



LEBANON DIVERSITY, EQUITY, AND INCLUSION COMMISSION

MAY 16, 2023 - 6:00 PM

COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE

1. Call to Order

The May 16, 2023, Diversity, Equity & Inclusion Commission (DEI) Meeting is hereby called to order.

2. Approval of Minutes

A. April 18, 2023

3. Old Business

- A. Refine recommendations to the City Manager for the City's Strategic Plan
- B. Discuss strategy regarding the development of a citywide equity plan
- C. Discuss the concept and development of environmental justice
- D. Review "History of Lebanon" by City Historian Nicole Ford Burley
- E. Discuss Juneteenth Planning

4. New Business

5. Open to the Public

- A. Any member of the public who desires to speak on any item may do so when the item is taken up by the Commission and will be allowed to speak on the subject for not more than three minutes. (Note: Speakers are asked to state their name, ward of residence, and to use the microphone provided.)

6. Future Agenda Items

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 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
April 18, 2023— 6:00pm
COUNCIL CHAMBERS, CITY HALL or
Remote Via Microsoft Teams: LebanonNH.gov/LIVE

MEMBERS PRESENT: Richard Ford Burley (Secretary); Karen Liot Hill (City Council Representative); Alisha Robinson (Public Representative); Bise Wood Saint Eugene (Vice-Chair) (via telepresence); Emily Walton (Chair); Simone Whitecloud (Public Representative Alternate); Tia Winter (Public Representative); Devin Wilkie (City Council Representative)

MEMBERS ABSENT: Keiselim Montas (Public Representative); Karen Zook (City Council Alternate)

STAFF PRESENT: Shaun Mulholland (City Manager)

1. CALL TO ORDER

Chair Emily Walton calls the April 18, 2023 Diversity, Equity & Inclusion Commission (DEI) Meeting to order at 6:00pm.

2. APPROVAL OF MINUTES

A. January 17, 2023

B. March 21, 2023

Chair Emily Walton approves the minutes with general assent.

3. NEW BUSINESS

A. Juneteenth Steering Committee

Alisha Robinson reports on progress regarding Juneteenth 2023. There have been talks with HCOREI in Hartford to have a combined, Upper Valley Juneteenth Celebration on Saturday June 17th at Lyman Park, with traditional games that children used to play. They will be asking AVA if they would like to participate. There will be food vendors, and it will be more of a celebration. Fireworks are being considered. On Monday June 19th there will be an educational movie event at Seminary Hill School auditorium. Hannaford's has agreed to provide cake/refreshments after. Thursday 5:30-6:30 first committee meeting.

B. Introduction of New City HR Director

City Manager Shaun Mulholland introduces the City's new Human Resources Director, Samantha Lauzon, who will be liaising with the Commission in the future. Lauzon introduces herself to the Commission.

C. Discuss Strategic Plan Action Items

City Manager Shaun Mulholland introduces the action plan and key performance indicators for the Strategic Plan's Social Health and Justice section. Discussion begins concerning items currently on the action items list and whether to add other/new items. Discussion continues concerning implicit bias training and whether it can be required for committee members who are volunteers. Discussion focuses on nuts and bolts of action items and relationship to Citywide Equity Plan.

Due to time restraints, it is agreed that Commission members will send feedback to the City Manager, who will then distribute the compiled responses, for the approval of the Commission at the May meeting.

D. Discuss development of a Citywide Equity Plan

Item postponed to next meeting.

5. OPEN TO THE PUBLIC

No discussion.

6. FUTURE AGENDA ITEMS

7. OTHER BUSINESS

8. ADJOURNMENT

Chair Emily Walton adjourns the meeting at 7:05pm.



Social Health and Justice



Summary of Strategic Objectives

- 9.1 Develop and implement a citywide Equity Plan.
- 9.2 Maintain the City's ADA Transition Plan.
- 9.3 Implement equity in all policies, codes, charter and in the delivery of City services.
- 9.4 Be a welcoming community to people of all cultures, races, skin color, national or ethnic origin, language, religions, gender identity or expression, sexual orientation, mental or physical ability, age, political opinion or activity, economic status, immigration status or housing status.
- 9.5 Develop the concept of Environmental Justice throughout the organization and the community.

