



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

Community Relations Committee

~ AGENDA ~

Chairman
Kevin J. Dombrowski

Wednesday, November 16, 2022

6:30 PM

Town Hall Annex - Hybrid Format

REMOTE MEETING INFORMATION

In -Person Council Chambers -Town Hall Annex Building

Join Zoom Meeting from your Computer, Smart Phone or Tablet:

<https://us06web.zoom.us/j/88631399976?pwd=RVBpcEw3YUlvVXdKdYXgyL2NtRHpEUT09>

Or by Audio Only: Telephone: +1 646 558 8656; +Meeting ID: 886 3139 9976; Passcode: 113374

I. CALL TO ORDER

II. ROLL CALL

III. CITIZENS COMMENTS

IV. PRESENTATIONS / INFORMATIONAL ITEMS

Public Works Director Steve Masalin Presentation

Attachments: [PUBLIC WORKD DEPARTMENT PRESENTATION-2022-11-16ons Presentation.pdf](#)

V. APPROVAL OF MINUTES

MOTION to approve the Community Relations Committee Regular Meeting Minutes of October 19, 2022.

Attachments: [COMM REL-MIN-2022-10-19.pdf](#)

VI. OLD BUSINESS

2. Continued discussion regarding Black History Month and update on the 2023 Black History Activity/Contest.
3. Continued discussion and possible action draft a schedule for Public Information Forums to present to residents the types of services the town offers; how to access services and the authority residents should direct concerns regarding services.
4. Continued discussion and possible action to identify various town venues to host "Informal Conversations in the Park" to engage residents in discussions regarding their concerns and their ideas for potential solutions.

5. Continued discussion regarding the possibility to schedule joint meetings with the Mashantucket Pequot Tribal Nation to discuss items of mutual interest.
6. Continued discussion to present information to bring awareness to October being “Depression and Mental Health Month”.
8. Review comments received at the July 20, 2022 Informal Conversation with residents at the Park on East Drive.
9. Any other Old Business proper to come before the Committee

NEW BUSINESS

1. Review and discuss the National League of Cities “Responding to Racial Tension in your Municipality”

<<https://www.nlc.org/resource/responding-to-racial-tension-in-your-city-a-municipal-action-guide/>>

Attachments: [National League of Cities- Responding to Racial Tension-2022-06-22..pdf](#)
[National League of Cities- Responding to Racial Tension--28 Pages-2022-06-22..pdf](#)
[CCM Guide Racial Tension-Grabner E-mail-2022-06-23.pdf](#)

2. Any other New Business proper to come before the Committee.

IV ADJOURNMENT

DISCLAIMER: Although we try to be timely and accurate these are not official records of the Town.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-748

Agenda Date: 11/16/2022

Agenda #:

REPORT

Presentation

Public Works Director Steve Masalin Presentation



Winter Is Coming



Is your Mailbox Ready?

Join the Community Relations Committee

November 16, 2022

6:30 PM



Town Hall Annex or Online
To find out about the services
Ledyard Public Works provides

- ✓ Snow Plowing
- ✓ Trash and Recyclables Collection
- ✓ Transfer Station Operations
- ✓ Road Maintenance
- ✓ Roadside Mowing - Tree Trimming
- ✓ Buildings and Grounds Maintenance



Bring your questions:

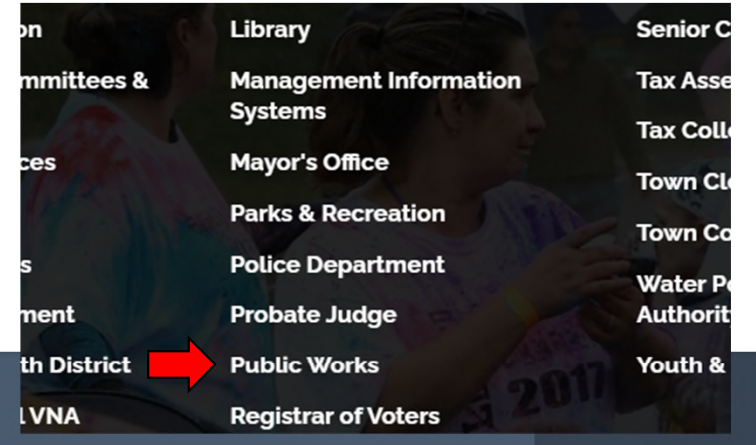
- "Why does my driveway get plowed in right after I shovel?"
- "When is my street getting paved?"
- And the ever popular: "Why can't I recycle this?"



Ledyard Public Works Department



Intro



The Town of
Ledyard Connecticut

Our Town

Departments

Doing Business

Road Maintenance Plan

Roadwork Notices

Stormwater Pollution
Prevention

Trash & Recycling

Public Works Annual
Report

Warning & Advisory Signs
Update

Winter Operations Facts &
FAQs

Home › Departments › Public Works

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Public Works

Overview

Responsibilities

The Public Works Department is responsible for a wide range of town services associated with:

- Road and building management, maintenance, and improvements
- Vehicle fleet maintenance
- Waste collection and disposal

Road Maintenance

The realm of road maintenance includes many specific services, such as:

- Catch basin cleaning
- Drainage repairs and improvements
- Road patching and resurfacing
- Roadside mowing and vegetation control
- Snow removal
- Street sweeping
- Traffic signs and markings

Waste Management

Waste management services include curbside trash, recyclables, and bulky waste collection and operation of a part-time transfer station.

Engineering Design & Review

The department also administers engineering design and review associated with town infrastructure projects and development and satisfies various compliance requirements related to federal and state programs governing both roads and waste management. The department accomplishes its tasks through a combination of in-house staff and contract services.

Contact Us

PUBLIC WORKS DEPARTMENT
Town Garage
889R Colonel Ledyard Highway
Ledyard, CT 06339-1511

Town Garage Hours
Monday - Friday
7:30 a.m. – 3:30 p.m.

Director's Office
741 Colonel Ledyard Highway
Ledyard, CT 06339-1511

Director's Hours
Monday - Friday
8:30 a.m. – 4:30 p.m.

Steve Masalin
Director
Phone: 860-464-3238
Fax: 860-464-1126
[Email](#)

Joseph Tillmann
Highway Superintendent
Phone: 860-464-9060 ext 1
Fax: 860-464-9160
[Email](#)

Shawn Ruszczyk
Building/Grounds Foreman
Phone: 860-464-9060 ext 2
Fax: 860-464-9160
[Email](#)

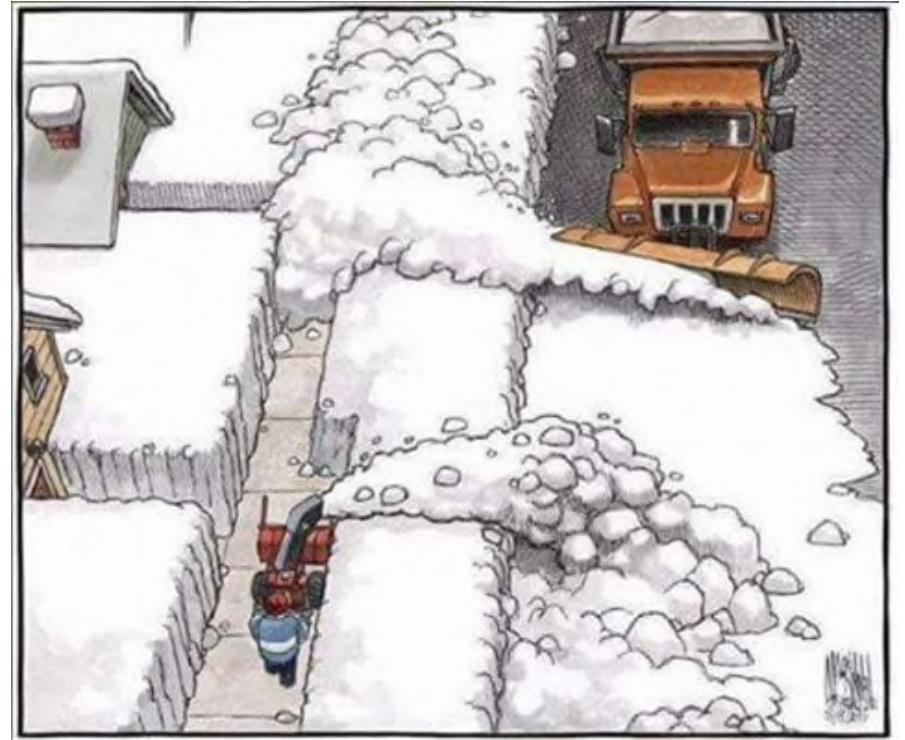
Ralph Michaud
Maintenance Foreman
Phone: 860-464-9060 ext 3
Fax: 860-464-9160
[Email](#)

[Staff Directory](#)

Winter Operations

Plowing Info

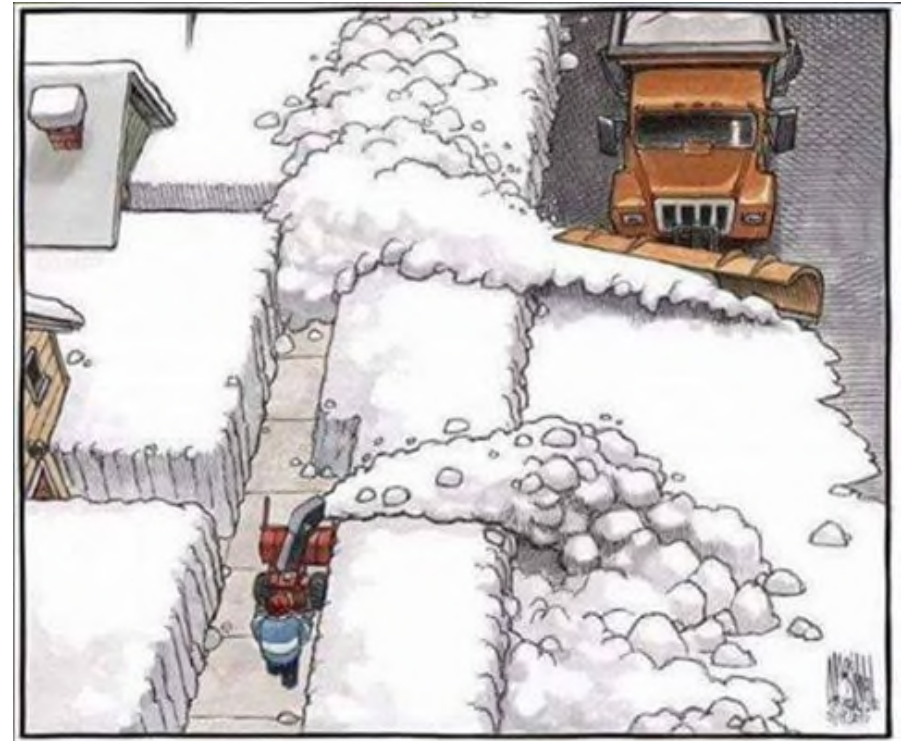
- Protocols
 - Mobilization
 - Plowing priorities



