



LEBANON DIVERSITY, EQUITY, AND INCLUSION COMMISSION

MARCH 19, 2024 - 6:00 PM

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

1. Call to Order

- A. The March 19, 2024, Diversity, Equity & Inclusion Commission (DEI) Meeting is hereby called to order.

2. Approval of Minutes

- A.
- February 20, 2024 (Regular Meeting)
 - March 5, 2024 (Special Meeting)

3. Old Business

- A. Ceasefire Resolution

4. New Business

- A. Discuss Updates/ Additions to the [Strategic Plan](#)
- B. Update from Environmental Justice Task Force (EJTF), Discuss Definition of Environmental Justice
- C. Equity Plan Subgroup – Document Summarizing Two Stakeholder Brainstorming Sessions to DEI Commission for Review
- D. Access Navigators
- E. Coordinate Pride Week Activities

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

- A. Juneteenth Celebration
- B. Welcoming Lebanon Ordinance

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.

DRAFT

CITY OF LEBANON
DIVERSITY, EQUITY, & INCLUSION COMMISSION
February 20, 2024— 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 (Chair); Bise Wood Saint Eugene (Vice-Chair); Devin Wilkie (City Council Representative); Tia Winter (Public Representative)

MEMBERS ABSENT: Kathy McCarty (Public Representative); Keiselim Montas (Public Representative); Emily Walton (Public Representative); Simone Whitecloud (Public Representative Alternate); Karen Zook (City Council Alternate)

STAFF PRESENT: David Brooks (Deputy City Manager)

1. CALL TO ORDER

The February 20, 2024 Diversity, Equity & Inclusion Commission (DEI) Meeting was called to order by Vice Chair Bise Wood Saint Eugene at 6:00pm.

2. APPROVAL OF MINUTES

The minutes from the December 19, 2023 DEI Commission Meeting were approved.

3. NEW BUSINESS

A. Discuss Updates/Additions to the Strategic Plan

The members present proposed and discussed various changes to the Social Health and Justice section of the City's Strategic Plan, including a timeline for the completion of the proposed Citywide Equity Plan (KPI 9.1.1), the potential addition of an annual equity audit process, and the production of a City Welcome Packet for new residents providing lists of resources and features of the City. Because of the Equity Plan completion schedule, Alisha Robinson proposed an extension of the usual DEI Commission meeting time from 60 minutes to 90 minutes for the March and April meetings, with a proposed start time of 5:30pm. This was agreed on by the members present and steps will be taken to determine if the changes work with the absent members.

B. Environmental Justice Task Force Status Update

Richard Ford Burley gave a brief update of the progress of the Environmental Justice Task Force. The Task Force is currently in “fact finding” mode. Last month, members met with staff members from the City’s Human Services Department, this month it will be meeting with members of the City’s Planning Department.

C. Elect a New DEI Commission Chair

A MOTION by Richard Ford Burley to nominate Alisha Robinson for Chair of the Lebanon DEI Commission. Tia Winter seconds The Motion.

There was brief discussion, in which Alisha Robinson accepted the nomination, and no others were put forward for the position.

****The Motion was approved unanimously.***

D. Equity Plan Subgroup – Document Summarizing Two Stakeholder Brainstorming Sessions to DEI Commission for Review

Councilor Devin Wilkie briefly presented the document generated by the Equity Plan Subgroup (consisting of Councilor Devin Wilkie, Chair Alisha Robinson, and Councilor Karen Liot Hill) from the notes of the external and internal community stakeholder brainstorming sessions on July 26, 2023 and December 5, 2023 respectively. The document will form the basis of the draft proposal that the Commission will produce by the end of the May 21, 2024 DEI Commission meeting. As per the discussion of the timeline earlier in the meeting, this will allow for a public comment period throughout the summer, ending at the end of August, with a completed revised draft to be discussed and potentially sent to the City Council at the September 17, 2024 meeting of the DEI Commission.

E. Access Navigators

Richard Ford Burley discussed the program, explaining that they are in talks to work with Access Navigators to produce a publicly-viewable accessibility map of local businesses and facilities. Richard Ford Burley will meet with a representative shortly to get more details, also investigating the possibility of including gender neutral facilities and baby changing tables as well.

