



LEBANON DIVERSITY, EQUITY, AND INCLUSION COMMISSION

AUGUST 16, 2022 - 6:00 PM

**COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM**

LEBANONNH.GOV/LIVE

1. Call to Order

- A. The August 16, 2022, Diversity, Equity & Inclusion Commission (DEI) Meeting is hereby called to order.

2. Approval of Minutes

- A. August 2, 2022

3. Old Business

4. New Business

- A. Welcome Alisha Robinson as a new member
- B. Report on NEXUS Multicultural Festival
- C. Committee Liaison Updates:
 - Arts & Culture Commission
 - Lebanon School Board
- D. Provide comments on the revised Anti-Harassment Policy, based on the equity worksheet
- E. Discuss a recommendation for the City Council to reaffirm the Lebanon Inclusiveness Resolution with amended language based on the VT Declaration of Inclusion
- F. Land Acknowledgement – Should the DEI Commission do one and should we recommend the City Council and/or other boards and commissions do one?

5. Open to the Public

6. Future Agenda Items

- A. Community Safety Survey. Review Norwich and Hartford RFPs and examples of completed surveys from Amherst, MA, and Bennington, VT. Discuss whether to recommend that City Council undertake an RFP – Councilor Wilkie
- B. Affordable Housing. How does the Community Development Plan address equity? - Richard Ford Burley
- C. Research other community's gun-buyback programs to determine if this is relevant for Lebanon. - Vice-Chair Bise Wood Saint Eugene

- D. Review results of Discrimination Survey – Vice-Chair Bise Wood Saint Eugene and Chair Emily Walton
- E. DEI 101 for Business – Councilor Wilkie
- F. Programming for Native American Heritage Month? Richard Ford Burley will discuss this with the City Historian.
- G. Trans and Queer youth services – Tia Winter
- H. How to use the arts to foster inclusion among youth - Alisha Robinson and Councilor Wilkie

7. Other Business

8. Adjournment

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to [LebanonNH.gov/Live](https://lebanonnh.gov/live) where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.

CITY OF LEBANON
DIVERSITY, EQUITY, & INCLUSION COMMISSION
August 2, 2022— 6:00pm
COUNCIL CHAMBERS, CITY HALL or
Remote Via Microsoft Teams: LebanonNH.gov/LIVE

MEMBERS PRESENT: Richard Ford Burley (Secretary); Nancy Graham (Public Representative); Karen Liot Hill (City Council Representative); Keiselim Montas (Public Representative); Bise Wood Saint Eugene (Vice-Chair); Emily Walton (Chair); Devin Wilkie (City Council Representative); Tia Winter (Public Representative)

MEMBERS ABSENT: Simone Whitecloud (Public Representative Alternate); Karen Zook (City Council Alternate)

STAFF PRESENT: Shaun Mulholland (City Manager)

1. CALL TO ORDER

Chair Emily Walton calls the 2 August 2022 Diversity, Equity & Inclusion Commission (DEI) Meeting to order at 6:00pm.

2. APPROVAL OF MINUTES

A. July 19, 2022

A MOTION by Devin Wilkie to approve the minutes of the meeting, as presented.
Keiselim Montas seconds The Motion.
**The Motion is approved unanimously.*

3. OLD BUSINESS

None

4. NEW BUSINESS

A. Multicultural Festival w/NEXUS — Keiselim Montas and Councilor Karen Liot Hill

Keiselim Montas reports the event will take place the weekend after next. All are invited to bring flags.

B. Hartford Committee on Racial Equity and Inclusion HCOREI

Emily reports that DEI Commission member Kathy Beckett has resigned, so the Commission is in need of a new liaison. In the meantime, Devin will get updates from a member of the committee.

C. Arts & Culture — Councilor Devin Wilkie

Councilor Devin Wilkie reports no updates.

D. Collaboration on Hartford, Hanover, Lebanon and Norwich Community Safety Survey with HCOREI

Councilor Devin Wilkie reports having spoken with members of the Hartford and Norwich selectboards. While independent efforts are underway, there appears to be little interest in a single regional safety survey. Discussion takes place on the potential for Lebanon to run its own. Councilor Wilkie will share examples at a future meeting.

E. Vermont Declaration of Inclusion for the City — Bise Wood Saint Eugene

Item pushed back to later in the meeting.