Winter Operations

Plowing Info

- Protocols
- Routes

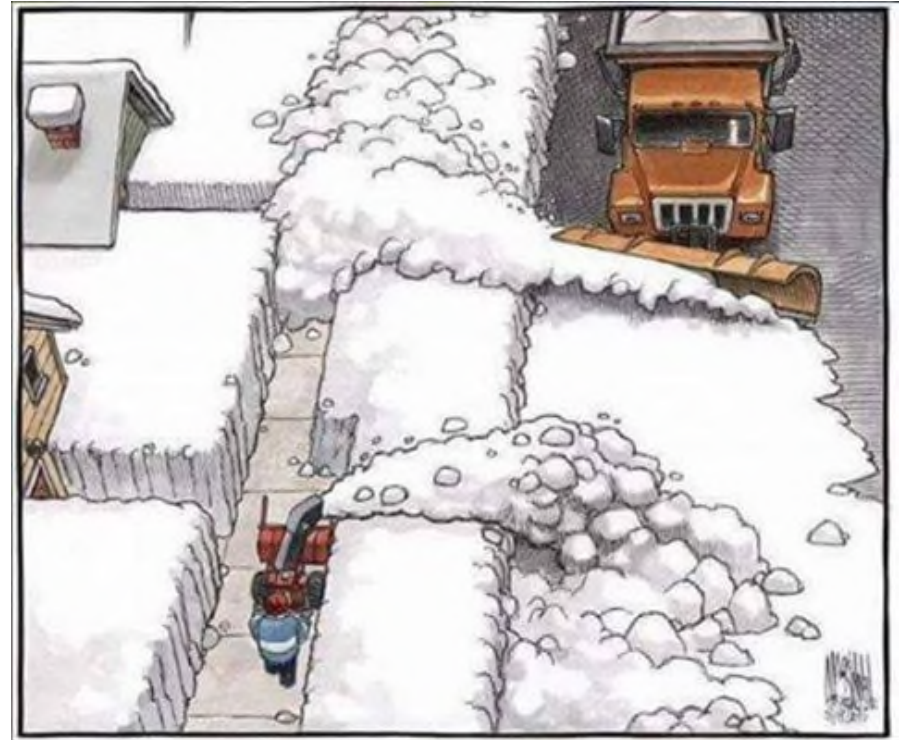


- 11 Plow Routes — ave of 10 miles each
- About 2-3 hours to complete simple pass
- About 8 hours to complete final cleanup

Winter Operations

Plowing Info

- Protocols
- Routes
- Parking Ban

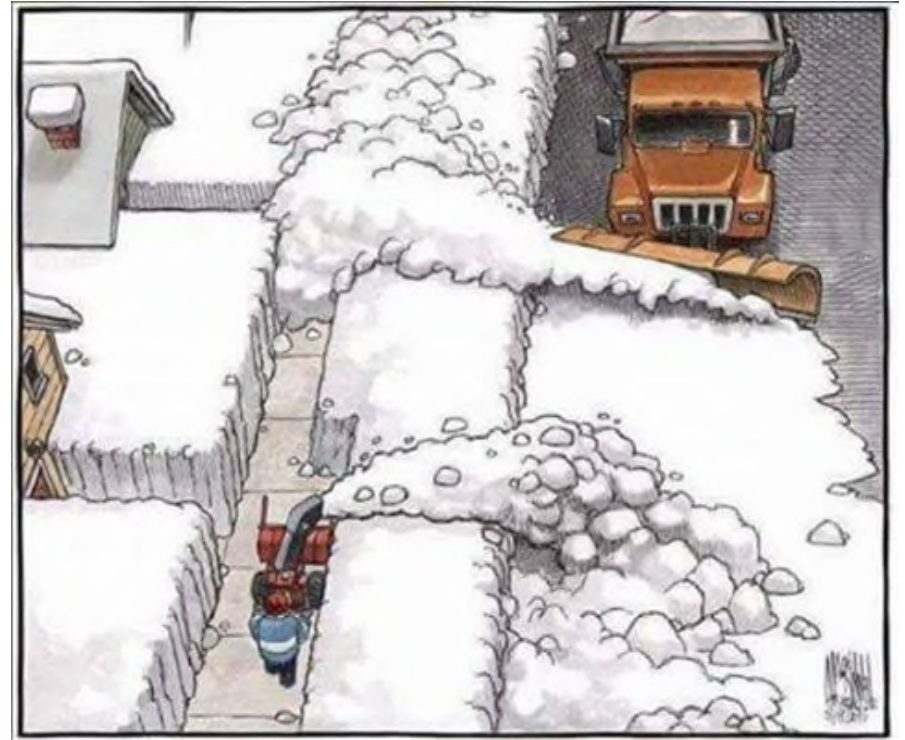


- Ordinance 300-027
- No on-street parking 1 to 6 AM from 12/1 to 3/31
- No on-street parking during declared parking ban

Winter Operations

Plowing Info

- Protocols
- Routes
- Parking Ban
- Complaints/Questions



Calls should be directed to:
Highway Superintendent, 860-464-9060, ext 1

Mailboxes

The Public Works Department will repair damaged mailboxes only if damage is the result of direct contact with the plow.

Damage will not be repaired by the Town if it is the result of:

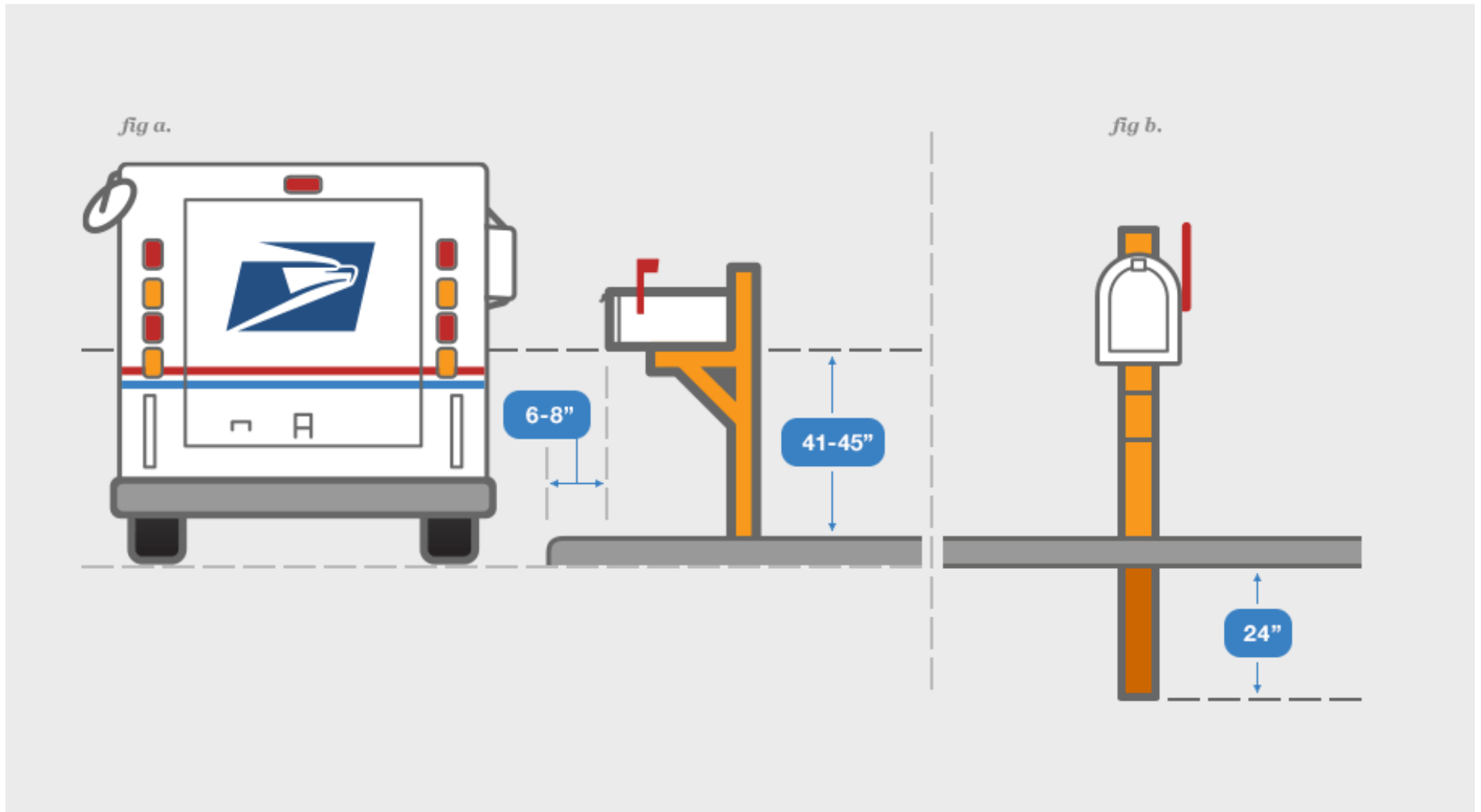
- contact by only slush or snow
- improper installation, placement, or deteriorated condition of its post or support structure

Residents should evaluate the location and condition of their mailboxes:

- Securely fastened to a sturdy post solidly anchored in the ground?
- Mailbox assembly can withstand exposure to the substantial weight of a heavy snow cast from a large plow?



Official USPS Guidance for Mailbox Placement





Road Maintenance Plan

Roadwork Notices

Stormwater Pollution Prevention

Trash & Recycling

Public Works Annual Report

Warning & Advisory Signs Update

Winter Operations Facts & FAQs



Library

Management Information Systems

Mayor's Office

Parks & Recreation

Police Department

Probate Judge

Public Works

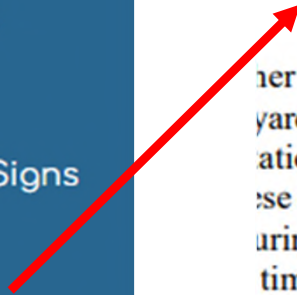
Registrar of Voters



Town of Ledyard

Winter Operations Facts and FAQs

er season, keeping Town roads safe and free of snow
yard Public Works Department (PWD). Hazardous road co
ation or weather events. These events include snow, sleet,
se categories there are additional varieties of effects. Our
uring the storm and to clear the streets, curb to curb, withi
times the PWD faces tricky circumstances or operational
nd even with the best of intentions or sense of completion,
tion. We apologize for any such instances. In any case,
onditions when driving during the winter season. During
ifficult travel and adjust accordingly, staying off the roads
ways necessary if travel is essential.