F. Cease-fire Resolution

Councilor Devin Wilkie reports that a draft Gaza ceasefire resolution will be brought before the City Council at their February 21, 2024 meeting. Councilor Wilkie and Councilor Karen Liot Hill discussed the potential for the draft resolution to be brought before the DEI Commission for advice and recommendations. An item will be added to the March meeting of the DEI Commission to that effect.

5. OPEN TO THE PUBLIC

Jennifer Tilton, Ward 1 (attending via telepresence), approached the Commission with disturbing reports of her daughter being the subject of racially-motivated bullying and harassment at the Lebanon Middle School, as well as the challenges and frustrations she had experienced trying to work with various LMS staff members. At the suggestion of Councilor Karen Liot Hill, the DEI Commission will write a letter to the District Superintendent informing her of the incidents and the great concern that the members of the Commission feel about the situation and the way it is being handled. Tia Winter advised Ms. Tilton on several options she could pursue and gave her several potential contacts to reach out to, and further affirmed how seriously she and the rest of the Commission members take these kinds of issues. Vice Chair Bise Wood Saint Eugene suggested that a further step might be to have all new hires to the District be given a copy of the Welcoming Lebanon Ordinance.

6. OTHER BUSINESS

Various other business items were briefly discussed: Councilor Karen Liot Hill, having recently attended the first planning session for the White River Junction Pride celebrations this year, reported that there will be a week's worth of activities in the last week of July, and suggested the DEI Commission take part in some fashion; Vice Chair Bise Wood Saint Eugene asked for assistance with the creation of a multicultural food event to potentially align with the NEXUS festival, and Chair Alisha Robinson offered to provide useful contacts for him to reach out to; and Councilor Devin Wilkie asked for input regarding the plan for public art in the tunnel connecting the Mascoma River Greenway and the Northern Rail Trail.

8. ADJOURNMENT

Chair Alisha Robinson adjourned the meeting at 7:10pm.

Respectfully submitted,
Richard Ford Burley, DEI Commission Secretary

DRAFT

CITY OF LEBANON
DIVERSITY, EQUITY, & INCLUSION COMMISSION
March 5, 2024— 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); Kathy McCarty (Public Representative); Keiselim Montas (Public Representative); Alisha Robinson (Chair) (via telepresence); Emily Walton (Public Representative); Bise Wood Saint Eugene (Vice-Chair) (via telepresence); 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

The March 5, 2024 special meeting of the Diversity, Equity & Inclusion Commission (DEI) Meeting was called to order by Secretary Richard Ford Burley, acting as Chair, at 6:00pm.

2. NEW BUSINESS

A. Scheduling Matters

Richard Ford Burley discussed scheduling of the March and April meetings of the DEI Commission. The March 19, 2024 meeting will begin at 5:30pm to allow extra time for work on the Citywide Equity Plan. The April 16, 2024 meeting will require rescheduling as there is a conflict with the City's mandated Implicit Bias Training.

B. Consideration of the Citizen Request for Ceasefire Resolution

Richard Ford Burley opened the discussion with thoughts on the structure of the meeting, including what the Commission's options were. Members of the Commission discussed the purview of the Commission and the way it related to the matter of the Ceasefire resolution. Discussion also focused on the limitations of the powers of the City Council, the potential implications of the various options, and the potential content of an alternate resolution. The session was then opened for public comment.

Lori Siegel, resident of Hanover, spoke against the resolution, concerned that singling out Israel for mention felt antisemitic.

Jeremy Katz, resident of Lebanon Ward 3, spoke against the resolution, and submitted photographs of Nazi memorabilia discovered by police in a Lebanon apartment, as well as a photograph of an advertisement for a local gym.

Izaiah Siegel, 13-year-old resident of Hanover, spoke about his fear of rising antisemitism.

Sergei Kan, resident of Lebanon Ward 2, spoke against the resolution, calling it biased, and reiterated previous speakers' concerns about passing a resolution about Israel without passing resolutions about other conflicts.

Richard Abel, resident of Lebanon Ward 1, spoke against the resolution, worried that it could act as an invitation to others to act on their antisemitism. Richard Abel also read sections of a letter by Hanover resident Deborah Hoffer, a physician at Dartmouth Hitchcock Medical Center, submitted and attached to these minutes.

Robert Greene, resident of Lebanon Ward 3, spoke against the resolution, claiming the resolution falsely accuses Israel of genocide when, in the commenter's beliefs, it is Hamas committing genocide.