Timeline: 2024-2026

Responsible Groups



Vision Statement

The City supports and upholds the federal and state constitutions.

The City resolves the following:

- 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, immigration status, socio-economic status, or housing status.
- The City takes a leading role in protecting civil liberties, promoting inclusiveness, and providing equal protection under the law to all persons in the City.
- 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.
- That while Free Speech is protected under the First Amendment; we can speak out against and discourage hate speech as contrary to our values.
- The City demonstrates its commitment to protecting its 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, socio-economic status, or housing status.
- The City takes a stand against ideologies of violence, hatred, and intolerance. The City denounces and rejects all ideologies based on discrimination, hatred, and intolerance, including racism, xenophobia, and homophobia, and condemns activities that promote these ideologies.
- The City is committed 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.

Strategic Objective 9.1	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Develop and implement a citywide Equity Plan.	9.1.1 Development of the City's Equity Plan includes provisions intended for the City government and external. Fostering the community as a whole. View Document	KPI 9.1.1 CHM/DCI work collaboratively to develop a citywide Equity Plan to be in place by the end of 2024. View Document	2023-2024	KPI 9.1.1 - the plan is place at this time. CHM working with all and DCI to develop Transition in Japanese community partners in 2023. View Document	
	9.1.2 Staff Equity Team mission charge is developed and the team begins to work. View Document	KPI 9.1.2 Staff Equity Team is reconstituted: charge developed by the end of 2023 with work beginning in the first quarter of 2024. View Document	2023-2024	KPI 9.1.2 - 40% (Race Equity and Leadership) Team completed training through NCL which started in 2022 and completed in first Q4 of 2023. View Document	
			2024-2025		
			2024-2026		
			2024-2025		

Strategic Objective 9.2	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Maintain the City's ADA Transition Plan.	9.2.1 Review the City's ADA Transition Plan. View Document	KPI 9.2.1 Planning Dept. reviews the City's ADA Transition Plan by the end of 2025. View Document	2025	KPI 9.2.1 View Document	
			2023-2024		
			2024-2025		
			2024-2025		
			2024-2025		

Strategic Objective 9.3	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Implement equity in all policies, codes, charter and in the delivery of City services.	9.3.1 Conduct revision of language in policies and city codes to ensure they are gender neutral	KPI 9.3.1: Review City codes and policies to ensure they use gender neutral terms. Complete review and revisions no later than the end of 2024.	2023-2024	CI 9.3.1 - The DB Commission proposed changes to the City Charter to remove gender specific terms and replace with gender neutral terms. The voters approved the changes in March of 2023.	
	9.3.2 Equally implement and enforce an applicable Building, Zoning, and Permitting codes and regulations	KPI 9.3.2: Develop a Code and regulations KPI that brings together permit application time, inspection time and similar metrics thereby demonstrating a balanced and efficient permit review and enforcement process.	2023-2024		
	9.3.3 Update procurement policies to enhance the ability of disadvantaged businesses to meaningfully participate in City vendor acquisition	KPI 9.3.3: Implement administrative procurement NLT the first Qtr. of 2024	2023-2025	CI 9.3.3: Draft administrative procurement policy completed in 2022. Further revisions underway through the first Qtr. of 2023.	
	9.3.4 Update procurement policies to enhance the ability of disadvantaged businesses to meaningfully participate in City vendor acquisition				
	9.3.5 Recruit diverse members of the community for all boards and committees	KPI 9.3.5: The board creates a member recruitment plan that supports the values of diversity, equity and inclusion.	2023-2024	KPI 9.3.5: No work has been done in this area.	
	9.3.6 Find non traditional meeting times to encourage people with other commitments (jobs, studies, senior parents) to participate	KPI 9.3.6: Add at least one meeting per year at an alternative time to provide an opportunity for participation in city services otherwise unavailable to community members	2023-2024	KPI 9.3.6: This has not been a consideration in the past.	
	9.3.7 Provide relevant and excellent ED training for board members	KPI 9.3.7: 100% of board members have completed ED training	2024-2025	KPI 9.3.7: No work has been done in this area.	

