.) Below is not a full or complete list of all possible choices ethnically that may exist.

ANSWER CHOICES	RESPONSES	
Irish	59.43%	63
Chinese	0.00%	0
Puerto Rican	1.89%	2
Italian	16.98%	18
French and/or French Canadian	30.19%	32
British	51.89%	55
German	32.08%	34
Jewish	3.77%	4
Guatamalan	0.00%	0
Cuban	0.00%	0
Sudanese	0.00%	0
Angolan	0.00%	0
Indigenous or Tribal Representation	3.77%	4
TOTAL		212

Profile of a Survey Respondent

After reviewing all the demographic information we found that respondents are predominantly older adults, long-term residents, and mostly White, with a strong female majority. There is limited racial and ethnic diversity among participants, and most have deep roots in the Bath community.

The most common demographic within the survey responses was women aged 65 and older, who have lived in Bath for more than 20 years and who express a neutral sentiment regarding their racial identity. This group represents the largest identifiable segment in the demographic-response breakdown.

It is time...



City of Bath Equity Assessment Survey 2025

Prepared by Dustin Ward: It Is Time

- As Of: Wednesday, December 31, 2025

Powered by  SurveyMonkey


Survey Review:

This survey showed a completion rate of 41%, with about 6m:12s of time on average spent on completing it. The total number of responses were 369, however, there is more insight into what this number represents. Upon further inspection we noted some additional observations:

- *Respondents had a high engagement with municipal resources (82%)*
- *There is a very high year-round residency (97%)*
- *There is a strong sense that policies accommodate identity (81%)*
- *Yet, there is a very low confidence in cultural competence training (only 10% say above adequate; 41% can't assess)*
- *Implicit bias training is almost entirely unknown (93% "unsure")*
- *Transportation is widely accessible and affordable, but convenience is mixed*
- *Inclusivity is seen as a strength, but decision-making inclusion is weaker*
- *Quality of life is overwhelmingly positive (81%)*
- *Demographics skew older and overwhelmingly white, which is important context for interpreting results*

Total Responses **369**

Date 1st Created: Monday, March 17, 2025

Powered by  SurveyMonkey

Average number of responses per question: ~165

On average, only 45% of the 369 survey participants answered any given question.

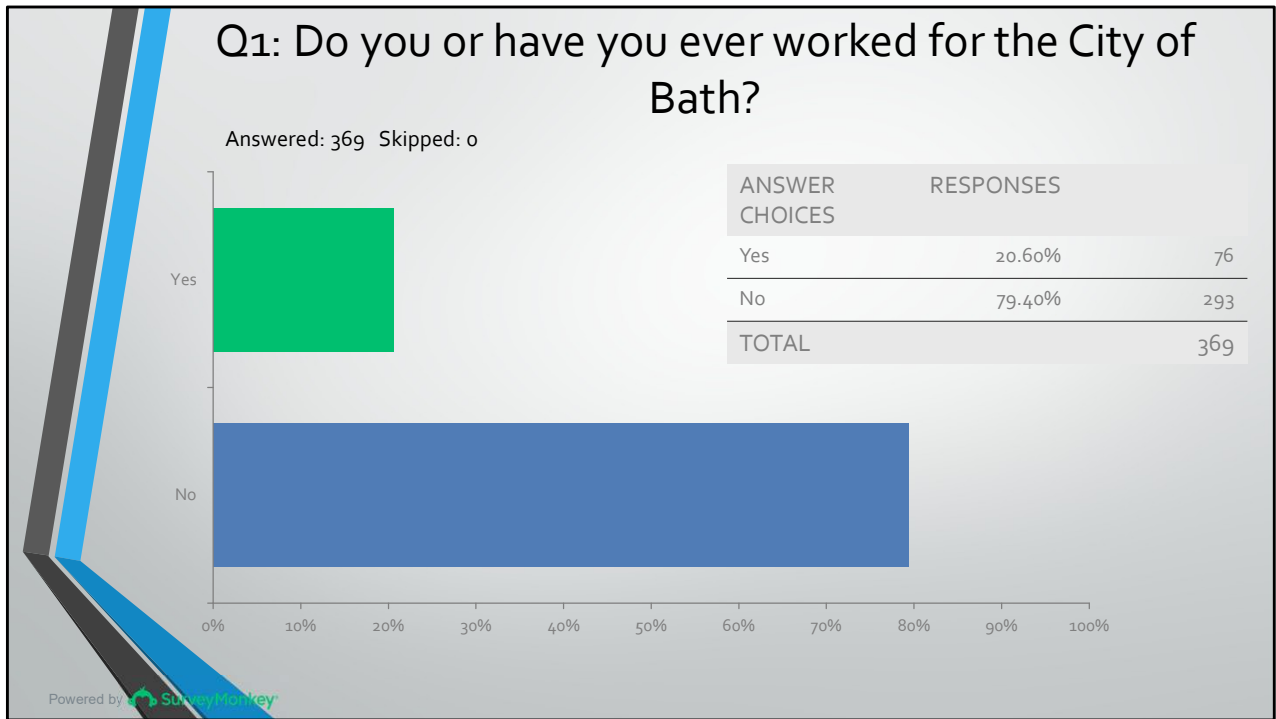
More than half of respondents skipped most questions.

This is typical for long surveys, especially those with sensitive or unfamiliar topics.

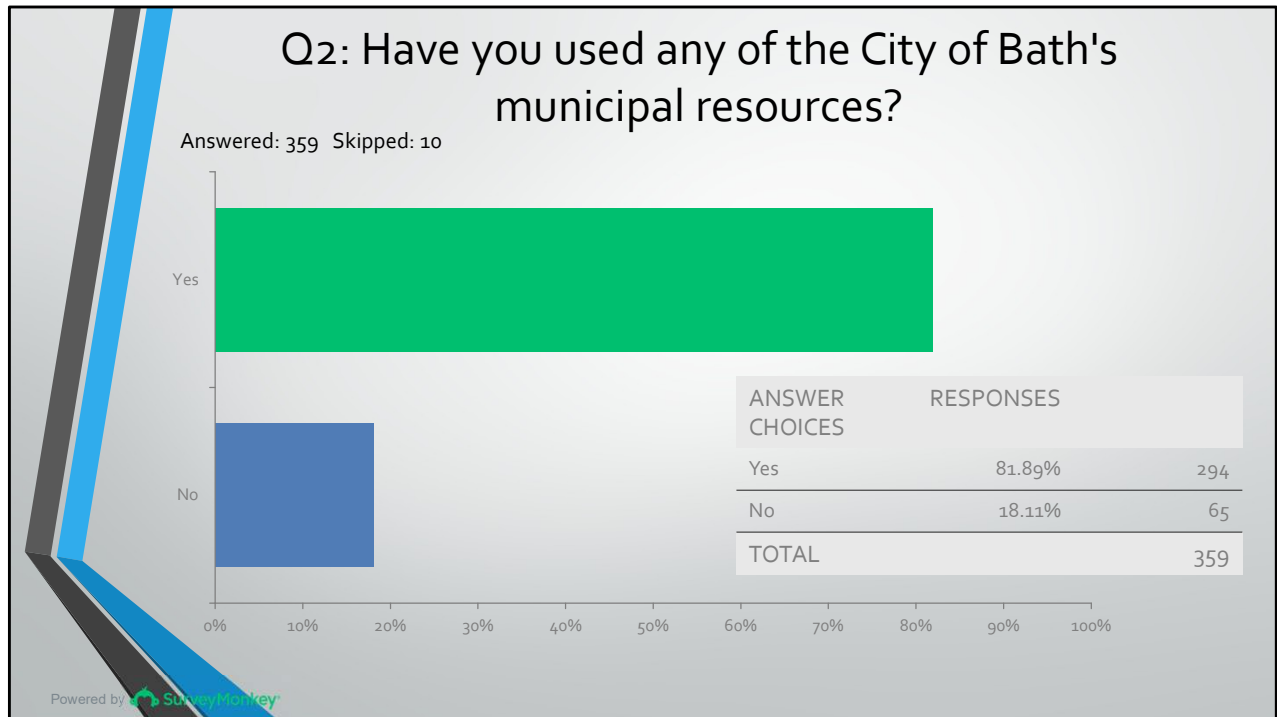
Questions Regarding Identity

As part of principal number 1, we ask and review regarding aspects of identity. Questions that were provided in this survey reflected questions about a person's identity within the municipality, along with if respondents understood the identity of the City. We feel that if one can't find their identity while in the City, then equity has a difficult time being executed.

Focus: does the organization provide space to allow for identities to live and prosper during and off working hours. This also means, can respondents find themselves in the City, or do they feel they are unseen, and if so how.

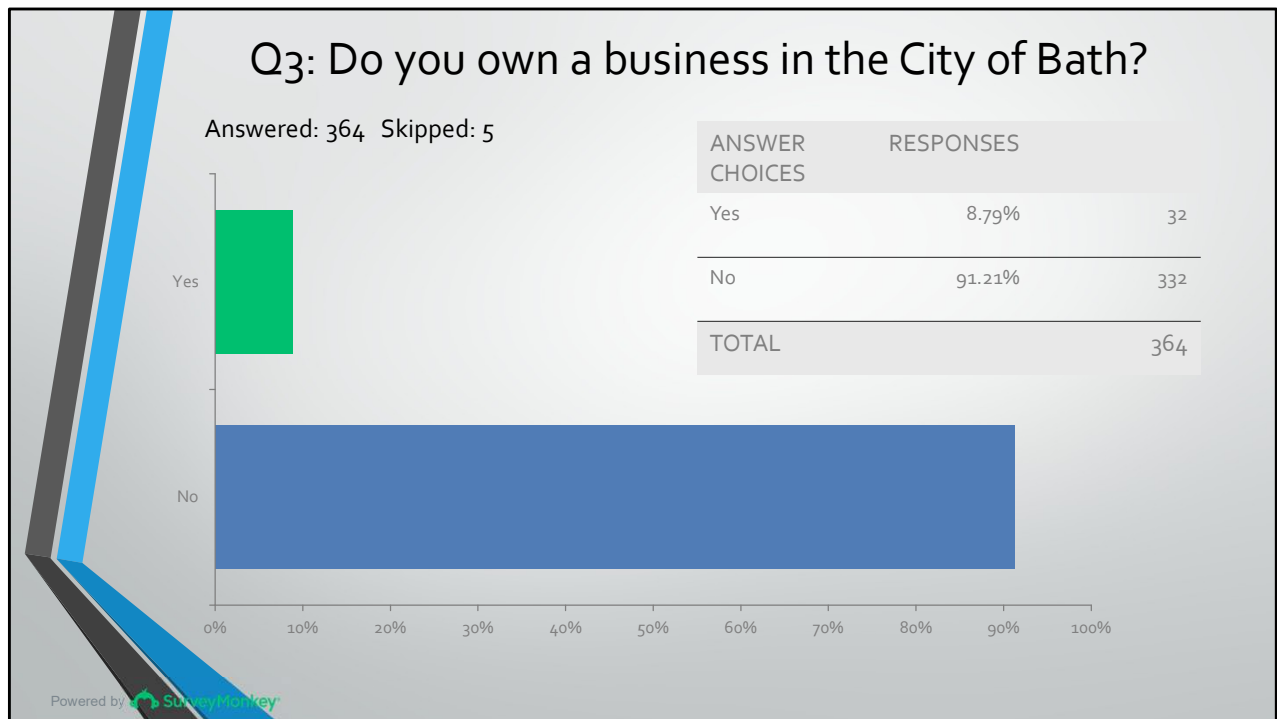


These responses dictate that those who took this survey more often do not work for the city. With such a high response rate, we can conclude that about 76 folks, or 20% of respondents are City employees, while the rest, over half, are outside of the municipal governance body. This means the voices we are hearing in this survey will be community based residents.



These responses show that those taking the survey have engaged with the municipality in some way, and thus are not somehow non engaged members. There is about 65 persons or 18% who have not used the City’s resources, which can mean 1 of two things. Either they use resources from another municipality, and thus only work and leave the City, or the definition of resources needs defining.

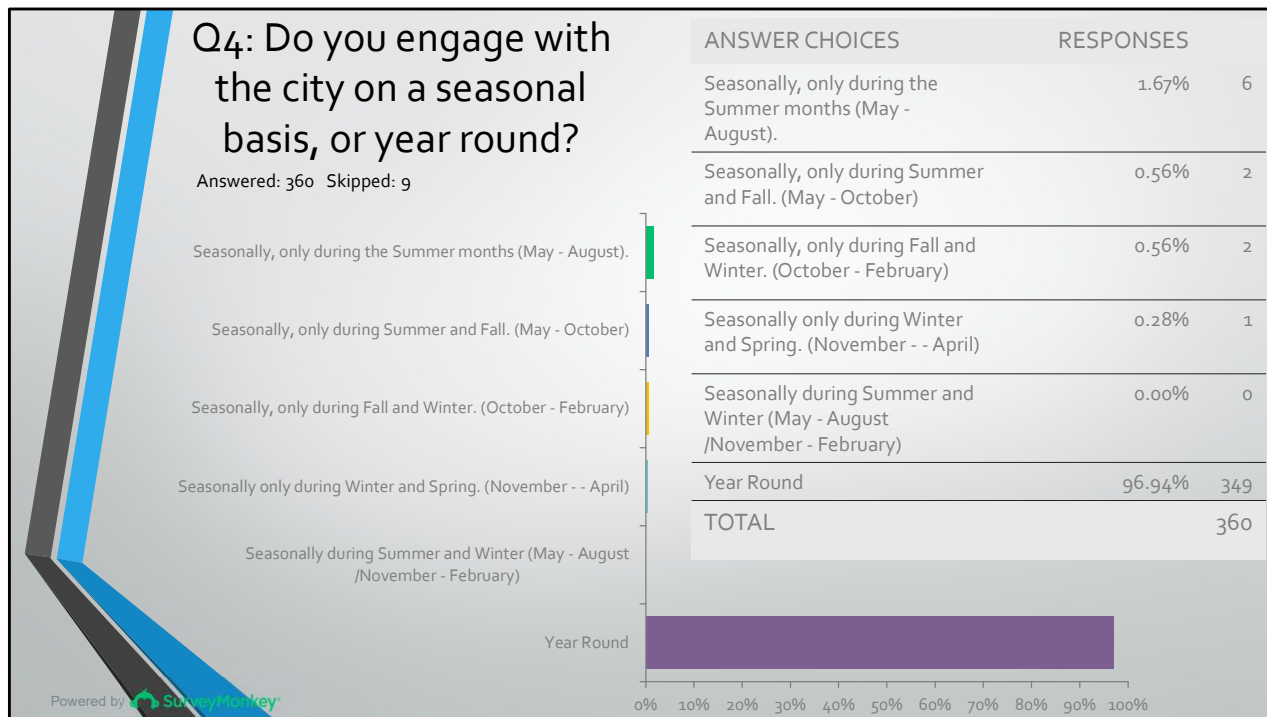
We feel that it is possible that the first option is what is driving this answer base, and reflects the 20% or so that “work” for the City currently.



This question is a great insight into the framework for the City of Bath. There is a large portion of business owners that live and work in Bath, however, this only makes up a small portion of responses. Thus, the key demographic taking this survey are those who don't own a business but at least live or shop/dine within the city.

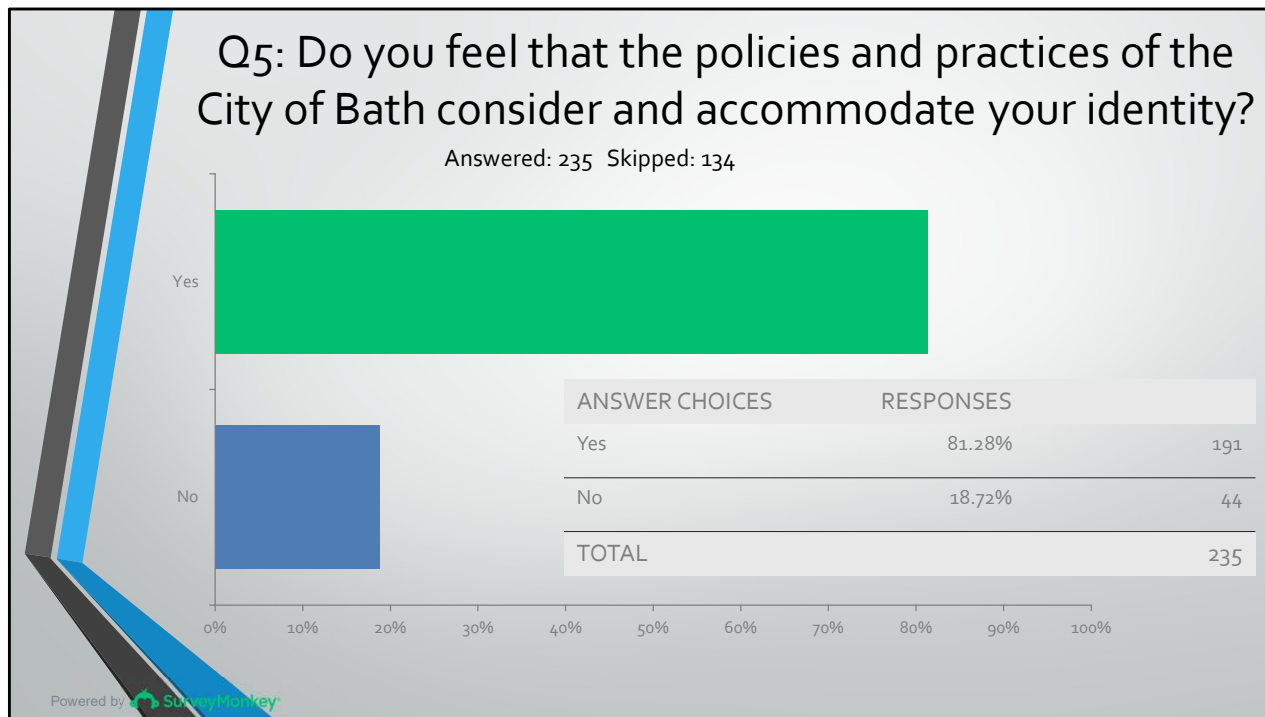
From this we conclude that

- 1) the business community needs to have a more prominent voice in matters like this, to offer their insight into what they feel is equitable in the city.
- 2) the answers we get in this survey are coming from those who live and use or engage with the city but have a different economic tie to it.



In conjunction with question 3, and owning a business, we further showcase the main respondents taking this survey: those who are engaged with the city year round. That means we are getting voices from people who are seeing the City from season to season and on a cyclical pattern.

Again we hope that the voices of those who are coming on various seasonal shifts can provide their insight, but this survey is showcasing a clear demographic of those who are constantly seeing the City and the services it provides.



We see our first signs of significant skip with this question.


Here we assume that this question, because it asks about someone’s identity, makes the respondent feel uncomfortable and thus they are naturally skipping it. This suggests that even the consideration of thinking about either one’s own identity or someone else’s is enough to make them skip, which is concerning when considering equity practices.

This question also shows that a percentage feel that polices and practices do not consider their identity (and thus the logical question is, which identities do these represent?). We will find more about this in later questions, but we are at least shown that some identities don’t feel accommodated within the City. Even though a large percentage do feel accommodated, it is also important to know what identities feel this way.

Q6 Based on your answer above, please explain what leads you to this answer.

person older woman time rainbow crosswalk things go see care older identify welcoming Pride City Bath event needs
work people employees identity way city one Bath found feel thought white part
community spend lived know never place businesses stop accommodate senior citizens make meet needs
good don't S residents

9

Powered by  SurveyMonkey

In this question (and subsequent questions) we may use a Word Cloud to visually represent the answers provided. Here, we try to show the various words that seem to get multiple hits and are brought to the surface by enlarging them.

While this helps see a quick review of what the responses stated, they don't showcase the real interpretation of what it means.

Thus, here is a breakdown of the themes, sentiment patterns, and implications of what this question asked.

“I’m White / Majority Identity, So I’m Automatically Accommodated”

Frequency: Very high

Sentiment: Mostly neutral → positive

Many respondents explicitly stated that their identity is easily accommodated because they are white, cisgender, heterosexual, or part of the demographic majority.

Examples include:

“I’m white, which is an easy identity to accommodate here.”

“I’m a boring white person, we are always considered.”

“I’m a cis, middle-aged white woman.”

“I’m privileged.”

Interpretation:

Residents who hold majority identities overwhelmingly feel accommodated; not because of specific policies, but because the system already aligns with their lived experience. This is a critical insight: comfort is high for majority groups, but this does not necessarily reflect equitable systems for everyone.

This answers the question we asked previously about what identities are being felt as accommodated and not accommodated.

“I’ve Never Experienced Discrimination / Everything Has Been Positive”

Frequency: High

Sentiment: Positive

These respondents describe Bath as welcoming, respectful, and inclusive:

“Never been discriminated against.”

“I’ve only experienced acceptance of all flavors of people.”

“City staff are always respectful.”

“I feel safe, accepted, seen, and heard.”

Interpretation:

This group sees Bath as functioning well and does not perceive identity-based barriers. Their experiences reinforce the perception of Bath as a friendly, community-oriented city.

“I Don’t Understand the Question / Identity Isn’t Relevant”

Frequency: Moderate

Sentiment: Neutral → negative

These respondents either reject the premise of identity-based accommodation or find the question confusing:

“What do you mean by identity?”

“I never think about my identity.”

“This is a stupid question.”

“Identity is irrelevant; just treat everyone equally.”

Interpretation:

There is a notable portion of residents who are unfamiliar with or resistant to equity-based language. This signals a need for clearer communication about why identity matters in municipal policy.

“DEI Fatigue / Opposition to Equity Work”

Frequency: Moderate

Sentiment: Strongly negative

These responses express frustration, skepticism, or hostility toward DEI efforts:

“Equity is bullshit.”

“Stop wasting tax dollars on this garbage.”

“This is woke nonsense.”

“Just fix the roads.”

Interpretation:

A meaningful subset of residents sees equity work as political, unnecessary, or divisive. This group may require different engagement strategies, emphasizing practical benefits rather than ideology.

“Concerns About Being Overlooked (Especially Seniors, Disabled Residents, Middle-Income Households)”

Frequency: Moderate

Sentiment: Mixed

Respondents in this category feel their needs are not fully met:

- Seniors feeling ignored or priced out
- Disabled residents citing accessibility issues
- Middle-income residents feeling squeezed
- Concerns about affordability and taxes

Interpretation:

These responses highlight identity groups that are not traditionally centered in DEI conversations but are experiencing real barriers:

- Older adults
- Disabled residents
- Lower-income or fixed-income households
- This is a critical insight for policy development.

“Positive Recognition of LGBTQ+ Inclusion”

Frequency: Moderate

Sentiment: Positive

Many respondents specifically cited:

Pride flags

Rainbow crosswalk

LGBTQ visibility

Pride events

Interpretation:

These symbols are seen as meaningful indicators of inclusion for some — but also as political or exclusionary by others. This is a **polarizing but important** theme.

Sentiment Overview

While nearly half of respondents express positive experiences, **a significant minority expresses frustration, confusion, or opposition.**

What This Means for the City of Bath

Majority identities feel well-served; but this does not reflect the experience of all

residents.

Many respondents explicitly acknowledge that their positive experience is tied to being white, cisgender, heterosexual, or financially stable. This suggests that comfort for majority groups is not evidence of universal equity.

There is a clear divide in how residents understand or value equity work.

Some residents see Bath as inclusive and welcoming; others view DEI efforts as unnecessary or politically motivated. This polarization is common in municipal equity work and underscores the need for clear, non-politicized communication about purpose and benefits.

Seniors, disabled residents, and lower-income households feel overlooked.

These groups consistently raised concerns about:

- Affordability
- Accessibility
- Safety
- Housing
- Transportation gaps

These are identity-based needs, even if respondents do not use DEI language to describe them.

LGBTQ+ visibility is both celebrated and criticized.

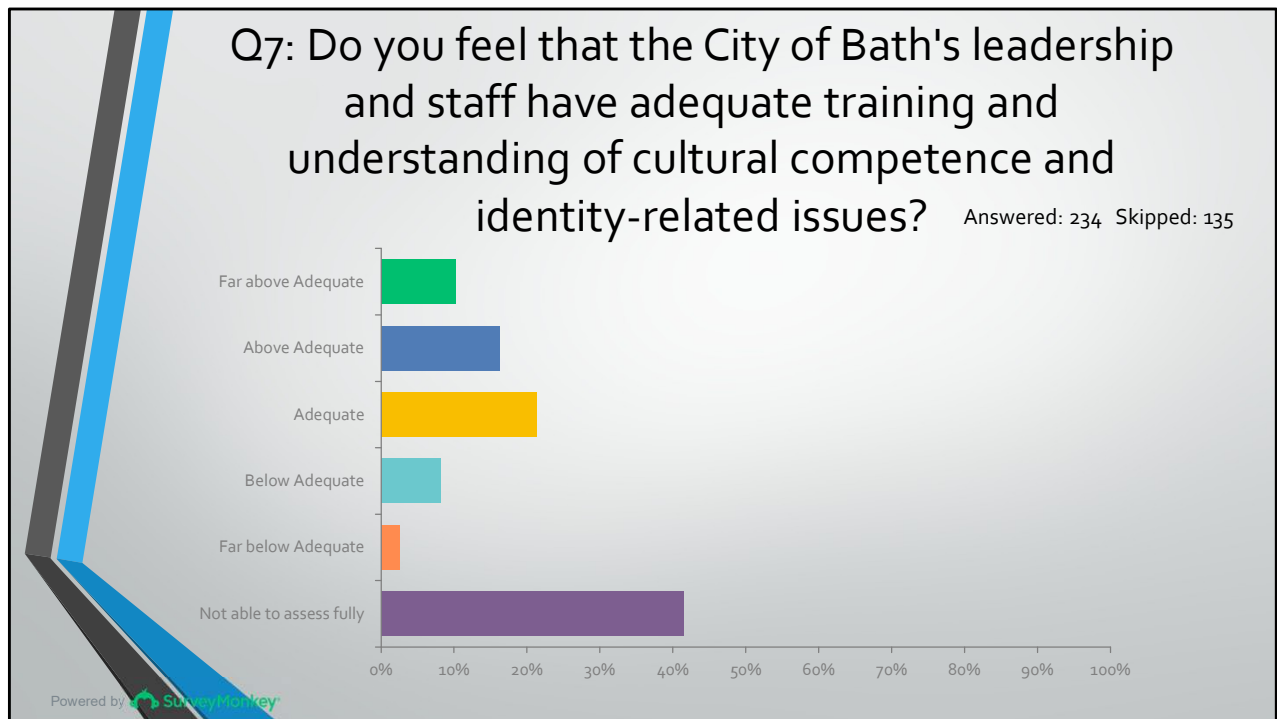
This indicates that symbolic inclusion efforts are meaningful to some but alienating to others. The City will need to balance symbolic inclusion with practical, broad-based improvements that benefit all residents.

Many residents do not understand what “identity” means in this context.

This signals a need for:

- Clearer definitions
- Better framing of equity work
- More accessible language

Without this, equity efforts may be misunderstood or resisted.