F. Gun violence and affordable housing concerns raised by a member of the public

Councilor Karen Liot Hill gives a recap of the public comments from the prior meeting. Bise Wood Saint Eugene will do research into the feasibility and/or usefulness of such programs at the municipal level and report back. Councilor Karen Liot Hill reports that the City Council has a new draft housing policy. Richard Ford Burley is working on a DEI Commission statement or recommendation for the Council, and will collaborate with Emily Walton on it.

G. Discrimination Survey — Bise Wood Saint Eugene/Emily Walton

Bise Wood Saint Eugene and Emily Walton report that the survey is live as of last Thursday, and dissemination efforts are underway.

I. Other New Business

Emily Walton reports on upcoming items on the Federal Calendar: August 26, Women's Equality Day; September 16-October 15, National Hispanic Heritage Month; October, National Disability Employment Awareness; November, Native American Heritage Month. Volunteers are taken to do write-ups for the website for each.

Councilor Devin Wilkie reports that November will be Native American Heritage Month in Lebanon, and that there will be educational programming. Discussion takes place regarding adding a land acknowledgement to the beginning of DEI Commission meetings. Richard Ford Burley will liaise with City Historian about the potential for a talk on the pre-settler history of the area in November.

Emily Walton suggests shifting DEI Commission meetings from two meetings per month to one, to take place on the 3rd Tuesday of the month, to which there is general agreement. The Commission will maintain its second meeting in August, but move to one meeting per month in September.

Councilor Devin Wilkie reports that the City Council will be considering the appointment of Alisha Robinson to the DEI Commission. Speaking from the audience, Alisha Robinson reports on ongoing work regarding the possibility of interactive art spaces in or near the recently-opened Northern Rail Trail-to-Greenway connecting tunnel, for example a graffiti wall. Devin reports that a graffiti wall installation exists at the skate park in West Lebanon, and will liaise with the Arts Commission over the possibility of creating similar spaces elsewhere.

H. Review and provide comment on the Anti-Harassment Policy

Item moved to next meeting for time considerations. Commission members will fill out sheet as homework, and will discuss further next meeting.

E. Vermont Declaration of Inclusion for the City — Bise Wood Saint Eugene

Al Wakefield (attending via telepresence) discusses the movement that created the Vermont Declaration of Inclusion. Councilor Devin Wilkie will send out an updated version of the City's present "Resolution for Inclusiveness" for the DEI Commission to recommend for adoption and reaffirmation.

5. OPEN TO THE PUBLIC

No discussion.

6. FUTURE AGENDA ITEMS

7. OTHER BUSINESS

8. ADJOURNMENT

Chair Emily Walton adjourns the meeting at 7:00pm.



City of Lebanon
New Hampshire

ADMINISTRATIVE POLICIES & PROCEDURES ANTI-HARASSMENT, EEO AND SEXUAL HARASSMENT

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Section 1.0: Purpose

The City of Lebanon is committed to creating and maintaining a work environment in which employees are treated fairly and with dignity, decency, respect, and in accordance with all applicable laws. Consistent with that commitment, the City prohibits from its workplaces all forms of unlawful discrimination and unlawful harassment including sexual harassment.

Through enforcement and education regarding this policy and other City policies, the City strives to prevent inappropriate conduct that could be considered harassment (including sexual harassment) or discrimination based on/implicating:

- Race or ethnicity
- Color
- Religion or religious creed
- National origin or ancestry
- Sex (including gender, pregnancy, sexual orientation, and gender identity),
- age
- Physical or mental disability
- Citizenship
- Past, current, or prospective service in the uniformed services
- Genetic information (the "EEO Categories")

The City of Lebanon is fully committed to providing equal employment opportunity to all employees.

Through this EEO Policy, the City investigates instances of alleged harassment and discrimination based on the EEO Categories. To that end, this policy provides procedures for reporting, investigating and resolving complaints. The City considers the violation of this EEO Policy to be a form of misconduct that undermines the integrity of the employment relationship, and will take appropriate corrective action, up to and including dismissal, against individuals who violate this policy.

Please note that this EEO Policy does not govern behaviors or conflicts that are unrelated to the EEO Categories. For concerns about employee situations that do not relate to any EEO Categories, please see applicable Labor Agreements and/or the City Personnel Policies governing productive workplace conduct.

Section 2.0: Scope



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The City's EEO Policy covers employees and other individuals who have a relationship with the City that enables the City to exercise some control over the individual's conduct in places and activities that relate to the City's work, which may include independent contractors, vendors, elected or appointed officials, volunteers, interns and customers. This policy applies to all work-related settings and activities, both inside and outside the workplace, and includes business trips and business-related social events.