Waste Services

Curbside Collection

- Service Basics



- Regulated according to Ordinance 400-007
- Contracted service, NOT private subscription
- Weekly trash, bi-weekly recycling
- Carts at curb by 6 AM day of service
- Six Holidays that may affect collection schedule:

New Year's Day Memorial Day 4th of July
Labor Day Thanksgiving Christmas

Waste Services

Curbside Collection

- Service Basics
- Service Provisions



- One (1) Trash & one (1) single family unit (no ex
- Single stream recycling
- Overflow provisions
- Trash & cardboard to Trai

Waste Services

Curbside Collection

- Service Basics
- Service Provisions
- Cart Rules



- Owned by Contractor; stay with the house
- Needs managed directly by Town
- Enforced strictly according to Ordinance; violations may involve visit from Town staff or impact service

Waste Services

- Household Furniture (including mattresses). Maximum of two (2) pieces per pick-up.
- Scrap Wood. A neat pile of material not to exceed five (5) feet long, three (3) feet high, and five (5) feet wide. No Sheetrock/drywall or plaster.
- White Goods (e.g., appliances). One (1) appliance per pick-up. Freon-bearing items must display a pickup decal available from Town Hall and Libraries, at the cost of \$5.00. Metal appliances will be picked up on Fridays.
- Miscellaneous Metals. Maximum eight (8) foot length. Unlimited quantity if properly sized. Scrap metal will be picked up on Fridays.
- Leaves. (Note: Service limited to period from November 1st to December 31st) *Must be in paper biodegradable bags*. Unlimited quantity. Bags available commercially at places like Walmart, Home Depot, Lowe's and Holdridge's. Leaves will be collected on Wednesdays.

- Two collections per year
- Materials/limits/other details on website
- Arrangements made directly with Casella (Willi Waste) at 860-423-4527

Waste Services

Curbside Collection

- Service Basics
- Service Provisions
- Cart Rules
- Bulky Waste
- Contacts



- Complaints or questions about a particular service incident: Casella (Willi Waste) – 860-423-4527
- Cart matters or other questions about service: Town of Ledyard – 860-464-3238

Waste Services

Household Hazardous Waste (HHW)

- Service Basics



- Run regionally by Southern Connecticut Regional Resources Recovery Authority (SCRRA)
- Several collections a year from April to November
- Collection typically held in Ledyard first Saturday in November

Waste Services

Household Hazardous Waste (HHW)

- Service Basics
 - Provisions
 - Contacts
- Numerous items accepted (list on Town website, along with items not accepted)
 - SCRRRA manages and may be contacted directly



SCRRRA

Phone: 860-381-5558

Fax: 860-381-5948

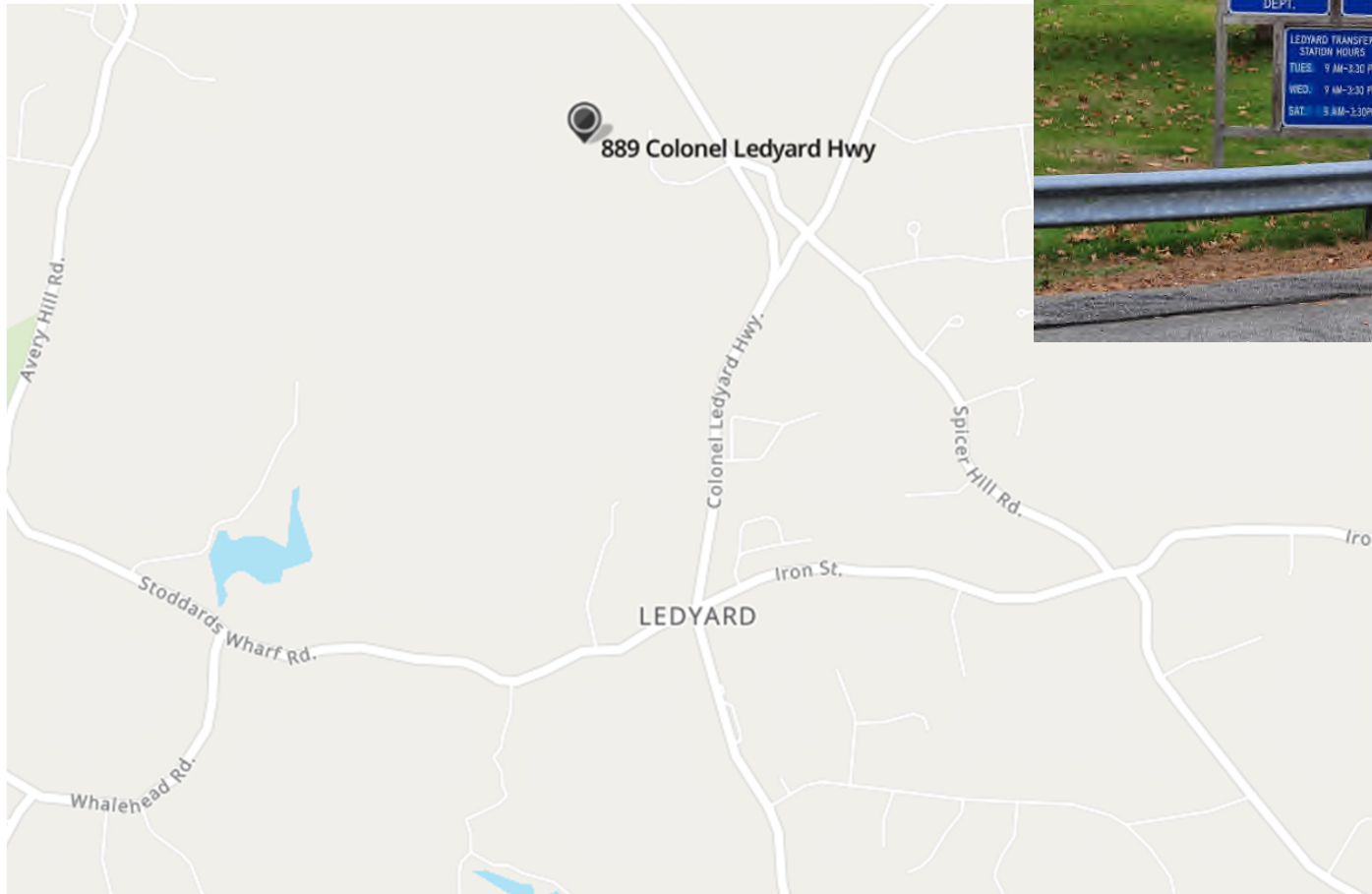
7 Hurlbutt RD

Gales Ferry, CT 06335

Waste Services

Transfer Station

- Location



Waste Services

Transfer Station

- Location
- Services/Fees

No Fee — Residents Only

Leaves and brush
Waste Oil and Antifreeze (*See note below)
Scrap Metal
Non-Freon bearing appliances
Car Batteries
Electronic Equipment (Computers, TVs, etc.):
Fluorescent light bulbs
Ni-cad— Cell phone Batteries
Paint
Mattresses/Box Springs

Note: Fee schedule approved
by Town Council

Fees Collected — Residents Only

Tires:

Car \$1 (with or without rims)

Truck \$2

Oversize \$25

Freon-bearing Appliances - \$5 per item

Leaves/Brush Disposal Fees (Commercial)

Small load (pick-up) \$5

Medium load (small dump) \$15

Large load (large dump) \$25

Bulky Disposal Fees (Residential and Commercial)

Small load (pick-up) Bulk \$35 / Shingles \$75

Medium load (small dump) Bulk \$125 / Shingles \$300

Large load (large dump) Bulk \$250 / Shingles \$600

Waste Services

Transfer Station

- Location
- Services/Fees
- Hours

Tuesday

Wednesday

Saturday

9 AM to 3:30 PM



Waste Services

Transfer Station

- Location
- Services/Fees
- Hours
- Contacts

During Hours

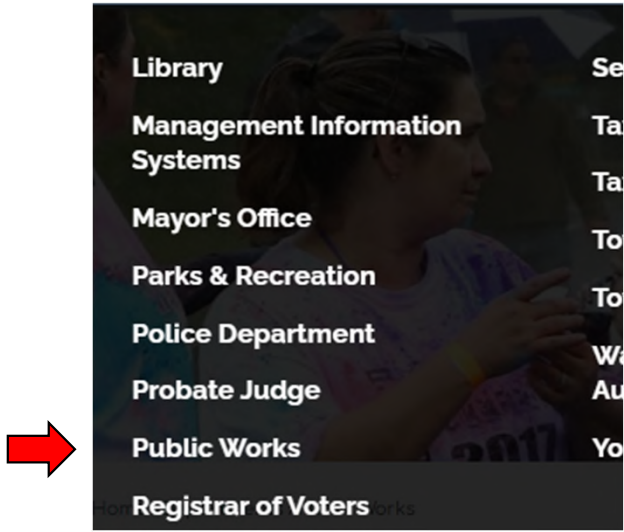
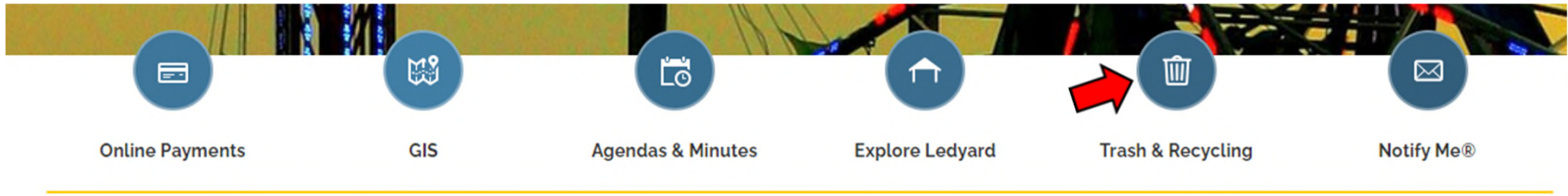
860-464-9060 ext 4

At other times





860-464-9060 ext 1



Waste Services Website Links



Waste Services Website Links

-  Bulky Waste
-  Curbside Collection
-  Hazardous Waste Collection
-  Transfer Station

Home › Departments › Public Works › Trash & Recycling

Home › Departments › Public Works › Trash & Recycling › Transfer Station

Transfer Station

Transfer Station Location

The Ledyard Transfer Station is located at 889 Colonel Ledyard Highway near the Town Public Works Garage and the Animal Control Office and can be reached at Phone: (860) 464-9060, extension #

- [Click for map](#)

Transfer Station Hours:

The Transfer Station is open 9:00 a.m. to 3:30 p.m. Tuesday, Wednesday, and Saturday. The Transfer Station is closed Monday, Thursday, Friday, and Sunday.