Ellen Rockmore, resident of Hanover, spoke against the resolution, saying it made her feel unwelcome in Lebanon.

Laurel Stavis, resident of Lebanon Ward 1, spoke against the resolution, noting that her husband's grave was defaced in an act of antisemitic hate, and that the resolution made her feel unsafe.

Nancy Graham, resident of Lebanon Ward 1, spoke against the resolution, calling it polarizing, saying it would lead to more antisemitic feelings, and explaining that she already felt unsafe in Lebanon.

Roberta Berner, resident of Lebanon Ward 1, spoke against the resolution, saying her Jewish congregation feels unsafe and that the resolution is not in line with the DEI Commission's goals. Roberta Berner also submitted a letter from Nancy Sievers, resident of Lebanon Ward 1, submitted and attached to these minutes.

Carolyn Cole, resident of Cornish, spoke against the resolution, saying that she felt it vilified Jews.

Laila Volle, resident of Lebanon Ward 2, spoke in support of the resolution, saying that community silence on the issue, when compared to the Russia-Ukraine conflict, made her feel unwelcome in Lebanon.

Sabiya Ahamed, resident of Lebanon Ward 2, spoke in support of the resolution, saying that antisemitism and anti-Zionism are different things, and describing a recent incidence of Islamophobic violence in Hanover.

Maria Solis Kennedy, resident of Lebanon Ward 2, spoke in support of the resolution, speaking out against the use of public funds in the conflict and stating that the resolution is a call for peace.

Laura Harris-Hirsch, resident of Lebanon Ward 3, spoke against the resolution, suggesting the City focus its efforts on whatever it can do to reduce harm in the community stemming from the conflict.

Ed Hirsch, resident of Lebanon Ward 3, spoke against the resolution, worried that it could be misunderstood and used as an excuse for antisemitic actions.

Ben Spero, resident of Lebanon Ward 1, spoke against the resolution as one-sided, saying that calling for a ceasefire is a politically correct way to call for violence against Jews.

Ahlam Abuawad, resident of Lebanon Ward 2, spoke in support of the resolution and, as a Palestinian-American, about her family's experiences.

Graham Edwards, resident of Lebanon Ward 2, spoke in support of the resolution, expressing concern as a taxpayer about complicity in the ongoing violence.

Corey Siegel, resident of Hanover, spoke against the resolution, arguing that while it will not stop the fighting, it will cause divisiveness in the community.

Rachael Kent, resident of Lebanon Ward 3 and co-author of the resolution, spoke in support of the resolution, saying that the resolution asserts human rights for all, but admitting the possibility that the wording may need changes.

Jenna Spero, resident of Lebanon Ward 1, spoke against the resolution, saying that it makes Jews feel singled-out and unsafe, and that it is difficult to be Jewish in Lebanon, citing among other things a scarcity of kosher foods.

Aleks Austin, resident of Lebanon Ward 2, spoke in support of the resolution, citing the scale of the violence and the need to support the involved communities.

Monica Nachemja-Bunton, resident of Hanover, spoke in support of the resolution and of the danger inherent in claiming any criticism of Israel is antisemitic.

Daisy Goodman, who works in Lebanon at Dartmouth Hitchcock Medical Center, spoke in support of the resolution, expressing her feeling as a Jewish person that the continuation of the conflict makes Jews less safe, and that calling for an end to it is not antisemitic.

Lucie Thalia Rathgeb, resident of Norwich and soon-to-be resident of Lebanon, spoke in support of the resolution, and reiterated previous commenters' concerns about complicity in violence.

Seeing no more commenters, Richard Ford Burley called the public comment to a close, followed by a five minute recess.

The members of the DEI Commission discussed the resolution and their options in the light of the public comments, in particular Councilor Devin Wilkie pointed out the ways in which the intentions behind the resolution may not line up with the way it was perceived in the community. The members of the Commission agreed that while they should recommend the City Council pass something regarding the conflict and/or its effect on the people of Lebanon, the present resolution was not something they could recommend adopting.

A MOTION by Richard Ford Burley that the DEI Commission not recommend the passing of the resolution as it currently stands.