This policy also extends to City property, including, but not limited to, its telephones, copy machines, facsimile machines, computers and computer applications, such as email and Internet access, which may not be used to engage in conduct that violates this policy.

Section 3.0: Definitions

For purposes of this policy, prohibited harassment is a form of discrimination that denigrates or displays hostility or aversion toward an employee because of any of the EEO Categories or any other legally-protected categories.

Examples of conduct prohibited by this policy include, but are not limited to:

1. Conduct that unreasonably interferes with an individual's work performance, that creates an intimidating or offensive work environment, or that otherwise adversely affects an individual's employment opportunities based on any of the EEO Categories, or any other legally-protected categories.
2. Hostile physical contact, intimidating acts, threats of such actions or violence, or any other actions that may be considered threatening or hostile in nature and implicating any of the EEO Categories or any other legally-protected categories.
3. Nonverbal conduct, including staring, leering, and gestures implicating any of the EEO Categories or any other legally-protected categories.
4. Derogatory remarks, epithets, slurs, negative stereotyping, offensive jokes, bullying, teasing, the display or circulation of offensive printed, visual or electronic materials or similar misconduct that implicates any of the EEO Categories or any other legally-protected categories.



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Sexual Harassment

Under state and federal law, harassment on the basis of sex constitutes unlawful sex discrimination. This is true regardless of whether the individual engaged in harassment and the individual being harassed are of the same or different genders.

In addition to the conduct prohibited above, the City expressly prohibits sexual harassment, including unwelcome sexual advances, requests for sexual favors, and other physical, visual, verbal and nonverbal conduct of a sexual nature when:

- (a) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- (b) Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- (c) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Examples of sexual harassment prohibited by this policy include, but are not limited to, the following:

- 1. Unwelcome advances, demands, pressures, or requests for sexual acts or favors.
- 2. Offering employment benefits, such as favorable performance reviews, salary increases, promotions, increased benefits, or continued employment, in exchange for sexual favors.
- 3. Making or threatening reprisals after a negative response to sexual advances.
- 4. Repeated unwanted sexual flirtations, advances or propositions.
- 5. Offensive physical contact such as unwanted patting, grabbing, pinching, brushing against another's body or impeding or blocking movement.
- 6. Offensive visual conduct, including leering, making sexual gestures, or the display of offensive sexually suggestive objects or pictures, cartoons or posters.
- 7. Offensively suggestive or obscene letters, notes or invitations.
- 8. Offensive sexually-oriented verbal comments, whistling, epithets, slurs, teasing or jokes.
- 9. Continued or repeated verbal abuse of a sexual nature.



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10. Graphic, degrading, or other sexual comments about an individual's appearance or sexual activity.

Employee Responsibility - All employees are responsible for ensuring that the workplace is free from conduct that is prohibited by this policy. Employees are expected to avoid any behavior or conduct that could reasonably be interpreted or perceived as prohibited under this policy. No City personnel are exempt from the requirements of this policy.

Section 4.0: Policy Detail

This policy prohibits all behavior, whether physical, visual, verbal, or nonverbal that may constitute discrimination or harassment of any kind based on the EEO Categories or any other legally-protected categories. Harassment is a form of misconduct that is demeaning to another person and undermines the integrity of the employment relationship.

Section 5.0: Procedures

The City is committed to investigating all complaints or concerns regarding potential violations of this policy promptly, objectively, and thoroughly. Employees and others who have concerns or complaints about harassment or discrimination under this policy should follow these steps:

- A. Employees who experience conduct that they believe may violate this policy may consider discussing the matter directly with the offending party. If the employee who is experiencing the offending conduct does not believe it is appropriate to address the situation in this way, or the employee has attempted to discuss the matter previously and this has not solved the problem, the employee may decide not to address the matter with the offending party.
- B. Whether or not an employee addresses the matter directly with the offending party, employees who experience conduct that they believe may violate this policy should immediately report the alleged acts to their supervisor or department head so that steps may be taken to prevent further harassment and so that appropriate investigative and corrective measures may be initiated as needed. When it is not practical for an employee to speak with their supervisor or department head (or if the supervisor or department head



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is committing the offending conduct), the employee may instead report the matter to the Human Resources (HR) Director or the City Manager. This report may be made verbally, or in writing using the City's Complaint Form. In the alternative, the employee may file a report using the [City's online form](#).

- C. Volunteers, interns, applicants, and members of the public may report offending conduct to the HR Director, City Manager, or through the online reporting form.