Transfer Station Fees:

Exact Change Only

No Fee — Residents Only

Road Maintenance

- Road Network

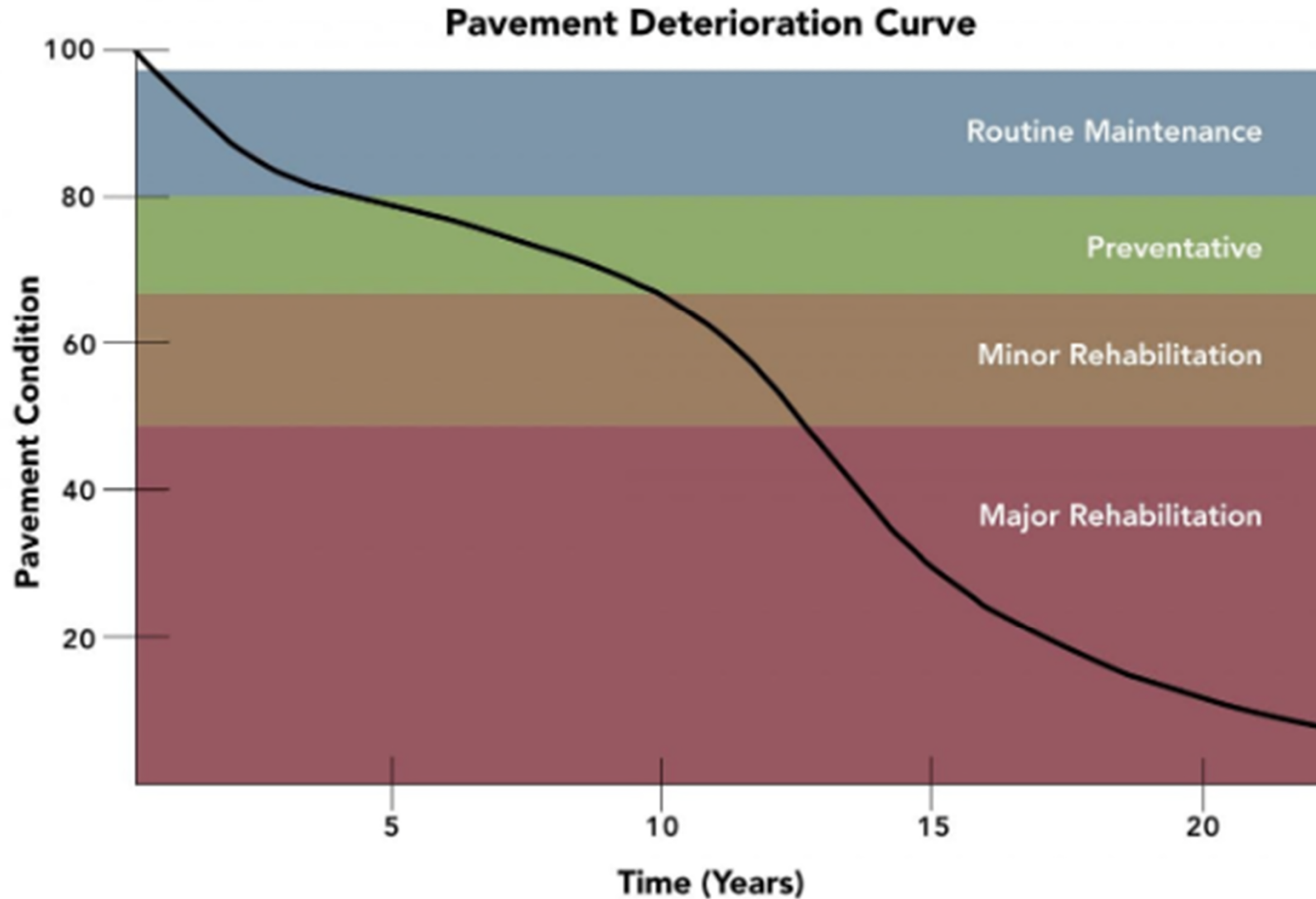
Roadway Type	Length (Miles)
Asphalt	111.48
Gravel	1.26
Total:	112.74

Asphalt Road Functional Class Mileages

Arterial	34.28
Collector	14.27
Local	62.93

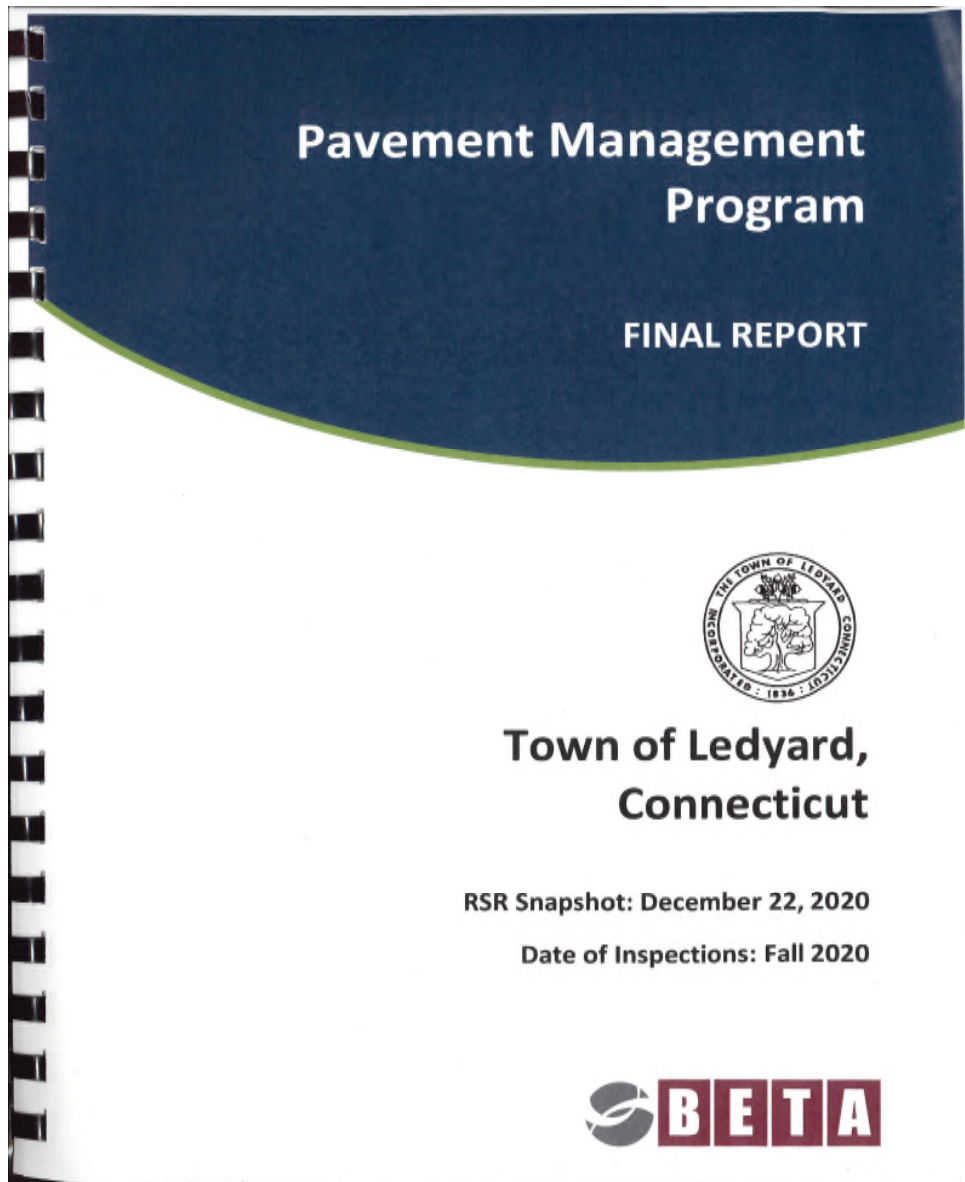
Road Maintenance

- What are we up against?



Road Maintenance

- Road Surface Study



Previous Versions

2011 (initial)

2014

2017

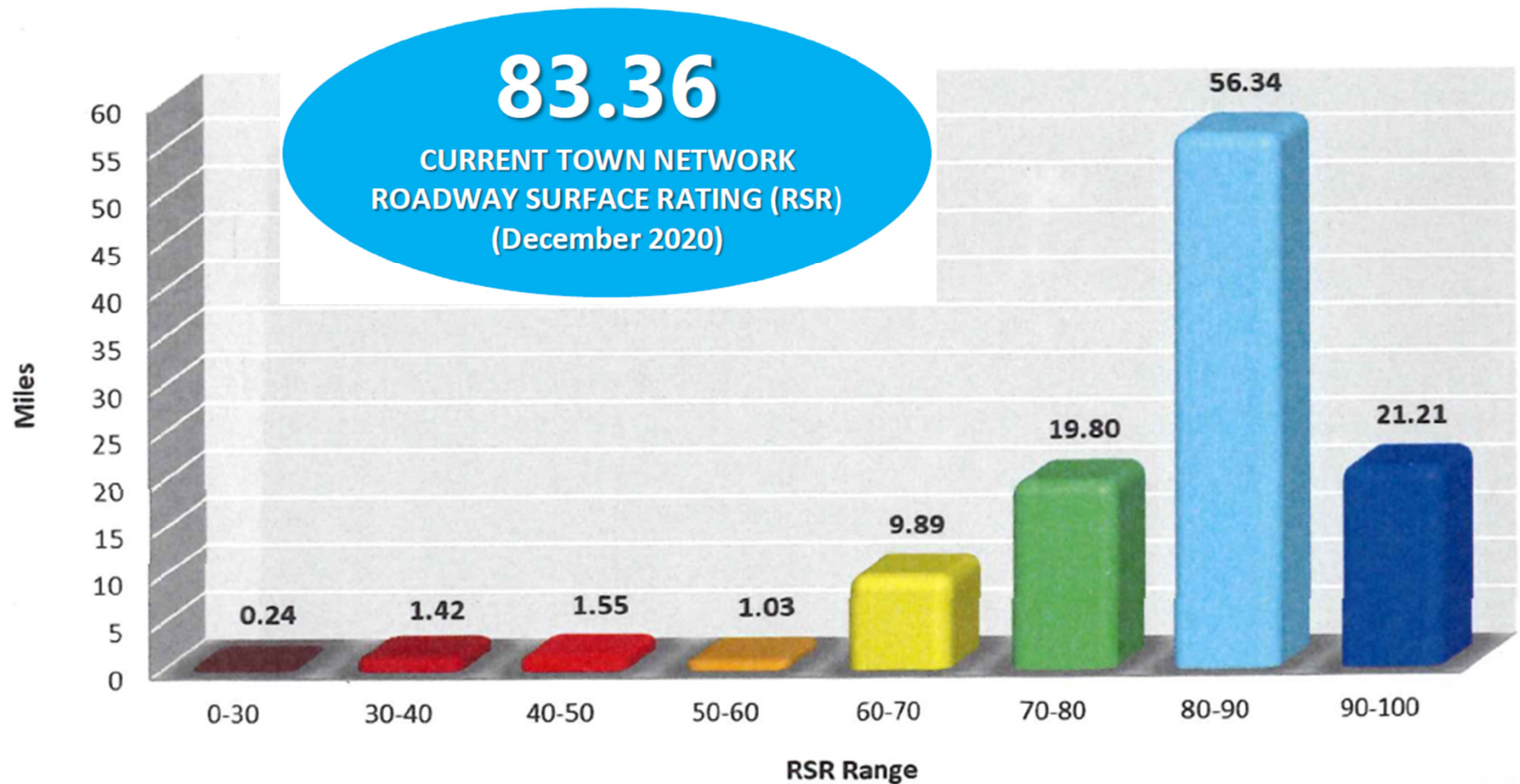
Road Maintenance

- Ledyard Road Surface Maintenance Synopsis

The Town of Ledyard retained BETA Group, Inc. (BETA) to provide pavement management services to better maintain the Town's roadway network. Roadway inspections were originally collected in 2010, with re-inspections being performed in 2013 and 2017 utilizing a windshield survey approach. Most recently, BETA was hired in the Fall of 2020 to re-inspect the roadways using an automated approach to assess current roadway conditions. Since the inception of the program, the Town has focused on a pavement preservation approach with the mindset of keeping good roadways in good condition. This effort was achieved by applying several routine and preventative maintenance treatments including crack seal, fog seal, and micro-surfacing as roads only began to show signs of deterioration. Over this 10-year window, almost all 111 Town maintained roadway miles have been addressed, with many roadways being treated 2-3 times. BETA has worked with the Town to track each roadway improvement treatment and cost by year. Overall, this approach has led to a significant increase (roughly 10 points) in the network Road Surface Rating (RSR) over time. As a result of the longevity of success and improvement to its road network, the Town of Ledyard should be viewed as a model community in New England as they have demonstrated their full commitment to maintaining the Pavement Management Program (PMP).