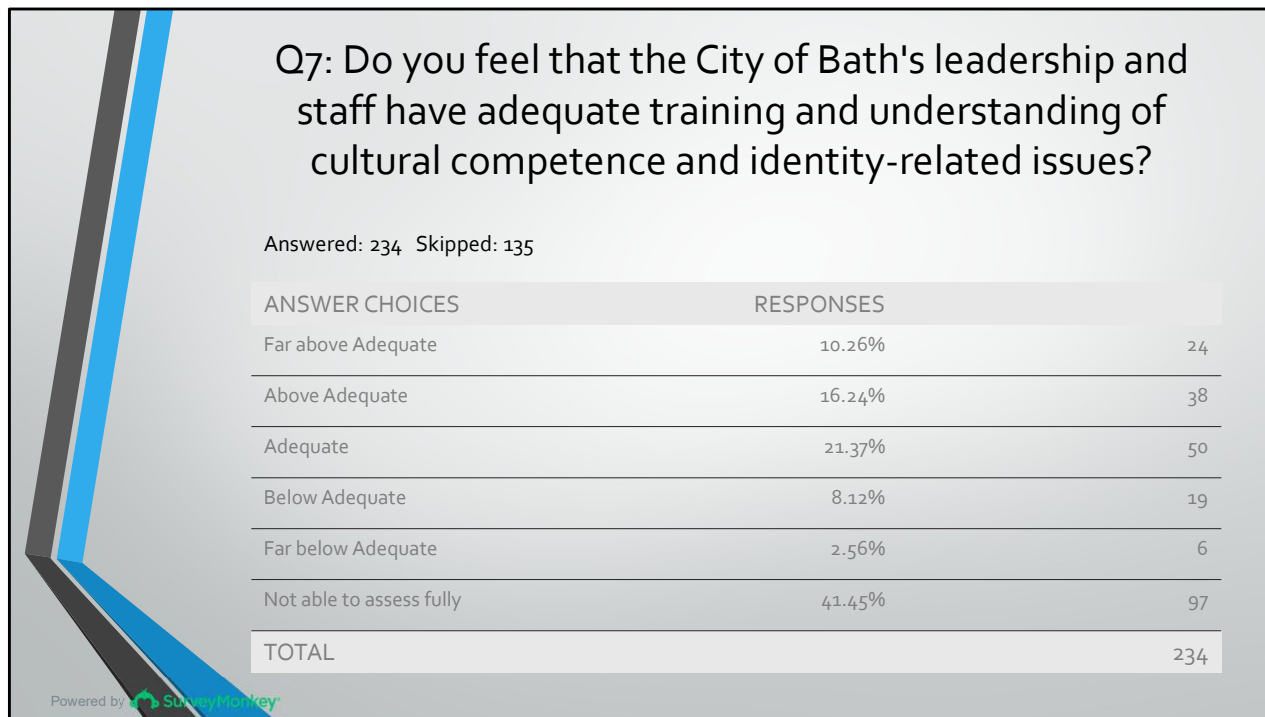


The largest group of respondents (41.45%) indicated they were "Not able to assess fully," suggesting a significant portion of the community feels they lack enough information to judge the City's cultural competence.

21.37% rated the training and understanding as "Adequate," while 16.24% said "Above Adequate" and 10.26% said "Far above Adequate." This means that nearly half of those who felt able to assess the City's efforts viewed them as at least adequate or better.

On the other hand, 8.12% selected "Below Adequate" and 2.56% chose "Far below Adequate," indicating a smaller but notable group with concerns about the City's cultural competence.

In summary, while a substantial number of respondents are unsure or lack enough information to assess, among those who do have an opinion, the majority view the City's leadership and staff as having at least adequate understanding and training in cultural competence and identity-related issues.



General analysis: Bath is caught in a low visibility of training efforts.

Most respondents simply do not know whether training exists. This aligns with Q16, where 93% said they were “unsure” whether the City provides implicit bias training. This suggests that training may be happening internally but is not communicated externally, residents do not see evidence of cultural competence in action, and/or the City has not publicly articulated its training approach
The City may be doing more than residents realize; but the public cannot see it.

Additionally, there is moderate confidence in staff professionalism, but not in cultural competence specifically.

Many respondents rated the City as “adequate” or “above adequate,” but this appears to be based on:

- Positive personal interactions
- General professionalism
- Perception of Bath as a welcoming community

Not on:

- Knowledge of training programs
- Awareness of DEI initiatives

-Observed cultural competence practices

Residents seem to trust staff behavior but not necessarily their training.

And yet, a small group believes training is still lacking.

About 10% rated the City “below” or “far below” adequate. Their concerns (based on Q6 and Q9 patterns) include:

- Lack of cultural awareness
- Insufficient representation in leadership
- Limited understanding of marginalized identities
- Inconsistent or performative DEI efforts

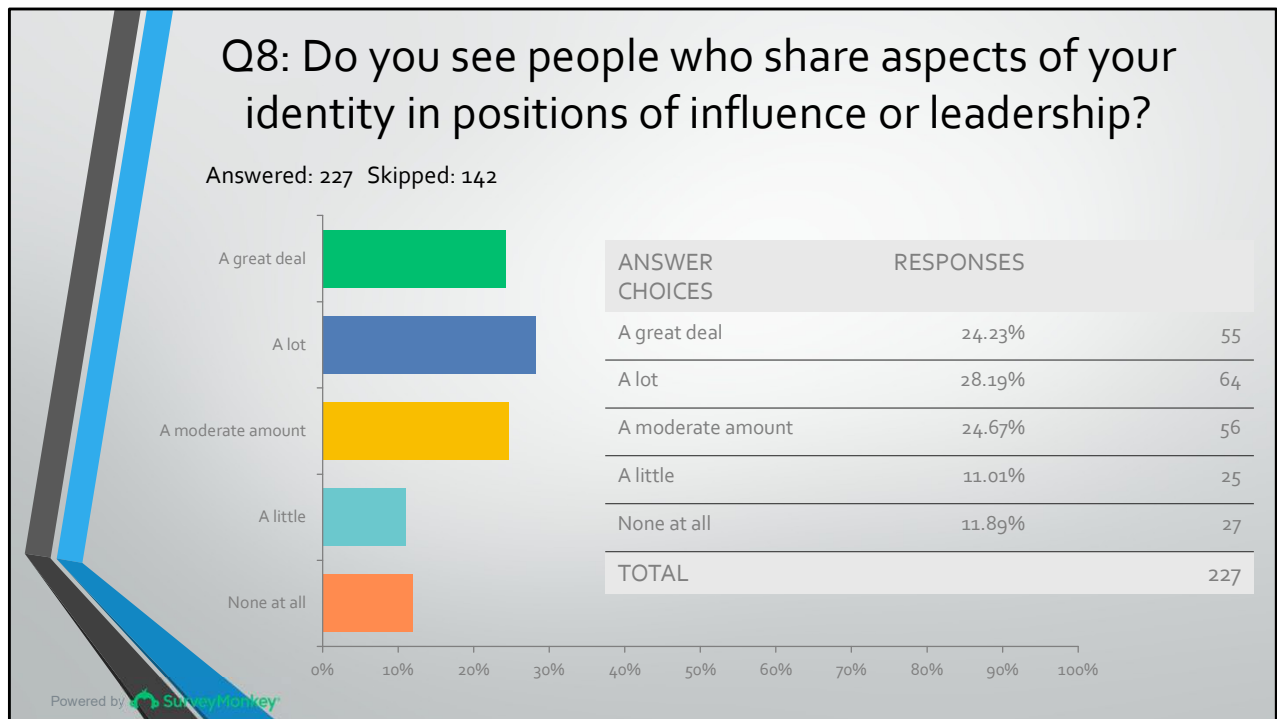
There is a perception gap between residents who feel well-served and those who feel unseen or unsupported.

There is still political polarization which shapes many perceptions, that include skepticism toward DEI, concern about “woke” politics, and belief that identity issues are irrelevant to municipal governance. This group likely selected “below adequate” or “far below adequate” not because they want *more* training, but because they oppose the concept.

The reality is, that negative ratings do not always mean “lack of training”, sometimes they mean “I don’t want this.”

Finally though, residents who do identify as marginalized expressed mixed experiences. It is noted that LGBTQ+ residents often feel seen and supported, disabled residents feel overlooked, Seniors feel under-considered, and neurodivergent residents report communication barriers. These groups likely contributed to both “adequate” and “below adequate” responses.

Cultural competence is not experienced uniformly across identity groups.



While this is a promising set of answers, it may underscore a reality of diversity both outwardly and a desire for a next phase of diversity.

Those who chose “A Great Deal”, “A Lot”, and “A Moderate Amount”, probably are about the same percentage as may identify as white. In fact, those who took this survey were overwhelmingly white. If people associate race with identity, then this shows that a great many people within leadership are one specific racial makeup, meaning there is limited racial or ethnic diversity.

However, if identity goes beyond this, then it may signal a positive aspect of diversity and identity in leadership. **However, what makes us believe that this isn’t the case is the previous questions stated that a fair amount of people do not think about their identity, or don’t need to because they are a dominate group.**

Thus, the general conclusion is that leadership is stuck in a monolithic framework, however, if it were to express identity in terms of lived experiences and where people have come from, this would lead many to feel that leadership reflects them more. This can only happen though with more outward communication of the lived experiences in positions of power.

Sentiment: Neutral → negative

Many respondents said the City should:

“Treat everyone the same.”

“Focus on being human, not identity groups.”

“Judge people by character, not identity.”

Interpretation:

These residents value fairness but misunderstand equity as “special treatment.” This indicates a need for clearer public education about what cultural competence actually means.

Calls for More Education, Training, and Exposure

Frequency: Moderate

Sentiment: Neutral → positive

Respondents in this group want:

-More staff training

-More community education

-More exposure to different cultures

-More events celebrating diverse identities

Examples:

“Continue with trainings.”

“More education and interaction with different identity groups.”

“Host cultural events so people can learn.”

Interpretation:

This group sees cultural competence as a skill that can be developed and wants the City to invest in it.

Requests for More Diverse Hiring and Representation

Frequency: Moderate

Sentiment: Neutral → positive

Respondents suggested:

-Hiring more diverse staff

-Recruiting from outside Bath

-Bringing in younger workers

-Increasing representation in leadership

Examples:

“Hire a more diverse staff.”

“Recruit officers from POC/LGBTQ+ communities.”

“More young people in power.”

Interpretation:

Residents recognize that representation shapes cultural competence and want leadership to reflect a broader range of experiences.

Need for Better Communication and Outreach

Frequency: Moderate

Sentiment: Neutral

Respondents noted:

Difficulty finding information

Lack of transparency

Need for more communication with marginalized groups

Need for more engagement with New Mainers, youth, and low-income residents

Examples:

“Improve outreach during hiring fairs.”

“Talk with New Mainers.”

“Better communication about city issues.”

Interpretation:

Residents want the City to be more proactive and accessible in its communication, especially to underrepresented groups.

Concerns About Socioeconomic Inequity (Class, Affordability, Aging)

Frequency: Moderate

Sentiment: Mixed

Many respondents reframed “identity” around:

-Class

-Income

-Aging

-Disability

-Access to services

Examples:

“Train staff to understand economic differences.”

“Support lower-income residents with dignity.”

“Learn more about ageism.”

“Improve physical access to City Hall.”

Interpretation:

Residents see economic identity as a major equity issue — often more pressing than race or gender. This is a critical insight for policy design.

This suggests that when people hear identity they only think race, and thus it means a better effort towards understanding the diverse lived experiences concept would go a long way in getting people to recognize the city wants to assist in all various identities.

Requests for More Cultural Events and Visible Inclusion

Frequency: Moderate

Sentiment: Positive

Examples:

“More cultural celebrations.”

“Keep the rainbow crosswalk; add trans colors.”

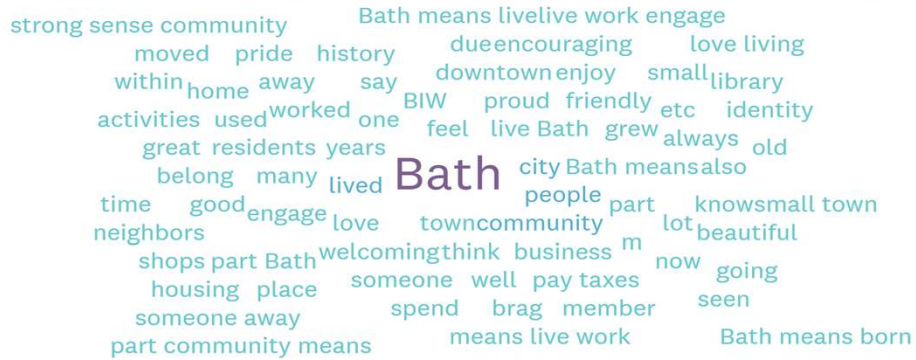
“Host events for other communities, not just Christmas.”

Interpretation:

Residents who value cultural diversity want more visible, public expressions of inclusion.

Q10 What does it mean to be "from Bath", what does it mean to live, work, or engage with Bath, or what does it mean to be part of the Bath community? Please answer any or all of these below.

Answered: 138 Skipped: 231



Major Themes

Strong Sense of Community, Neighborliness, and Connection

- Frequency: Very high
- Sentiment: Strongly positive
- Many respondents described Bath as:
 - Friendly
 - Welcoming
 - Supportive
 - Community-oriented
 - A place where neighbors help neighbors

Examples include:

- “A warm, welcoming community with opportunities for all to become engaged.”
- “Living together in harmony with neighbors.”
- “A great sense of community.”

Interpretation:

This is Bath’s strongest identity asset. Residents overwhelmingly associate Bath with connection, kindness, and shared community life.

Deep Local Roots, Generational Identity, and “Townie” Culture

Frequency: High

Sentiment: Mixed

Many respondents referenced:

Being born and raised in Bath, Multi-generation family ties, Morse High School alumni identity, and pride in being “from Bath”.

But others described:

Feeling excluded as “from away”, difficulty being accepted without generational ties, a sense of insider/outsider dynamics,

Examples:

“I’ve lived here 55 years.”

“Townies tend to be dismissive of outsiders.”

“I’ve lived here 28 years and still get told I’m not from Bath.”

Interpretation:

Bath’s strong sense of place is a source of pride — but also creates barriers to belonging for newcomers.

Pride in Bath’s History, Heritage, and Traditions

Frequency: High

Sentiment: Positive

Respondents frequently mentioned:

BIW and shipbuilding heritage

Historic architecture

Longstanding community institutions

Festivals and events (Heritage Days, Farmers Market, Chocolate Church)

Examples:

“Bath is a historically rich town.”

“We take pride in our shipbuilding heritage.”

Interpretation:

Historical identity is central to how residents understand Bath. This is a unifying theme across political and demographic groups.

Bath as a Safe, Comfortable, and Livable Community

Frequency: High

Sentiment: Positive

Many respondents described Bath as:

Safe

Walkable

Beautiful

A great place to raise a family

A place with strong amenities (library, parks, YMCA, events)

Examples:

“It feels very safe to live in Bath.”

“A wonderful city with everything you need.”

Interpretation:

Residents value Bath’s quality of life, and this is a major part of community identity.

Concerns About Affordability, Gentrification, and Economic Divide

Frequency: Moderate

Sentiment: Negative

Respondents raised concerns about:

Rising taxes

Housing costs

Gentrification

Loss of working-class identity

Businesses geared toward tourists rather than residents

Examples:

“Future generations are being pushed out due to cost of living.”

“Bath is becoming gentrified.”

“Everything is expensive and geared toward BIW workers.”

Interpretation:

Economic identity — especially class and affordability — is a major pressure point in Bath’s community fabric.

Mixed Feelings About BIW’s Influence

Frequency: Moderate

Sentiment: Mixed

Some respondents expressed pride in BIW’s role in Bath’s identity. Others felt:

BIW dominates the city

Traffic and parking issues

BIW’s presence overshadows residents’ needs

Examples:

“Living in Bath means being a speed bump for BIW traffic.”

“BIW overreaches and threatens to push out residents.”

Interpretation:

BIW is both a source of pride and a source of tension in Bath’s identity narrative.

Desire for Inclusion, but Also Resistance to Identity-Based Framing

Frequency: Moderate

Sentiment: Mixed → polarized

Some respondents celebrated:

- Diversity
- LGBTQ+ inclusion
- Welcoming newcomers
- Community events

Others expressed:

- Discomfort with identity-based language
- Resistance to DEI concepts
- Preference for “treat everyone the same”

Examples:

“Bath is inclusive and welcoming.”

“Identity is not relevant; Bath is just a town.”

“Stop dividing people.”

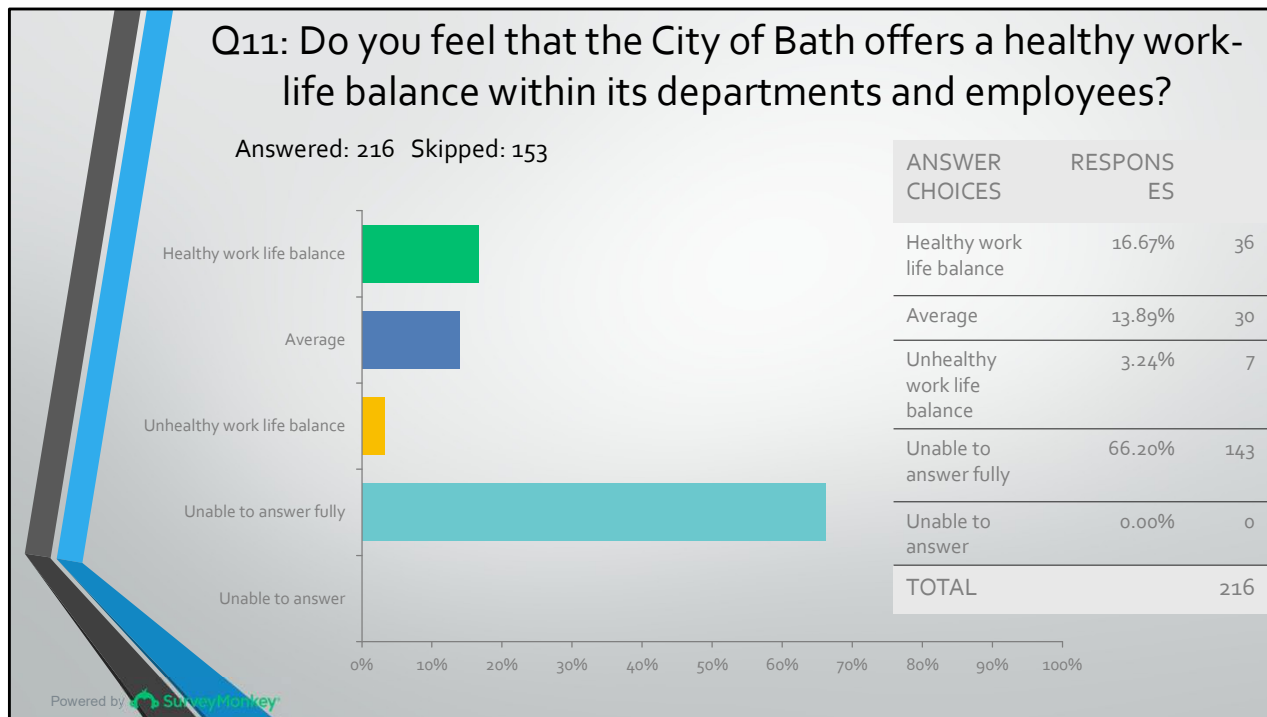
Interpretation:

Bath’s community identity is inclusive in practice, but divided in how people talk about identity.

Questions Regarding Time

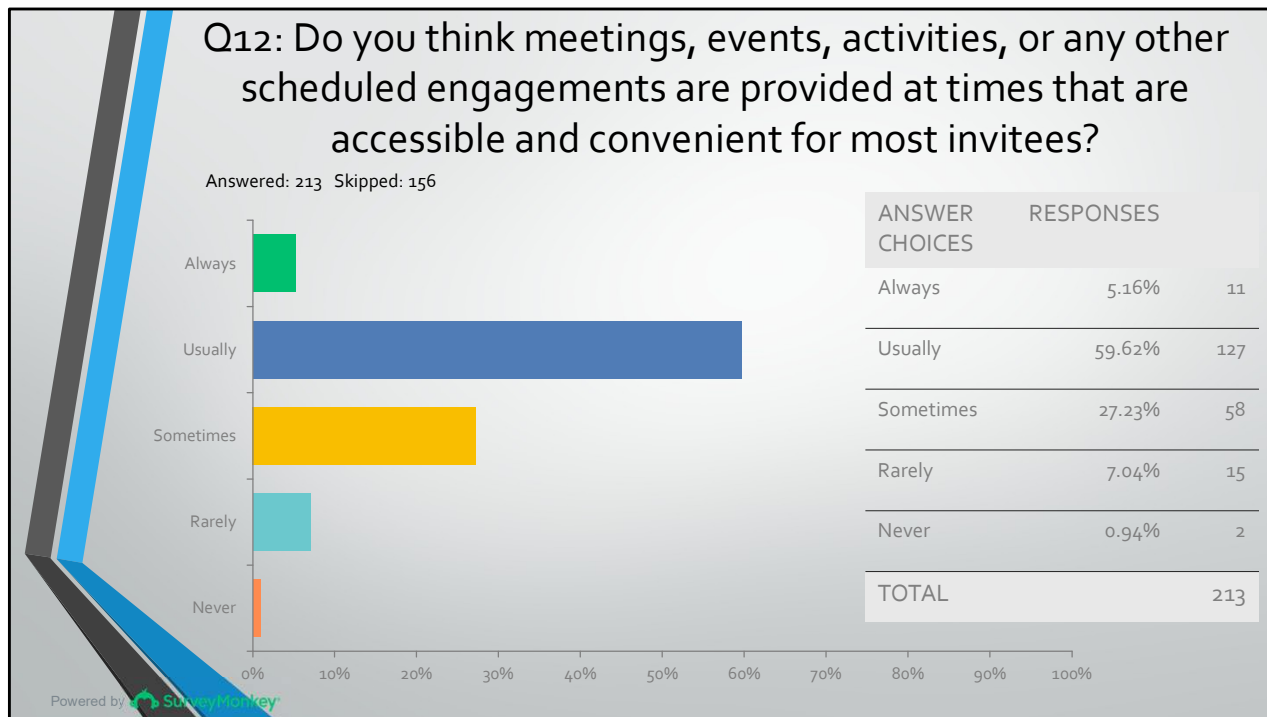
Equity principal number 2 asks and reviews time and time management. It reflects on the value of time being spent or used within the City of Bath. Questions that were provided in this survey reflected about how people use their time, and if they felt they had enough time to complete tasks. The survey also asks about work life balance and its impact on its members.

Focus: Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.



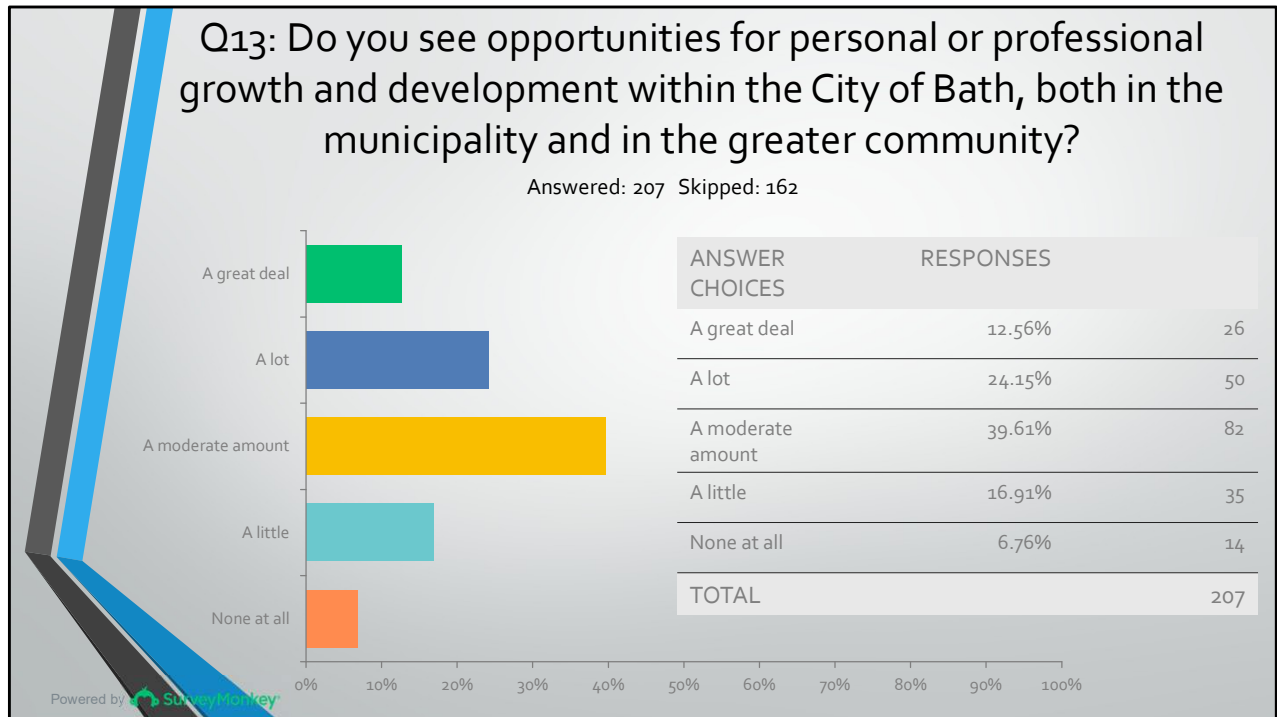
We recognize that while most respondents stated there is a healthy work life balance, many couldn't fully answer probably for the reason that those who took this survey do not work within the municipality.

While this is understandable, it maybe shows a hint at the reality of how governance and the community communicate; which is that they tend to be closed off or folks don't know what or how they are doing outside of the staff that work within. For those who may have answered, there seems to be a healthy balance, but the fact that many don't know, or can't fully answer, means there isn't enough outward understanding to answer this question well.



This is a positive answer showing that the time used and set for meetings is working for most respondents. Over ½ stated usually which is a positive response. There are a few who deem it not accessible but we feel that you will never please all people, and to garner at least over 50% is a step in the right direction.

If there are other opportunities to offer multiple points of access, this may help those who answered rarely or never, but overall it seems that meeting times are equitable.