City Response

Upon receipt of a complaint under this policy, the City will proceed as follows:

- A. If the complainant initially reports the matter to a supervisor/department head, the supervisor/department head to which the complainant initially reported the allegation shall promptly inform the HR Director or City Manager of the complaint and deliver the Complaint Form, if it was used.
- B. Upon learning of the complaint, the HR Director or City Manager will make contact with the complainant to acknowledge receipt of the complaint.
- C. Where appropriate, the HR Director or City Manager, if needed, can direct the complainant to complete the [Complaint Form](#), or otherwise provide the basic and initial details of the alleged incident including names and witnesses. The HR Director or City Manager will then refer the matter to the investigating authority, if needed. (Unless otherwise directed by the City Manager, the HR Director is designated as the investigating authority).
- D. The investigating authority shall review the complaint or concern (including, where appropriate, interviewing the complaining individual) to determine whether, if sustained, the allegation may violate this EEO and Anti-Sexual Harassment Policy.
1. If the investigating authority determines that the allegation could violate this policy, the investigating authority shall investigate the matter promptly, thoroughly, and objectively.



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2. If a sustained allegation would not result in a violation of this policy, the investigating authority may refer the complaining employee to another resource for assistance.
- E. The investigating authority may consult with outside professionals, including but not limited to the Police Chief or Deputy Police Chief if the investigation reveals or suggests evidence of criminal activity of potential workplace violence, or others, as appropriate.
- F. The investigation will typically include interviews of both the complainant and the respondent, and, if appropriate, any witnesses to the alleged incident.
- G. If interviewed, the respondent will be informed of the nature of the allegation(s) against them; given sufficient information about the allegations to provide them with a reasonable opportunity to respond before any disciplinary action is imposed; and will not be assumed to have violated this policy unless, and until, the investigation establishes that they have done so.
- H. If information that is collected during the investigation establishes that the alleged EEO and Anti-Sexual Harassment Policy violation did occur, appropriate disciplinary action will be taken promptly, up to and including discharge. If the investigation reveals violations of other City policies, the investigating authority will refer the violations to appropriate City supervisory personnel for review/action.
- I. The HR Director and/or City Manager will inform the parties to whether the investigation sustained the alleged policy violation.
- J. Accusations made in bad faith, or with intent to harass, will result in disciplinary action up to, and including, discharge.
- K. Complainants or respondents may request review by the City Manager of the investigation or disposition of a claim under this policy.

This policy is intended to offer an internal resolution of the harassment complaint. It in no way prevents an aggrieved party from exercising any rights before another appropriate forum, such as the NH Commission for Human Rights (NHCHR). The City of Lebanon will in no way discourage an employee from exercising such rights. Information on [how to file a claim](#) can be found on the [NHCHR](#) website.



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Management Responsibility

Any manager or supervisor who has witnessed, heard, heard of, or otherwise been made aware of conduct that is or may be inconsistent with this policy or who receives a report of conduct, from any source whatsoever, that is inconsistent with this policy **must** report the matter immediately to the City Manager or HR Director. Failure to report an allegation of EEO harassment or discrimination of which a supervisor or manager is aware may result in disciplinary action up to and including termination.

Timing of Investigation and Corrective/Remedial Action

All reports that the City receives of potential violations of this policy will be promptly investigated in as timely and thorough a manner as possible and in accordance with the requirements of applicable law. While no precise timetable can be given, complaints will generally be responded to and an investigation commenced within days of receipt of any complaint. Remedial action will be taken as soon as the investigation has ended and a conclusion has been reached. Ordinarily the process takes days or weeks, depending on the nature and extent of the allegations, the number of persons involved, and other factual circumstances that may exist. In extenuating circumstances, it can take longer.

Confidentiality

The City recognizes that allegations of harassment and retaliation can be extremely sensitive, and endeavors to maintain the confidentiality of investigations to the greatest extent possible while still appropriately responding to concerns. Certain circumstances may require the investigator to disclose information related to complaints and investigations in order to conduct a full and fair investigation or for other legitimate legal or business reasons. The investigator will only disclose information and involve individuals as appropriate to complete the investigation.

Retaliation

The City strictly prohibits and does not tolerate retaliation against any individual who participates in any activity that is protected by law and/or this policy. This prohibition extends to all forms of unlawful retaliation, including discipline, intimidation, loss of benefit and/or adverse employment action as a result of an



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employee's participation in any protected activity. Examples of protected activities include, but are not limited to:

- A. Making a good-faith complaint regarding harassment or discrimination implicating any of the EEO Categories or other categories protected by law; and,
- B. Cooperating in an investigation under this policy.