Strategic Objective 9.4	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Be a welcoming community to people of all cultures, races, skin color, national or ethnic origin, language, religions, gender identity or expression, sexual orientation, mental or physical ability, age, political opinion or activity, economic status, immigration status or housing status.	9.4.1 Increase the communications materials to reach a broader cross section of the City's population.	KPI 9.4.1: CHC & Cyber Services works with departments to implement technology to allow for language interpretation no later than 2024.	2023-2024	CI 9.4.1: We do not have any technology in place at this time to address this issue.	
	9.4.2 Work with individuals and groups to present diverse programs	KPI 9.4.2: Partner with diverse performers and presenters in our region at least one time per year	2023-2024	CI 9.4.2: We have started this work, but have not reached our KPI at this point.	
	9.4.3 Provide access to information about individuals and communities that have historically not been represented	KPI 9.4.3: Conduct a diversity audit of our collection every five years	2023-2024	CI 9.4.3: We have not done work in this area.	
	9.4.4 Conduct implicit bias training for City staff and appointed elected officials	KPI 9.4.4a: 100% of supervisory & managerial personnel complete training NLT the second quarter of 2025 KPI 9.4.4b: Offer implicit bias training for appointed officials and elected officials NLT the end of 2024	2024-2025	CI 9.4.4a: The police department is the city department to have completed this training. CI 9.4.4b: No training has been conducted with boards and committees relative to implicit bias.	
	9.4.5 Provide training for advisory staff on cultural competence and responsiveness	KPI 9.4.5: 100% participation in training	2023-2024	CI 9.4.5: We have not provided this training.	
	9.4.6 Develop partnerships with community organizations and resources that have underserved populations	KPI 9.4.6: Form at least 3 new partnerships	2023-2024	CI 9.4.6	

Strategic Objective 9.5	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Develop the concept of Environmental Justice throughout the organization and the community.	9.5.1 Develop the concept and a plan relative to environmental justice as it relates to the City of Kalamazoo	KPI 9.5.1: Develop the concept and plan regarding environmental justice as it relates to the operations of the City no later than the end of 2024.	2023-2024	CI 9.5.1 - CM working with DE to develop the initial framework for the development of the concept which will then be sent to KC and TIO for further input in 2025.	
	9.5.2 Make fresh food freely available to the community	KPI 9.5.2: Use the green space area at Kalamazoo to plant an edible landscape of no less than ten fruit bushes	2023-2024	CI 9.5.2 We have a community garden. Due the impact it created to the 22 participants annually.	
	9.5.3 Offer programming and resources to educate our community about the impact of climate change both on themselves and people in our community with fewer economic resources	KPI 9.5.3: Program series and resources	2024-2025	CI 9.5.3 We're doing some work in this area, but need to do more.	
	9.5.4 Help the region prepare to adapt to climate change and to think about the long-term impacts of becoming a destination for climate migrants	KPI 9.5.4: Program series and resources	2024-2025	CI 9.5.4 We're doing some work in this area, but need to do more.	

Strategic Objective 9.6	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Enhance Connections and Community Well Being	9.6.1 Launch a community-wide meeting initiative aimed at bringing people together and fostering connections 9.6.1	9.6.1 Target of 100 participants 9.6.1	2023-2024	TS 9.6.1 We haven't started working on this TS 9.6.1	
	9.6.2 Develop new partnerships with community organizations 9.6.2	9.6.2 Form at least three new partnerships 9.6.2	2024-2025	TS 9.6.2 We've expanded our partnerships in recent years, but can do more TS 9.6.2	

From: Bise Wood Saint Eugene

Strategic Objective 9.1	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Develop and implement a citywide Equity Plan.	9.1.1 Development of the City's Equity Plan-includes provisions internal to the City government and external involving the community as a whole.,City Manager, DEI, HR		2023-2024 2023-2024 2024-2025 2024-2025 2024-2025	KPI 9.1.1 - No plan in place at this time. CM to working with HR and DEI to develop framework in determine community partners in 2023.,City Manager, DEI	
	9.1.2 Staff Equity Team mission charge is developed and the team begins its work.,City Manager, HR			KPI 9.1.2 -REAL (Race Equity And Leadership) Team completed training through NLC which started in 2022 and completed in first Qtr. of 2023.,City Manager	
Strategic Objective 9.2	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Maintain the City's ADA Transition Plan.	9.2.2 Revising the City's ADA Transition Plan,Planning	KPI 9.2.2: Planning Dept. revises the City's ADA Transition Plan no later than the end of 2025.,Planning	2025 2023-2024 2024-2025 2024-2025 2024-2025	CS 9.2.2:,Planning	
Strategic Objective 9.3	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes