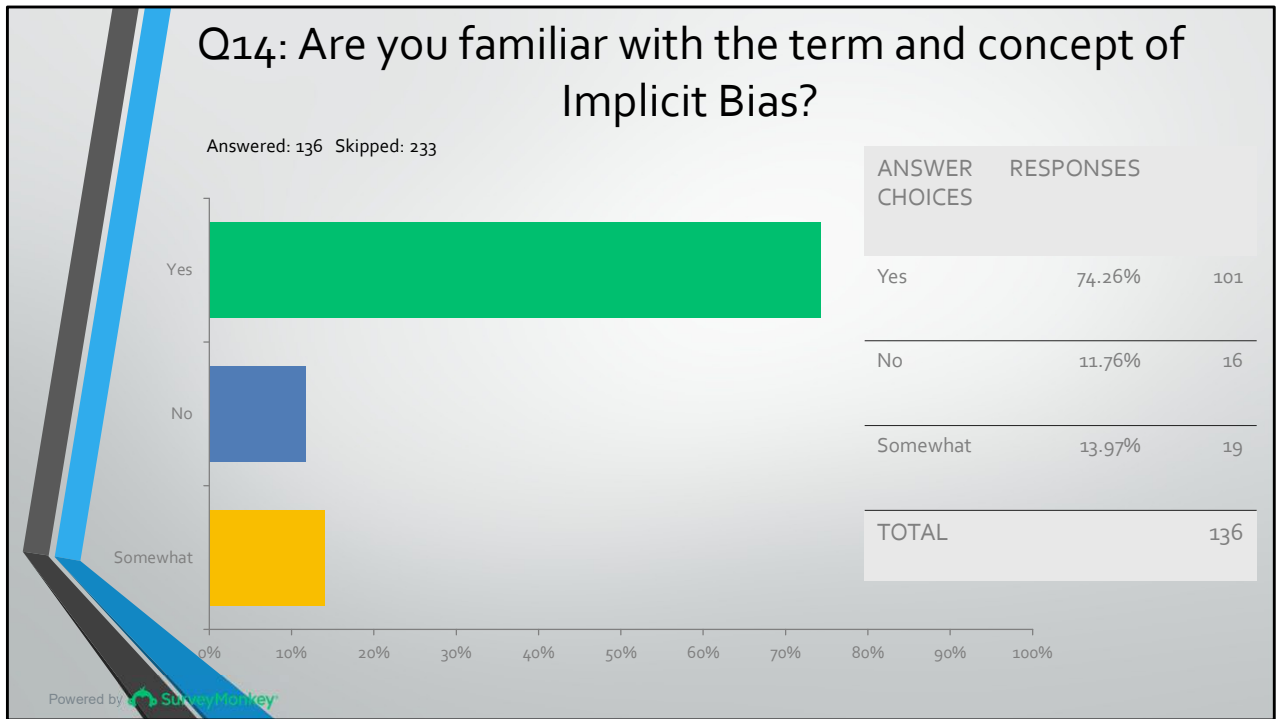
Here there is a very “luke-warm” response to the overall question. Taken together, we have around 76% that feel there are opportunities for professional growth. Previous questions regarding work life balance caused respondents not to be able to answer fully, but here there seems to be more ability to provide some answer, mostly positive.

With the majority feeling there is a moderate amount, this could be a sign for some additional opportunity to invest in Professional Development, not just for the staff’s impact, but so that other people can see that there are paths to growth within the City. This may increase opportunities for **engagement** of other members and improve the overall **diversity or diverse lived experiences** that represent the organization.

Questions regarding Implicit Bias

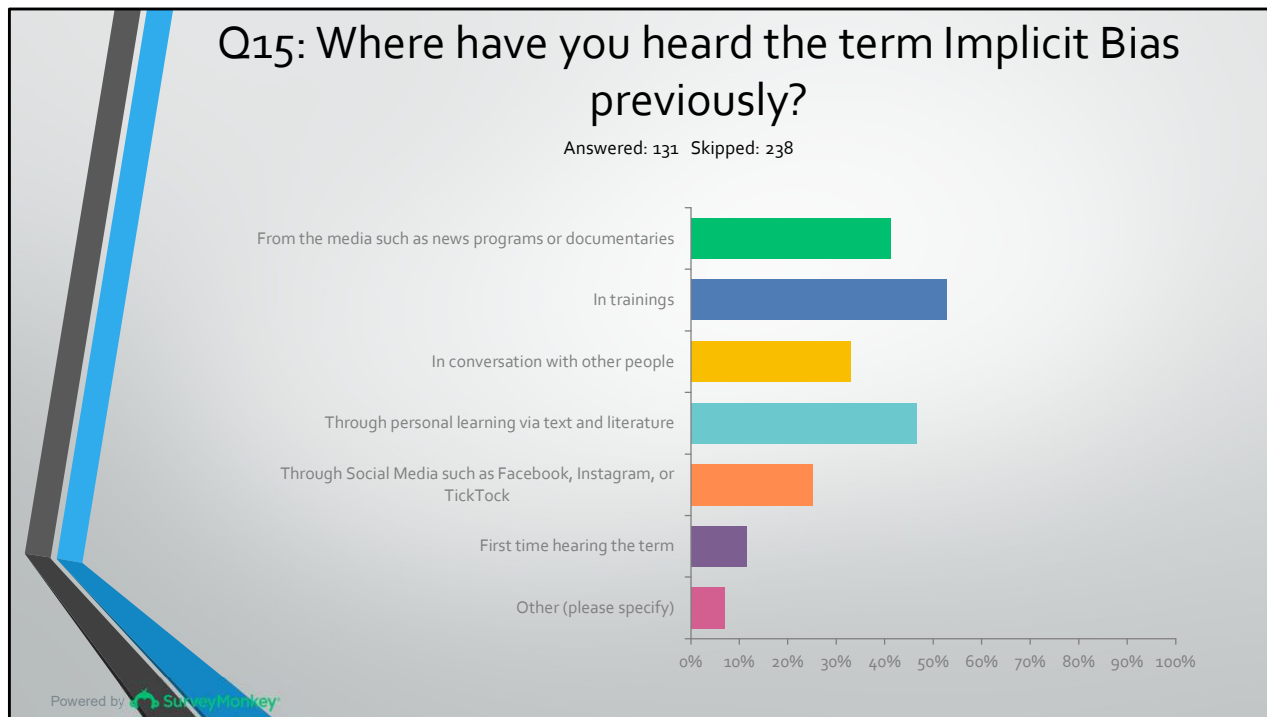
The third Equity Core Principle to be integrated into the survey is Implicit Bias. The survey is looking to understand how Implicit Bias may show up in decision making, training and evaluation, hiring and promotion opportunities, and how people take accountability within the organization. Overall, there is a desire to see if the organization has an environment free from bias, stereotyping, or other discrimination.

Focus: Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?



This initial question highlights one of the larger skipped questions, leaving us with a limited sample size to reflect upon.

Within the 136 that answered, most had heard of Implicit Bias, which is a positive sign when asking subsequent questions. There is a concern about the few who may not have heard of this term, which could be for a variety of reasons. While learning about Implicit Bias doesn't directly mean that equity practices will improve, it is helpful to explain and understand it by the City when crafting positive next steps towards equitable outcomes.



In reviewing where people have heard about this term, most have done so within media, trainings, or other text or literature. We see limited exposure in social media, which aligns given the current context in which we are living in. If we had asked this question 4 years ago, these might have been inverted, and we might have seen more people hearing the term for the first time.

Given the percentages, the answers suggest that formal education and self-initiative are key to learning about this term, but awareness is not universal, which may offer an opportunity to do some more understanding of this term and how it would impact the City overall.

Q15: Where have you heard the term Implicit Bias previously?

Answered: 131 Skipped: 238

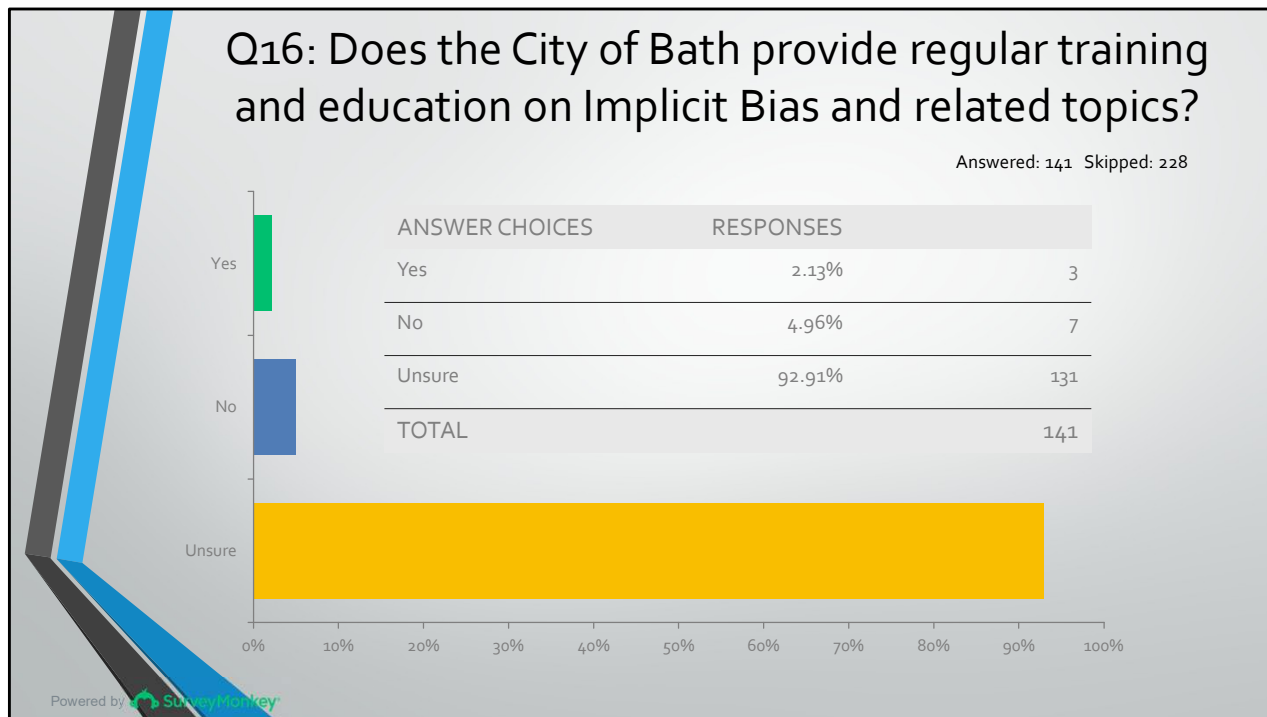
ANSWER CHOICES	RESPONSES	
From the media such as news programs or documentaries	41.22%	54
In trainings	52.67%	69
In conversation with other people	32.82%	43
Through personal learning via text and literature	46.56%	61
Through Social Media such as Facebook, Instagram, or TickTock	25.19%	33
First time hearing the term	11.45%	15
Other (please specify)	6.87%	9
TOTAL		284

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There were 9 responses to the Other Category:

- I'm a person of color so I have to recognize within the people that I deal with sometimes.
- Political term
- All the above
- In Bath, but not in metropolises, it evidently is still a progressive buzzword. Why would any citizen of Bath need or want to participate in such a politically loaded and irrelevant activity?ally
- School
- Through my work in healthcare.
- Social Psychology collegiate courses
- Law school
- In college!

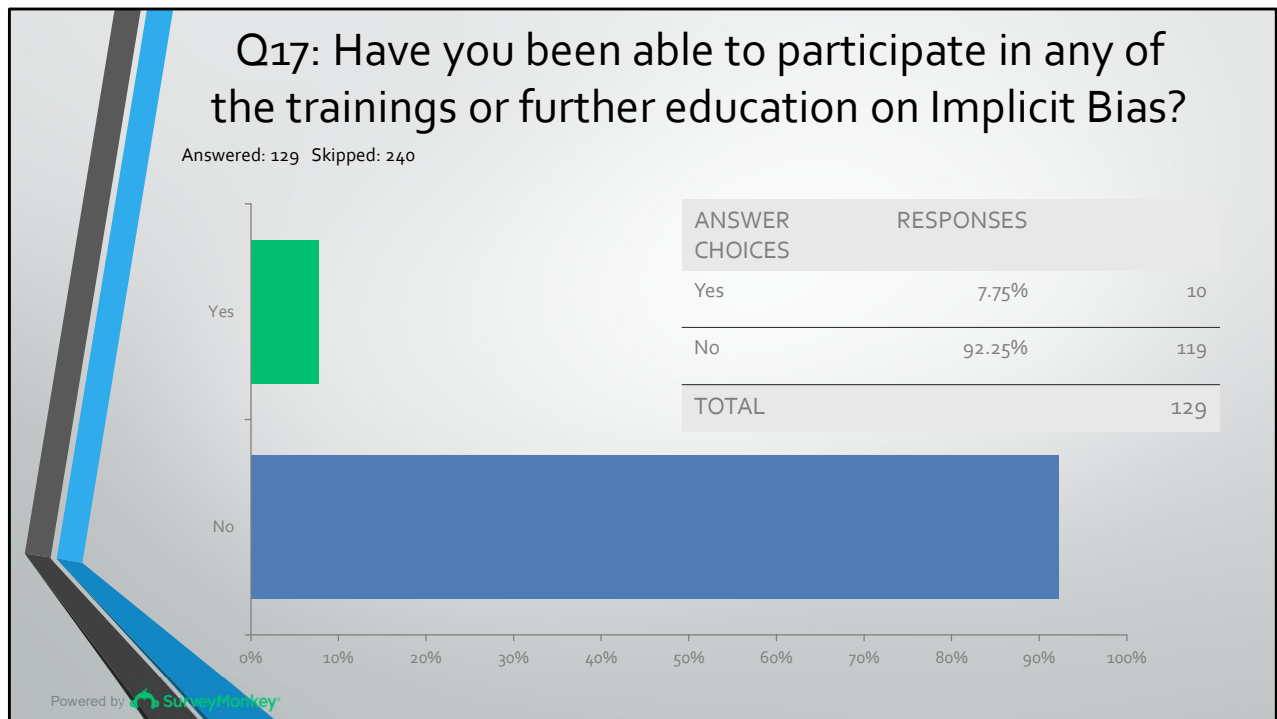
While varied, it is clear that the other 9 responses associated the term in some other institution like a school or professional space, or in conversation with others.



This question, similar to the professional development question, showcases that some people are not aware of what the City is doing when it comes to trainings or education, especially in this subject area.

This offers again, an opportunity to consider how people are aware of what training the staff is getting, and how the City is growing and developing, and how someone from the outside could also find a path to growth and development within the municipality.

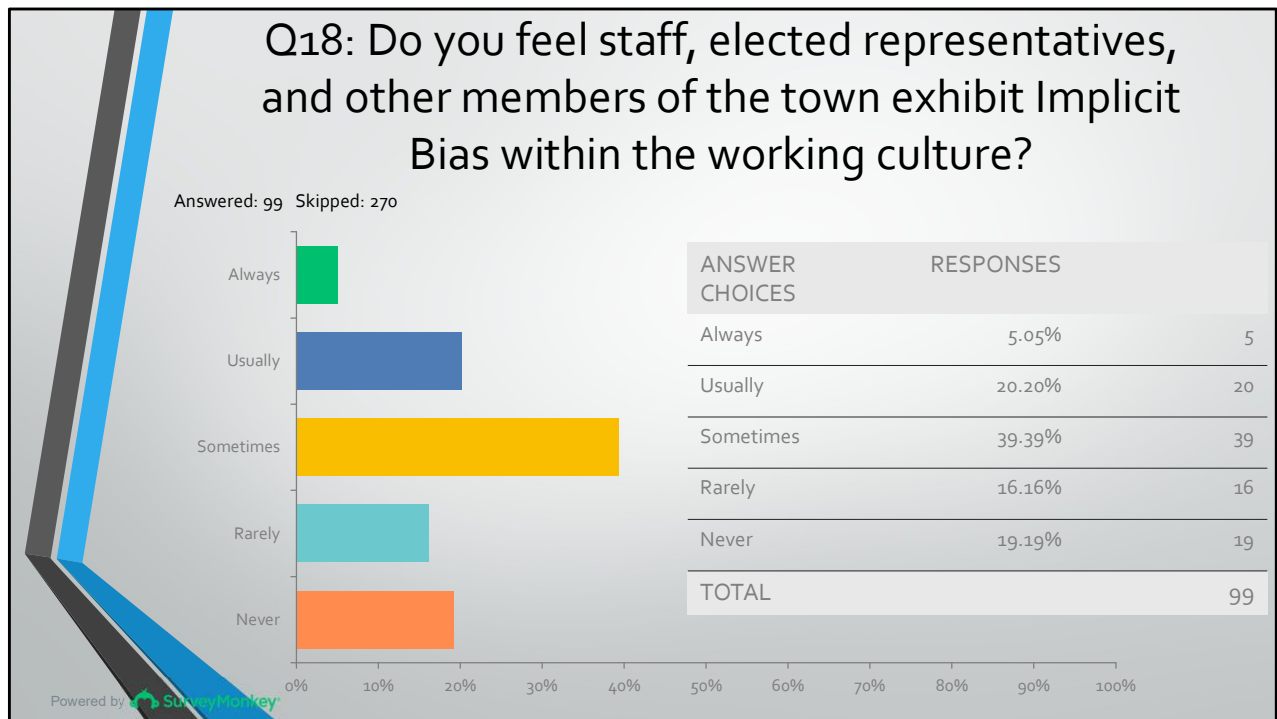
These types of questions show a pattern of a gap in communication about what the City is doing and how the members of that City know about it, reflect on it, or understand how it impacts them.



This continues in the path of while people are not aware of any trainings or education, there isn't an opportunity to participate in them, even if they were available. This question really is a stark reality about the gap between what the City does and what the community knows.

Initially, answers to Question 16 showcase people (mostly those outside of the staff of the City of Bath) were unable to answer if trainings were provided. That same group, has not been able to participate in these trainings, but at least 10 people say yes they have. In question 16, 3 people said there were trainings, and now 10 people said that they have been able to participate in education of Implicit Bias.

If there are trainings, and some people have been able to participate in them, why such a large number in question 16 who are unable to answer that question? It means that while the City is maybe doing these trainings and working towards education of topics like this, people have no idea about it, and are not brought into learning with the City or even know it happens. There is a gap there that needs to be addressed, as it has a direct connection to how equitable and how equity overall is implemented in the City.

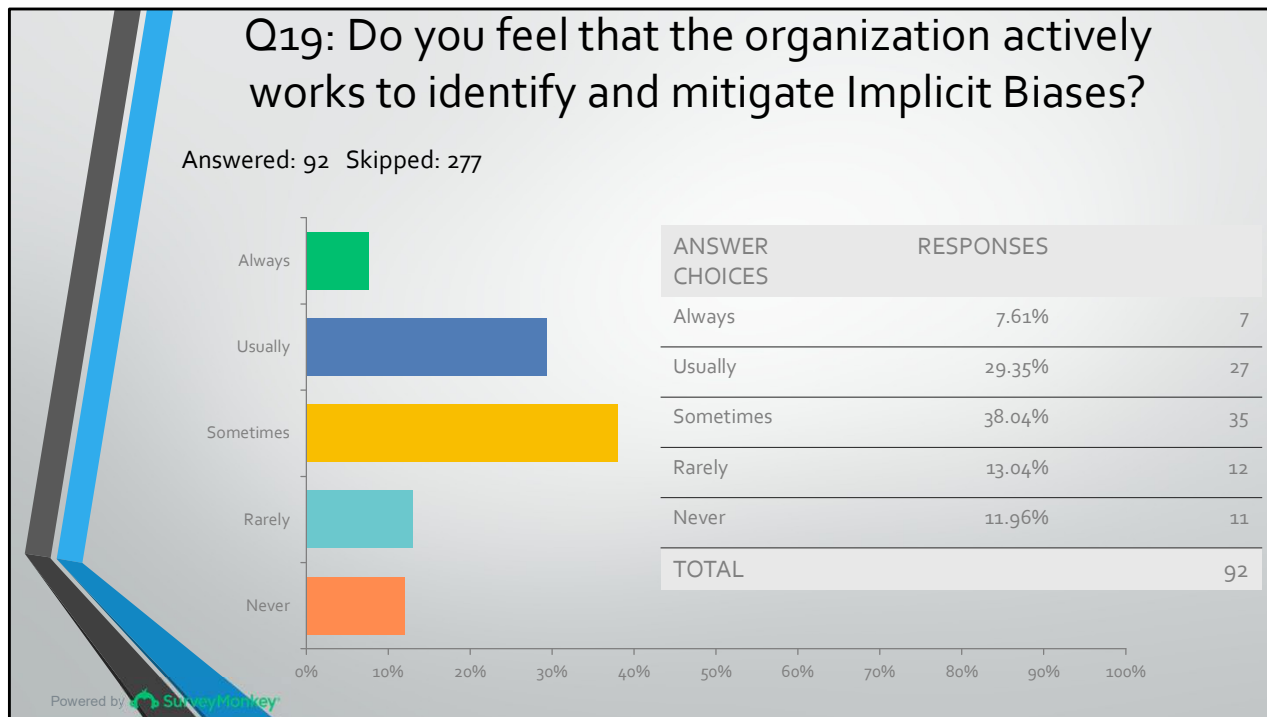


This question directly asks about Implicit Bias and those leaders and representatives in the City. Here we see a bit of a pause for concern regarding those in decision making positions. We know that the concept of Implicit Bias is mostly known by those who took this survey, so there isn't a question of do people understand the term. However, within the 99 respondents who did answer this, 65% feel that their staff and elected leaders exhibit implicit bias in the working culture.

That means that 70 people at least feel implicit bias is part of the decision making process and within the working culture **which is a major issue for providing equitable outcomes in the City.**

On the flip side, around 40 or less people see it as rarely or never, which is where you would hope the majority would feel most staff are at, but clearly there is some sort of recognition that maybe some bias is active within the City's working body.

We will see that this term itself may also be rejected by some respondents and not even considered as part of the city, but having it surface in this question does pose an opportunity to both better understand the concept, and showcase what implicit bias does to the services provided in the City.



As a follow up, the survey looked to see what those same respondents thought about how the City is tackling the issue of Implicit Bias. Overall, it was mixed, with most feeling that sometimes there is action taken against implicit Bias. Mostly though, there is a positive understanding that action is being taken, with maybe 23 people feeling that it isn't taking place.

Again this confirms our previous question; there is implicit bias taking place within the City's operating staff, and the City is trying to tackle it, as perceived by the respondents who are mostly non-government employees. This further confirms our answer in question 18, because why would you tackle something that isn't actually there? In fact you wouldn't, thus, there must be some evidence of implicit bias happening within City staff and is being perceived by those on the outside of that working environment.



Major Themes Identified

Strong Rejection of the Concept of Implicit Bias

Frequency: Very high

Sentiment: Strongly negative

Many respondents expressed:

- Belief that implicit bias is “woke,” “nonsense,” or “a fallacy”
- Frustration that the City is even asking about it
- Concern that the term implies they are being called racist
- Belief that implicit bias is political rather than practical

Examples:

“Implicit bias is a ridiculous, unnecessary woke concept.”

“Basically you’re calling me a racist.”

“Stop with the implicit bias nonsense.”

“This research is bullshit.”

Interpretation:

A significant portion of respondents reject the *idea* of implicit bias outright. This is not about City behavior, it's about discomfort with the terminology and the political associations they attach to it. This is a major barrier to community-wide DEI engagement.

Lack of Understanding or Knowledge About Implicit Bias

Frequency: High

Sentiment: Neutral

Many respondents said:

They don't know what implicit bias means, they don't know enough to comment, they haven't interacted with staff enough to observe bias, they need a definition to answer the question.

Examples:

"I don't know what implicit bias is."

"No idea."

"How would I know?"

"You should define this term."

Interpretation:

This shows a **knowledge gap**, not resistance. Many residents simply don't feel equipped to answer the question.

This aligns with earlier findings:

93% of respondents said they were "unsure" whether the City provides implicit bias training.

Perception of Bias in Socioeconomic Treatment

Frequency: Moderate

Sentiment: Negative

Several respondents described bias not in terms of race or gender, but **class**. This includes lower-income residents being treated differently, assistance programs perceived as judgmental, volunteer opportunities structured around middle-class schedules, or the city decisions favoring BIW or wealthier residents.

Examples:

"People with low incomes are treated differently."

"Volunteer opportunities are only during workday hours."

"The City is biased toward BIW."

Interpretation:

Residents see **class-based bias** as a major issue; often more relevant than race

or gender.

Perception of Bias in Cultural or Religious Representation

Frequency: Moderate

Sentiment: Negative

Some respondents felt LGBTQ+ visibility is over-represented, the Christian or conservative identities are under-represented, and that pride events receive disproportionate attention

Examples:

“Celebrating Pride Month shows your implicit bias.”

“You have an anti-Christian bias.”

“You cater to special groups.”

Interpretation:

This reflects a **perception of imbalance**, not necessarily actual bias. But perception matters it shapes trust and engagement.

Recognition That Implicit Bias Exists and Needs Attention

Frequency: Low but meaningful

Sentiment: Positive → neutral

A smaller group acknowledged however that, Implicit bias is real, everyone has biases, both is trying to address it, and more awareness and training are needed

Examples:

“Implicit bias is part of being human.”

“It takes awareness to overcome bias.”

“I’ve seen efforts to welcome others.”

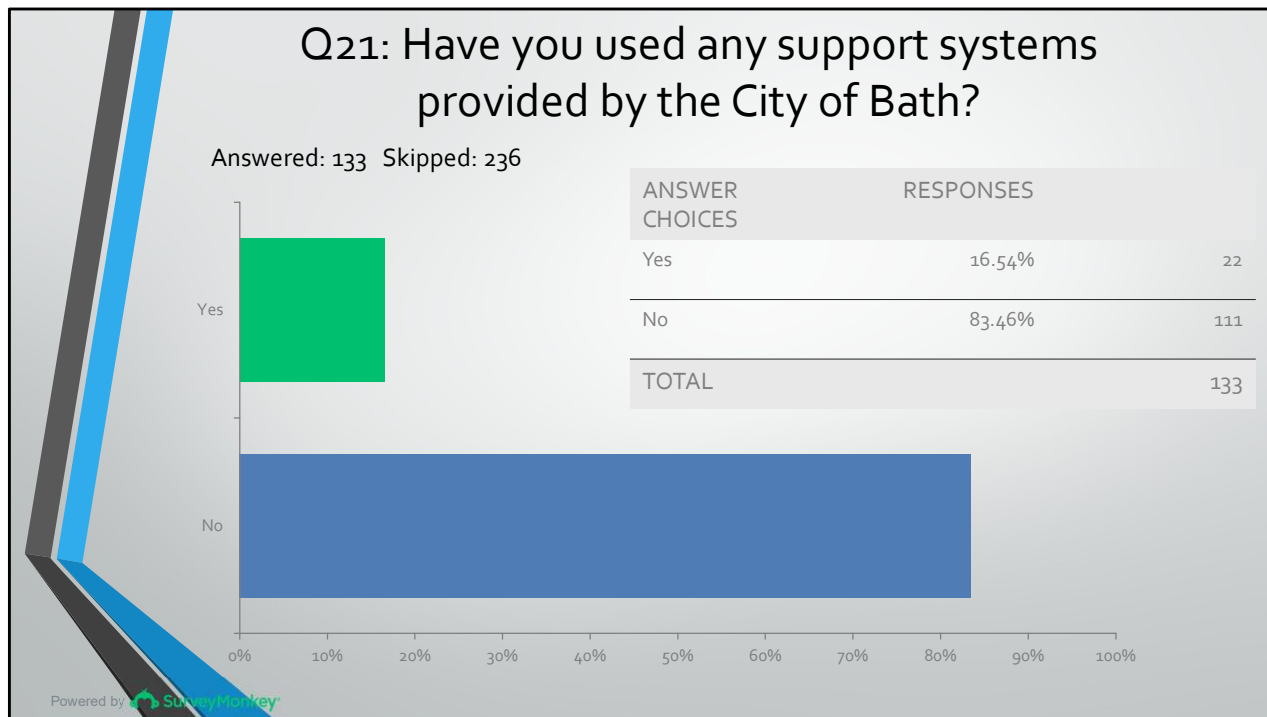
Interpretation:

This group is aligned with the goals of the equity assessment and sees value in continuing the work.

Questions regarding Support Services

Support Services is a key Equity Principle to highlight the activities of the municipality. The City of Bath is focused on provided services to its residents and assessing how accessible those services are. It is key to providing equitable outcomes to make sure any services provided directly, or any support services, are reaching the people they are intended to, and that it is done well. It is also important to find out if there are such services and if not, what is missing.

Focus: Does the organization have support systems for its working members and for the community it serves? Do people know where to get them, access them, and are they working?