Employees who experience conduct that may violate this policy should report the situation immediately, either to the investigating authority or using the "Reporting Procedures" outlined above. Any supervisor or manager who observes or learns of conduct that may constitute retaliation under this policy **must** immediately report the issue to the HR Director or the City Manager.

Individuals found to have engaged in prohibited retaliation will be subject to disciplinary action, up to and including termination from City employment.

Section 6.0: References (Charter/Code/State Statues)

Section 7.0: Policy & Procedure Revision History

	Section	Revisions	Date
Original Adoption			3/27/2009
Amendment	All	Reformatted, multiple sections revised	7/11/2022
Amendment			
Amendment			



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ACCEPTANCE OF EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND ANTI-SEXUAL HARASSMENT POLICY

I acknowledge that I have received, read and agree to comply with this policy and this form will be filed in my official personnel file.

Employee Signature

Date:

Print Employee Name

Supervisor's Signature

Date

Print Supervisor's Name



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Addendum A

COMPLAINT FORM (return promptly to HR Director)

Reporting party: _____

Date of incident: _____

Time of incident: _____

Identify parties involved: _____

Identify any witnesses: _____

Location of incident: _____

Description of incident: _____

Prior incidents involving any of the same parties: _____

Signed: _____

Dated: _____

This page is intended for use as a basic and initial template for the type of information that may be needed for the City to review a complaint under its Equal Employment Opportunity (EEO) and Anti-Sexual Harassment Policy). While this form may be a helpful resource for individuals with complaints under the EEO and Anti-Sexual Harassment Policy, this form is not required.

Equity and Inclusion Worksheet for Legislative and Policy Review ¹

Equity is a goal based on the idea that every person deserves to have a fair chance to succeed, and begins with the acknowledgement that this has not been the case for all of the many and varied communities that make up our city and our country. Seeking equity means taking into account historical and present-day disparities in privilege and access to resources in order to create a fairer outcome for all. In a system where the status quo privileges some communities over others, any policy or legislation that maintains the status quo will be inherently inequitable, and therefore sometimes (though not always) seeking equity requires that resources be shared preferentially in order to account for these past and present disparities.

In line with the ever-evolving nature of equity discussions, this worksheet does not include a set list of minoritized communities and identities. Instead, when answering the questions this worksheet sets out, you will be required to consider each time what it means to be a community traditionally not included or consulted in the development of policy and legislation. These communities may, for example, be based on race or ethnicity; culture, language, or religion; sex, gender, and sexual orientation; disability and/or neurodiversity status; socio-economic and marital/familial status; age; citizenship and immigration status; veteran status; criminal history; and educational attainment. Communities may be based on combinations of these, or on others not mentioned. The work of equity involves ongoing engagement, flexibility, and frequent re-evaluation.

Because equity is an ever-evolving target—and therefore must be sought on a continuous basis—this worksheet can only serve as a tool for seeking equity, not a guarantee of an equitable outcome. It is to be used as a part of an ongoing, conscious effort on the part of the City to foster a culture of seeking equity, and in doing so, to work toward a fairer outcome for all.

Lastly, please note that the questions included in this tool do not need to be answered in order. Discussions of equity often involve multiple iterations that feed back on one another. Seeking equity is a process, not a checklist. **A companion document has been provided that can act as both a primer and a companion to this worksheet, to help you in your efforts.**

¹ This is a draft of an Equity and Inclusion Lens Worksheet for the review and development of legislation, policies, and procedures for the City of Lebanon, New Hampshire. It was last updated 5 July 2022, and now includes a companion document after the worksheet.

Opportunities for Change. In order to use this worksheet, it is helpful to first put into words the situation or circumstance that is presenting an opportunity for greater Diversity, Equity, and/or Inclusion in the community.

What is the opportunity at hand? Describe the policy, procedure, practice, program, code, or ordinance (etc.) that is being explored. Is it new or a modification of an earlier policy (etc.)?

Addressing Community Concerns. Because all policies and legislation affect different communities in different ways, plans should be made to identify, include, and engage any and all affected communities.

Identify the community or communities the proposed policy or legislation might have an effect on. If those communities are not known, explain the plan to identify them.

Identify those the proposed policy or legislation might leave out. If those are not known, explain the plan to identify them. Describe who could be left out by the proposed policy or legislation, and how this might be verified.

Have those communities been reached out to? If not, what is the plan to **reach out** to those communities to involve, engage, and collaborate with them regarding the proposed policy or legislation?