****The Motion is approved unanimously by roll-call vote.***

Members of the DEI Commission agreed to craft a resolution that it can recommend. Richard Ford Burley agreed to work with others to create a draft for inclusion in the next DEI Commission meeting agenda packet, for workshopping and discussion at the next meeting of the DEI Commission.

3. ADJOURNMENT

Secretary Richard Ford Burley, acting as Chair, adjourned the meeting at 8:22pm.

Respectfully submitted,
Richard Ford Burley, DEI Commission Secretary

Photos provided by Jeremy Katz.



The Upper Valley
Peoples Gym is an
experimental project
taking shape in a new
space in Lebanon, NH.
We are not a business.

Our aim is to create a
free, anti-fascist
training space, where
cops, active military,
landlords, and Zionists
are not welcome.

Nancie Severs
Lebanon, NH 03766

February 19, 2024

Re: Please Keep Our City Government Out of International Politics.

Dear Mayor McNamara & Councilors,

This is in response to the Lebanon Listserv post on Sunday, February 18, 2024 which requests support for "Passage of a Ceasefire Resolution in Lebanon" from residents & non-residents of our City. This is how I heard that there would be a Resolution on this subject on our City of Lebanon Council Agenda.

Please keep our city government out of international politics.

It would be highly inappropriate for our City Councilors to take a position purportedly representing the Residents of the City of Lebanon on the War between Israel & Hamas in Gaza.

How would this be any different than passing resolutions about what France should be doing with Moscow or what China should be not doing with Taiwan, Vietnam & the Philippines, and so on. International politics especially in this particular situation should have no place in our City Government or require City time & resources.

Is it even appropriate for groups from outside the City of Lebanon i.e., the Dartmouth affiliated groups named in the Lebanon Listserv post to insert themselves into City of Lebanon business?

Our City Councilors need to be careful not to take positions that could make any of our residents uncomfortable, especially residents who are our taxpayers. Even the proposal of such a resolution makes our family uncomfortable. I hope you will carefully consider our feelings on this matter.

We all pray for peace for ALL residents of the Middle East.

Respectfully,
Nancie Severs

Letter From Deborah Hoffer provided by Richard Abel (page 1)

Letter to the members of the Diversity, Equity and Inclusion Commission of the Lebanon City Council:

My name is Deborah Hoffer, and I am a resident of Hanover, NH. I am writing to state my strong opposition to the Proposed Ceasefire Resolution ("the resolution") before you. While not a resident of Lebanon, I am a physician at Dartmouth Health and a member of the Upper Valley Jewish Community, and as such, have strong ties to residents of Lebanon, and feel the impact of the adoption of this resolution will be very widely felt.

My opposition is two-fold: Most importantly, I feel it will be a destructive, polarizing force in the community at a time in which what is most needed are unifying forces. But equally important is the fact that I believe strongly that this resolution is directly in conflict with the mission statement of the DEI Commission.

I hope everyone can agree that the current state of affairs between Israel and the Palestinians has its complicated roots in decades, if not centuries of conflict. It would be overly simplistic to try to distill the situation down to any statement assigning blame to one side or the other. However, this resolution appears to go back only as far as the Israeli *response* to the October 7 massacre, and lays all the blame for the truly horrifying current situation on Israel. This war has pitted members of communities around the country against one another, and in some cases, it has led to physical violence. **My point is this: Simplifying this conflict as the resolution does, and placing all of the blame on Israel, only serves to fan the flames of division and acrimony in the community, while not doing anything to actually further peace. At its most stark, this action places the good people of Lebanon and the Upper Valley, regardless of their views on this conflict, in emotional and physical danger. Continuing with this effort is irresponsible.**

Furthermore, whether one supports a ceasefire or not, I strongly believe this resolution is far outside the mandate of the DEI commission. Taking words directly from the stated mission of the DEI Commission:

The purpose of the Diversity, Equity, and Inclusion Commission (DEI) is to enhance the City's support for a welcoming environment by encouraging cooperation, tolerance, and respect among those living, working, and visiting the City; to provide information, education, and communication that facilitates understanding and celebrates our differences; and to advise City government in ways that unite the community and ensure all are equally respected, valued, needed, and cherished.