Road Maintenance

- Road Surface Ratings (RSR's) – as of 2020 report

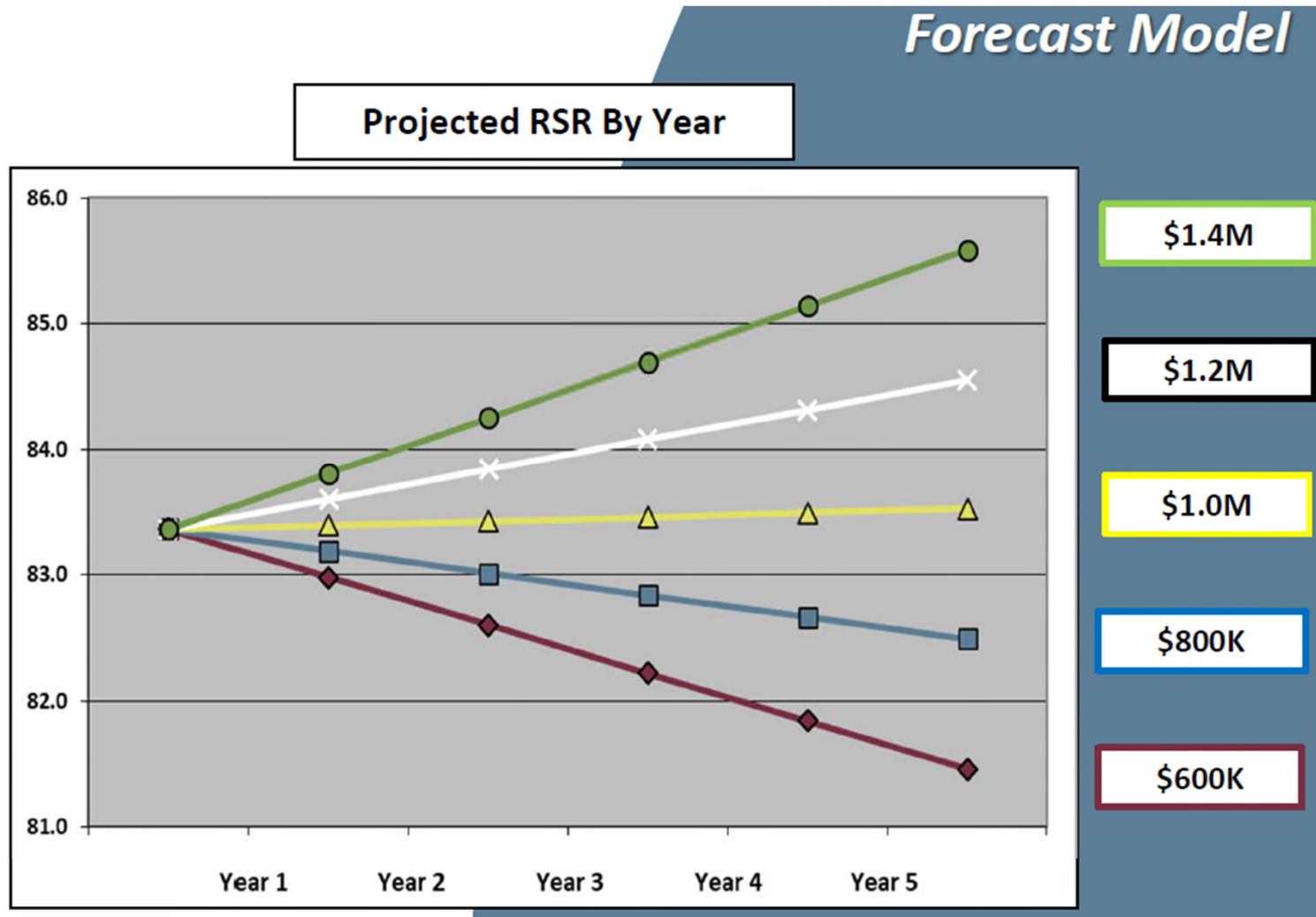


Road Maintenance

- Funding Requirements
 - *Routine Maintenance*
potholes, patching, drainage, line striping, guiderail repairs, tree removal/canopy trimming, etc. (not including snow removal)
\$180,000 to \$200,000 annually
 - *Road Resurfacing*







Road Maintenance

- Road Resurfacing Funding Requirements



Road Maintenance

- Primary Road Repair Treatments

Repair Category	
Repair Method	
	Reconstruction
	Reclamation
	Rehabilitation
	Preventative Maintenance
	Routine Maintenance
	Defer Maintenance

} Paving



Microsurf
Crack Se

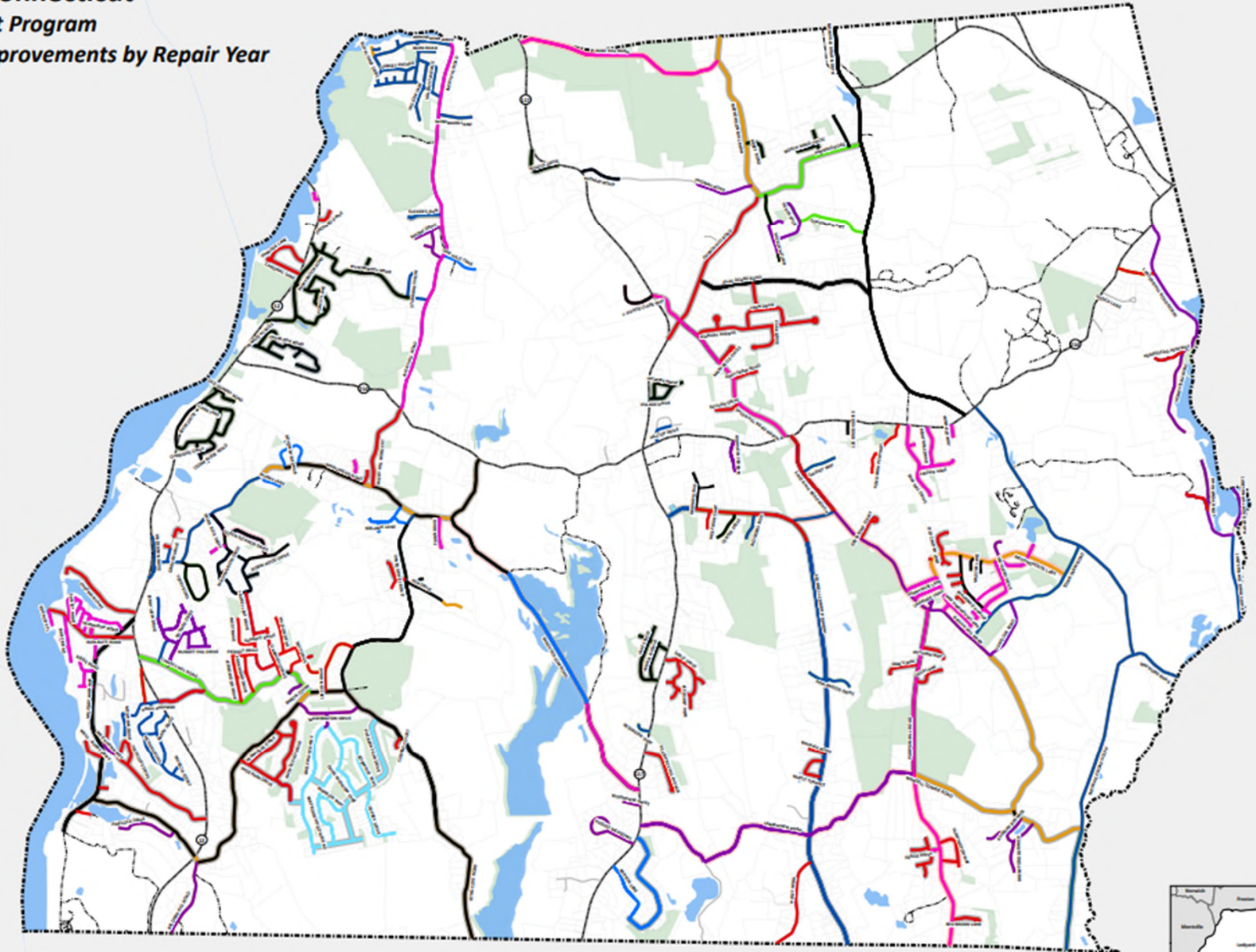


Road Maintenance

Town of Ledyard, Connecticut
Pavement Management Program
2011-2022 Roadway Improvements by Repair Year

Legend

Repair Year



DRAFT
Issue Date: August 4, 2022
This Map is Intended for Planning Purposes Only
SOGO



Road Maintenance

Town of Ledyard, Connecticut Pavement Management Program Spending Cost per Square Yard