What are the concerns these communities have in regards to the proposed policy or legislation? If those concerns are not known, what is the plan to discover those concerns?

If the concerns are known, what are the plans to address these concerns?

Setting Equity Goals. Because all policies and legislation intersect with equity considerations, they should all have specific, actionable equity goals and assessment plans that involve the affected communities.

What are the equity goals of the proposed policy or legislation, and what communities were consulted in creating them? If there are no equity goals, take some time now to brainstorm: What are the opportunities that present themselves? Do potentially affected communities have ideas? Are there plans to consult those communities (see Addressing Community Concerns section)?

How can the proposed policy or legislation be crafted in order to attain these equity goals?

How might the proposed policy or legislation be crafted to improve access to resources for traditionally minoritized and/or disadvantaged communities?

What is the plan to involve the affected communities in the assessment of progress toward those goals? Are they involved in the design of the assessment framework as well as the ongoing measurement?

Prioritizing Equity. Because resources are finite, concessions are often made when crafting policies and legislation, therefore plans should be made to ensure that equity considerations are prioritized.

Is there a plan to involve affected communities in determining priorities regarding the proposed policy or legislation? If not, take a moment to brainstorm ways to involve the affected communities.

In what ways do the priorities of different interests and communities overlap?

In what ways do the priorities of different interests and communities conflict?

What is the plan to address any conflicts that arise, while continuing to prioritize the affected communities?

What is the plan to involve affected communities in assessing whether those priorities are being maintained in an ongoing manner? What recourse do affected communities have if these priorities are not being maintained?

Companion to the Equity and Inclusion Worksheet for Legislative and Policy Review

Equality and Equity

We are often taught that **equality** is something we should value, and while this is certainly the case, it is also an idea that we need to look at more closely, because equality can mean different things in different situations. **Equal treatment** is not always the same thing as **equal access to resources** or **equal opportunity to succeed**. This is why we prefer to discuss **equity** rather than equality: **the goal of equity is to create a world in which everyone has an equal opportunity to succeed**.

Imagine a running race: if everyone starts at the same place at the same time, we think of it as fair when one person wins and the others don't. This is because everyone has an **equal opportunity** to run the race. But now imagine that one runner has to start fifty feet behind the others. The runners are treated equally in that they all start the race at the same time, but most onlookers would hardly call it a fair race. In this example, the extra distance is what we call a **systemic barrier to opportunity** (or **systemic barrier to access**). Equity seeks to remove systemic barriers so that everyone can start the race from the same starting line.

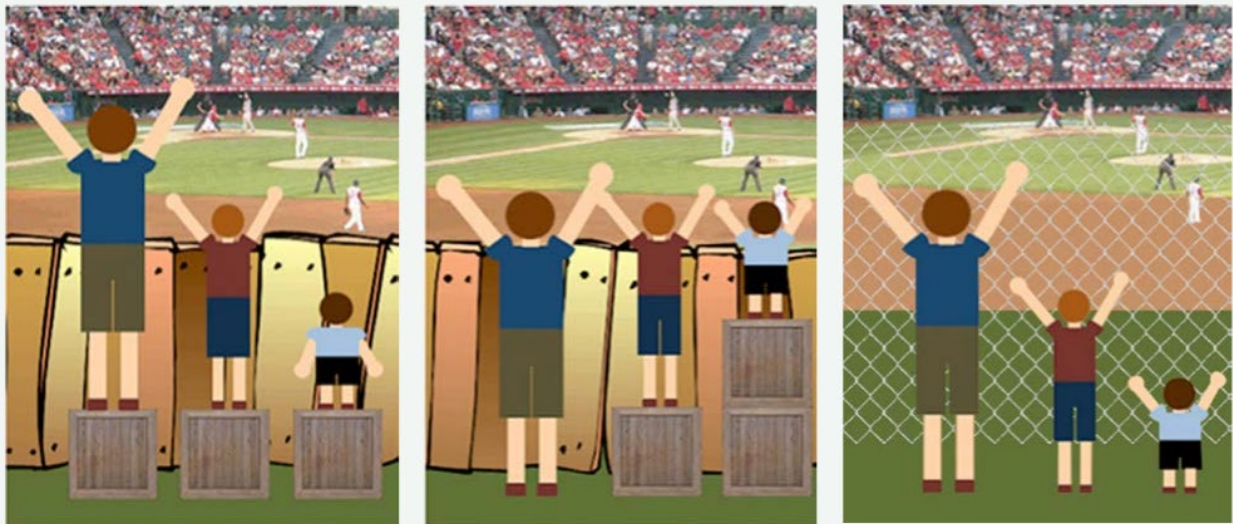


Image source: [Advancing Equity and Inclusion: A Guide for Municipalities](#), City for All Women Initiative (CAWI), Ottawa.