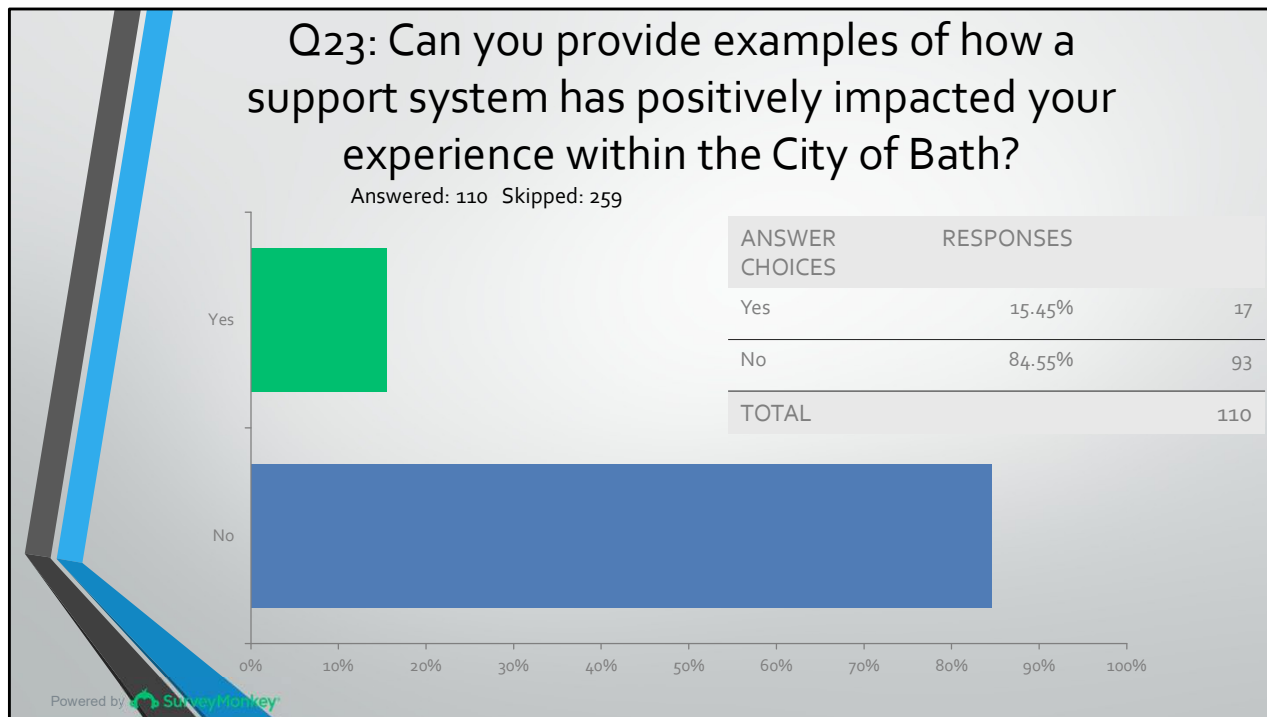
This question starts off by getting a baseline understanding of who has used support systems and who hasn't. This allows us to understand if the people who take the survey and speak to the services are even the recipients of those same services. While it is not important if they have or haven't, it gives us some characteristics of the survey respondent when assessing the answers regarding support services.

We note here that a very small percentage have even used such systems. This general question does leave a lot to be desired in two aspects. One, are we all understanding support systems to be understood the same way? If not, there may be people who have used them and not realized it. Second, it is clear that those who are taking this haven't used any support systems, so respondents are really outsiders looking in and assessing something they may not fully know. This is key in how we address and understand the answers to other questions.



The largest experience people have had is health and medical costs that go beyond an average rent in Maine. While the question allows for multiple selections, with only 49 respondents, at least 32 (well over ½) said the medical and health costs were the biggest issue. Alongside this, the inability to pay a bill came in just under as the second largest issue.

Taken together, the biggest issue facing these respondents was socioeconomic, which suggests that probably the larger issue facing many City of Bath residents is some sort of economic turmoil or inability to pay something, meaning the City should look at addressing any affordability issues down the road.




When asked to take Question 22 a step further, this question wanted to see if respondents could provide examples of positive impacts of support systems. This was asked in the positive so that it would be easier to find the bright spots in what otherwise is a negative question. When asking people to name something wrong with a system, it is easy to heap multiple issues together and claim there may be a crisis. The survey reversed this, to see if indeed we could find the positives, and to assess if there were enough positives to outweigh the possibility of major issues.

In fact, we see that while 17 people could name a positive example of a support system, most could not. This truly means that most respondents find the support services very poor or very negative and that they aren't working as intended.

Q24 If yes describe the impact...

Answered: 20 Skipped: 349

<p>This survey question is completely and unfairly loaded. How about asking "Can you provide examples of how a support system has positively OR NEGATIVELY impacted your experience within the City of Bath."</p> <p>Curious to see the results of this question, considering folks are often denied for general assistance in the city of bath</p> <p>Roads and services. The trash pick up is sub par since the switch. I've switched to private service pick up, no flimsy bags and consistent pick up.</p> <p>Bath housing was helpful for a family member</p> <p>The tax program for home taxes that was eliminated after 1 year. Also, the monthly tax program to pay your property taxes over the year versus a lump sum in October.</p> <p>The fire department was superb handling medical emergencies that my elderly in-laws experienced.</p> <p>Questions on land fill, residential parking permits, city Hall dome lights, hazardous wastes etc - have always been handled with courtesy & responsiveness.</p> <p>The food bank, Backpack program, Midcoast Youth Center, Midcoast Maine Community Action and Patten Free library all provide a number of free resources and activities to people who want them. The YMCA and Rec. Department provide some scholarships or reduce costs for people of lesser means. These organizations work very hard to reduce stigma about utilizing resources. As a social worker I love being able to refer people to these resources in the community</p> <p>When years ago I found myself a newly single mother with a two year old child and no support from the dad, it was the support of friends, neighbors and the kindness of a couple of local businesses that kept me going. When Mr. Burgess saw me buying some bags of black beans from the St. Johnsbyr Trucking "damage" discount bin he asked me what I did with them. I said I made soup. He said, "Oh, you need a hambone for that. Wait a minute; I have one out back I'll give you no charge" He came back with a package wrapped in butcher paper. When I got home and unwrapped it, I found a full ham, not just bone but meat too that fed us for a week. When I had just bought a small house with Maine State First Time Homebuyer support and got laid off shortly after at Christmas time, I told Bert's Oil I wasn't sure I could continue with automatic heating oil fills. He told me "We'll keep you filled this winter and you just pay us when you can." Every time my old car broke down he fixed it and the bill was always \$15. I commented on this once and he said, "Oh, that's our Single Mom Special." I tell these stories because this is what makes true community. And when I got my feet on the ground, I have paid it forward whenever I can.</p>	<p>Tax club</p> <p>Bath Housing used grant money to provide alterations to my house to make it safer for me.</p> <p>Even though I worked for 51 years and have been able to retire, I qualify as low-income. I learned about the Bath Housing Comfortably Home program and feel so thankful I did. They replaced old and hard-to-use features in my 100+ y/o house and shared contact info for several other programs recommended by their staff (Habitat for Humanity, Efficiency Maine, KVIC and MMCA). A godsend.</p> <p>Providing rides through People Plus to essential destinations</p> <p>Listening to individuals that have transportation issues describe their struggles to get to appointments in Brunswick or Portland and the outrageous cost if they have to use the little services available. Which potentially will impact me in the near future</p> <p>I am currently unemployed and using the food pantry. Please see my comments in the question that asked what it means to "live in" Bath.</p> <p>We are "elderly" and when we faced mobility issues, Bath Housing helped greatly...modifying the kitchen, installing smoke detectors, helping getting laundry area so we don't have to go to the basement.</p> <p>Is this an internal survey? When has Bath ever provided mentoring services? What even is this survey?</p> <p>LIHEAP via MidCoast Community Action</p> <p>Food bank</p> <p>I use the bus and the food bank weekly, I wouldn't be able to live here if my extended family also didn't live here,</p>
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Again, offering the ability for people to answer the question in the positive, we looked to see if there were bright spots within the support services of the City of Bath. Below we found the following 20 responses. Overall, here is what we learned from what is discussed here:

Strong Positive Impact from Bath Housing and Home Safety Programs

Frequency: High

Sentiment: Strongly positive

Residents described Bath Housing and related programs as:

- Life-changing
- Safety-enhancing
- Dignifying
- Responsive
- Examples include:
 - Home modifications for seniors
 - Comfortably Home program
 - Safety improvements (smoke detectors, kitchen updates)
 - Grant-funded accessibility upgrades

Positive Experiences with Emergency Services and City Staff

Frequency: Moderate

Sentiment: Positive

Examples include:

Fire department support during medical emergencies

Courteous and responsive City Hall staff

Helpful guidance on permits, waste disposal, and city services

Strong Reliance on Community-Based Nonprofits

Frequency: Moderate

Sentiment: Positive → neutral

Residents highlighted:

- Food bank
- Backpack program
- Midcoast Youth Center
- Midcoast Maine Community Action
- YMCA and Rec Department scholarships
- People Plus transportation
- These organizations were described as:
 - Essential
 - Stigma-reducing
 - Accessible
 - Community-building

Frustration with City Services, Systems, or Survey Design

Frequency: Moderate

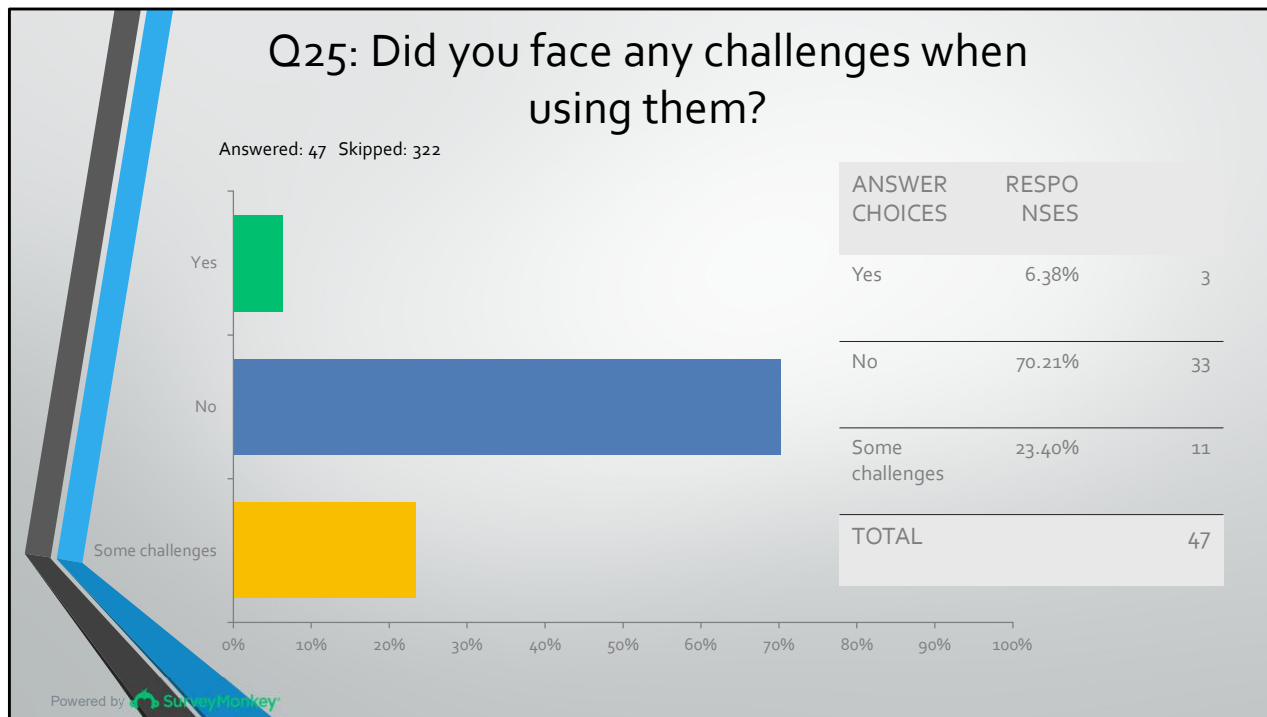
Sentiment: Negative

Examples include:

- Criticism of the survey question itself
- Complaints about trash pickup changes
- Concerns about general assistance denials
- Frustration with tax programs being discontinued
- Feeling that support systems are insufficient or inconsistent

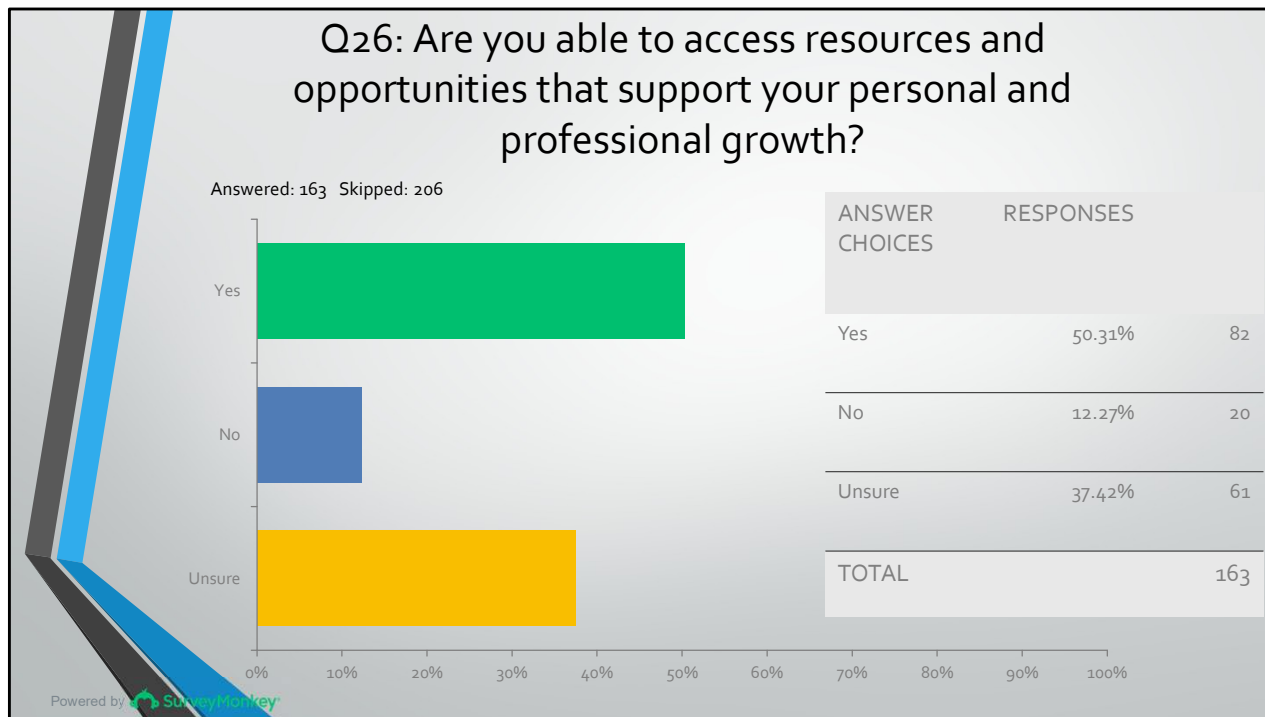
Overall, Bath's support landscape reflects a mix of strong assets and notable gaps. Bath Housing stands out as one of the most positively viewed systems in the city, offering programs that meaningfully improve quality of life for older adults and low-income homeowners. Residents also describe frontline staff as consistently professional, respectful, and supportive, reinforcing trust in direct municipal

interactions. At the same time, many essential needs are met by nonprofits, which often feel more visible and accessible than City-run programs. A portion of respondents used this question to voice broader frustrations with City operations, suggesting that municipal support systems are not always well understood or clearly communicated. Finally, several stories point to Bath's powerful informal networks of neighbor-to-neighbor support, while also revealing that some residents rely more on community goodwill than on formal City services, underscoring the importance of strengthening and clarifying the City's role within the broader support ecosystem.



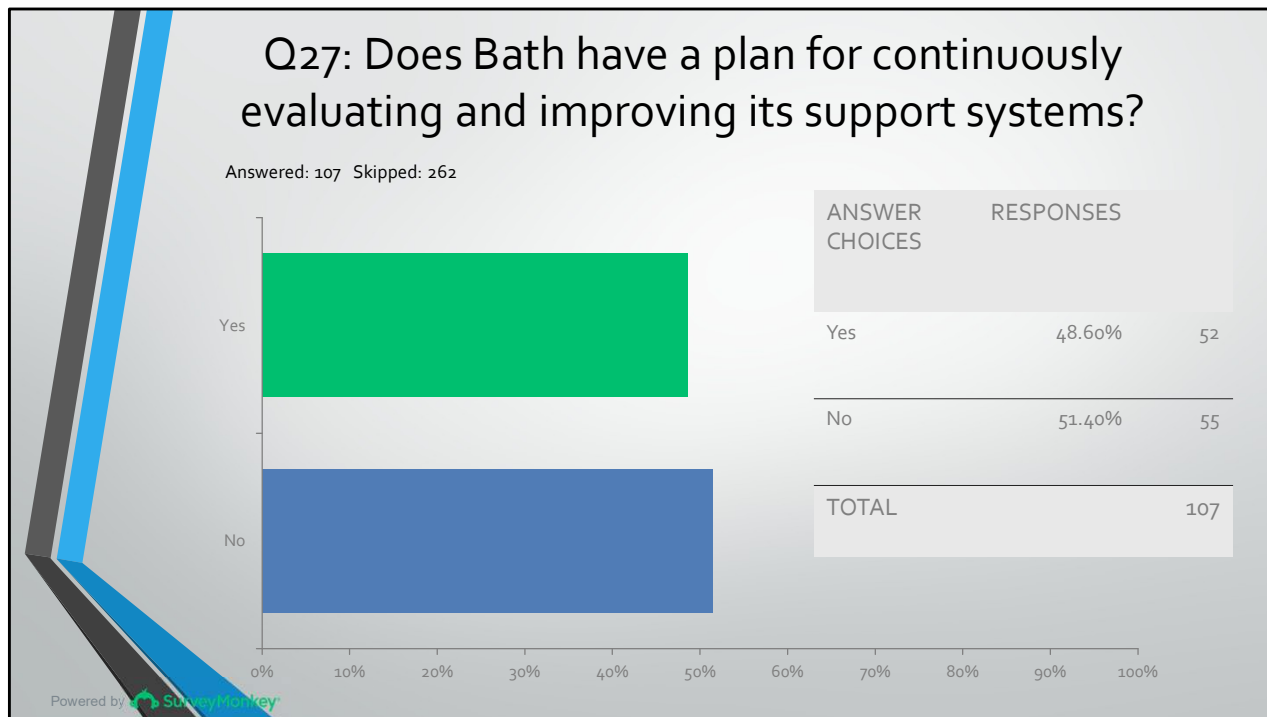
This question offers an interesting opposite perspective in that while previous questions suggest some issues with support services, very few could state they faced challenges using them. This question is designed to find what barrier exists, thus offering the City an opportunity towards an equitable next step. However, the respondents stating they had issues, didn't have any challenges when using the service.

This could be taken as an anomaly or simply that respondents, while having issues, still are able to use the service, but just don't like the service they are getting. This is more an issue of quality of service, versus impact of not getting a service. While it may need to be addressed, more questions would be needed to find any barriers if they exist, for those who noted some challenges, and those who said yes.



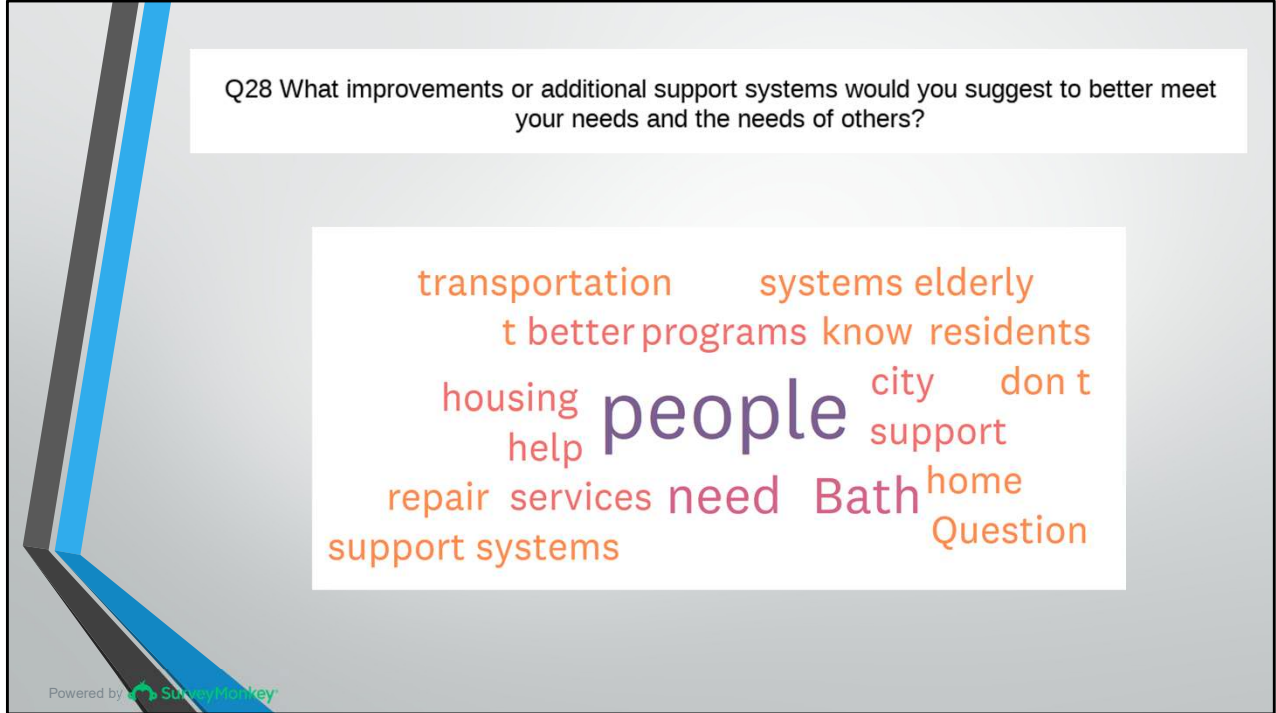
Likewise, this question further asks if there are any barriers to resources for individuals. Overall, people can access them, similar to question 25, where the quality of service is more the issue than a barrier.

However, we note at least 20 who aren't able to, and some who are unsure. This may easily mean that some people are not aware they can't access or haven't been able to but aren't sure they can put their finger on the issue. Overall, given the 163 people who did answer this question, it may be worth considering that about 50% can access the resources needed, and about 50% can't or don't know. An opportunity for a specific assessment on the support services side of things would be helpful here.



This question probably has the most stark split we have seen to this point. When asked about if there is a plan for evaluating the support systems, it is split ½ and ½ on if there is one or not.

Either, folks don't know the plan and marked no, or in fact there isn't a plan. Either way, there is a significant group who don't see any formal next step for evaluating the issues raised in the previous questions. **This poses a huge equitable next step for the City to offer some plan for how to review support services, or to make whatever plan that is out there (given the 52 people who say there is) known to the rest of the community.**



This question offered a word cloud that is somewhat helpful to see the improvements that the City could make. While “people” turns out to be a huge response item, it suggests that people are a key piece to improving any system. Beyond there, we see things like housing, repair services, and other assistance for the elderly as key needs. When reviewing the total responses (73) here are the major themes we found:

Transportation & Mobility (Most Frequent Theme)

Residents repeatedly emphasized the need for better, more accessible transportation, especially for seniors, low-income residents, and people without cars.

Common requests:

- More frequent bus service
- Weekend and evening routes
- Connections to Brunswick, BIW, Midcoast Hospital, Walmart, and the Breeze
- Door-to-door mobility support
- More bike-friendly infrastructure
- Sidewalk repair and winter maintenance

Transportation is one of Bath's most significant equity gaps. Residents see mobility as essential to aging in place, accessing healthcare, and participating in community life.

Housing Affordability & Home Repair Support

Housing concerns appear throughout the responses, often with urgency.

Common requests:

- More affordable rentals
- Housing for younger residents
- Support for seniors to remain in their homes
- Assistance with home repairs and safety upgrades
- Incentives for landlords to maintain properties
- Concern about gentrification and rising taxes

Housing affordability is a major pressure point. Residents see it affecting seniors, working families, and young adults — and shaping who can stay in Bath.

Communication, Transparency & Public Engagement

Many respondents expressed frustration with not knowing what services exist, how to access them, or how to stay informed.

Common requests:

- Better communication from the City
- Clearer information about support systems
- Improved website and document access
- More outreach and marketing
- Online platforms for feedback and suggestions

This theme reinforces earlier findings: residents feel disconnected from City processes and want more accessible, proactive communication.

Support for Seniors & Aging in Place

A substantial number of responses focused on the needs of older adults.

Common requests:

- More programs for seniors who still work
- Home repair and safety support
- Transportation for medical appointments
- Expanded senior center hours
- Help navigating rising property taxes

Bath's aging population is feeling squeezed by affordability, mobility challenges, and limited program access.

Economic Pressure, Taxes & Cost of Living

Several responses expressed frustration with rising costs and the burden on long-time residents.

- Common concerns:
- Property taxes
- Cost of living
- Feeling priced out by newcomers
- Lack of support for working families who “earn too much” for assistance

Economic identity, not race or gender, is one of the strongest equity concerns in Bath.

Social Services, Food Security & Support for Vulnerable Populations

Residents identified gaps in services for those facing hardship.

Common requests:

- More support for the food bank
- Services for unhoused residents
- Programs for people with disabilities
- Mental health support
- More evaluation of community needs

Residents see unmet needs among low-income households, disabled residents, and unhoused individuals.

Accessibility & Inclusion

Several responses highlighted physical and social accessibility barriers.

Common requests:

- Wheelchair-accessible sidewalks and storefronts
- More handicapped parking
- Programs for autistic youth
- Better accommodations for mobility challenges

Accessibility is a major equity issue, especially for disabled residents and families with children.

Political & Ideological Responses (Polarized Segment)

A notable subset of responses expressed strong ideological views.

Examples:

- Opposition to DEI or equity work
- Calls to “stop pandering” or “focus on equality”

- Criticism of government spending
- Calls for “shake-ups” in leadership

This mirrors earlier findings: Bath is divided in how residents interpret equity language. Some see support systems as essential; others see them as government overreach.

Cross-Cutting Insight: Many Residents Don’t Know What Support Systems Exist

Multiple respondents explicitly said:

“I haven’t heard of any.”

“This section is unclear.”

“I don’t know what the City offers.”