Implement equity in all policies, codes, charter and in the delivery of City services.	9.3.1 Continue revision of language in policies and city codes to ensure the are gender neutral.,City Manager, DEI	KPI 9.3.1 Review City codes and policies to ensure they use gender neutral terms. Complete review and revisions no later than the end of 2024.,City Manager, DEI	2023-2024 2023-2024 2023-2025 2023-2024 2023-2024 2024-2025	CS 9.3.1 -The DEI Commission proposed changes to the City Charter to remove gender specific terms and replace with gender neutral terms. The voters approved the changes in March of 2023.,City Manager CS 9.3.3 - Draft administrative procurement policy completed in 2022. Further revisions underway through the first Qtr. of 2023.,City Manager, Finance KPI 9.3.5 No work has been done in this area,Library KPI 9.3.6 This has not been a consideration in the past,Library KPI 9.3.7 No work has been done in this area,Library	
	9.3.2 Equally, implement and enforce all applicable Building, Zoning and Planning codes and regulations.,Planning	KPI 9.3.2 Develop a Code and regulations KPI that brings together permit approval time, inspection time and similar metrics thereby demonstrating a balanced and efficient permit review and enforcement process.,Planning			
	9.3.3 Update procurement policies to enhance the ability of Disadvantaged Businesses to meaningfully participate in City vendor solicitations,City Manager, Finance	KPI 9.3.3 Implement administrative procurement NLT the first Qtr. of 2024,City Manager, Finance			
	9.3.4 Update procurement policies to enhance the ability of Disadvantaged Businesses to meaningfully participate in City vendor solicitations,City Manager, Finance	KPI 9.3.5 The board creates a member recruitment plan that supports the values of diversity, equity and inclusion,Library			
	9.3.5 Recruit diverse members of the community for all boards and committees.,Library	KPI 9.3.6 Add at least one meeting per year at an alternative time to provide an opportunity for participation in city			
	9.3.6 Find non traditional meeting				
Strategic Objective 9.4	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes

Be a welcoming community to people of all cultures, races, skin color, national or ethnic origin, language, religions, gender identity or expression, sexual orientation, mental or physical ability, age, political opinion or activity, economic status, immigration status or housing status.	9.4.1 Increase the communications modalities to reach a broader cross section of the City's population.,City Manager, DEI, Cyber Services	KPI 9.4.1: CINO & Cyber Services works with departments to implement technology to allow for language interpretation no later than 2024.,City Manager, Cyber Services	2023-2024 2023-2024 2023-2024 2024-2025	CS 9.4.1 -We do not have any technology in place at this time to address this issue.,City Manager, Cyber Services
	9.4.2 Work with individuals and groups to present diverse programs,Library	KPI 9.4.2: Partner with diverse performers and presenters in our region at least six times per year,Library	2023-2024 2023-2024	CS 9.4.2: We have started this work, but have not reached our KPI at this point,Library
	9.4.3 Provide access to information about individuals and communities that have historically not been represented,Library	KPI 9.4.3: Conduct a diversity audit of our collection every five years,Library		CS 9.4.3: We have not done work in this area,Library
	9.4.4 Conduct Implicit Bias training for City staff and appointed/elected officials	KPI 9.4.4a: 90% of supervisory & managerial personnel complete training NLT the second quarter of 2024,HR		CS 9.4.4a- The police department is the only department to have completed this training.,Police
	9.4.5 Provide training for all library staff on cultural competence and inclusiveness,Library	KPI 9.4.4b Offer implicit bias training for appointed officials and elected officials NLT the end of 2024,City Manager		CS 9.4.4b- No training has been conducted with boards and committees relative to implicit bias.,City Manager
	9.4.6 Develop partnerships with community organizations and resources that serve underrepresented populations,Library	KPI 9.4.5: 100% participation in training,Library		CS 9.4.5: We have not provided this training,Library CS 9.4.6:,Library