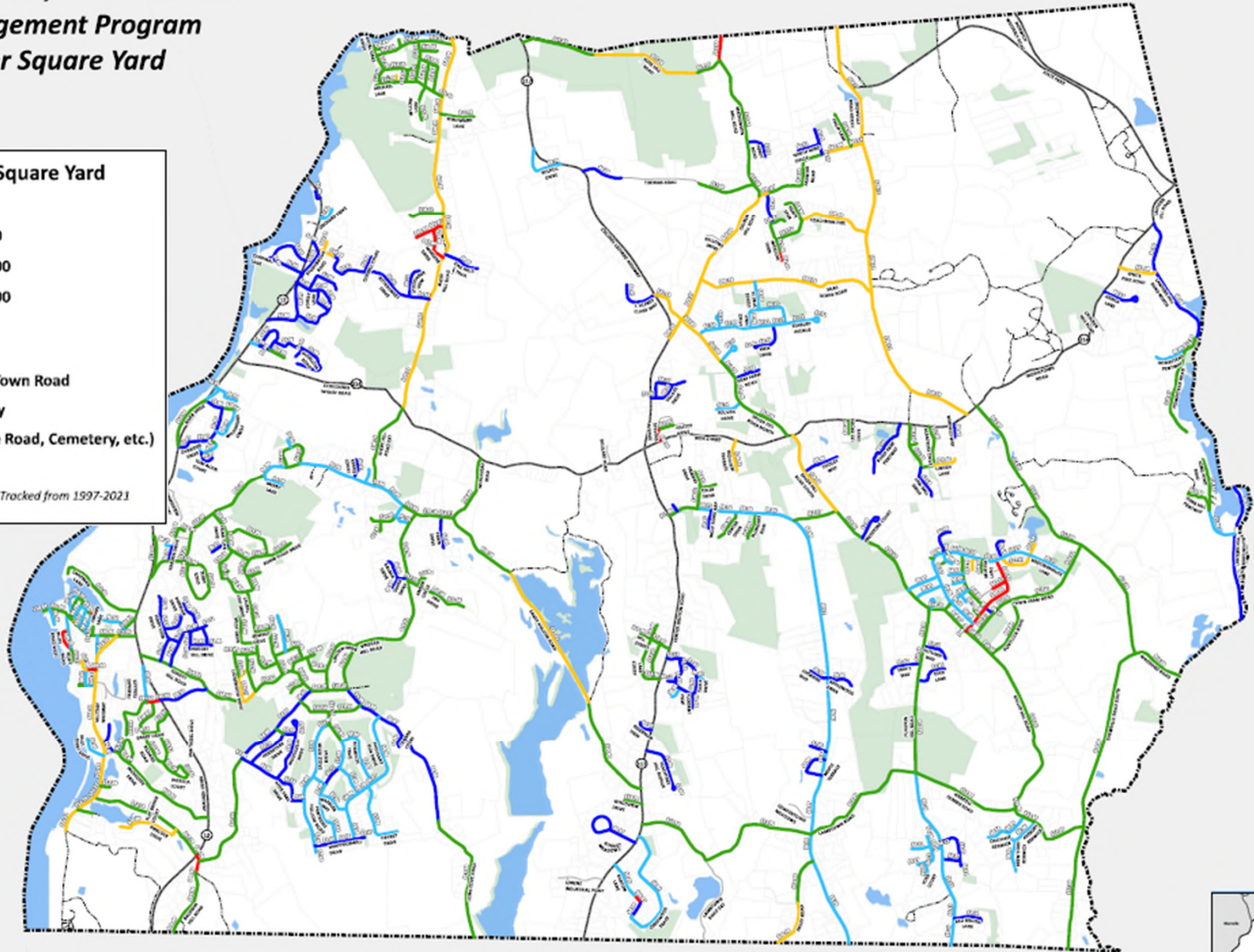


Spending Cost per Square Yard

- < \$5.00
- \$5.01 - \$10.00
- \$10.00 - \$20.00
- \$20.00 - \$30.00
- > \$30.00

- Non-Treated Town Road
- State Roadway
- Other (Private Road, Cemetery, etc.)

*Roadway History Spending Tracked from 1997-2021



DRAFT

Issue Date: November 11, 2021
This Map is Intended for Planning Purposes Only



Road Maintenance



Road Network Rating

84.06

Last Updated: 8/5/2022



8/5/2022

Town of Ledyard, Connecticut Pavement Management Program Road Surface Ratings & Repair Categories

Legend

Repair Category

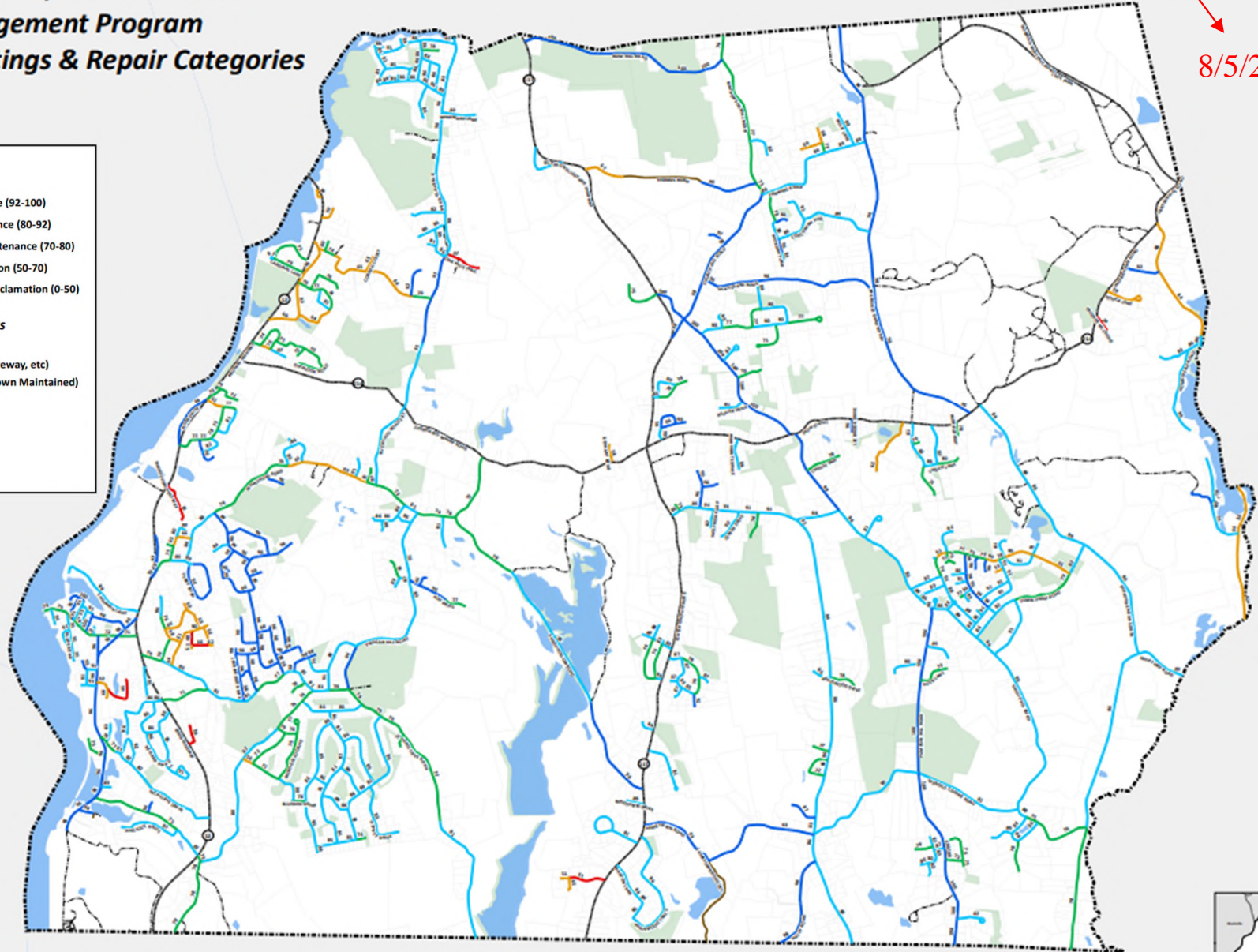
- Defer Maintenance (92-100)
- Routine Maintenance (80-92)
- Preventative Maintenance (70-80)
- Minor Rehabilitation (50-70)
- Reconstruction/Reclamation (0-50)

Non-Inspected Roadways

- State
- Other (Private, Driveway, etc)
- Gravel Roadway (Town Maintained)

Other

- Open Space
- Waterbodies



DRAFT
Date of Inspections: Fall 2020
RSR Snapshot: August 4, 2022
This Map is Intended for Planning Purposes Only



Road Maintenance

- Road Surface Maintenance Website Info



- ➔ Road Maintenance Plan
- ➔ Roadwork Notices
- Stormwater Pollution Prevention
- Trash & Recycling
- Public Works Annual Report
- Warning & Advisory Signs Update
- Winter Operations Facts & FAQs

- Library
- Management Information Systems
- Mayor's Office
- Parks & Recreation
- Police Department
- Probate Judge
- ➔ Public Works
- Registrar of Voters

Road Maintenance

- Road Maintenance Plan

This is a list by road (or road segment) of the next planned maintenance treatment based on present road condition, prospective funding, and anticipated condition at the estimated year of treatment. This plan is as of September 2022 and will be updated at least annually to reflect any needed adjustments and for actual work accomplished.

Road	Next Treatment	Year
Abbey	Crack Seal	2025
Adios	Pave	2027
Albatross	Pave	2027
Aljen	Crack Seal	2023
Allyn	Crack Seal	2027
Amber	Crack Seal	2028
Anderson	Crack Seal	2024
Applewood	Crack Seal	2023
Arrowhead	Crack Seal	2023
Ash	Crack Seal	2026
Aspen	Pave	2026
August Meadows	Crack Seal	2024
Autumn Way	Crack Seal	2026
Avebury Berwick	Crack Seal	2024
Avery Hill	Microsurface	2026
Avery Hill Ext	Microsurface	2026
Baldwin Hill	Crack Seal	2024

Road Right-of-Way Maintenance

- Mowing
 - Generally, from mid-May into October
 - Two passes on main roads; one pass on side streets
 - Residents must be careful about what they place in the Town ROW (governed by Ordinance 300-027)
 - Have added a second mower starting next year

Road Right-of-Way Maintenance

- Mowing
- Brush Cutting
 - Seasonal & spot clearing back to edge of ROW
 - Important for several reasons
 - ✓ Sightlines
 - ✓ Traffic impacts
 - ✓ Pedestrian access
 - ✓ Snow shelf preservation
 - ✓ Proactive tree clutter prevention

Road Right-of-Way Maintenance

- Mowing
- ROW Brush Cutting
- Tree Removal/Trimming
 - Hazard trees
 - ✓ Proactive approach
 - ✓ Dramatic increase over last several years
 - Canopy
 - ✓ Rationale
 - ✓ Systematic approach
 - ✓ About 3 miles per year
 - ✓ Almost 80% complete

Buildings & Grounds Maintenance

- Facilities – Eight traditional primary
 - Town Hall Complex (includes Annex)
 - Police Station
 - Emergency Services Building
 - Highway Garage
 - Bill Library
 - Gales Ferry Library/Community Center
 - Senior Center
 - ACO Facility
 - Food Pantry (added 2020)

Buildings & Grounds Maintenance

- Facilities
- Grounds
 - In addition to grounds at Town facilities, the Department maintains numerous miscellaneous ROW areas
 - The Town Green has been added and budgeted for specifically for annual miscellaneous grounds maintenance

Buildings & Grounds Maintenance

- Capital Planning



TOWN OF LEDYARD
CONNECTICUT
PUBLIC WORKS DEPARTMENT

741 Colonel Ledyard Highway
Ledyard, CT 06339

Comprehensive
Municipal Facilities
Capital Needs
FY 2022 Update

Other PW Areas

- Fleet management/capital planning
- Fleet Maintenance
- Engineering
- Application reviews



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-747

Agenda Date: 11/16/2022

Agenda #:

MINUTES

Minutes:

MOTION to approve the Community Relations Committee Regular Meeting Minutes of October 19, 2022.