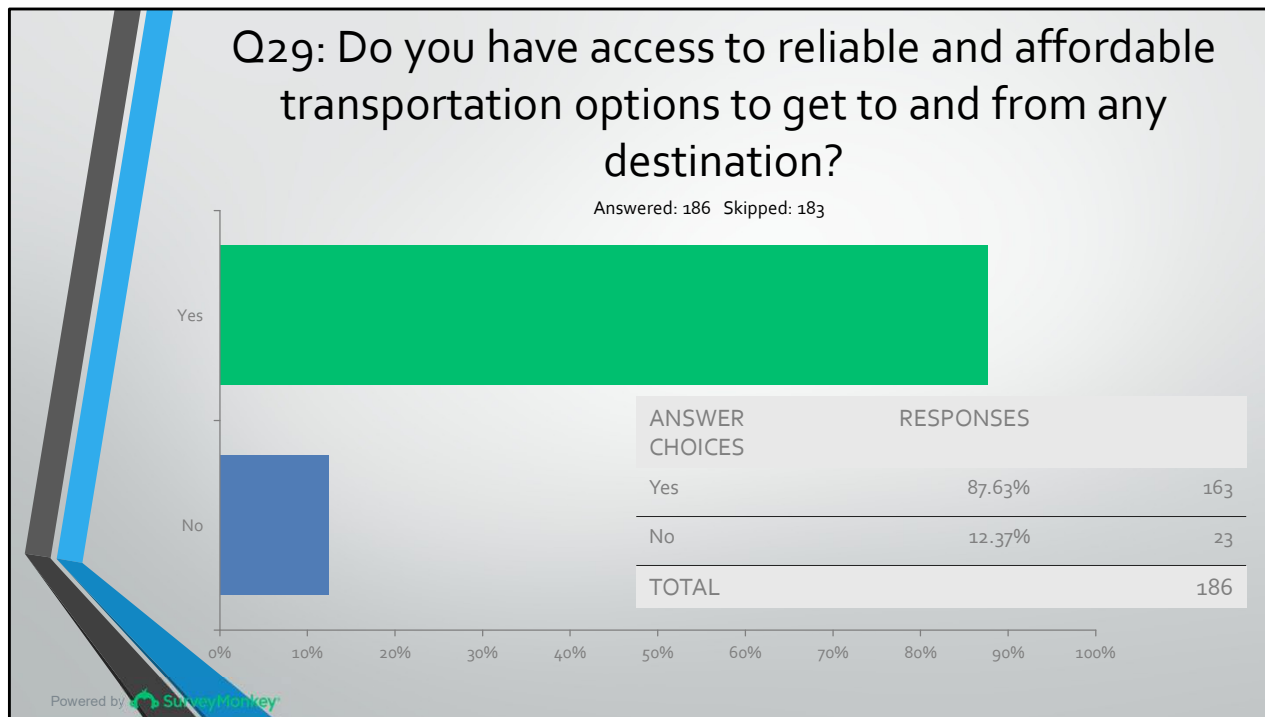
“Why are you asking us? Shouldn’t the City know?”

This reinforces the central theme of the entire survey: There is a major communication gap between what the City does and what residents understand.

Questions Regarding Transportation

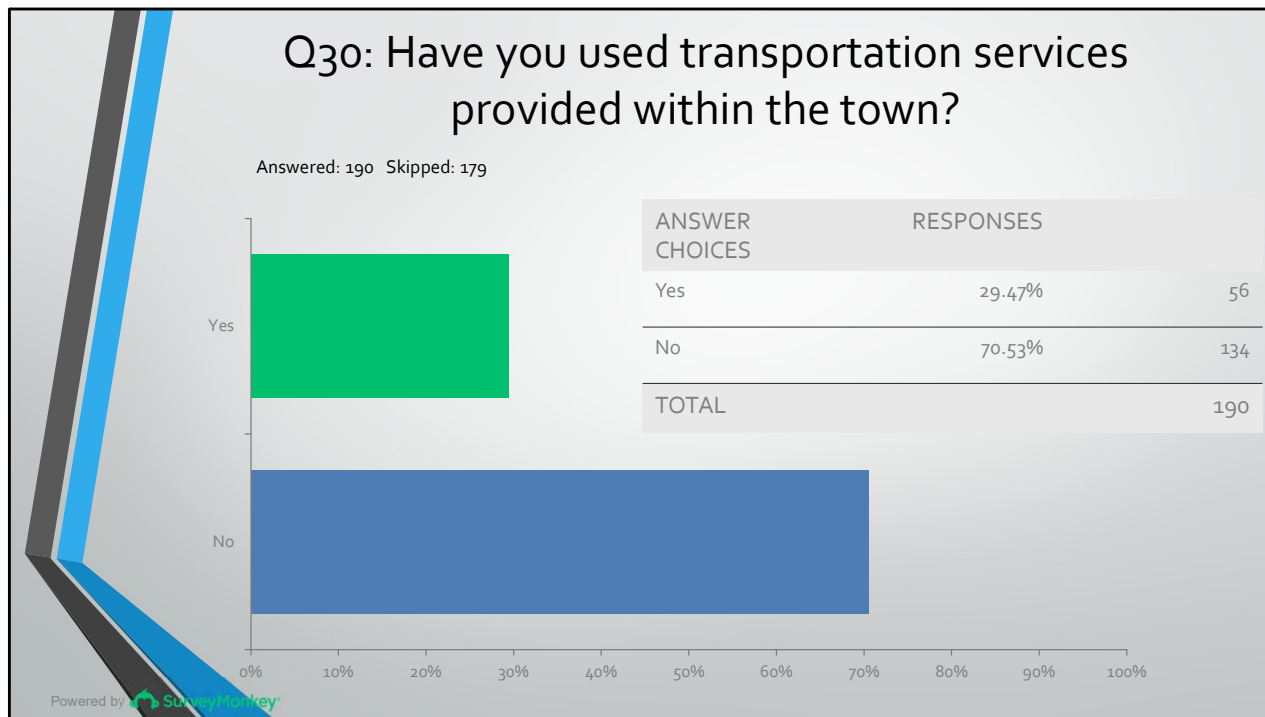
Transportation is one of the larger sections in the Equity Assessment as it is a massive engine that can drive a town or city forward. With inadequate transportation options, accessibility, or low quality, residents will feel isolated and may end up seeking services in other places. This can negatively affect both the economics and the moral of a municipality. Thus, this survey looks to evaluate how well the transportation options are and can people access them or are they finding any barriers to what exists.

Focus: Does the organization have viable means of transporting or is access to transportation available? What are the measures taken to address any transportation issues.



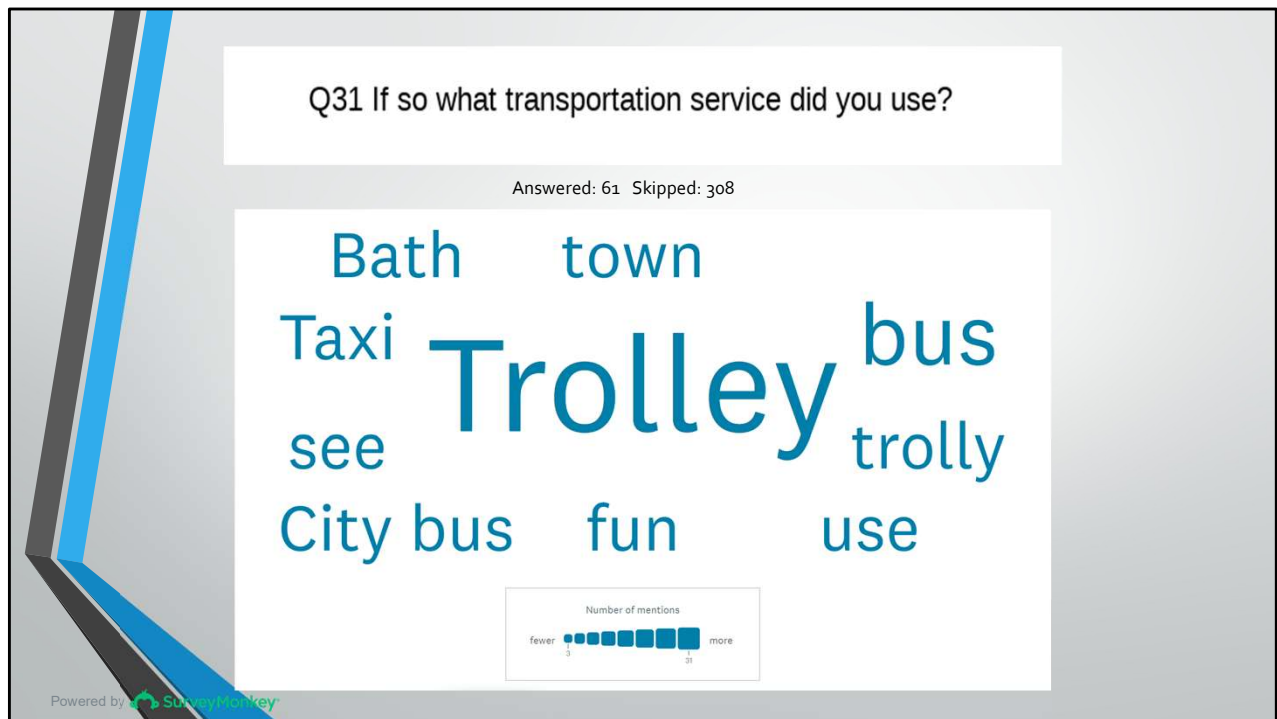
Initially we want to know who has and doesn't have access to transportation within this survey. This helps us understand who is answering these questions and how it may impact them directly.

Overall, those who answered have reliable and affordable (two key words) transportation. There are at least 23 who do not and that is significant even for a survey with limited responses. 12% don't have the transportation they need or can't access it, and this screams that if 12% of 186 don't, how large could that get if we had 500 people answer this survey. That would equate to about 56 people, and that would only cover a very weak sample size of the total population within the city. Thus the no answers do set a context for the City to consider regarding access to transportation.



This looks at the reverse of question 29; if those who have access are all set, they shouldn't have to use any transportation services. On the flip side, those who don't have it, should at least have used services within the town.

A few things to note here; 4 more people answered this question, that didn't answer the first one. We are not sure as to why 4 folks would answer this and not the previous question, but with the 190 responses, 56 have used transportation services within the town. This means that the 23 previous no answers on question 29, at least all of them probably did decide to use town services given they didn't have access to reliable or affordable transportation. This means the City is able to assist when people have no access. On top of that, an additional 20 or so used town services as well, so it is serving the population it was intended to serve.



Given this word cloud, we can clearly see that the most used transportation service is the trolley. However, additional responses did shine some light on insights into the transportation offered and how people felt about using it. Below are some of the themes that emerged from the answers provided:

Heavy Reliance on the Trolley (Most Frequent Theme)

The Bath Trolley was by far the most commonly mentioned service. Many residents use the trolley occasionally or for fun, not as a primary mode of transportation.

Several explicitly said they use it only for seasonal events (Christmas caroling, outings with grandkids). A few noted they see it often but do not rely on it.

Interpretation:

The trolley is popular, visible, and well-liked, but it is not perceived as a practical, everyday transportation option.

Use of the City Bus / Local Bus System

The second most common response was the Bath City Bus. Many simply listed

“bus” or “city bus.” A few described using it for errands or commuting. One respondent praised its wheelchair accessibility but noted a service mix-up. Several mentioned the bus but expressed concerns about limited routes, long ride times, or inconsistent reliability.

Interpretation:

Residents use the bus, but they see it as limited, slow, or unreliable for daily needs.

Desire for Taxi Services / Ride Options

Several respondents mentioned taxis, often in the context of their absence. They stated:

- “Taxi when there was one.”
- “Can’t believe there is no taxi service available in Bath.”

Some used Brunswick cab services instead.

Interpretation:

Residents feel the lack of taxi or on-demand transportation is a significant gap, especially for those who cannot drive.

Personal Vehicles as the Default Option

A handful of respondents said they rely solely on their own vehicle stating things such as, “My own vehicle.” or “Personal vehicle.” Often paired with comments about not knowing what services exist.

Interpretation:

Some residents may not use public transportation because they don’t need it, while others may not use it because they don’t know how or don’t trust its reliability.

Limited Awareness of Transportation Options

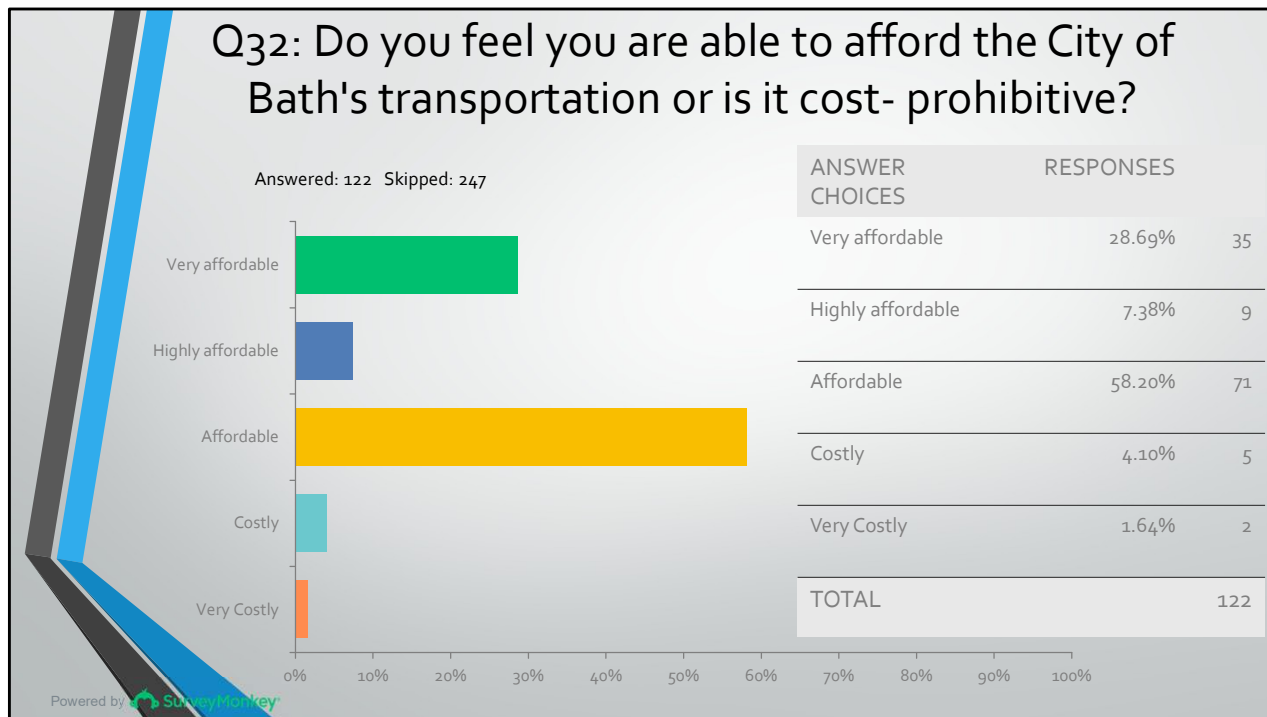
Several respondents explicitly stated they did not know what transportation services Bath offers.

These included answers such as “I am not really aware of the transportation that is offered in town.”, or “N/A.”

Interpretation:

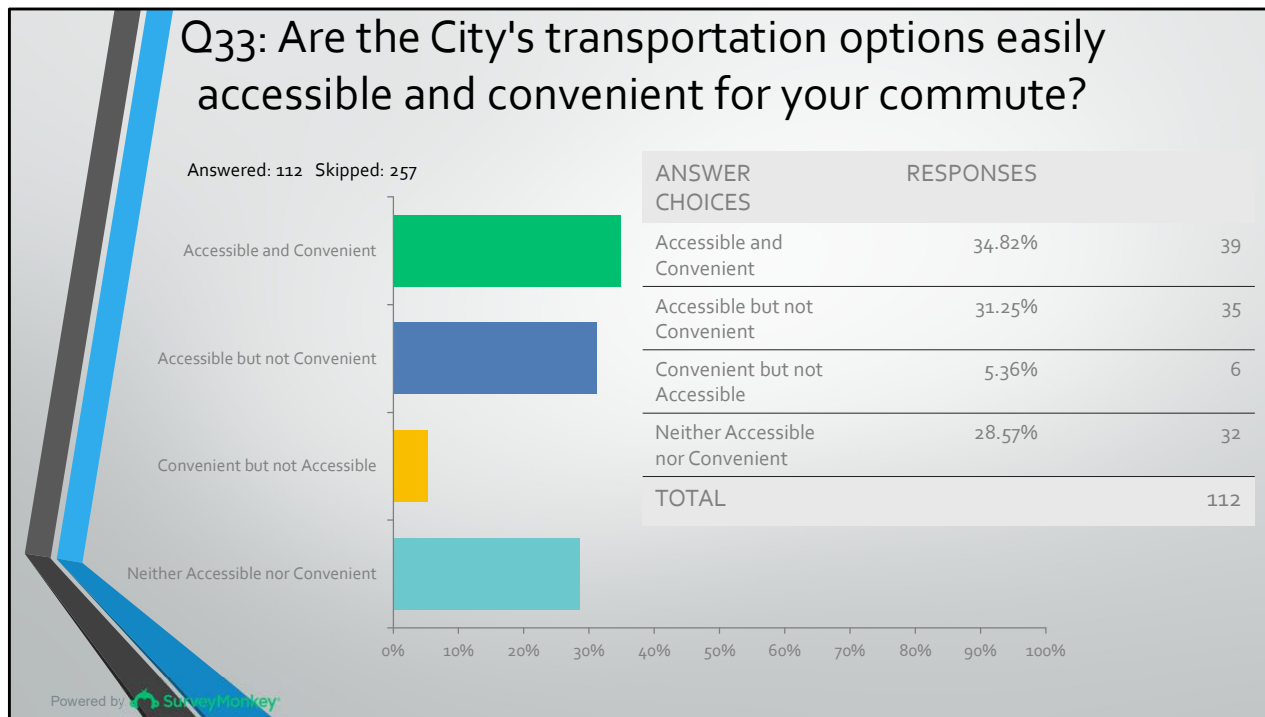
This reinforces a major theme across the entire survey:

Residents lack clear, accessible information about City services.



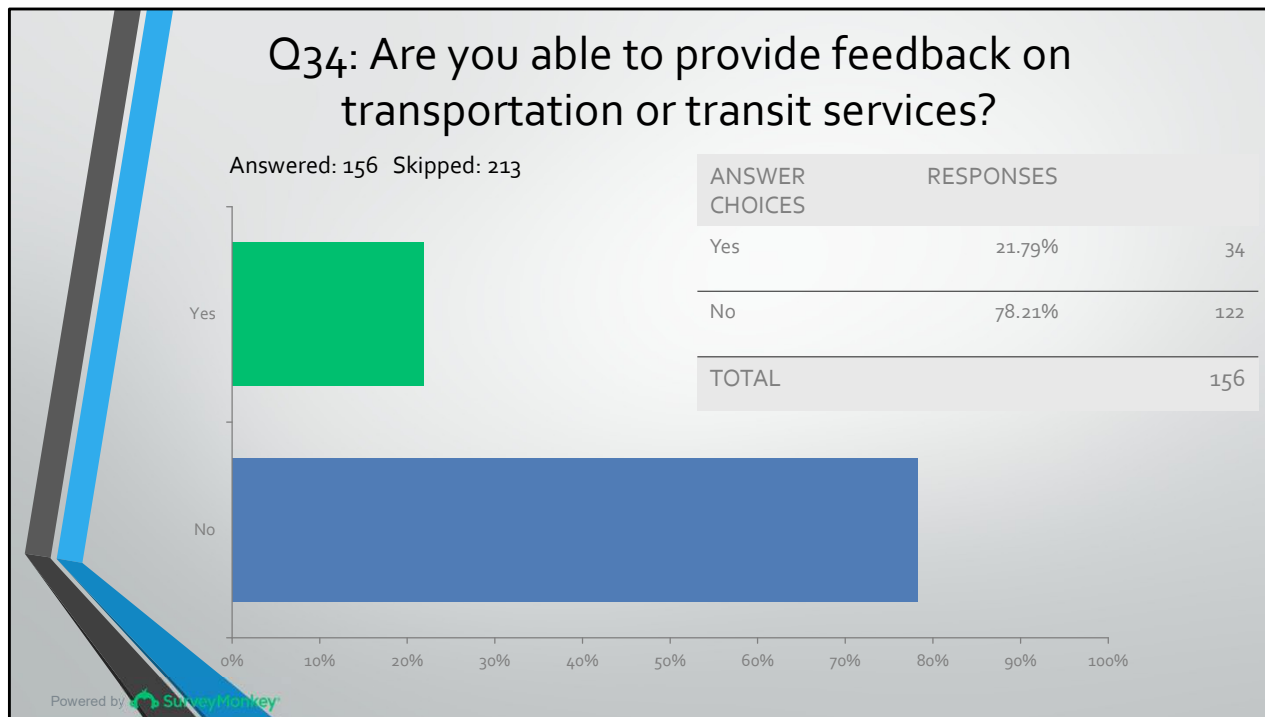
This is a direct question about the affordability (one side of the two-part question we asked in the beginning). Here, affordability is split into various degrees of affording something versus just a yes or no. Overall, most people see Bath's transportation as affordable, with only a slight few seeing it as costly. We understand that someone's affordability can vary based on perceived value, but the general consensus here is it is affordable.

This helps us recognize that out of the 122 that provided this, most see the Transportation in Bath as not a cost issue, but possibly as something else regarding access and use. Thus, the City should feel positive about the costs associated with current transportation, which we would assume mostly is directed at the bus and trolley, which seem to be the most used mode by residents and respondents.



This question shifted the focus to the other side of things regarding accessibility. We asked about the varying levels of accessibility and added a new concept “convenience”. While, again this varies based on personal definition, there was a majority who find it accessible (65%). The issue becomes the convenience piece, which creates variance within the answers.

This distribution shows that while a plurality of respondents (about one-third) find transportation both accessible and convenient, a significant portion experience issues with either accessibility, convenience, or both. Notably, nearly 60% of respondents selected options indicating that transportation is lacking in either accessibility, convenience, or both. This suggests that the City of Bath's transportation system is not meeting the needs of a substantial segment of the community. For Bath, these varied responses highlight the need to address both the accessibility and convenience of transportation options. Improvements in these areas could enhance mobility, support economic participation, and improve quality of life for residents.



This question should certainly be a wake up call for the City, in that while 34 out of 156 respondents felt like they can provide feedback, most feel they have not way to do so. This suggests a few issues but most notably, the City may be closed of to providing the feedback on transportation issues OR engagement and feedback on this topic has lacked and this has been one of the first times any questions about transportation have been asked.

In either situation, the small percentage who can offer feedback, aligns with the amount of respondents who probably took this and work within the governing body already as staff; they have a closer connection to offering insight than outside residents. This means that a majority of people outside of the working municipality don't feel they can articulate the issues or positive aspects of transportation that are needed to make sure it is serving the needs of people.



While this word cloud may not offer any direct insight into the various answers received, it does give a quick snapshot that when asked, respondents really want an improved bus service in some form or fashion. The 71 responses provided a deeper insight into what that would look like as people stated the following:

Strong Demand for Regional Connectivity (Highest Frequency)

Residents repeatedly asked for better connections to Brunswick, Portland, and beyond.

Common requests:

- More frequent service to Brunswick
- Connections to Amtrak Downeaster
- More BREEZ runs
- Bus service to Portland, Augusta, Lewiston
- Rail service restoration

Interpretation:

Bath residents see regional mobility as essential for work, healthcare, and daily life. The current system is too limited to meet modern commuting patterns.

Need for More Frequent, Reliable, and Understandable Bus Service

Many residents said the bus system is confusing, infrequent, or not aligned with work schedules.

Common requests:

- A simple, all-day loop
- Clearer schedules and maps
- Earlier morning and later evening service
- Weekend service
- More predictable timing (“the bus seems random”)
- More stops, especially near senior housing

Interpretation:

This is not just a service issue, it is a communication issue. People cannot use what they cannot understand.

Persistent Demand for Taxi / On-Demand Services

A major theme across both Q31 and Q35.

Requests include:

- A reliable taxi service
- Uber/Lyft availability
- On-call transportation for medical appointments
- Door-to-door service for disabled residents

Interpretation:

This is a critical equity gap, especially for seniors, disabled residents, and people without cars.

Desire for Expanded Mobility Options (Bikes, Pedicabs, E-bikes)

Residents want more ways to move around town without a car.

Requests include:

- Safe and accessible bike lanes
- Bike rentals
- E-bike support or education
- Pedicabs in warmer months
- Better bike parking

Interpretation:

There is strong interest in active transportation, but infrastructure is not yet supportive.

Transportation for Seniors and Disabled Residents

This theme appears across multiple responses.

Requests include:

- Door-to-door pickup
- Transportation to medical appointments
- Better access for residents in senior housing
- Services after dark for older adults who cannot drive

Interpretation:

Bath's aging population is feeling the strain of limited mobility options.

Desire for Better Communication & Clarity

Several residents said they simply don't know what exists.

Examples:

- "Whatever we have is not clear to the public."
- "I don't understand how to use the bus, so I don't."
- "Schedules seem random."
- "I only found out about events by accident."

Interpretation:

This mirrors the entire survey: communication is one of Bath's biggest systemic challenges.

Ideological or Critical Responses

A small but notable subset expressed frustration with: Perceived focus on bikes, perceived prioritization of BIW, and government spending on transportation

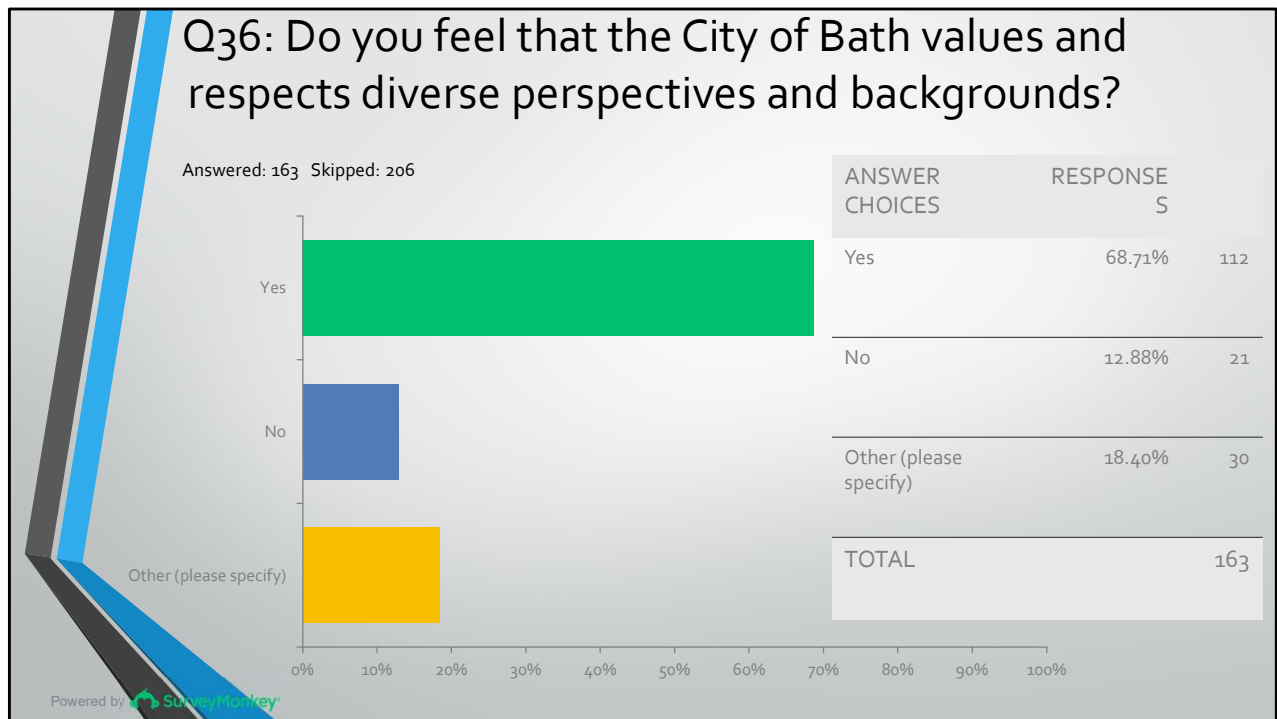
Interpretation:

Transportation is not just a service issue; it is a **political and cultural issue** for some residents.