Strategic Objective 9.5	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
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Develop the concept of Environmental Justice throughout the organization and the community.	9.5.1 Develop the concept and a plan relative to environmental justice as it relates to the City of Lebanon, City Manager, Planning, DEI, Tree Advisory Board, Conservation Commission	KPI 9.5.1 Develop the concept and plan regarding environmental justice as it relates to the operations of the City no later than the end of 2024., City Manager, Planning, DEI, Tree Advisory Board, Conservation Commission	2023-2024 2023-2024 2024-2025 2024-2025	CS 9.5.1 - CM working with DEI to develop the initial framework for the development of the concept which will then be sent to CC and TAD for further input in 2023., City Manager
	9.5.2 Make fresh food freely available to the community, Library	KPI 9.5.2 Use the green space area at Kilton to plant an edible landscape of no less than ten fruit bushes, Library		CS 9.5.2 We have a community garden, but the impact is limited to the 23 participants annually, Library
	9.5.3 Offer programming and resources to educate our community about the impact of climate change both on themselves and people in our community with fewer economic resources, Library	KPI 9.5.3 Program series and resources, Library		CS 9.5.3 We're doing some work in this area, but need to do more., Library
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Social Health and Justice



Summary of Strategic Objectives

- 9.1 Develop and implement a citywide Equity Plan.
- 9.2 Maintain the City's ADA Transition Plan.
- 9.3 Implement equity in all policies, codes, charter and in the delivery of City services.
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Timeline: 2024-2026

Responsible Groups



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- 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, immigration status, socio-economic status, or housing status.
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	9.1.2 Staff Equity Team mission charge is developed and the team begins to work. View Document	KPI 9.1.2 Staff Equity Team is reconstituted; charge developed by the end of 2023 with work beginning in the first quarter of 2024. View Document	2023-2024	KPI 9.1.2 - 40% (Race Equity and Leadership) Team completed training through NGL which started in 2022 and completed in first Q4 of 2023. View Document	
			2024-2025		
			2024-2026		
			2024-2025		

Strategic Objective 9.2	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Maintain the City's ADA Transition Plan.	9.2.1 Review the City's ADA Transition Plan. View Document	KPI 9.2.1 Planning Dept. reviews the City's ADA Transition Plan by the end of 2025. View Document	2025	KPI 9.2.1 View Document	
			2023-2024		
			2024-2025		
			2024-2025		
			2024-2025		

Strategic Objective 9.3	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Implement equity in all policies, codes, charter and in the delivery of City services.	9.3.1 Conduct revision of language in policies and city codes to ensure they are gender neutral. Go to Plan Go to Review Go to Update	KPI 9.3.1 Review City codes and policies to ensure they use gender neutral terms. Complete review and revisions no later than the end of 2024. Go to Plan Go to Review Go to Update	2023-2024	CI 9.3.1 - The DB Commission proposed changes to the City Charter to remove gender specific terms and replace with gender neutral terms. The commission approved the changes in March of 2023. Go to Plan Go to Review Go to Update	
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	9.3.5 Recruit diverse members of the community for all boards and committees. Go to Plan Go to Review Go to Update	KPI 9.3.5 The board creates a member recruitment plan that supports the values of diversity, equity and inclusion. Go to Plan Go to Review Go to Update	2023-2024	KPI 9.3.5 - No work has been done in this area. Go to Plan Go to Review Go to Update	
	9.3.6 Find non traditional meeting times to encourage people with other commitments (jobs, studies, senior parents) to participate. Go to Plan Go to Review Go to Update	KPI 9.3.6 Add at least one meeting per year at an alternative time to provide an opportunity for participation in city services otherwise unavailable to community members. Go to Plan Go to Review Go to Update	2023-2024	KPI 9.3.6 - This has not been a consideration in the past. Go to Plan Go to Review Go to Update	
	9.3.7 Provide relevant and excellent ED training for board members. Go to Plan Go to Review Go to Update	KPI 9.3.7 100% of board members have completed ED training. Go to Plan Go to Review Go to Update	2024-2025	KPI 9.3.7 - No work has been done in this area. Go to Plan Go to Review Go to Update	