This resolution does the opposite of encouraging cooperation, tolerance and respect. At best, it provides NO information or education; at worst, it furthers misinformation and fosters a lack of understanding. And it does the opposite of celebrating differences; it villainizes one group in favor of another. If the goal of the resolution is to ultimately pressure state legislators into action in Congress, there is a mechanism for that: all individuals can directly connect with their

Letter from Deborah Hoffer provided by Richard Abel (page 2)

legislators to make their voices heard. It is a misuse of city government to simply act as a conduit to the national government.

In summary, while many of us are trying to figure out where we stand on the tragic situation in Gaza at the moment, I know that proposed resolutions in our cities will do nothing to improve the situation for those who are suffering abroad. Worse yet, it is a misuse of local government that will only serve to worsen the lives of our neighbors at home. Please vote to reject this proposal.

City of Lebanon Resolution in Support of Peace in Gaza and Israel [DRAFT]

WHEREAS the Mayor of Lebanon and the City Council of Lebanon (henceforth referred to as “the Council”) affirm the intrinsic value of human life and the human rights of all people regardless of race, skin color, national or ethnic origin, religious or political opinion or activity, and cultural group, in accordance with the Welcoming Lebanon Ordinance;¹ and

WHEREAS the Council recognizes that in a widely multicultural community, matters of international concern have local significance; and

WHEREAS the Council grieves the tragic losses of human lives, both Palestinian and Israeli, in devastating numbers in the last half a year alone, and expresses its deepest sympathies for the friends, families, and communities of those affected by the ongoing violence; and

WHEREAS there have been significant local effects arising from the ongoing violence, including a rise in antisemitism, Islamophobia, and anti-Arab and anti-Palestinian racism, leading to safety concerns and a reduced quality of life for members of the greater Lebanon community; and

WHEREAS the Council understands that many members of the greater Lebanon community have not felt their concerns to be heard by members of higher levels of government and are seeking recognition at the local level;

NOW, THEREFORE, BE IT RESOLVED that the Council affirms and echoes the City’s residents’ fervent desire for an immediate and permanent bilateral end to violence in the region, the safe return of all prisoners, Israeli and Palestinian, and for the development of a lasting peace based on a recognition of the universality of human rights and fundamental equality of all peoples; and

BE IT FURTHER RESOLVED that the Council affirms and echoes the City’s residents’ fervent desire for priority to be given to humanitarian aid, especially medical care and relief from hunger, to those most affected by the ongoing violence in the region, as well as an end to military aid; and

BE IT FURTHER RESOLVED that the Council condemns antisemitism, Islamophobia, and racism of all forms, at home and abroad, and will work to foster an environment in which all members of the greater Lebanon community can feel safe practicing and expressing their cultural and religious identities freely and in public, without fear of discrimination or harm; and

BE IT FURTHER RESOLVED that the Council will forward a copy of this resolution to our United States Congressional delegation, namely Representative Ann Kuster, Senator Jeanne Shaheen, and Senator Maggie Hassan, as an indication of the greater Lebanon community’s deeply held desire for peace, abroad and at home.

¹ “City of Lebanon, NH: Welcoming Lebanon.” City of Lebanon, NH Code, <https://ecode360.com/37303347>. Accessed 1 Feb. 2024.

Dated this ____ day of _____, 2024 at Lebanon, New Hampshire.

Environmental justice is the fair treatment and meaningful involvement of all Lebanon community members—regardless of race, skin color, national or ethnic origin, cultural group, language, gender identity or expression, sexual orientation, mental or physical ability, age, religious or political opinion or activity, economic status, immigration status, or housing status—in decisions that affect their access to and quality of interaction with the natural environment. For environmental justice to be achieved, protection from environmental risks and access to environmental benefits should be fair and equitable, and the policy, investment, and advocacy decisions surrounding environmental issues should meaningfully involve those who stand to be affected.