Questions Regarding Inclusivity

The survey looked at metrics of inclusivity that valued other thoughts, perspectives, and overall other people. The questions were framed to consider if any diverse lived experience could participate within the organization without judgment or retribution.

Focus: Does the organization work to include members that work for it, and does it reach out to the community for their voice? Are members free and open to provide insight, and free from judgment? Is the organization reflecting the identity of its members and community it serves?



This question looks at a direct concept of inclusivity; value of one's perspective. Overall, most feel their voice is heard given that the City respects their thoughts and backgrounds. While there are some who do not, there were additional comments linked to this question. The themes from these are described below:

Major Themes:

Uncertainty or Lack of Visibility (Most Frequent Theme)

Many respondents said they don't know, aren't sure, or haven't seen enough evidence to form an opinion.

Examples:

- “No idea – have they tried? It's at least not visible.”
- “I have no knowledge.”
- “Not sure.”
- “Unknown.”

Interpretation:

This mirrors a broader pattern across the survey: Residents lack visibility into what the City is doing.

Even if efforts exist, they are not widely communicated or understood.

Perception of Political or Ideological Bias

A significant number of responses framed diversity efforts as politically one-sided, overemphasized, or performative.

Examples:

- “Unless you are liberal there is zero representation.”
- “I feel they go too far in some directions.”
- “Based on this survey I now suspect the city places undue value on diverse perspectives.”
- “Virtue signaling.”
- “No need for this BS.”
- “DEI doesn’t work — qualified people work.”

Interpretation:

For some residents, diversity efforts are viewed through a political lens, not a community-building one. This polarization is consistent with earlier findings around implicit bias and equity language.

Perception That Bath Is Not Very Diverse

Several respondents noted that Bath’s demographics limit how diversity is experienced or understood.

Examples:

- “We are not as diverse as we could be.”
- “It would be difficult in Bath to get any perspective.”
- “I don’t see much in the way of diversity other than token acknowledgements.”

Interpretation:

Residents recognize that Bath’s population is relatively homogenous, which complicates perceptions of inclusivity and representation.

Concerns About Tokenism or Surface-Level Efforts

Some respondents feel the City’s actions are symbolic rather than substantive. This includes statements like; “Token acknowledgements, such as a pride crosswalk, but no real action” ; “Behavior doesn’t match their words.”

Interpretation:

Residents want meaningful, sustained action, not symbolic gestures.

Positive Perceptions of Inclusivity

A smaller but notable group believes the City is doing well or trying.

Examples:

- “Yes... I believe you value diverse backgrounds.”
- “Bath does a good job.”
- “The community tries.”
- “New arrivals are treated fairly.”

Interpretation:

These respondents see Bath as generally welcoming, even if imperfect.

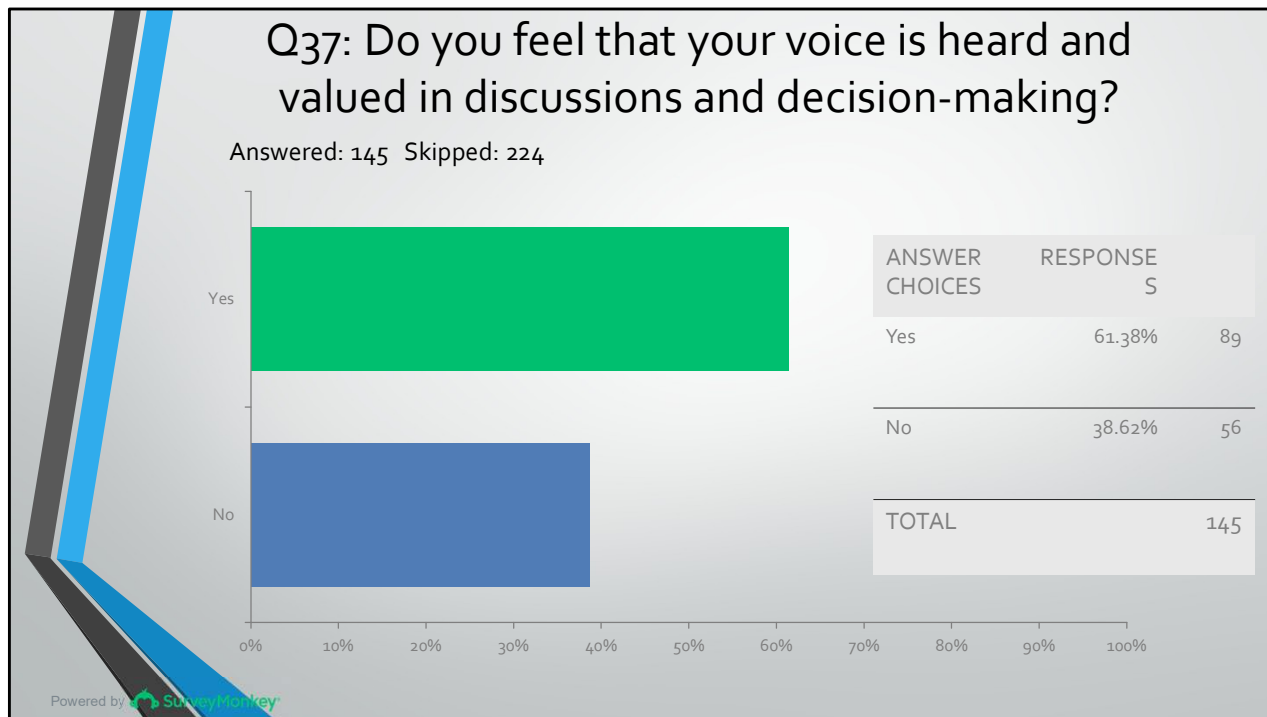
Distinction Between City Government and the Community

Some respondents differentiate between the City as an institution and the community at large. These includes statements such as; “The city does but the community really doesn’t.”

“Sometimes the ideals are not executed.”

Interpretation:

Inclusivity is seen as uneven; stronger in some spaces, weaker in others.



This question looks not just at valued perspective but is that perspective valued in the decision-making process. This type of inclusivity is important because it means that a respondent isn't just perceiving they belong in the organization, but that they belong in the critical decision-making apparatus of the municipality, which is a weightier space.

These answers show more of a split than the pervious question. While most feel their voice is heard, a significant number don't feel this. Questions 36 and 37 together reveal a community that is not hostile to inclusivity, but uncertain, divided, and hungry for clarity and connection. They may feel a part of the organization, but when it comes to the decisions made by the City, this group doesn't necessarily feel they are included in it.



This question allowed respondents to expand on what experiences they had. While, again, we asked about a positive experience to allow for good instances to bubble to the surface, there seemed to be a mixed bag of items provided, with minimal responses.

The word cloud in this instance was stark, showcasing that “none” seemed to come up as the most mentioned word; meaning people couldn’t point to any positive experience.

The major themes that came from the 58 responses collected included:

“No Positive Experiences” / Uncertainty (Most Frequent Theme)

A large portion of respondents said:

- “None”
- “N/A”
- “Unsure”
- “I haven’t seen anything proactive”
- “Define inclusivity...”

Interpretation:

This again showcases that Inclusivity efforts are not widely visible or understood, people don't know about them or may not even have a firm grasp on what the City means regarding inclusivity. Residents may not know what the City is doing or may not recognize actions as inclusivity work.

Positive Experiences with City Staff & City Hall

Several respondents described:

- Friendly, respectful interactions at City Hall
- Feeling welcomed when visiting offices
- Staff being accessible and open to conversation
- Employee feedback being valued internally

Interpretation:

Frontline staff are one of Bath's strongest inclusivity assets. Residents consistently describe staff as approachable, respectful, and human-centered.

Pride Events, LGBTQ+ Visibility, and Symbolic Gestures

Many cited the following as instances where they see inclusivity:

- Pride Day
- Rainbow crosswalk
- City Hall lighting
- LGBTQ+ welcoming signals
- Participation in Pride events

Interpretation:

These symbolic gestures are **highly visible** and resonate positively with some residents. However, others see them as "tokenism" or "going too far," revealing ideological divides.

Community Events & Cultural Programming

Residents pointed to things such as Heritage Festival, Set for Success, Kindness Day, International dance performances along with Library and Chocolate Church programming, Midcoast Literacy and Adult Ed efforts as instances of positive experiences.

Interpretation:

Inclusivity is often experienced **through community partners**, not just City government. These events create shared spaces where diverse ages, backgrounds, and cultures come together.

Open Public Meetings & Civic Participation

Several respondents said:

- Public meetings are open and respectful
- They felt heard when attending committees
- Councilors are accessible and willing to talk
- Town halls are open to all

Interpretation:

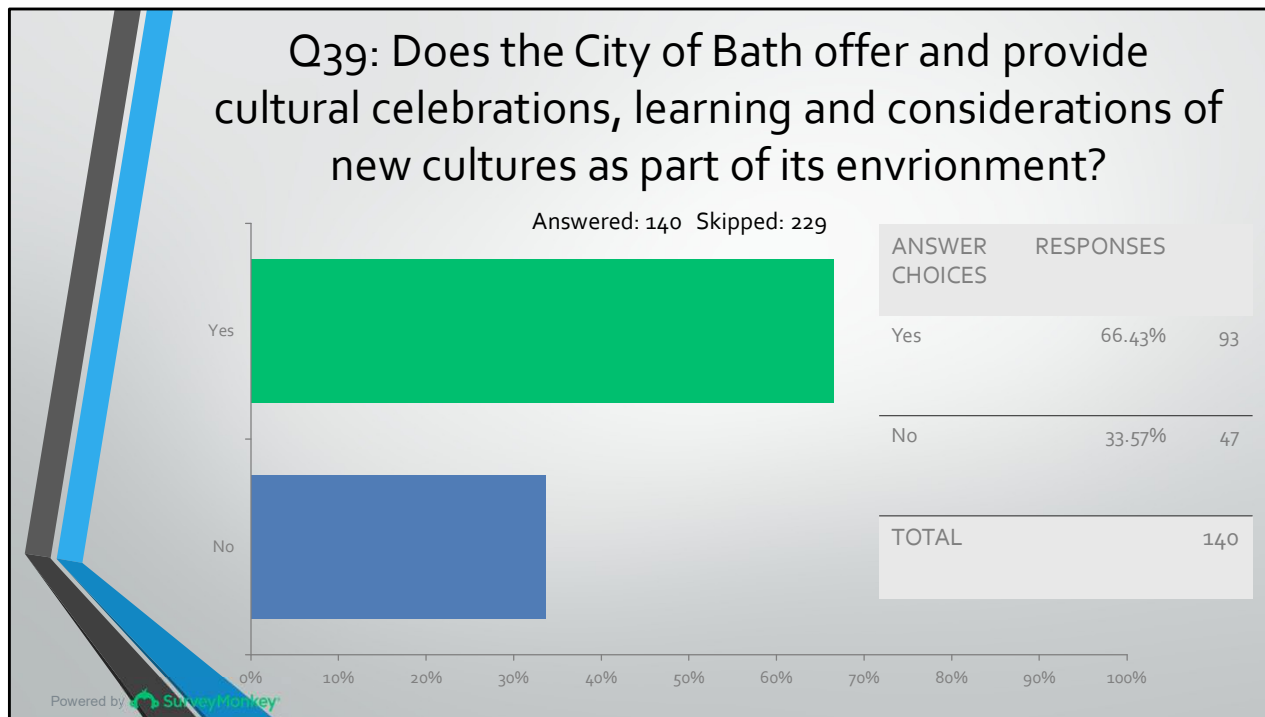
Residents who engage civically often feel included and respected. This suggests that process transparency is a strength, but only for those who participate.

Ideological Pushback / Rejection of DEI

A notable subset expressed a strong opposition to DEI, and a belief that inclusivity efforts are political. There was “concern that “native Bath people” are overlooked” with claims that inclusivity is “forced,” “woke,” or “virtue signaling”.

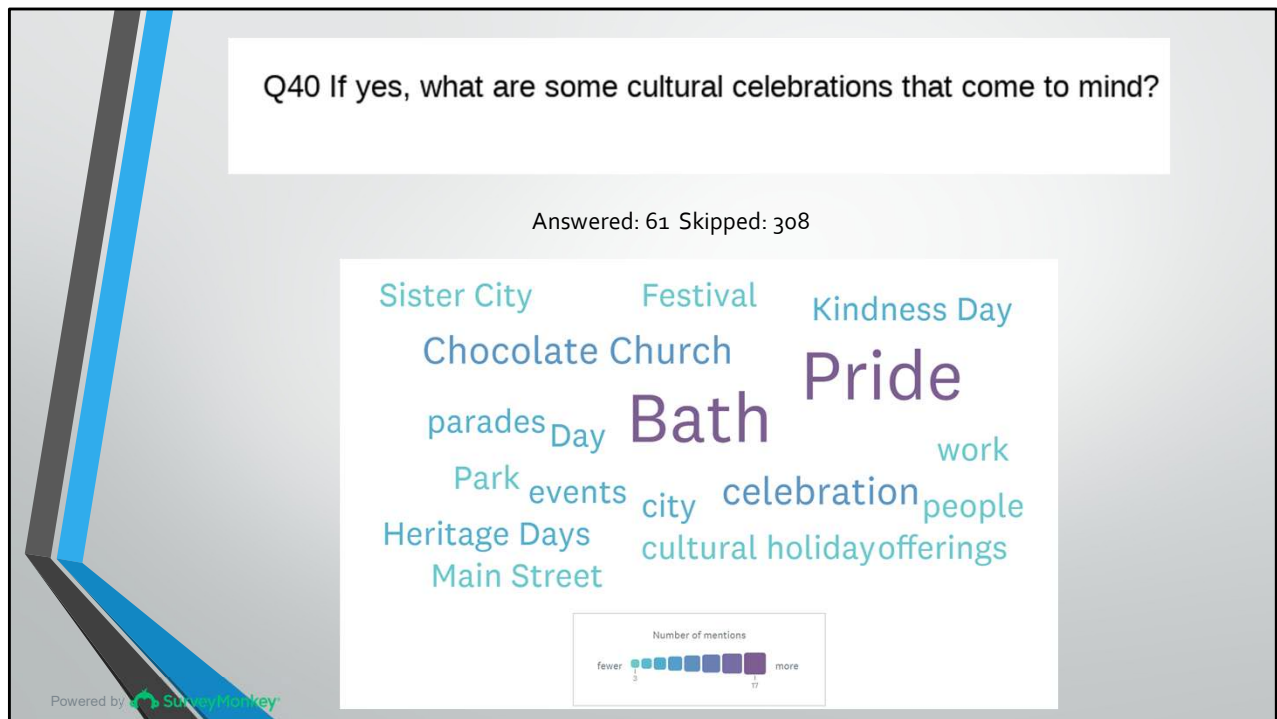
Interpretation:

Inclusivity is not just a policy issue, it is a cultural and political flashpoint. This group sees inclusivity efforts as exclusionary or misaligned with community priorities.



This question asks about the cultural celebrations that are part of allowing people to feel included. Inclusivity should reflect a space where various backgrounds can be expressed and appreciated.

Here the question asks if the City offers these, and while most said yes, a fair number said no. There may be two things going on with this type of answer; one could be people aren't aware of any celebrations and thus can't answer this question or assume there aren't any. However, from the previous question we know some exist, and thus we recognize they are present within the City. This may mean that it isn't about if they are offered but a respondent is answer "do I go" to the celebrations, which in that case, given the statements about things being "woke" or "virtue signaling" it could be people aren't attending them and thus answer no.



This question helps us understand what celebrations people are associating question 39 with, and to get an idea as to what people are aware of in terms of celebrations. We see similar stated ones as the previous question which include Heritage Days, Pride, Kindness Day, and Chocolate Church.

Below are some of the themes that came out of providing this open-ended response about the various celebrations:

LGBTQ+ Pride Events (Most Frequent Theme)

Many respondents mentioned:

- Pride Day
- Pride Parade
- Rainbow crosswalk
- LGBTQ+ visibility

Sister City / Japanese Cultural Celebrations

Residents frequently cited:

- Tsugaru Gate
- Sister City Park events
- Shāriki exchange

- International dance performances

Heritage Days & Community Festivals

Common mentions:

- Heritage Days
- Kindness Day
- Lantern Parade
- Waterfront concerts
- Holiday parades
- Farmers Market
- Volunteer Days

Arts & Cultural Programming

Residents highlighted:

- Chocolate Church
- Library programs
- Art Walk
- Waterfront Park performances
- Winter Street Center events

Holiday Celebrations

Mentions included:

- Christmas
- Winter Solstice
- 4th of July
- Holiday parades

Interpretation:

Pride is one of the most *visible* cultural celebrations in Bath. For some, it is a point of pride; for others, a point of tension. The Sister City relationship is widely recognized and positively viewed as a cultural bridge, where other community events are seen as inclusive, community-building, and reflective of Bath's identity.

Cultural life in Bath is heavily supported by nonprofits and arts organizations, not just the City, and Traditional holidays remain important cultural anchors for many residents.

The major issues that themselves seemed to come up were:

Skepticism or Opposition to Cultural Celebrations

A notable subset expressed:

- Opposition to DEI or Pride
- Belief that cultural celebrations divide the community
- Concern that the City “goes too far”
- Claims that cultural celebrations are not the City’s responsibility
- Frustration that some groups are prioritized over “average residents”

Uncertainty or Lack of Awareness

Several respondents said:

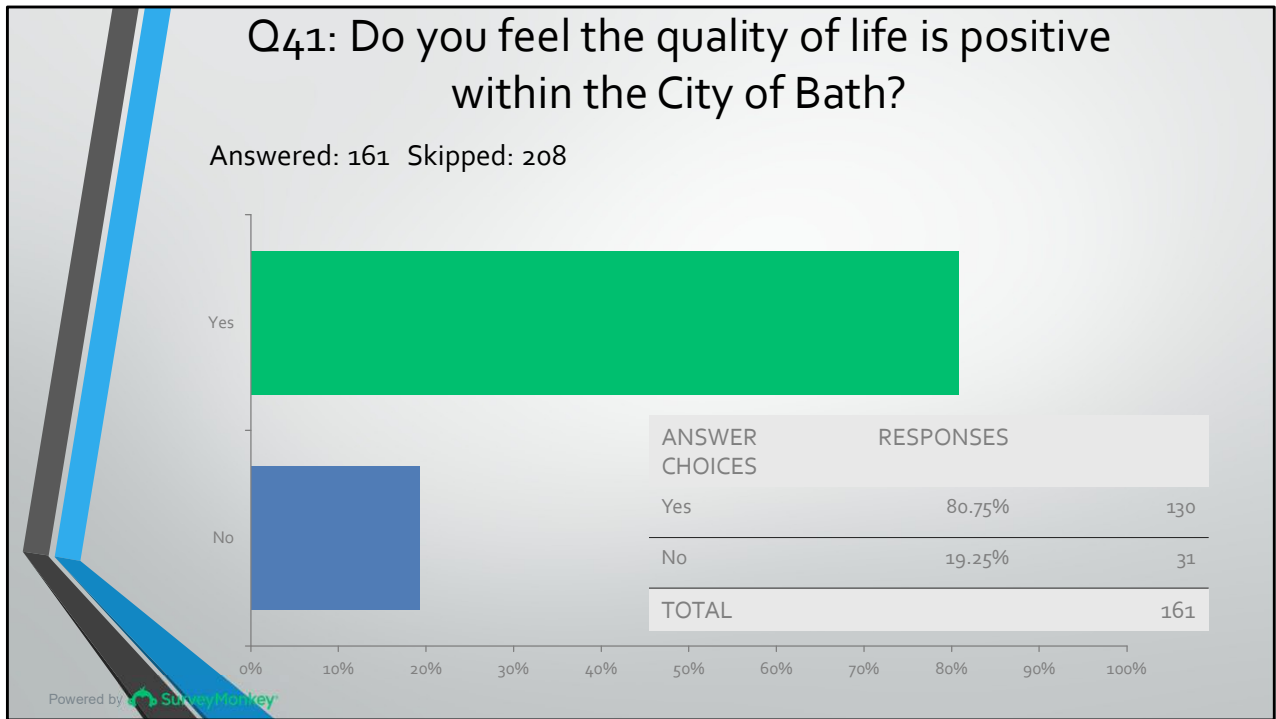
- “Not sure what celebrations Bath offers.”
- “None.”
- “Unsure.”
- “This is not the City’s responsibility.”

Interpretation: Cultural celebrations are not universally embraced. Some residents view them through an ideological lens, and some see it as pandering to a specific group. There are some though who do not know which celebrations exist or who organizes them, again pointing to a communication gap that has been consistent in the survey.

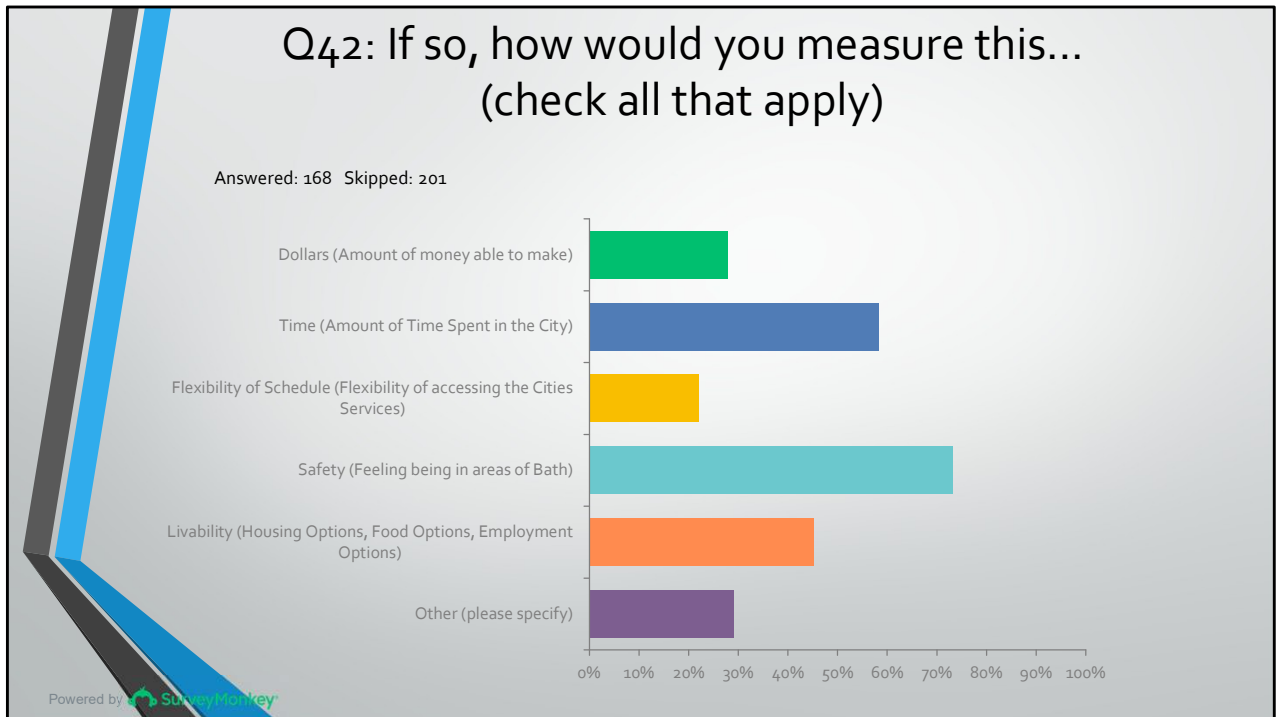
Questions Regarding Monetary Equity

Monetary Equity looks to provide an assessment of financial equity for the organization. This context is less about a financial audit and more a process of assessing if monetary issues exist for services at a high level.

Focus: Does the organization create cost barriers with its services and what are those costs. Are there costs to any limitations experienced by members? What is the quality of life both emotionally and monetarily to being a part of the organization?

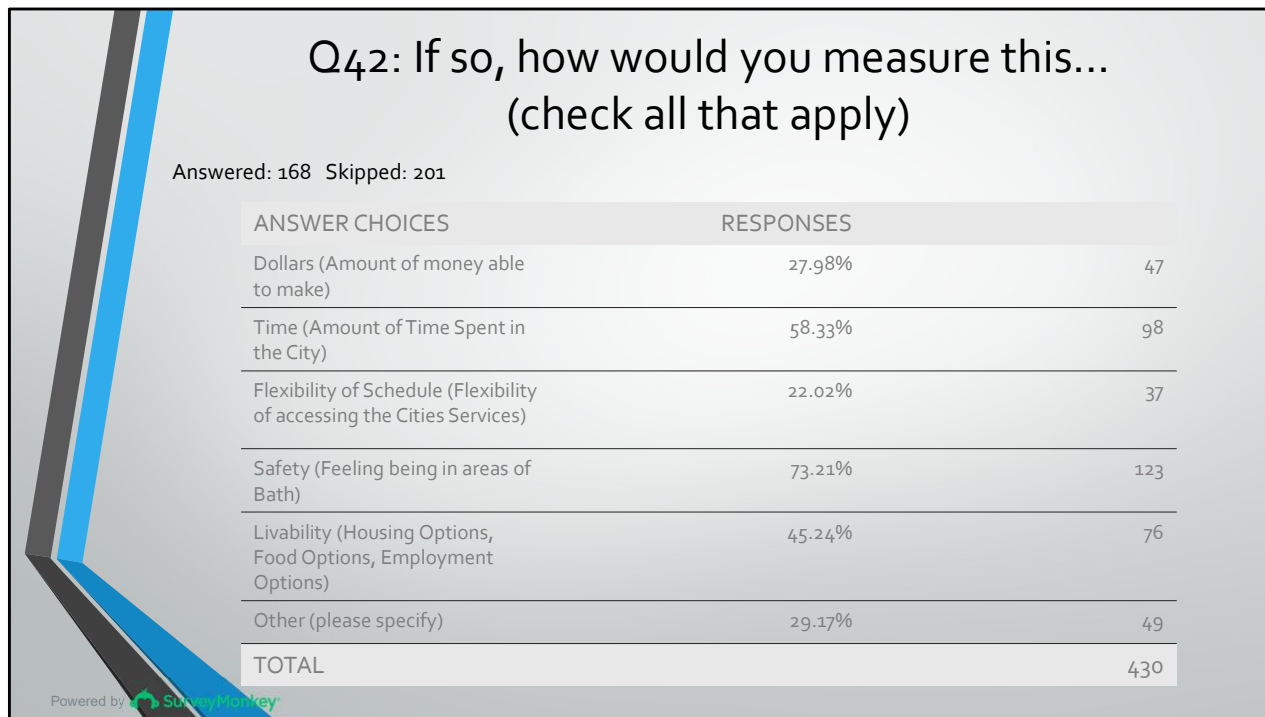


This is a positive response to the direct question about one's quality of life. We see that there are still a small subset of people who don't feel the quality of life is positive, but overall, there seems to be a sense of positivity regarding one's ability to live within Bath.



Here, we asked respondents to consider what area might lead them to feeling this quality of life is positive, or how they measure it. Most saw safety and time that they spend in the City as key metrics of this. These two probably do go hand in hand as if the City wasn't safe, you wouldn't go into the City at all.

Less prominent though was this flexibility of schedule and accessing services. Again, we see that there are some barriers to accessing services and because of that, the feeling of a quality of life in Bath is directly impacted.