Strategic Objective 9.4	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
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	9.4.2 Work with individuals and groups to present diverse programs. Go to Plan Go to Review Go to Update	KPI 9.4.2 Partner with diverse performers and presenters in our region at least one time per year. Go to Plan Go to Review Go to Update	2023-2024	CI 9.4.2 - We have started this work, but have not reached our KPI at this point. Go to Plan Go to Review Go to Update	
	9.4.3 Provide access to information about individuals and communities that have historically not been represented. Go to Plan Go to Review Go to Update	KPI 9.4.3 Conduct a diversity audit of our collection every five years. Go to Plan Go to Review Go to Update	2023-2024	CI 9.4.3 - We have not done work in this area. Go to Plan Go to Review Go to Update	
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	9.4.5 Provide training for advisory staff on cultural competence and responsiveness. Go to Plan Go to Review Go to Update	KPI 9.4.5 100% participation in training. Go to Plan Go to Review Go to Update	2023-2024	CI 9.4.5 - We have not provided this training. Go to Plan Go to Review Go to Update	
	9.4.6 Develop partnerships with community organizations and resources that have underserved populations. Go to Plan Go to Review Go to Update	KPI 9.4.6 Form at least 3 new partnerships. Go to Plan Go to Review Go to Update	2023-2024	CI 9.4.6 - Go to Plan Go to Review Go to Update	

Strategic Objective 9.5	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Develop the concept of Environmental Justice throughout the organization and the community.	9.5.1 Develop the concept and a plan relative to environmental justice as it relates to the City of Kalamazoo. Go to Plan Go to Review Go to Update	KPI 9.5.1 Develop the concept and plan regarding environmental justice as it relates to the operations of the City no later than the end of 2024. Go to Plan Go to Review Go to Update	2023-2024	CI 9.5.1 - CM working with DE to develop the initial framework for the development of the concept which will then be sent to KC and TIO for further input in 2025. Go to Plan Go to Review Go to Update	
	9.5.2 Make fresh food freely available to the community. Go to Plan Go to Review Go to Update	KPI 9.5.2 Use the green space area at Kalamazoo to plant an edible landscape of no less than ten fruit bushes. Go to Plan Go to Review Go to Update	2023-2024	CI 9.5.2 We have a community garden. Due the impact it created to the 22 participants annually. Go to Plan Go to Review Go to Update	
	9.5.3 Offer programming and resources to educate our community about the impact of climate change both on themselves and people in our community with fewer economic resources. Go to Plan Go to Review Go to Update	KPI 9.5.3 Program series and resources. Go to Plan Go to Review Go to Update	2024-2025	CI 9.5.3 We're doing some work in this area, but need to do more. Go to Plan Go to Review Go to Update	
	9.5.4 Help the region prepare to adapt to climate change and to think about the long-term impacts of becoming a destination for climate migrants. Go to Plan Go to Review Go to Update	KPI 9.5.4 Program series and resources. Go to Plan Go to Review Go to Update	2024-2025	CI 9.5.4 We're doing some work in this area, but need to do more. Go to Plan Go to Review Go to Update	

Strategic Objective 9.6	Action Plans	Key Performance Indicators	Timelines	Current State	Outcomes
Enhance Connections and Community Well Being	9.6.1 Launch a community-wide meeting initiative aimed at bringing people together and fostering connections View	KPI 9.6.1 Target of 100 participants View	2023-2024	TS 9.6.1 We haven't started working on this View	
	9.6.2 Develop new partnerships with community organizations View	KPI 9.6.2 Form at least three new partnerships View	2024-2025	TS 9.6.2 We've expanded our partnerships in recent years, but can do more View	

From: Tia Winter

To: [Shaun Mulholland](#)
Subject: [EXTERNAL] Re: Strategic Plan
Date: Thursday, April 27, 2023 4:48:15 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

For item 9.1.1

Create a list of community organizations we want to contact and assign members of the DEI for these contact responsibilities. Agencies who have an in-depth understanding of the city, such as WISE, the schools, the police force, community mental health agencies, etc. These agencies will be contacted by _____

9.3.5

1. Compile a list of available seats on boards and committees to provide at DEI listening sessions and events, possibly the farmer's market by _____
2. Send information re: committees and boards to local employers _____ months after creation of the list.