That said, striving for equity is rarely straightforward. In the above image you see three people trying to watch a baseball game. In the first frame, we see the boxes distributed **equally**, each standing on one box. But in this scenario the person on the right still cannot see over the fence. In the second frame, we see a **more equitable** situation: the boxes are distributed

preferentially. Now all three people achieve their goal, which is to see the game. This is an improvement, but not the end goal of equity. For that, we need to look to the third frame, where the fence—the **systemic barrier**—has been removed from the equation, in this case by making it see-through. Now, no boxes are needed at all. This is the real goal of those working for equity, and it is often referred to as **justice**. Once this is achieved, equal treatment and equitable treatment are one and the same.

Let's take a look at a real-world example of inequity. According to a 2019 survey by SCORE (a non-profit focusing on small businesses), 66.3% of new entrepreneurs started their businesses using personal savings.² According to research by the Brookings Institute (a non-profit public policy organization), a typical Black family in America has only one tenth the wealth of a typical white family (\$17,150 compared with \$171,000).³ Put together, these facts mean that—all other things being equal—a typical Black would-be entrepreneur has a significant disadvantage when it comes to starting a business. This wealth disparity is a **systemic barrier** to opportunity, in this case the opportunity to start a business.

There are many ways to respond to a situation of inequity. In this case, **equality** would be making a loan program equally available to everyone, whereas **equity** would require that extra steps be taken to help specifically Black entrepreneurs to get loans. This is a good solution, but it isn't the end goal. Returning to our running race analogy, this would be like the disadvantaged runner still starting the race from fifty feet behind, but being given better shoes and special training to be able to run faster. In the very best-case scenario, we would only distribute resources **preferentially** as a stopgap measure, while we addressed the cause of the situation of inequity, i.e., the systemic barrier itself: the Black-white wealth gap.

The Worksheet

As we saw above, in every situation of inequity, there are a range of possible responses. This worksheet is designed to help you to identify systemic barriers, to identify the range of possible responses, and to decide which responses to take in a process that involves those affected.

minoritized and/or disadvantaged communities and identities. As mentioned in the preamble to the worksheet, the worksheet does not include a set list of minoritized and/or disadvantaged communities and identities. This is because identities shift over time, and a community that may be minoritized today may either not be minoritized in the future, or else may be divided into several communities of varying types and degrees of marginalization and/or disadvantage. It is the responsibility of those in power to do the hard work of reaching out and listening, in order to

² SCORE, "Entrepreneurs Rely on Personal Savings, Second Jobs to Fund Critical First Year." 10 October 2019. <https://www.prnewswire.com/news-releases/entrepreneurs-rely-on-personal-savings-second-jobs-to-fund-critical-first-year-300936339.html>

³ McIntosh, Kriston *et al.*, "Examining the Black-White Wealth Gap." *Brookings*. 27 February 2020. <https://www.brookings.edu/blog/up-front/2020/02/27/examining-the-black-white-wealth-gap/>.

learn which communities are experiencing barriers to access to resources and/or barriers to opportunity and make changes to address them.

Addressing community concerns. Because systemic barriers can vary widely in different communities, the worksheet begins with a section designed to help determine which (if any) minoritized communities might be affected by the proposed policy or legislation under consideration.

“What is the plan?” Many of the questions begin with the words, “What is the plan?” This is deliberate, and is meant to drive action: seeking equity can be a new and challenging experience, and breaking it into manageable, actionable steps is a helpful way to move the process forward.

Those the proposed policy or legislation leaves out. One of the challenges of equity work is seeing what isn’t there—identifying communities who will be affected by policy or legislation is one thing, but identifying those who policy or legislation won’t be able to reach is another. Policymakers need to ask “who won’t this help?” as much as they ask “who will this harm?”

Identify, include, and engage. Those who are a part of a community will always have a better understanding of their own experiences than those who are not. Bringing affected parties into the discussion, including them in the decision-making process, and acting based on their priorities are all central to the work of equity. There is an important slogan from disability activism, “**nothing about us without us,**” that gets to the heart of this idea. It means that decisions that affect a disadvantaged or minoritized community should not be made on their behalf, but should instead involve them in the decision-making process.

Setting equity goals.