IV. REVIEW AND APPROVAL OF MINUTES

MOTION to approve the Regular Meeting Minutes of September 21, 2022
Moved by Councilor Paul, seconded by Councilor Saums

VOTE: 2 – 0 Approved and so declared

OLD BUSINESS

1. National Faith and Blue Weekend - Tool Kit- *First Responders Clam Chowder Fish Fry Community Event*

Councilor Saums addressed the First Responders Clam Chowder - Fish Fry that was held on Sunday, October 9, 2022. He stated the event was great noting they had great weather, great attendance and great food. He provided some background explaining the objective of the “*National Faith and Blue Weekend*”(First Responders Clam Chowder Fish Fry) was to pro-actively engage community members, faith-based organizations, civic organizations, and law enforcement in activities to connect on a personal level and create a safer and stronger community. He stated Chief Rich learned about the national program scheduled for the weekend of October 7 – 10 at the Police Chief’s Association Meeting. He stated in thinking about putting together an event for Ledyard that Chief Rich came up with the idea to incorporate the Police Union Fish Fry with the Ledyard Congregational Church Chowder. He stated Chief Rich asked the Congregational Church to host the event and to make the Chowder in the Chowder House. He stated it was a tremendous amount of work to organize and host the First Responders Clam Chowder - Fish Fry in recognition of the “*National Faith and Blue Weekend*”.

Councilor Saums went on to state that he was struck by the Welcoming Statement Chief Rich gave before the meal was served. He noted that Chief Rich remarked that “*In Ledyard we feed everyone*” and he read the Webster Dictionary’s definition for “Community” as follows: “*A feeling of fellowship with others as a result of having common attitudes, interests, and goals*”. However, he stated Chief Rich noted that although Webster Dictionary’s definition was close to defining Ledyard as a “community” that in his eyes the dictionary’s definition fell a little short. He noted that Chief Rich stated in thinking about Ledyard that he would add “*People who come together, support one another in times of crisis, sorrow or loss, that was what he has seen in Ledyard...And that was why it was such an honor for all on the Ledyard Police Department to serve this community*”.

Councilor Saums went on to note that Chief Rich also mentioned during his opening remarks that Ledyard was one of the greatest communities he has ever been a part of; and he thanked the following people: Ms. Tammy Brannon and everyone at the Ledyard Congregational Church, the Ledyard Town Council Community Relations Committee Gary Paul, Bill Saums, and John Marshall, Police Sergeant Jason Pudvah and the Ledyard Police Union, the Ledyard Center and Gales Ferry Fire Companies, the Mashantucket Pequot Tribal Nation Police and Fire Departments, the Ledyard Boy Scout Troop #16; and Parks & Recreation

Director Scott Johnson, Jr. who provided support for the whole event, Senator Cathy Osten for attending the event, Connecticut State Police Troop E Lieutenant Albert Gosselin, the Congregational Church's Chowder House Crew: Jim Ball, Scott Ingalls, Alex Dozier, Dolly Haze, and Toby Duncan, Chaplin Bob Petrel, Recruit Matthew Burchell, and the *One and Only* Sergeant Michael McKinney "*Big Mac*" for preparing the food for everyone. Councilor Saums stated in closing Chief Rich asked that everyone enjoy the food, company, and the beautiful day. He stated Chief Rich then introduced Councilor Gary Paul who played a beautiful rendition of "Amazing Grace". Councilor Saums stated it was a great event, noting that a lot of people came and stayed noting it was great way to spend a Sunday afternoon in October.

Councilor Paul stated that he agreed with Councilor Saums' comments regarding Chief Rich's opening remarks. He stated it was refreshing to see the level of community within their Police Department and Fire Departments, volunteers and elected officials. He stated it was an awesome community event and he was humbled to play his rock version of *Amazing Grace*, noting that their first responders put their lives on the line every day. He thanked Councilor Saums for all his work, the Congregational Church, the Mashantucket Pequot Tribal Nation, and everyone who helped out and who attended the event. He stated next year that he hoped that they would have more time to prepare for the *First Responders Clam Chowder Fish Fry Community Event* and that the Community Relations Committee would be able to be more involved.

RESULT: COMPLETED

2. Black History Month 2023 Activity/Contest

Councilor Rodriguez provided an update regarding the status of planning for the Black History Month 2023 Activity/Contest and she noted the following:

- National Association for the Advancement of Colored People (NAACP) Organization – Councilor Rodriguez stated that she spoke to some members of the NAACP in New London to discuss Ledyard's interest in having a Black History Month Activity. She stated in speaking to Juliet Parker, who was the NAACP Secretary, that Ms. Parker stated that the NAACP was willing to help Ledyard with their program. However, Ms. Parker asked that she submit their request in writing, noting that Ms. Parker provided her e-mail address.
- Superintendent of Schools Jason Hartling – Councilor Rodriguez stated that Mr. Hartling was pleased that one of the Contest Judges would be a Board of Education Member. She stated Mr. Hartling requested that the information regarding the Black History Month Activity and Essay Contest be provided to the Schools in November, because the Art Teachers needed time to plan for the projects and to include the initiative into schedules.
- Poster Contest – Councilor Rodriguez stated the Poster Contest for the elementary school students would remain the same as last year. She stated the variety of Black History Month posters the kids came up with were great.

- Essay Contest – Councilor Rodriguez stated Black History Month Essay Topic was going to be “*Black Resistance – How African Americans Have Fought Repression from America’s Earliest Days*”, noting that this was the national theme.

Councilor Rodriguez stated that she would send a draft of the 2023 Black History Month Activity and Poster Contest Information to the Community Relations Committee to review and to provide comments before she sent it off the Board of Education to be distributed to the Principals’ Offices at each of the schools.

Councilor Paul stated with the Town Council being seated in December, 2021 and their Sub-Committees not holding their first regular meeting until January, 2022 that the Black History Month Program (February) came up quick last year. He stated he has put some thought into the program; and he questioned whether it would be a good idea to transition the Black History Month Activity over to the Board of Education, with the Town Council’s Community Relations Committee acting in a supportive role. He noted as Councilor Rodriguez explained, with the need to involve Superintendent Hartling, the School Principals, and the Teachers that it may be more appropriate for the Board of Education to directly handle the essay and posters contest with Councilor Rodriguez’s direction. He suggested that perhaps the Essay Contest winner could read their essay at a Town Council meeting; and as they did last year, the winning posters could be displayed. He stated by the Board of Education taking the lead on the Black History Activity and Essay Contest, that perhaps the schools would be able to do more with the students by focusing additional programs on Black History Month with thinks like school assemblies, etc.

Councilor Saums addressed Councilor Paul’s suggestion to transition the Black History Month Activities to the Board of Education. He stated because the Board of Education had a lot on their plate, and a lot of competing initiatives, that perhaps Councilor Rodriguez could help with lining up judges, or with establishing the contest the guidelines, or with handling things that had specific timelines, etc.

Councilor Rodriguez stated she would bring Councilor Paul’s and Councilor Saums’ suggestions regarding Black History Month Activities to Superintendent Hartling. However, she stated the Essay Contest and Poster Contest was only part of the Black History Month Activity, noting that she was also trying to figure out other ideas for Black History Month for the town.

Councilor Paul requested clarification, questioning whether the other ideas for the town that Councilor Rodriguez was trying to figure out would be separate from the essay contest and poster contest. Councilor Rodriguez stated Councilor Paul’s understanding was correct. She stated in speaking with High School Chorus Director Ms. Cometa that the Chorus would be doing a concert for Martin Luther King Day (January 16, 2023). She stated that she had hoped that in early February that the High School Chorus could sing something at the Town Council meeting.

Councilor Saums stated he liked the idea that was suggested by Ms. Nicole Cruz-Glacken at the Community Relations Committee’s August 17, 2022 meeting to fly the Pan African Flag in front of Town Hall. He stated that they would need to talk to the Mayor about the idea. Councilor Rodriguez suggested if the Town Hall raised the Pan African Flag that they could have a short program at that time. She stated last year New London had a short ceremony in which the Pan African Flag was raised by a military person, police officer and a town council member. She stated that she would provide more information at the Community Relations Committee November 16, 2022 meeting.

Councilor Paul stated that they discussed some good ideas this evening and that he would contact the Mayor regarding the Committee's ideas.

RESULT: CONTINUED

Next Meeting: 11/16/2022 6:30 p.m.

3. Public Information Forums to present to residents the types of services the town offers; how to access services, and the authority residents should direct concerns regarding services.

Councilor Paul stated he spoke with Public Works Director/Town Engineer Steve Masalin and that he was available to attend the Community Relations Committee November 16, 2022 meeting to provide a presentation/information regarding the services the Public Works Department provides to the town. He noted the importance to get information out to residents pertaining to Winter Operations relative parking bans during snow events and other snow removal policies before the snow started to fall. He stated Ledyard's Public Works Department does a lot of in town and that this would be a good opportunity for residents to ask questions.

Councilor Saums stated he would prepare a flyer to send to MIS Director Regina Brulotte to create a link on the town's website that Councilors could share on their facebook pages.

RESULT: CONTINUED

Next Meeting: 11/16/2022 6:30 p.m.

4. No Action
Identify various town venues to host "*Informal Conversations in the Park*" to engage residents in discussions regarding their concerns and their ideas for potential solutions.

Councilor Paul stated as they were moving into the winter months that they would put conversations in the park off until the spring. Councilor Saums stated he agreed, noting with the shorter daylight hours and colder weather that it would be difficult to gather people outside.

RESULT: NO ACTION

Next Meeting: 11/16/2022 6:30 p.m.

5. Joint meetings with the Mashantucket Pequot Tribal Nation.

Councilor Saums stated he did not have an update, noting that he would communicate with MPTN Council Member Crystal Whipple to discuss possible dates to schedule their Informal Gathering.

RESULT: CONTINUED

Next Meeting: 11/16/2022 6:30 p.m.

6. “*Depression and Mental Health Month*”

Councilor Paul stated October was “*Depression and Mental Health Month*”.

Councilor Rodriguez stated Ms. Ann Dagle from the *Brian Dagle Foundation - Brian’s Healing Hearts - Family Suicide Prevention Group*, located at 461 Main Street in Niantic, was available to attend the Town Council’s October 26, 2022 meeting. Councilor Rodriguez noted Ms. Dagle was looking forward to giving a presentation to the Town Council and that Ms. Dagle hoped the town would develop a relationship with the *Brian Dagle Foundation - Brian’s Healing Hearts - Family Suicide Prevention Group*. She stated Ms. Dagle was pleased to hear that the Town Council would be wearing **Green** to show their support for Depression and Mental Health.

Councilor Paul thanked Councilor Rodriguez for contacting Ms. Dagle and for inviting her to Town Council’s October 26, 2022 meeting to give a presentation regarding the work that the Brian Dagle Foundation does. He stated that there was a lot involved in operating a town from the financial and fiscal management, having good schools, maintaining roads, fire and public safety, providing infrastructure and services, etc. However, he stated one of the most important things was to have a Healthy Community. He stated there was a mental health crisis going on and that the best thing town leaders could do was to talk about it and keep it on the forefront, and show their support for folks struggling with these illnesses.

RESULT: CONTINUED

Next Meeting: 11/16/2022 6:30 p.m.

7. Review comments received at the July 20, 2022 Informal Conversation with residents at the Park on East Drive (Christy Hill Park).