9.4.3

1. Provide educational event annually on Juneteenth
2. Establish educational events throughout the year (e.g. information at pride event, homeless/unsheltered vigil, black hx month, Holi at Colburn Park?, Lunar New Year...)

Adapted from Lebanon by Nicole Ford Burley (Arcadia, 2023)

History of Lebanon

Lebanon has had many beginnings, most of them lost to history. One of its first was around 11,000 BCE, when the Laurentide Ice Sheet, which covered millions of square miles across North America under a mile of ice, retreated north to once again expose Lebanon's soil to the air. Another beginning was when, around the same time, the first humans settled in what would later become New Hampshire. Paleoindians took advantage of the newly accessible land and the influx of wildlife into the area, and would call the region home for millennia.

Another beginning was when glacial Lake Hitchcock, which covered much of West Lebanon, drained around 10,000 BCE. As told by the Abenaki, Ktsi Amiskw, the Great Beaver, built a dam to block the Connecticut River. He hoarded the waters for himself and flooded the upper river valley, causing drought throughout the lower valley. The warrior Gluskabe fought and defeated Ktsi Amiskw, releasing the river to nurture life downstream and uncovering rich farmland upstream.

Untold other beginnings followed as the descendants of New Hampshire's original inhabitants grew and thrived. Western Abenaki inhabited Vermont and New Hampshire during the Woodland period, which lasted from around 800 BCE until the arrival of the European colonists around 1600 CE. The confluence of the Mascoma and Connecticut Rivers made Lebanon valuable territory for the Abenaki: easily accessible by water, with rich soil, a relatively long growing season, and abundant wildlife for hunting. The Abenaki—including the Sokoki, whose territory was centered around Northfield, Massachusetts, and the Koasek, who were centered on Newbury, Vermont—lived seasonally in Lebanon, returning to their winter villages for the long harsh season.

One of the Abenaki's last beginnings was first contact with the Europeans, who arrived initially as traders and explorers, and later as invaders and colonizers. North America's indigenous people suffered massive population loss in the 17th and 18th centuries as European colonists introduced catastrophic illnesses to New England. Warfare further reduced the diminished population, and by the time of Lebanon's charter in 1761, most of the region's Abenaki residents had either retreated north to one of the few surviving communities or assimilated into colonial society.

The beginning about which we know the most is when European colonists began moving to Lebanon in 1761. The first of these settlers were already familiar with the area, having passed through Lebanon via the Connecticut River during the French and Indian War. The colonists petitioned Governor Benning Wentworth for a charter for a new town in 1761. He granted the request, despite the fact that the land was unceded and still belonged to the Abenaki people. Four colonists wintered in Lebanon in 1762, and the first colonial family moved to Lebanon the following year. By 1767, Lebanon's population was already 162, ushering in 20 years of growth: by 1790, Lebanon would boast a population of 1,180.

Lebanon's growth was made possible both by the rapid influx of new colonists and by the water-powered mills that supported the growing population. The town's first mill was a sawmill built by Oliver Davison in West Lebanon in 1763. Until the completion of Lebanon's first gristmill in 1766, residents would transport their grain to Fort Number 4 in Charlestown, New Hampshire—a roundtrip of 70 miles, testifying to the vital importance of a gristmill to the fledgling community. These early mills were soon joined by other sawmills and gristmills, as well as by cloth mills. By 1817, Lebanon was home to 20 mills, relying on the energy of the Connecticut and Mascoma Rivers to power their production. Industrial centers developed across Lebanon: in East Lebanon at the foot of Mascoma Lake; at the foot of Benton Hill west of Colburn Park; in Scytheville at the base of Slayton Hill; and in Butmanville, near the confluence of the Mascoma and Connecticut Rivers. These mills produced furniture, metal tools, machinery, and, increasingly as the century progressed, woolen textiles.

Transportation played a critical role in Lebanon's continuing growth in the 19th century. Lebanon's central village grew up around the intersection of the Fourth New Hampshire Turnpike (modern US Route 4) and the Croydon Turnpike (modern NH Route 120). The new turnpikes connected Lebanon with neighboring communities, while the Connecticut River provided access to the region's major population centers and, most importantly, their commercial markets.