This question did provide an additional space to specific something more than what was listed. In this situation the word cloud process doesn't lend itself to highlight what is needed to see how other responses impacted this question. Thus, in looking at the additional 49 answers, here are the major themes that surfaced:

Housing Affordability & Cost of Living (Most Frequent Theme)

Many respondents pointed to high housing costs, rising rents, and property taxes as major barriers to quality of life.

Common statements:

- Bath is “too expensive to live in.”
- Housing is “not an option given wages.”
- “Ever-growing taxes make for financial insecurity.”
- Bath is becoming part of the Portland housing market.

Interpretation:

Housing affordability is the dominant monetary equity concern. Residents feel squeezed between wages and rising costs, and many believe affordability is declining.

Taxes & Financial Burden

A significant number of responses expressed frustration with high real estate taxes, taxpayer burden, or perceived misuse of funds.

Examples:

- “Taxes are too expensive.”
- “Not wasting taxpayer money on woke nonsense.”
- “Very high real estate taxes, no parking downtown.”

Interpretation:

Taxes are a major pressure point and are often tied to broader frustrations about affordability and City priorities.

Walkability, Accessibility & Infrastructure

Several respondents mentioned walkability, sidewalk conditions, parks, and access to essential services as key quality-of-life indicators.

Examples:

- “Ability to walk to all essential services.”
- “Bath has poor sidewalks.”
- “Walking areas and parks are crucial.”

Interpretation:

Residents see physical accessibility as part of monetary equity, especially for those who rely on walking rather than driving.

Community Spirit, Social Connection & Safety

Many respondents described Bath’s sense of community, safety, and friendly atmosphere as positive contributors to quality of life.

Examples:

- “Great community feeling.”
- “Bath has a lot of spirit.”
- “Welcoming attitude toward newcomers.”
- “Peaceful, calm, safe town.”

Interpretation:

Even when affordability is a concern, Bath’s social cohesion and safety remain strong assets.

Cultural & Recreational Amenities

Respondents frequently mentioned festivals, library programs, cultural events, and outdoor activities as important measures of quality of life.

Examples:

- “Numerous downtown festivals.”
- “Wonderful library, police department, and fire department.”
- “Access to cultural resources, music, theater.”

Interpretation:

Cultural amenities are seen as valuable, but some respondents note they are not evenly accessible to all residents.

Economic Opportunity & Employment

Several responses highlighted limited job opportunities, low wages, or the need for more economic development.

Examples:

- “Hard for young people to make a living.”
- “I had to work out of state due to anti-business policies.”
- “More employment opportunities for younger people.”

Interpretation:

Economic mobility is a concern, especially for younger residents and working families.

Transportation & Mobility

A smaller but notable group mentioned transportation gaps, including the need for affordable options. Some stated things such as; “Affordable transportation such as a taxi service.” or “Walkability and density; close proximity to water.”

Transportation is tied to equity—especially for those without cars.

Distrust, Political Tension & Ideological Pushback

Some responses expressed frustration with DEI language, City decisions, or perceived political agendas. Such statements included “Stop using the terms diversity and inclusion.”,

“Woke bullshit.”, “Locals get treated like shit from people from away.”

City Services & Operational Concerns

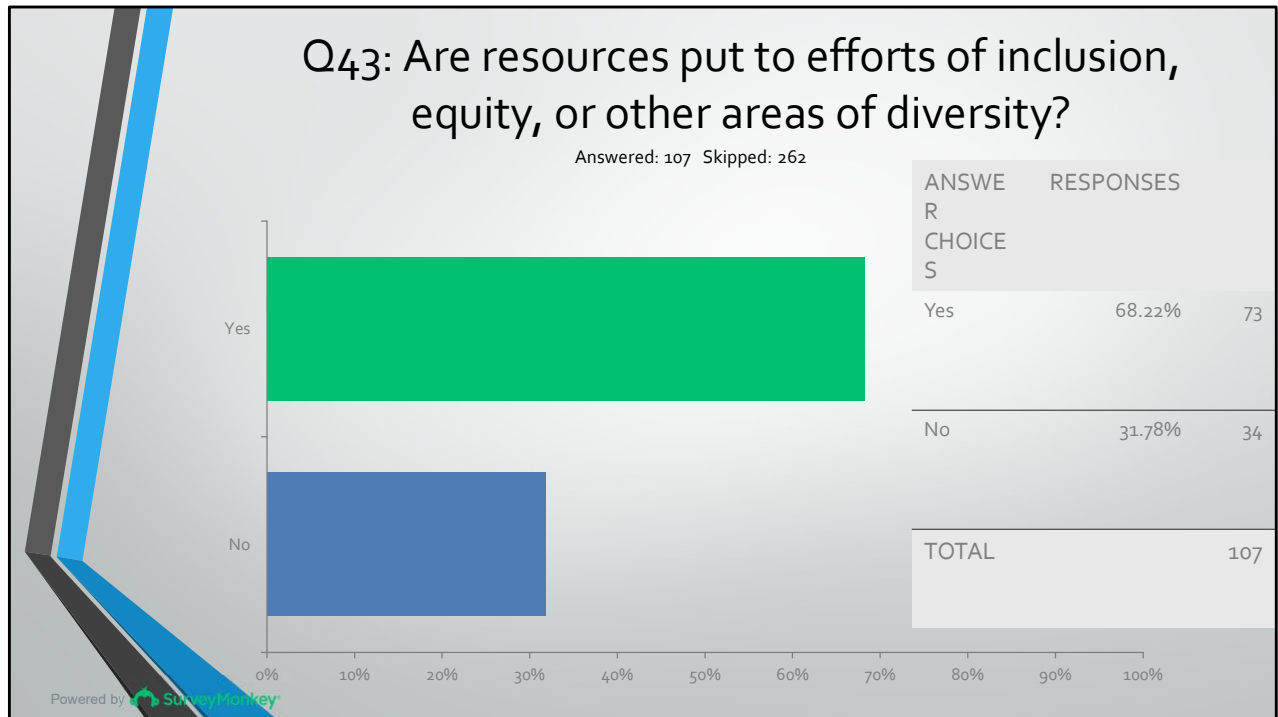
A number of respondents commented on City Hall hours, landfill access, and service availability.

Examples:

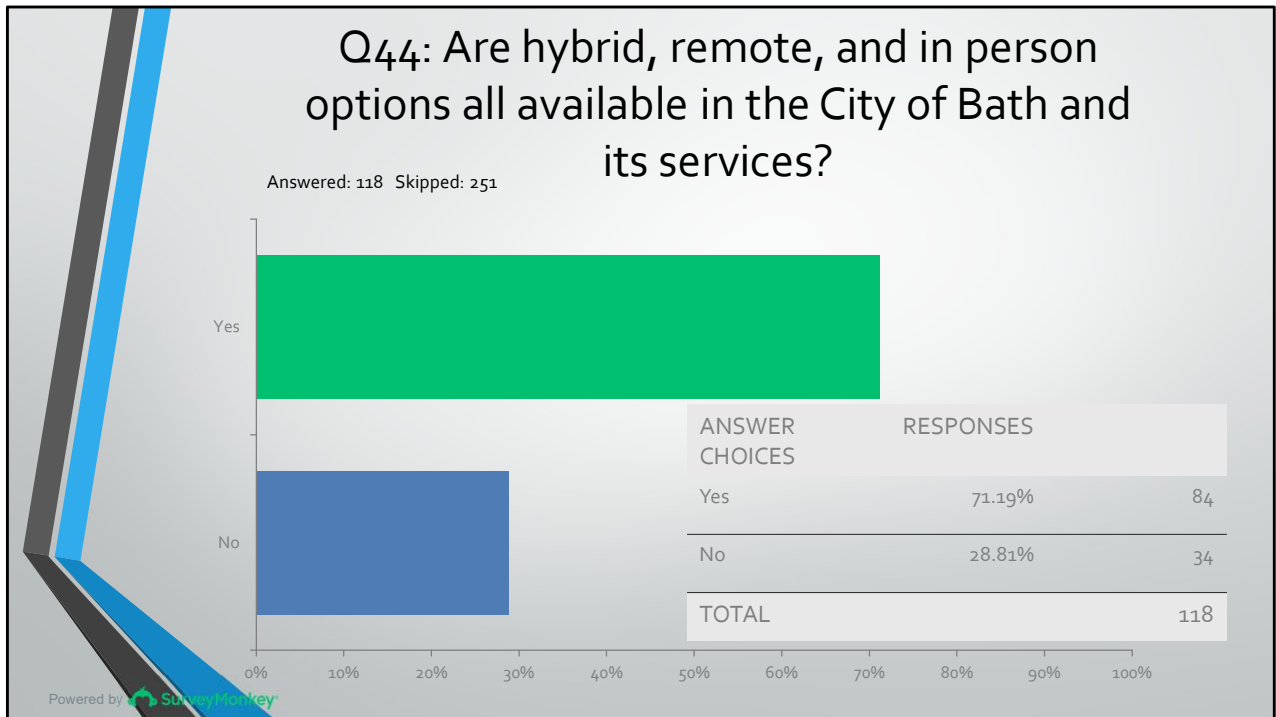
- “City Hall is only open 4 days a week.”
- “If the landfill was open two Saturdays a month...”
- “Confusing survey.”

Interpretation:

Residents link service accessibility to fairness and quality of life.

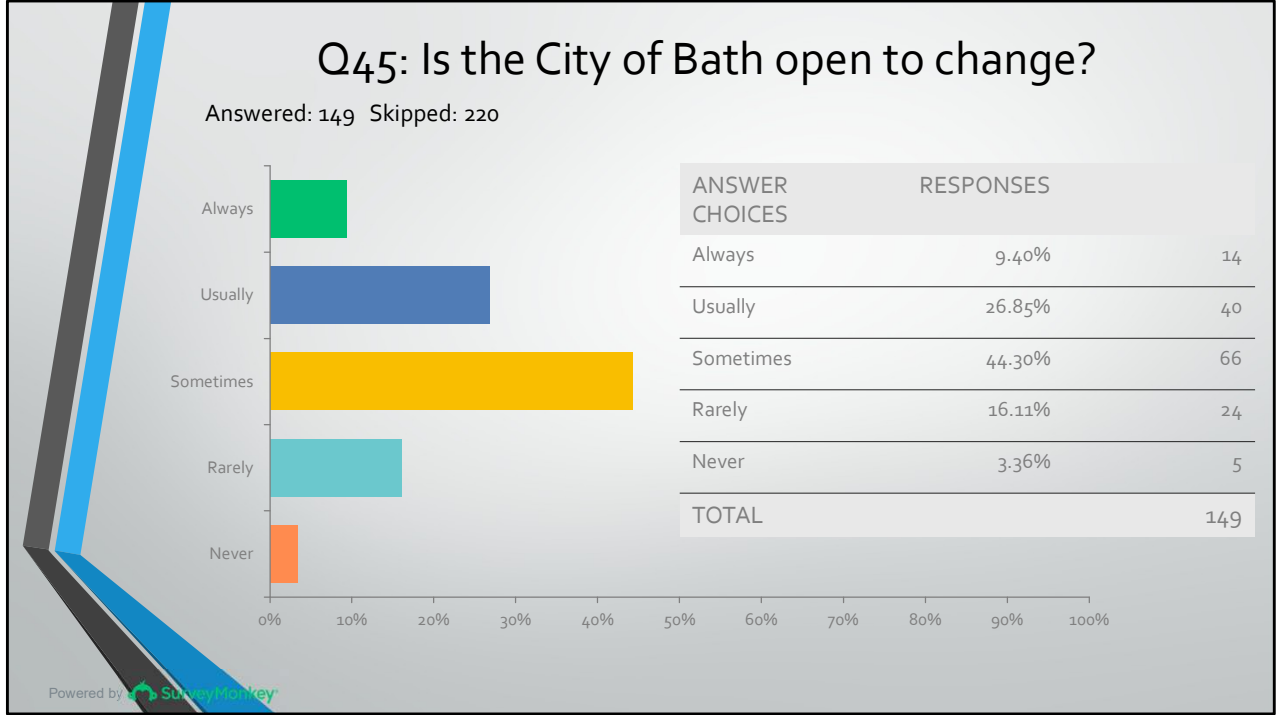


Here is a continuation of understanding where money is and isn't put to use. We directly asked if there were perceptions of where funds may be going, and most said they felt resources were going towards efforts of inclusion, equity and diversity. This is positive given that many of our responses seem to lack awareness or a gap in communication of what is going on, so there is something that seems to be a clear indicator that resources are going to this specific purpose.



We asked about hybrid and remote as a two fold understanding of accessibility to services, along with understanding if resources are assisting within a digital and tech space. Organizations without any hybrid option can be limiting to what people need, how people communicate, but also show a lack of funds towards improving services through tech and media means. This response, while still showcasing some no's, is a positive response that there are efforts made to try and connect people through more than in-person.

The interesting thing is that a community really either has hybrid options or it doesn't. It is hard to waiver in between. Thus, those who wrote no; either they truly don't know, or believe it is not available, or don't want it. It would be hard to consider that the City of Bath just doesn't have this option at all, but the question asks if all options are available for services. It is possible people feel that in some instances all three aren't options when needed.



This final question for this section asks respondents to consider a more future thought; even though it asks it in the present, it considers this as an ongoing or future behavior. Here, there is a very tepid, or “luke-warm” response rate. It is promising that those who marked rarely or never are in the minority, but the answer of sometimes isn’t as strong as it could be for an organization like Bath.

We see this as an opportunity for additional trust building, so that folks feel that the future of Bath is open to doing new things and trying to improve on where it currently is at. While this isn’t a negative answer for the City, it shows an area of growth.

Open Ended Final Responses & Efficiency

This last section provided a few final spaces for people to offer insights and comments that they otherwise couldn't provide throughout the survey. This, coupled with our final core principle of efficiency, helps us assess if the organization is truly efficient, as part of its current and future equitable outcomes. We look to consider if it is executing its tasks and services, and what could it be doing better.

Focus: Does the organization provide an efficient means of executing its tasks and services? Does it provide those in an efficient manner? Are there places of waste or loss?

theme cuts across age, income, and political identity. *There is even a perception that those who have come in seem to be from a specific demographic (specifically LGBTQ) and somehow they are the reason for the price squeeze and the housing issues. This is concerning in that it pits the wrong group against one another and is trying to level blame for something that is a much larger issue.*

Taxes & Financial Burden

Closely tied to affordability, residents repeatedly mentioned:

- “Astronomical” property taxes
- Lack of transparency about where tax dollars go
- Fees and utility costs (water, electric, trash bags)
- Feeling financially squeezed

Interpretation:

Taxes are a major pressure point and a source of distrust toward City government; this tied to affordability means that people’s inability to pay or the price burden, is somehow at the City’s door to fix.

Infrastructure,

Roads, Sidewalks, Transportation, Accessibility, Transportation, and Operations

Many respondents described Bath’s physical environment as a barrier:

- Poor road conditions
- Sidewalks in disrepair
- Limited accessibility for people with mobility challenges
- Need for better bike infrastructure
- Narrow streets and unsafe crossings
- No taxi service
- Need for a car to access jobs
- Limited public transportation
- Traffic and BIW-related congestion
- City Hall being closed on Fridays
- Limited hours for services
- Landfill not open on Saturdays
- Difficulty accessing meetings during work hours
- Bureaucratic processes

Interpretation:

Residents see infrastructure as both a safety issue and an equity issue.

Transportation gaps disproportionately affect low-income residents, youth, and seniors. And many services hinge on accessibility issues which is a major equity

issue, especially for working residents.

Economic Opportunity & Employment

Respondents described:

- Low wages
- Limited job opportunities
- Difficulty finding work in Bath
- Barriers for young adults (18–21)

Interpretation:

Economic mobility is a challenge, especially for younger residents and working families.

Community & Social Barriers

Some respondents mentioned:

- Difficulty breaking into long-standing social networks
- Feeling excluded if not “from Bath”
- Perceived class divides
- “Cliques” in decision-making
- Cultural or political tensions

Interpretation:

Social belonging is uneven, and newcomers often feel marginalized.

Political & Ideological Tension

A subset of responses expressed:

- Frustration with DEI language
- Concerns about “woke” culture
- Feeling judged for political identity
- Perceived favoritism toward certain groups

Interpretation:

Inclusivity efforts are interpreted differently depending on residents’ values; and consistently a subgroup of respondents are pushing back against what they feel is DEI efforts even within the survey.

Cultural & Commercial Gaps, Recreation and Public Space Issues

Residents noted:

- Limited shopping options
- Lack of restaurants
- Early store closures

- Loss of local businesses (e.g., Wilson's Pharmacy)
- Need for more indoor play spaces
- Need for more sports fields
- Desire for a community pool
- Dog park safety concerns

Interpretation:

Commercial gaps affect convenience, affordability, and quality of life, meanwhile families and youth feel underserved in recreational infrastructure.

Q47: Are there any additional lived experiences that are not covered here that you would like to share? Please describe those identities or lived experiences below.

BIW tries to run rampant over the residents of Bath, and they don't hold to any promises they've made with the city. The city just lets everything slide instead of controlling them.

Yes, Maine has the oldest median age of any state in the country. However, Bath needs to pitch itself as a town openly friendly to families with children. -Not more senior citizens and members of the gay community.

transportation problems

None

Stop catering to people from away and special interests...it's getting old! Taxes, Streets, Elementary/Middle Schools, Health Care...

The lack of problem solving to address heavily trafficked streets in Bath. The issue has been going on for years. There are even more children in the neighborhood now and the trucks, cars and motorcycles keep roaring up and down the street. The police try but can hardly be expected to be here all day and evening. Thank God no child has been hurt but many pets have been killed. Snow plowing is an issue at times.

This survey reads as unreflective on the relevance of popular categories of identity, asking questions that may not make a lot of sense for all but a handful of people who "identify" with this inherited ways of speaking. "Lived experience" is one of those largely unhelpful expressions...

I don't appreciate the Water District saying they will come out to clean up my yard after a busted water main and then never comes, leaving an elderly women to try to take care of it herself. I don't appreciate the change in water drainage on my street that now causes my backyard to flood. It didn't flood for 40 years but it does now after work done on my street.

Consider accessible street crossings

No.

See above

Attention to the elderly and our needs

There should be a view of the river for all propertys along it's shore.


Need more support services for immigrant residences.

Unknown

Great dog park! Beautiful parks and hiking paths.

Simply that with the influx of so many people in southern ME, many of whom are very wealthy, Bath feels so much busier and as if the regular people are getting crowded out in favor of the moneyed. I know it's not just here but, in the relatively short 7 yrs I've lived in Bath, the traffic and the attitude of entitlement feels much more evident.

Please cut the jargon - what human hasn't lived their experiences. My family has lived in Bath, owning a house and business for over 100 years. Change for the sake of change is usually a failure. No one in the city has asked for an outside consultant to make Bath more "progressive" like Portland, Oregon or Seattle. These are not the cities to compare Bath to.

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This question asked about what voices were we missing, and who should be included in this. The focus was to better understand the lived experiences that tend to be marginalized but don't come through with the questions we asked.

Here the word cloud didn't provide a good metric, so we tried to showcase the full breadth of answers provided (39).

Economic & Cost-of-Living Pressures (Most Frequent Theme)

Many respondents described:

- Rising property taxes
- High cost of living
- Feeling “crowded out” by wealthier newcomers
- Difficulty affording housing or basic needs
- Concerns about seniors being financially squeezed

Interpretation:

Economic strain is a dominant lived experience. Residents feel vulnerable, especially long-term locals and seniors.

Distrust of DEI Language & Identity-Based Framing

A significant number of respondents expressed:

- Discomfort with “lived experience” terminology
- Rejection of DEI concepts
- Feeling that identity-based questions are divisive
- Concern that the City is “catering” to certain groups
- Fear of being judged for political identity

Interpretation:

This question triggered ideological pushback. Some residents feel DEI language is foreign, political, or exclusionary.

Concerns About BIW’s Influence

Several respondents described:

- BIW’s impact on traffic, parking, and neighborhood quality
- Perceived lack of accountability
- Feeling that BIW shapes Bath more than residents do

Interpretation:

BIW is seen as both an economic anchor and a source of tension.

Infrastructure, Traffic & Safety Issues

Residents mentioned:

- Dangerous traffic on neighborhood streets
- Poor snow removal
- Unsafe crossings
- Need for better biking and pedestrian infrastructure

Interpretation:

Infrastructure is experienced as a daily barrier, especially for families and older adults.

Aging & Senior Experiences

Several respondents highlighted they are feeling invisible or unheard as seniors, and that there is need for more senior-friendly housing. The desire is for more attention to aging-related needs

Interpretation:

Older adults feel both proud of their contributions and concerned about being overlooked.

Cultural & Social Belonging

Some respondents described:

- Feeling crowded out by newcomers
- Difficulty breaking into Bath's social networks
- Long-term residents feeling replaced
- Newer residents feeling judged or excluded

Interpretation:

Bath's demographic shift is creating friction between long-term locals and newer arrivals.

Accessibility & Disability-Related Barriers

Respondents mentioned:

- Need for accessible crossings
- Difficulty navigating downtown
- Need for better ADA compliance in buildings and parks

Interpretation:

Accessibility remains a significant equity issue.

Need for More Support for Immigrants & Vulnerable Groups

A few respondents noted there should be more services for immigrant residents, and yet a concern about vulnerable neighbors lacking support

Interpretation:

Some residents see Bath as welcoming but under-resourced for newer populations.

Positive Experiences

A small number of respondents shared:

- Appreciation for parks and trails
- Positive experiences with the dog park
- Love for Bath's small-town feel

Interpretation:

Even amid concerns, Bath's natural and community assets remain strong.

Q47: Are there any additional lived experiences that are not covered here that you would like to share? Please describe those identities or lived experiences below.

Was there a groundswell of public demand to create "equity" (totally different from equality....) How much is this consultant taking Bath for?

I don't understand this question and suspect others might not either. A little too jargony for me.

Senior citizens are invisible and unheard. We built this city with love and devotion. Now we are disposable.

No everyone seems kind and wonderful

(1) I love the small town feel of Bath. I'm able to navigate the city freely. Please be careful with planning permissions that increase population without the infrastructure to support it.

I'd like to see more affordable condos for middle income seniors

Recreational fields need support and updates before it is a replacement and not a maintenance issue. It is becoming a potential safety concern.

My entire career I have been passed over because I am the wrong color, gender or sexual preference. I have had recruiters tell me to me face "you did not get interviewed because we are only looking for minority women". I want to see an end to this woke "equity" and instead see people treated equally.

i have a great neighborhood- is there a way to support our local connections on a small scale, not city wide.

Red headed woman in charge of Bath FoodBank thinks it is her personal pedestal. So I go to Brunswick food pantry, they are awesome in every way, treat everyone fairly

Start by competitive bidding work, only pay for what we can afford, stop appeasing everyone.

McMann field complex could still be much better by investing in Tainter field and adding lights to baseball and softball areas.

Cost of living is simply too expensive here

I don't feel welcome because you keep wanting to point out mine and others differences. I was not taught to treat people different and when you cater to people, then you're treating them different.

I am a lifelong resident of Bath and I think we have been very inclusive and too much so when you look at the census data. Our share of the population below the poverty level is alarming because the city leadership is focused on building subsidized housing

Bath is a beautiful place to live, work and play.

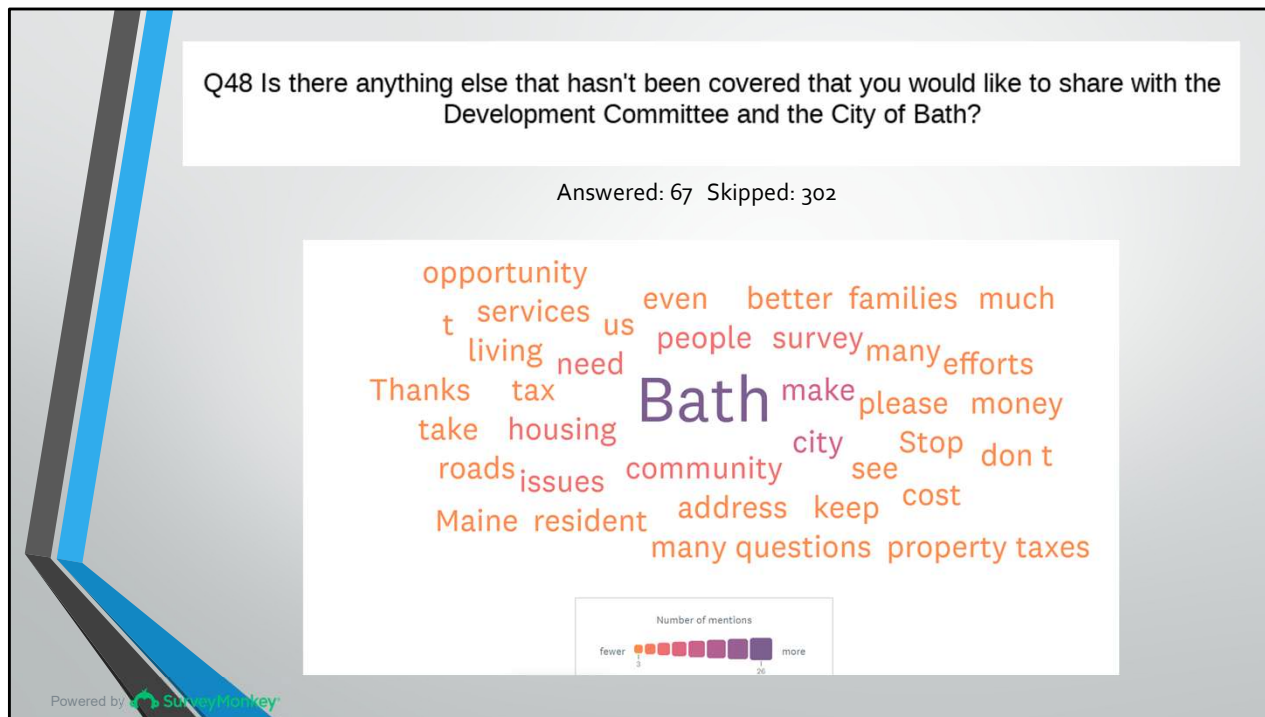
I didn't see a list

Can we stop with the lived experience. Every experience is lived. This type of language is exactly what is wrong with this way of thinking. It makes it seem as if someone else's "lived experience" is more important because of the color of their skin, their ethnicity, or their culture. It creates such division.

Baths housing is not affordable to new people and younger generations. Taxes are insane along with houses prices.

extensive time living and working overseas on several continents.

This is the second part of the full answers for question 47.



Our final question asked a very open ended focus of what did we miss in this survey, and what would people want us to know. These answers help us reveal anything else that needed to be said but didn't show up in the survey. While the word cloud here can offer some context, it really doesn't offer enough of an understanding of what truly was said. The following themes were within the 67 answers provided:

Housing Affordability & Rising Costs (Most Frequent Theme)

Many respondents expressed urgent concern about:

- Rising property taxes
- Rapidly increasing rents
- Being priced out of Bath
- Wealthier newcomers displacing long-term residents
- Fear that Bath is losing its working-class character

Interpretation:

Affordability is the most dominant and emotionally charged issue. Residents feel squeezed, vulnerable, and unsure whether they can remain in Bath.

Distrust of DEI, Equity Language, and the Survey Itself

A significant number of respondents expressed:

- Discomfort with DEI terminology
- Belief that the survey was “political,” “divisive,” or “confusing”
- Concern that the City is focusing on identity instead of core services
- Questions about the cost of the assessment
- Frustration with “outside consultants”

Interpretation:

This question triggered ideological pushback. Many residents reacted not to the content, but to the *language* and perceived intent.