DEI Commission

First Equity Plan Report

Based on the DEI Commission's 7/26/2023 brainstorming session with invited community stakeholders and its 12/5/2023 meeting with the City REAL team, the following report summarizes the key priority areas and recommendations for the focus of a Citywide Equity Plan:

Priorities:

Access to Public Services and Amenities

- Improve **bus routes**, schedules, hours of operation, and overall accessibility of public transportation and bicycle/pedestrian paths
- Address challenges with **waste disposal access** and options like composting and recycling
- Expand **internet/telecom access**, especially for unhoused and disadvantaged residents
- Increase access to medical, dental, and mental **healthcare**, especially for low-income individuals
- Improve communication and publicizing of **cultural events** and local resources
- Enhance **linguistic access** through translated materials and interpretation services
- Streamline processes for **accessing city services** and public spaces for all community members
- Facilitate communication and **coordination between school districts and municipalities** in both states
- Access to **information** – no access to technology – digital equity – digital divide
- Continue to offer **affordable programming**

Economic Equity

- Address disparities in **cost-of-living increases** compared to pay raises across the region
- Review impacts of **benefits cut-offs** tied to pay raises
- Diversify **suppliers** and connect with minority-owned businesses
- Offer **grants, loans, and accelerator programs** to support **BIPOC-owned businesses**
- **Recruit for diversity** within major employers and leadership boards, including disabled and disadvantaged populations
- Increase opportunities for **networking** and accessing services outside standard work hours
- **Increased education** in community (businesses) and within City Departments

Housing & Childcare Access and Affordability

- Increase **affordable housing** and address barriers to home ownership
- Offer **accessible childcare** options and resources

- Address **energy costs** and energy insecurity

Community Connectedness and Inclusion

- Host and support **cross-cultural community events** and immersive cultural experiences
- Increase activities and **representation for people** across age demographics, including young people, single adults, and older people
- Celebrate **language diversity** through translated materials, signs, etc.
- Increase DEI education and **cultural competence training** for all communities
- Ensure **community spaces** and social opportunities are inclusive and accessible
- **Foster connections** across cultures and backgrounds to ensure all community members, including newcomers, nonresidents, and those engaged in homeschooling, feel **welcomed, represented, and able to access social networks**

City Employees

- Steer away from thinking of **employment candidates** as “good fits”
- Consider **customer population**, and customer DEI policies, in procurement and contracting purposes
- Address **state-level policies** that drive some of these barriers to diversity, including testing requirements and certifying standards
- Ensure **pay equity** across departments and roles
- Evaluate **interviewing practices**, ensuring a diverse group of people on hiring panels

Goals & Metrics:

- Community-wide **culturally competent language & bias education**
- All people **feel safe, welcome, included**; **no intrinsic assumption** someone is not local
- Decreased **systemic barriers**, including in municipal and organizational leadership
- Increased **community connectivity & engagement**
- Decreased **poverty rates**, decreased crime
- Ongoing opportunities for **whole communities**, including immersive trips
- Culture in schools: Positive **student behavior** and community cohesiveness
- Formation of **ongoing norms** in communities with minimal resistance
- Increase **diversity within City Departments & community**: youth staying in the community, different languages represented, female leadership & employee retention
- Percentage of **affordable housing units** embedded in all new development – not separated
- **Workplace equity**:
 - Work schedules (flexibility)
 - Increased efforts in childcare assistance
 - Educational opportunities for all (succession planning) – increase availability and mentorship
- What is being **celebrated** within the community

- More **applications** than openings on boards and committees
- Decrease in complaints in **access issues**
- More City **employees live in the City**

Process Improvement

- Seek to **include all members of the community** who should be involved in equity conversations
 - Representation on Boards and Committees – how are we reaching out to people who are not represented? Socioeconomic status – voice needs to be broadly represented (not only homeowners, but renters, better representation of different ages, etc.)
 - Increased education on what it means to serve on Boards and Committees – impact it can have on community
 - Investing in people – active outreach
 - More youth representation on committees
 - Stipends for those serving on boards and committees – difficulty serving due to childcare issues
 - “Working Groups” for boards and committees
 - Rethinking how work on boards and committees is done
- Expand **reach of the conversation** to the broader community, including underrepresented groups, using available resources to encourage wider involvement
- Remove **barriers to participation** to ensure community members can easily participate
- Engage in **active outreach** and ask intentional questions of participating members: who is equity for, and what is our position in pursuing equity?
- Motivate the dominant cultures to participate in **planning and pursuing equity goals**
- Examine opportunities to **use policy to aid and support** all community members
- Think beyond “welcoming” to include actions alongside statements.
- Routine, long-term planning and assessment

Accountability

- Track **data on poverty rates, pay equity, business ownership** demographics
- Conduct **inclusive community surveys** to measure change
- Maintain focus through **ongoing planning, assessment, and progress tracking**
- **Report progress** to community stakeholders and keep plan visible