The most important transportation development, however, was the arrival of the Northern Railroad in 1847, connecting Lebanon with Concord and Boston to the southeast, and, several years later, with Burlington and Montreal to the northwest. Once the railroad reached West Lebanon the following year, it became the village's defining feature. Residents worked onboard the locomotives, built and maintained the railyard, and labored in the booming agricultural and manufacturing industries that now had nearly unlimited access to the largest cities in the northeast. The trip to Concord was transformed from a full day's journey into one of only several hours, and a journey to Boston was reduced from six days into just one. The effect on Lebanon's residents was immediate and dramatic, but the effect on its industry was incalculable. Lebanon's industry was no longer restricted to the local market or subject to the costly and slow transportation by river or via an unreliable road system. Thanks to the railroad, Lebanon's mills and manufacturing (not to mention population) boomed in both number and scale throughout the second half of the 19th century.

As Lebanon expanded, however, so too did the scale of its tragedies. Lebanon's first large-scale fire devastated East Lebanon at the foot of Mascoma Lake in 1840, destroying the burgeoning hub and permanently relegating the area to the shadow of the Lebanon central and West Lebanon villages. The second such fire in 1887, Lebanon's first "great fire," leveled the central village and nearly all of its industry. However, this fire proved insufficient to quash the village's industry, which was largely rebuilt within five years. It did, however, serve to concentrate manufacturing into the woolen mills that would dominate Lebanon's industry for the next three quarters of a century.

The woolen mills played a large part in Lebanon's growth throughout the latter part of the 19th century. Mills like the Lebanon Woolen Mill and the Everett Knitting Works would employ

hundreds of Lebanon's residents over multiple generations. Lebanon's population surged as more families and individuals moved to town to work in the mills, including hundreds of immigrants from Quebec. The success of the mills helped to establish Lebanon as an influential regional powerhouse, and the influx of new residents from a variety of backgrounds and cultures transformed the once homogenous town into a more diverse and inclusive community.

The importance of the woolen mills in Lebanon's industry and culture proved dangerous, however, as the woolen industry experienced a sharp decline in the first half of the 20th century. Lebanon's mills began closing during the Great Depression, and the city's last textile mill closed in 1963. At the same time, rail travel was being superseded by automobile travel, and railroad passenger service to Lebanon ended in 1965. The city rallied in the face of these industrial and commercial challenges, however, and new manufacturing, engineering, and medical industries developed throughout the 20th century. The loss of the railroad was tempered by the construction of Interstate 89, which brought new travelers to Lebanon and boosted the area's automobile service and tourism industries.

The second half of the 20th century was in many ways defined by Lebanon's response to these dramatic changes and by its unique balance of resiliency and adaptation. In 1956, Lebanon voted to become a city, and the first City Council elections were held in 1957, with the first Council installed in January 1958. Lebanon's status as a city was therefore still fresh when it faced one of its most serious crises in 1964, when Lebanon experienced its second "great fire." The fire destroyed most of the Hanover Street commercial district, which was then declared a federal disaster area: 20 buildings were destroyed, 20 businesses and 100 residents were displaced, and two people were killed. In the aftermath, the city acquired federal urban renewal funding to convert the formerly bustling main street into a pedestrian mall.

The final decades of the 20th century represented a period of increasing diversification in Lebanon and the Upper Valley. The industries that had begun to develop as the mill era drew to a close continued to grow, and engineering and medical innovators came to dominate the area's industry. The nascent commercial district in West Lebanon, built on what had once been some of the city's most fertile farmland, expanded into a mile-long shopping and entertainment hub. Lebanon's population began to diversify as people from different backgrounds and countries moved to Lebanon and came to call the city home.

Today, Lebanon honors its past while adapting for the future. The city boasts a population of over 15,000 residents, with a daytime population of more than double that number. Many of Lebanon's former mills have been converted into commercial venues and residences, and the railroad tracks that once served as the region's major artery of trade and transportation have been converted into recreation paths and trails.

For more information about Lebanon's past, please visit the Lebanon Heritage Commission and Lebanon Historical Society websites below, or contact the City Historian via the Boards & Committees Contact Form (under Heritage Commission).

Additional Resources

[Lebanon Heritage Commission](#)

[Lebanon Historical Society](#)

[Boards and Committees Contact Form](#)