Infrastructure, Roads, and Basic Services

Residents repeatedly mentioned:

- Poor road conditions
- Sidewalks needing repair
- Need for more parks, playgrounds, and recreation fields
- Desire for more restaurants and local businesses
- Requests for better City Hall hours and service access

Interpretation:

Residents want the City to focus on visible, tangible improvements in these areas.

BIW’s Influence and Accountability

Several respondents described:

- Frustration with BIW’s traffic, parking, and neighborhood impacts
- Belief that BIW does not contribute enough to the City
- Concern about the proposed parking garage

Interpretation:

BIW again is seen as something that frustrates many respondents, and that it is seemingly not connected or helping the City in anyway.

Community Identity, Belonging & Cultural Tension

Responses reflected:

- Concern that Bath is losing its “blue-collar” identity
- Desire for more support for families with children
- Frustration with “people from away” influencing culture and policy
- Calls for more representation from lifelong Bath residents
- Fear that the City is becoming too “progressive” or “performative”

Interpretation:

Bath is experiencing a cultural shift, and residents feel it acutely, mostly noting that it is not shifting in the manner they like.

Support for Seniors & Vulnerable Residents

Several respondents highlighted there is a need for more senior-friendly housing, along with concerns about seniors being priced out, and a request for more attention to elderly and incapacitated residents.

Interpretation:

Older adults feel overlooked and financially strained.

Desire for Better Communication & Transparency

Residents asked for:

- Clearer explanations of City decisions
- More transparency about taxes and spending
- Better communication about what committees do
- More accessible meeting times

Interpretation:

Communication gaps are a major driver of frustration and distrust, and have been consistently noted in this survey.

Positive Feedback & Appreciation

A smaller group expressed:

- Appreciation for the survey
- Gratitude for City staff
- Praise for Bath's parks, YMCA, trails, and community feel

Interpretation:

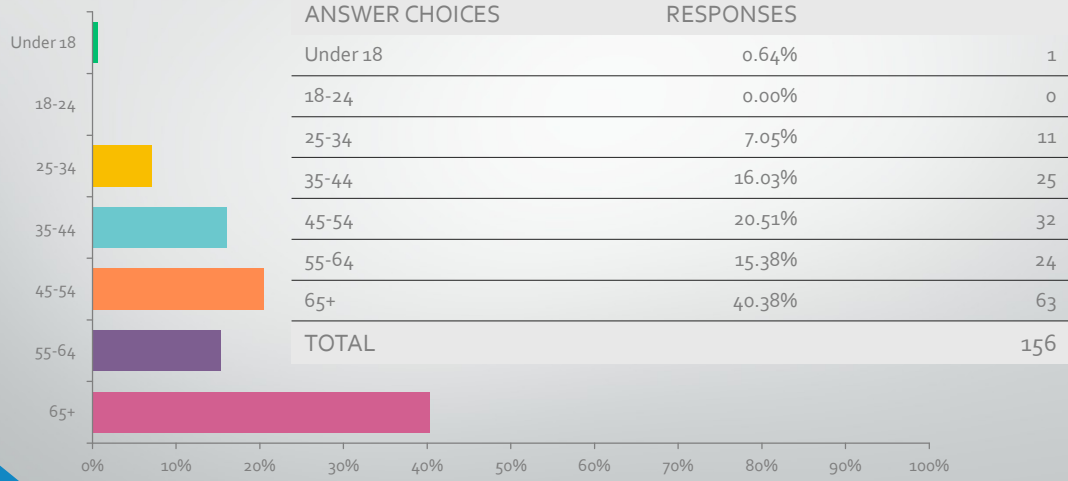
Even amid tension, Bath's strengths are recognized and valued, and the process of doing this assessment was noted.

Questions Regarding Demographics

As part of this survey, we wanted to see what voices and what people took this survey, creating a demographic profile. These answers provided important context for us to reveal whose voice was prominent and what voices might have been missing. Answers to these questions were not required and respondents were allowed to answer however they wished.

Q49: What is your age range?

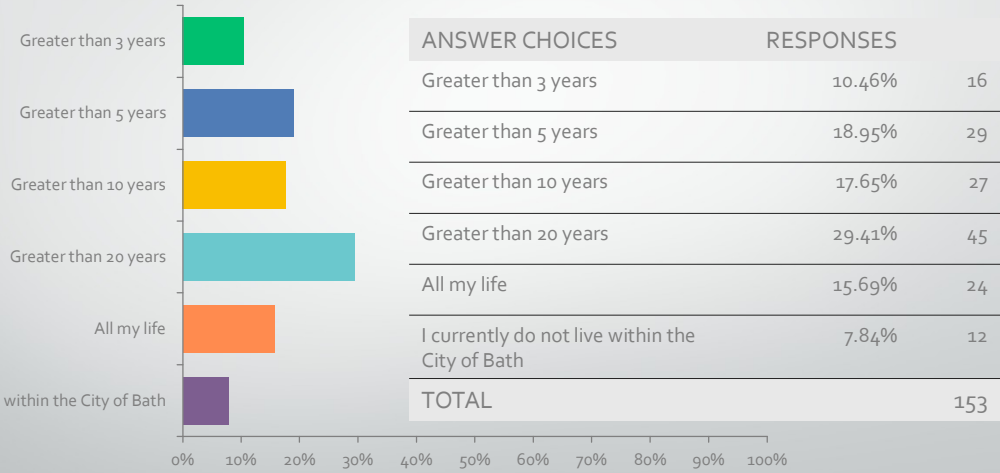
Answered: 156 Skipped: 213



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Q50: How long have you lived within the City of Bath? [Primary residency defined as 51% of time spent in Bath]

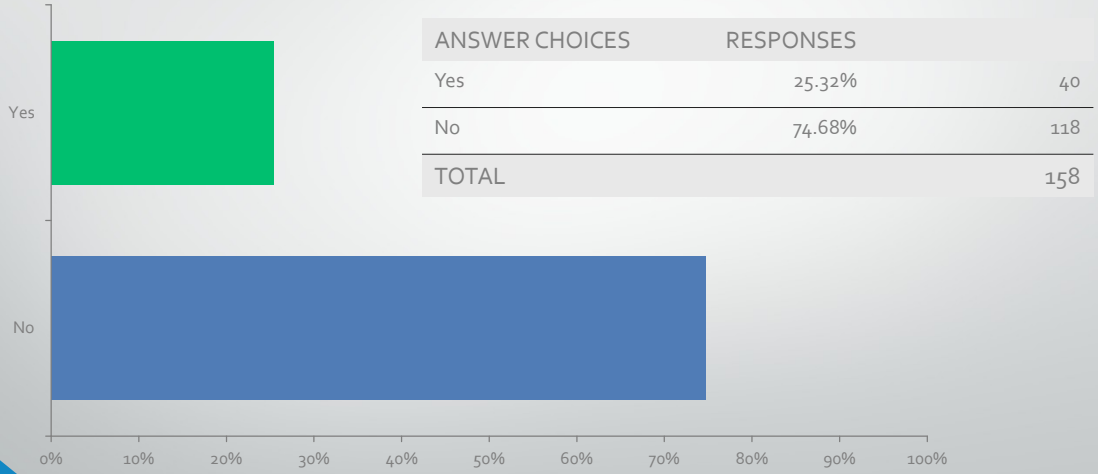
Answered: 153 Skipped: 216



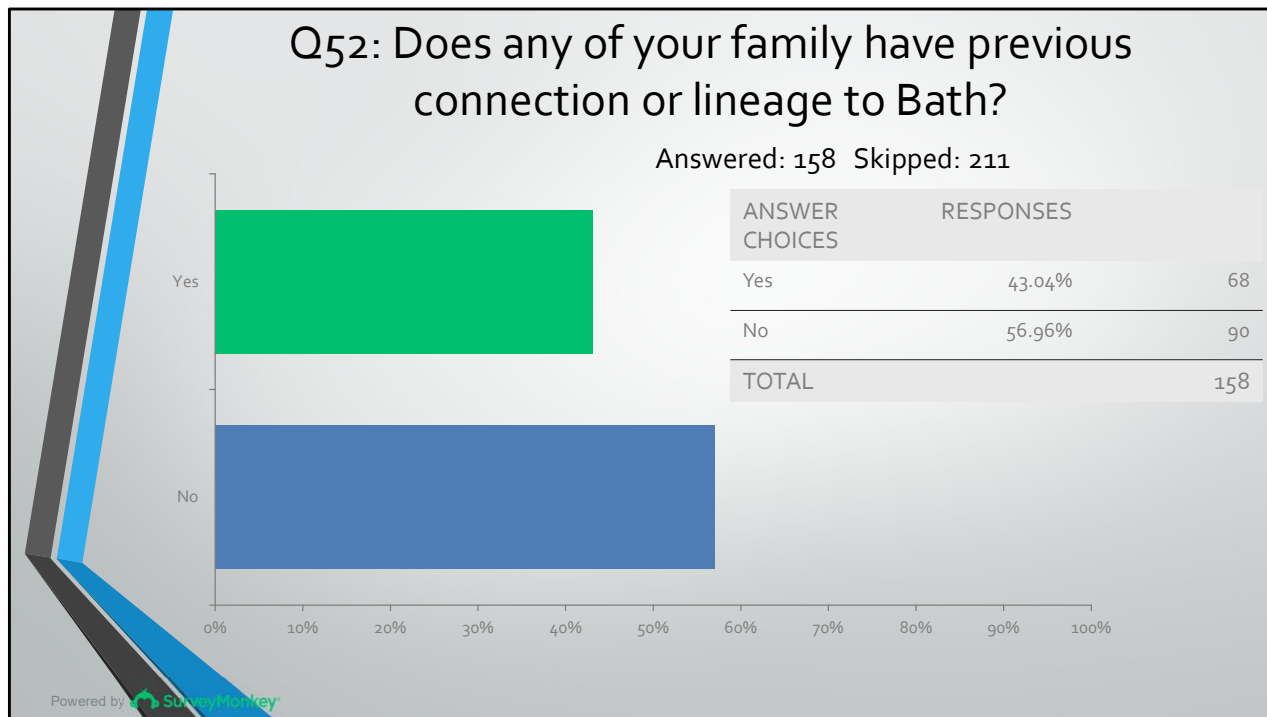
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Q51: Were you a graduate of any of the Bath schools or School District?

Answered: 158 Skipped: 211



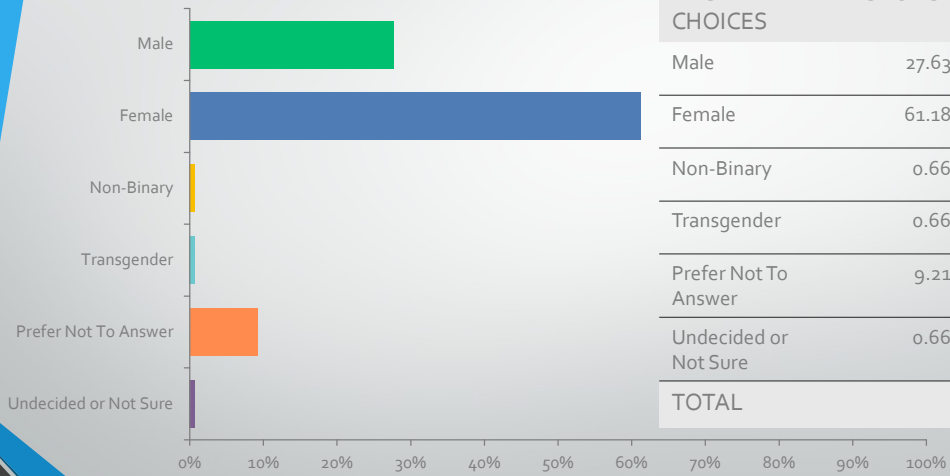
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Questions 51 and 52 are an interesting subset, because of the previous answers to many of the questions. There were comments about “native Bath” residents and catering to the population who has “been here”. However, the bulk of who took this survey either did not graduate from the school, or does not have much lineage here. Mostly, those who offered insight for us, are “from away” in the most crude sense, but are ones who probably have settled here in the past 5 years. This is the voice that reflects much of the shift in Bath and it is worth noting that these questions showcased what that voice was saying about various issues within this survey.

Q53: How do you identify in terms of Gender?

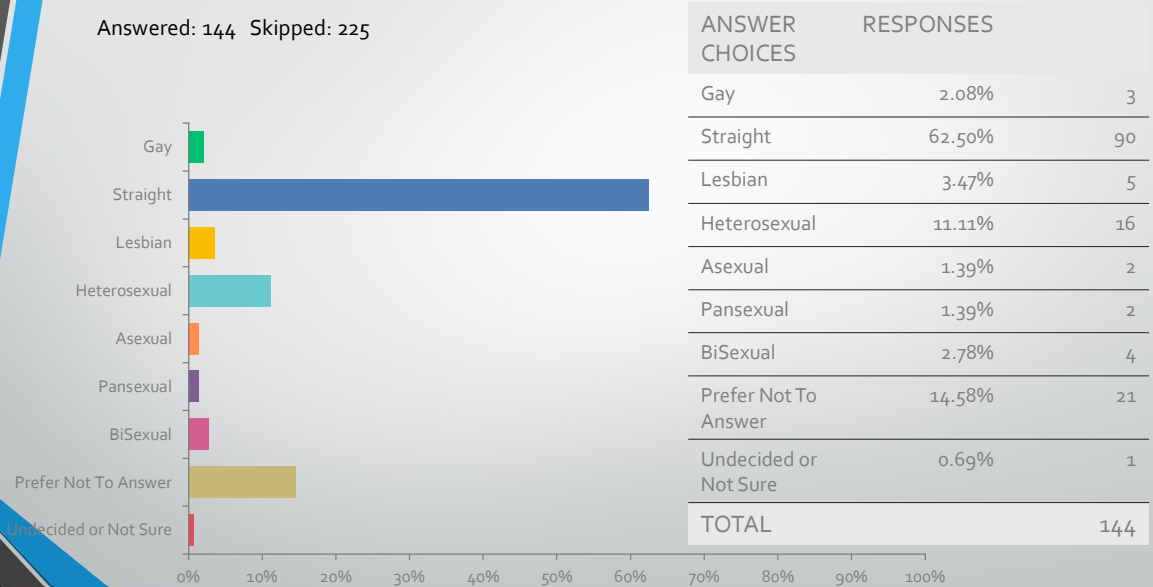
Answered: 152 Skipped: 217



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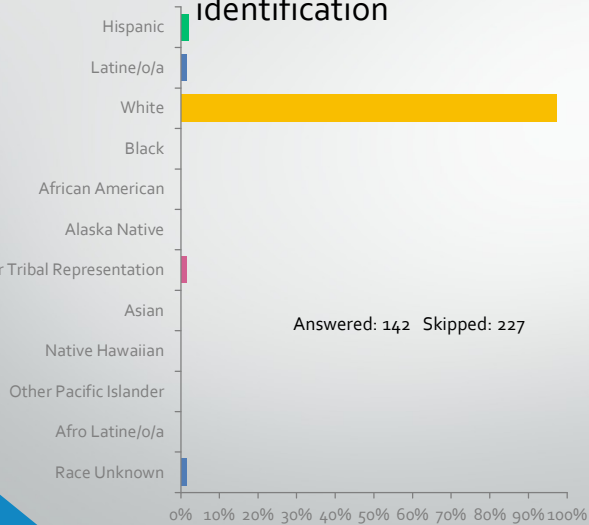
Q54: How do you identify in terms of Sexual Orientation?

Answered: 144 Skipped: 225



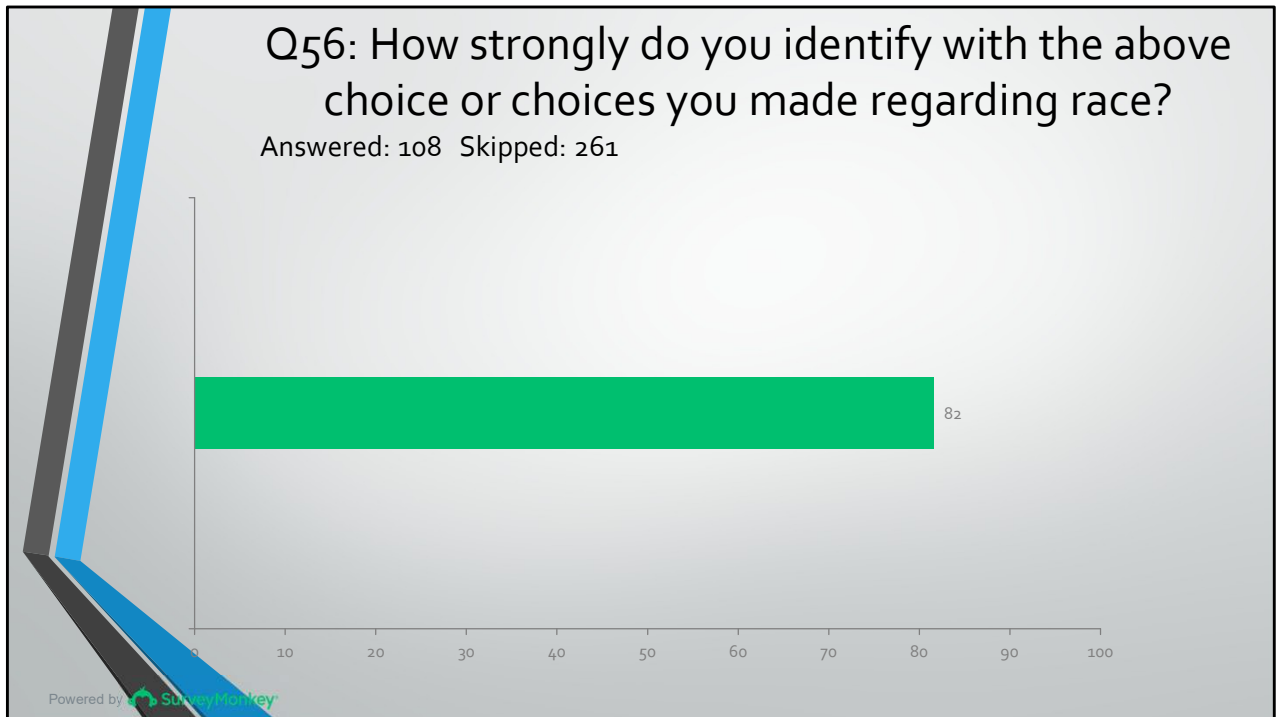
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Q55: Please select the racial identity that applies to you. You may select as many as reflects your own self-identification



ANSWER CHOICES	RESPO	NSES
Hispanic	2.11%	3
Latine/o/a	1.41%	2
White	97.18%	138
Black	0.00%	0
African American	0.00%	0
Alaska Native	0.00%	0
Indigenous or Tribal Representation	1.41%	2
Asian	0.00%	0
Native Hawaiian	0.00%	0
Other Pacific Islander	0.00%	0
Afro Latine/o/a	0.00%	0
Race Unknown	1.41%	2
TOTAL		147

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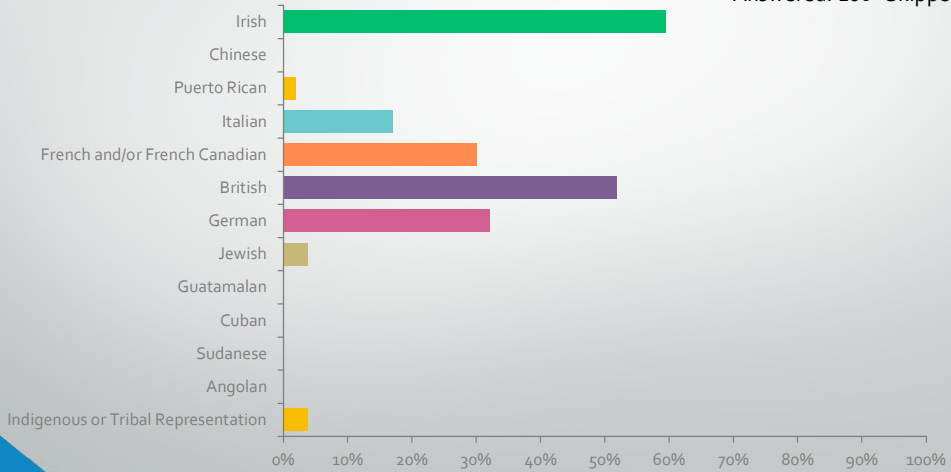



Based on a scale from 0-100 this shows how strongly people felt about the choice they made in question 55. This helps us understand that while someone may select an identity, they may not always feel closely tied to it, and may not always fully identify or represent that selected racial category in all things.

Here however, an 82 shows a strong association on average with those who made their selection of which racial identity they hold.

Q57: What is your Ethnic Background (Choose as many as apply to you or include your own personal self-identification (s) in the text box.)
Below is not a full or complete list of all possible choices ethnically that may exist.


Answered: 106 Skipped: 263



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Q57: What is your Ethnic Background (Choose as many as apply to you or include your own personal self-identification (s) in the text box.) Below is not a full or complete list of all possible choices ethnically that may exist.

ANSWER CHOICES	RESPONSES	
Irish	59.43%	63
Chinese	0.00%	0
Puerto Rican	1.89%	2
Italian	16.98%	18
French and/or French Canadian	30.19%	32
British	51.89%	55
German	32.08%	34
Jewish	3.77%	4
Guatamalan	0.00%	0
Cuban	0.00%	0
Sudanese	0.00%	0
Angolan	0.00%	0
Indigenous or Tribal Representation	3.77%	4
TOTAL		212

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Profile of a Survey Respondent

After reviewing all the demographic information we found that respondents are predominantly older adults, long-term residents, and mostly White, with a strong female majority. There is limited racial and ethnic diversity among participants, and most have deep roots in the Bath community.

The most common demographic within the survey responses was women aged 65 and older, who have lived in Bath for more than 20 years and who express a neutral sentiment regarding their racial identity. This group represents the largest identifiable segment in the demographic-response breakdown.

Equity Assessment: Full Assessment of Bath

Final Equity Assessment Review

After reviewing all the data that came from our discovery, community conversations, and the survey for the City of Bath, below is the total average Equity Assessment Score, comparing all three and considering what this number represents.

*A total perfect assessment score is a 104 (Equating to the Acronym IT IS TIME).



0

26

52

78

104

Category	Definition and Focus	Point Scale	Discovery Total	Community Conversation Total	Survey Total
I Identity	Does the organization provide spaces to allow for any identity to live and prosper during and off working hours.	0-9	8	6	3
T Time (Management & Value)	Does the organization utilize time in the most productive ways, and do members feel there is enough time to complete tasks. Does the time put in add value in both emotional and monetary means.	0-20	17	4	12
I Implicit Bias	Do members have any implicit bias, or biases that may be prohibiting work or services from commencing including conscious or unconscious attitudes or stereotypes?	0-9	7	4.5	2
S Support Systems	Does the organization have support systems for its working members and for the community it serves. Do people know where to get them, achieve them, and are they working?	0-19	14	12	7
T Transportation or Transit Services	Does the organization have viable means of transporting, or is access to transportation available. What are the measures taken to address any transportation issues.	0-20	17	11	9
I Inclusivity	Does the organization work to include members that work for it, and does it reach out to the community for their voice. Are members free and open to provide insight, and free from judgment. Is the organization	0-9	5.5	7.5	5

It is time...

	<i>reflecting the identity of its members and community it serves.</i>				
M Monetary Equity	<i>Does the organization create cost barriers with its services and what are those costs. Are there cost to any limitations experienced by members. What is the quality of life both emotionally and monetarily to being a part of the organization.</i>	0-13	10	7	5
E Efficiency	<i>Does the organization provide an efficient means of executing its task and services. Does it provide those in an efficient manner. Are there places of waste or loss?</i>	0-5	5	2	5
Total	<i>The total score for all 8 areas and an average score for a cumulative score.</i>	104	83.5	56	48
Average	<i>The average of 3 designated areas of the Equity Assessment</i>	62.5			

What Does The Score Mean

Scale:

0	26	52	62.5	78	104
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The overall average Equity Assessment Score for the City of Bath is **62.5** out of a possible perfect score of 104 (representing the acronym IT IS TIME). This score falls into the moderate-to-good range of the assessment scale, suggesting a solid foundation in equity practices but with several areas requiring focused improvement. This means an opportunity for improvement in some key areas, but a foundation of equitable practices are happening, depending on the area.

A notable observation is the significant discrepancy between the three assessment methods:

- **Discovery Total: 83.5**, indicating a very strong performance in the internal review of existing practices and data. This score is within the high/excellent range (78-104).
- **Community Conversation Total: 56**, placing it in the moderate range (52-78).
- **Survey Total: 48**, placing it in the low-to-moderate range (26-52).

The gap between the internal Discovery score and the community-facing Survey/Conversation scores suggests a substantial difference in perception between the organization's own view of its equity efforts and the experiences of its members and the community it serves. In review of the eight categories, the

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overall scores suggest that community's experience (Survey and Conversation) is consistently less positive than the organization's self-assessment (Discovery).

Areas with the most significant gaps (Discovery vs. Survey/Conversation):

- **Time (Management & Value) (Max 20):** Scored very high in Discovery (17) but dropped sharply in Community Conversation (4) and moderately in the Survey (12). This area was high as it leaned heavily on personnel policy information, and other SOP's, but what is clear is this isn't perceived by the community at all. The time value of the City seems to be a large gap, and thus the perception of production is lacking.
- **Identity (Max 9):** Scored high in Discovery (8) but very low in the Survey (3), which is a result of the City making an effort within its own written documentation to uplift people's identity, and provide a space to do so, but the community is not in a place to accept this type of polarizing language. The issue is more a product of the language, than it is identity, but the largest issue is that each identity feels they aren't getting enough or being looked out for enough.
- **Implicit Bias (Max 9):** Scored high in Discovery (7) but low in the Survey (2), which is a product of positive DEI within the written documentation, but a clear disconnect when it comes to the words and language of Implicit bias. This also shows up in the respondents demographic profile, which is an evidence that the representation within the organization may be limited in its lens and focus, and thus a reason why the bias is evident, but also a large push back on this concept.

Areas with relative consistency or different patterns:

- **Inclusivity (Max 9):** Scores were moderate across the board, with the highest score actually coming from the Community Conversation (7.5), followed by Discovery (5.5) and Survey (5). This all is attributed to the conversations and evidence of the Community events and Heritage Days. Having the amount of festivals and celebrations is a positive by-product of inclusivity. Whenever these questions were assessed, there was a heavy lean on those carrying the day.
- **Efficiency (Max 5):** This is a unique area where both Discovery (5) and Survey (5) scored perfectly, but Community Conversation was very low (2). This comes a reality of the community not realizing what the City actually does and if it does it well. There was a significant gap between communication of the City and its events, and the internal discovery of efficiency. The documents all point to a very efficient organization, but the community is not aware of this and has no evidence of it.
- **Support Systems (Max 19) and Transportation or Transit Services (Max 20):** Both areas followed the general trend of strong Discovery scores (14 and 17, respectively) but dropped off significantly in the Survey (7 and 9, respectively). There is no doubt about the evidence of transportation and support services; Bath is clearly a supportive community and has resources. The issue becomes access to them, and letting other community members know that they exist. This is why the survey dropped off, as respondents tended to not see the services they needed or felt they couldn't access them. However, documents point a plethora of work within the transportation sector and the ability to offer various services and supports, depending on what was asked or noted in the community conversations.

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