In an inequitable society, all policy and legislation has an effect on equity. Policies should be written to actively address inequities, because not doing so—however passively—has the effect of maintaining inequity. Because of this, every proposed policy or legislation should have stated equity goals that should be both specific and actionable. **Equity goals should not be set without the inclusion and engagement of affected communities.**

Assessment plans. Every equity goal should have an assessment plan that speaks to how policymakers, legislators, and community members will know whether the equity goals are being met or whether a new plan needs to be made. **Assessment should always be done with the inclusion and engagement of affected communities.**

Improving access to resources. Many situations of inequity arise out of barriers to accessing resources, be it education, private investment, social capital, or any other number of other things. In fact, many programs designed to help minoritized and/or disadvantaged communities by providing them with resources fail because they come with built-in barriers to access. For one example, a system of low-interest loans for lower-income entrepreneurs would be much less useful if it were only offered through banks that were only open Monday to Friday from 9 to

5; lower-income entrepreneurs tend to have full-time jobs and therefore would have no way to access the low-interest loan program.

Prioritizing equity. Another way that attempts to create equity can fail is if they are not prioritized. Whenever work is done, items at the bottom of the list of priorities are sacrificed in the name of completing the project. If equity is not made a priority, it will inevitably fall by the wayside.

Involve affected communities. As with goal setting and assessment, it is vital to include affected communities in setting priorities. If not all of the equity goals can be reached with a single piece of policy or legislation (as will often be the case), it is important to know what the affected community would prioritize so that the right choices can be made.

Conflicting priorities. All legislation and policy is a balance between the interests of various parties. It is necessary to be aware of the ways these interests conflict, so that it is apparent when the interests of advantaged parties are being prioritized over those of disadvantaged ones.

Recourse. Outcome and progress assessments, even when done with the involvement and engagement of the affected communities, can be of limited usefulness if there is no clear recourse if the assessment is negative. It is therefore important to set out clear steps to be taken in the event that a proposed piece of policy or legislation fails to meet its equity goals.

WHEREAS, the City Council of Lebanon wishes to act in accord with the City’s Master Plan, Principles for Sustainability and Guiding Principles in preserving the public trust and promoting community identity, civic pride, and quality of life for all residents, regardless of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, religious or political opinion or activity, socio-economic status, or housing status; and

WHEREAS, the City Council of Lebanon wishes to take a leading role in protecting civil liberties, promoting ~~tolerance~~inclusiveness, and providing equal protection under the law to all persons in the City; and

WHEREAS, the City Council of Lebanon recognizes that a diverse population supports a resilient economy and fosters a high quality of life for its residents and visitors, in accordance with the City’s Sustainability Principles; and

WHEREAS, the City Council of Lebanon recognizes that while Free Speech is protected under the First Amendment; ~~and that we can speak out against and discourage hate speech as contrary to our values~~ Hate Speech is excluded from this protection; and

WHEREAS, the City Council of Lebanon has demonstrated its commitment to protecting its ~~citizens~~residents and visitors against discrimination on the basis of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, immigration status, religious or political opinion or activity, socioal-economic status, or housing status; and

WHEREAS, the City Council wishes to take a stand against ideologies of violence, hatred, and intolerance based on social economic status.

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF LEBANON THAT:

1. The City Council of Lebanon ~~denounces and rejects~~ ALL ideologies based on discrimination, hatred, and intolerance, including racism, xenophobia, and homophobia, and condemns activities that promote these ideologies; and
2. The City Council of Lebanon affirms its strong support for the fundamental constitutional rights and civil liberties of every person, regardless of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, immigration status, religious or political opinion or activity, socioal-economic status, or housing status; and

Commented [DW1]: VDoI says "condemns"; ours sounds more forceful.

Commented [DW2R1]: Also, should we say 'discrimination in all its forms'?

Commented [DW3]: Sex, gender expression, and age are not mentioned here.

INCLUSIVENESS RESOLUTION

DRAFT 6/6/18 – proposed edits 7/2022

3. The City Council of Lebanon celebrates and embraces its diverse community and is committed to fostering a community of ~~tolerance and inclusiveness~~ where everyone can feel safe, and welcome, and valued; and

~~3.4.~~ The City Council of Lebanon commits to fair and equal treatment of everyone in our community, including in housing, education, employment, and healthcare, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.

Commented [DW4]: wants everyone to feel safe and welcome in our community.

Commented [DW5R4]: commit to fair and equal treatment of everyone in our community, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.

Commented [DW6R4]: has and will continue to be a place where individuals can live freely and express their opinions.