Councilor Paul stated he visited the Park on East Drive (Christy Hill Park) today and he noted the lights looked great. He stated the railroad ties and wood chips have not been done yet, but that the improvements were progressing nicely. He stated that he would contact Parks & Recreation Director Scott Johnson, Jr. to discuss the status of the park improvements.

Councilor Paul continued by noting the e-mail received from Mr. Jamieson noting that the residents in the area were happy with the progress that has been made at the Park to date.

RESULT: CONTINUED

Next Meeting: 11/16/2022 6:30 p.m.

8. Any other Old Business proper to come before the Committee – None.

VI. NEW BUSINESS

1. National League of Cities – Race, Equity and Leadership (REAL) – Report dated 10/4/2022 re: Indigenous Peoples, Rebuild Trust & Repair Relationships.

Councilor Saums stated he attended the on-line webinar noting the first part of the presentation was well-done, and that the second part of the presentation was interesting

explaining that Tribal Members from across the country discussed the things they have done in their local and state governments. He stated the presentation was attached to tonight's agenda packet on the meeting portal.

Councilor Rodriguez noted page 26 "*Allotment and Assimilation Era 1887-1934*" talked about the Federal Government separating the Tribal Children from their families and sending them to Boarding Schools where they were prohibited from speaking their native language, tribal dress, and traditional practices. She stated those who survived the Boarding Schools reported mistreatment, abuse and even death of indigenous children at the hands of the school leaders and staff. She stated it was heartbreaking to read.

Councilor Saums provided an overview of the history noting pages 25 -26 "*The Treaty-Making Era*" (1778 – 1871) was when the Europeans signed the first treaties with Indian Tribes in the early 1600s. The Treaties between the U.S government and Indian Tribes established a pattern of legal and political interaction starting in 1778 with the Delaware Tribe. In 1871, when the treaty-making era formally ended, the U.S. had signed more than 350 treaties with Indian Tribes. Even after 1871, there were many written agreements between Tribes and the United States which functioned like treaties. He stated the treaties morphed from a friendship and reciprocity sort of relationship into one-sided type of arrangements.

Councilor Saums noted during the *Removal Era* (1830–1850) that President Andrew Jackson signed the Indian Removal Act in 1830. He noted the *Indigenous Peoples, Rebuild Trust & Repair Relationships Report* stated that the policies during the period removed many Tribes from their eastern homelands to lands west of the Mississippi River to Indian Territory, going into what is now known as Oklahoma. While some sections of Eastern Tribes agreed to move west to protect their interests.

Councilor Saums stated the *Reservation System* (1850–1891) was between the Removal and Allotment Eras, and that *Indigenous Peoples, Rebuild Trust & Repair Relationships Report* noted that this era was when Federal Policy gave way to the Reservation system. He stated between 1850 and 1891, there were numerous treaties, statutes, and executive orders were made that required Tribes to relocate to distant territories or confined them to smaller areas that were "reserved" portions of the Tribes' aboriginal territories. Reservations still exist today; however, Native Americans were not required to remain confined on them. He noted during this time, States also passed laws that discriminated against Native Peoples.

Councilor Saums stated as Councilor Rodriguez noted the "*Allotment and Assimilation Era 1887-1934*" was when the US Government tried to bring the American Indians into their colonial civilization and erase Indian history and culture.

Councilor Saums stated the history provided in *Indigenous Peoples, Rebuild Trust & Repair Relationships Report* showed that things did not really begin to change until the Self-Determination Era (1968–present) explaining in the late 1960s and early 1970s, the Federal Indian Policy began to support the concept of Indian Self-Determination. He stated various laws and executive orders strengthened support for Tribal Governments and Reaffirmed Federal acknowledgment of Tribal sovereignty.

Councilor Saums stated during the *Self-Determination Era* the country recognized that the Indigenous People had their own people, their own culture, their own history and that they did exist. He stated it was amazing that the Indigenous People still exist noting that the US Government spent 400 years trying to eliminate them.

Councilor Rodriguez stated her family visited the National Museum of the American Indian. She stated they spent hours reading the history, noting that it was very sad. However, she stated in the end the American Indian said that they were still here; and she commented that she was grateful that they survived. She stated it would be great for others to read the “*National League of Cities – Race, Equity and Leadership (REAL) – Report dated 10/4/2022 re: Indigenous Peoples, Rebuild Trust & Repair Relationships*”.

Councilor Saums stated he seen poor behavior occur here in Ledyard during a time when there was a proposed development on a piece of town property. He stated a group of residents, including himself, were fighting the development of the property because they believed there were Indian structures on the property. He stated they had members of the Tribe testify about the existence of the stone structures, what they were used for, and how far back they went. He stated they could read a lot of information regarding the scientific testing of the structures which included the stone chambers, and ceremonial walls, noting that the Indians landscaped with stone, and that the stone structures exist all the way up into northern New England and that they also exist around the world. However, he stated the Developer had Archologies testify that the native stone structures did not exist, and that they were built by colonel white settlers. He went on to state whether people believed it or did not believe it, that there were native stone structures in Ledyard. He stated the fact was that there were two sides who would testify, noting that they would bring out all of their resources to prove their side of the argument. He stated the Gungywamp-Denison Pequotsepose Nature Center in Groton had all kinds of evidence of Native American Indian stone structures. He stated there was a serpentine wall, that had no purpose, except for ceremonial. He stated white colonels would not build a wall like that.

Councilor Paul stated he loved history and that he would encourage everyone to continue to learn more. He stated he planned to read the “*National League of Cities – Race, Equity and Leadership (REAL) – Report dated 10/4/2022 re: Indigenous Peoples, Rebuild Trust & Repair Relationships*”. He stated they were all part of the Ledyard Community and that they all had to respect one another.

2. MOTION to approve the Community Relations Committee 2023 Meeting Schedule.

Community Relations Committee (3rd Wednesday, Annex Building 6:30 p.m.

January 18	February 15	March 15	April 19
May 17	June 21	July 19	August 16
September 20	October 18	November 15	December 20
January 17, 2024			

Moved by Councilor Paul, seconded by Councilor Saums

Discussion: Councilor Paul stated in accordance with CGS 1-225 each Committee must file its meeting schedule for the coming year in the Town Clerk’s Office. He stated if

there were no objections that the Community Relations Committee would continue to meeting on the third Wednesday of each month.

VOTE: 2 – 0 Approved and so declared

RESULT: RECOMMEND TO APPROVE 2 – 0

MOVER: Gary Paul, Town Councilor

SECONDER: Bill Saums, Town Councilor

AYES: Paul, Saums

EXCUSED: Marshall

3. Any new business proper to come before the Committee – None.

VIII. ADJOURNMENT

Councilor Paul moved the meeting be adjourned, seconded by Councilor Saums

VOTE: 2 – 0 Approved and so declared. The meeting was adjourned at 7:12 p.m.

Respectfully submitted,

Gary Paul
Committee Chairman
Community Relations Committee



File #: 22-103

Agenda Date: 11/16/2022

Agenda #: 2.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Continued discussion regarding Black History Month and update on the 2023 Black History Activity/Contest.

Background:

(type text here)

Meeting Action Detail:

Community Relations Cmt Meeting 10/19/2022

File #: [22418](#) Version: 1

Type: General Discussion

Title: Black History Month and update on the 2023 Black History Activity/Contest.

Action: Continued

Minute Note:

Councilor Rodriguez provided an update regarding the status of planning for the Black History Month 2023 Activity/Contest and she noted the following:

- National Association for the Advancement of Colored People (NAACP) Organization - Councilor Rodriguez stated that she spoke to some members of the NAACP in New London to discuss Ledyard's interest in having a Black History Month Activity. She stated in speaking to Juliet Parker, who was the NAACP Secretary, that Ms. Parker stated that the NAACP was willing to help Ledyard with their program. However, Ms. Parker asked that she submit their request in writing, noting that Ms. Parker provided her e-mail address.
- Superintendent of Schools Jason Hartling - Councilor Rodriguez stated that Mr. Hartling was pleased that one of the Contest Judges would be a Board of Education Member. She stated Mr. Hartling requested that the information regarding the Black History Month Activity and Essay Contest be provided to the Schools in November, because the Art Teachers needed time to plan for the projects and to include the initiative into schedules.
- Poster Contest - Councilor Rodriguez stated the Poster Contest for the elementary school students would

remain the same as last year. She stated the variety of Black History Month posters the kids came up with were great.

- Essay Contest - Councilor Rodriguez stated Black History Month Essay Topic was going to be “*Black Resistance - How African Americans Have Fought Repression from America’s Earliest Days*”, noting that this was the national theme.

Councilor Rodriguez stated that she would send a draft of the 2023 Black History Month Activity and Poster Contest Information to the Community Relations Committee to review and to provide comments before she sent it off the Board of Education to be distributed to the Principals’ Offices at each of the schools.

Councilor Paul stated with the Town Council being seated in December, 2021 and their Sub- Committees not holding their first regular meeting until January, 2022 that the Black History Month Program (February) came up quick last year. He stated he has put some thought into the program; and he questioned whether it would be a good idea to transition the Black History Month Activity over to the Board of Education, with the Town Council’s Community Relations Committee acting in a supportive role. He noted as Councilor Rodriguez explained, with the need to involve Superintendent Hartling, the School Principals, and the Teachers that it may be more appropriate for the Board of Education to directly handle the essay and posters contest with Councilor Rodriguez’s direction. He suggested that perhaps the Essay Contest winner could read their essay at a Town Council meeting; and as they did last year, the winning posters could be displayed. He stated by the Board of Education taking the lead on the Black History Activity and Essay Contest, that perhaps the schools would be able to do more with the students by focusing additional programs on Black History Month with thinks like school assemblies, etc.

Councilor Saums addressed Councilor Paul’s suggestion to transition the Black History Month Activities to the Board of Education. He stated because the Board of Education had a lot on their plate, and a lot of competing initiatives, that perhaps Councilor Rodriguez could help with lining up judges, or with establishing the contest the guidelines, or with handling things that had specific timelines, etc.

Councilor Rodriguez stated she would bring Councilor Paul’s and Councilor Saums’ suggestions regarding Black History Month Activities to Superintendent Hartling. However, she stated the Essay Contest and Poster Contest was only part of the Black History Month Activity, noting that she was also trying to figure out other ideas for Black History Month for the town.

Councilor Paul requested clarification, questioning whether the other ideas for the town that Councilor Rodriguez was trying to figure out would be separate from the essay contest and poster contest. Councilor Rodriguez stated Councilor Paul’s understanding was correct. She stated in speaking with High School Chorus Director Ms. Cometa that the Chorus would be doing a concert for Martin Luther King Day (January 16, 2023). She stated that she had hoped that in early February that the High School Chorus could sing something at the Town Council meeting.

Councilor Saums stated he liked the idea that was suggested by Ms. Nicole Cruz-Glacken at the Community Relations Committee’s August 17, 2022 meeting to fly the Pan African Flag in front of Town Hall. He stated that they would need to talk to the Mayor about the idea. Councilor Rodriguez suggested if the Town Hall raised the Pan African Flag that they could have a short program at that time. She stated last year New London had a short ceremony in which the Pan African Flag was raised by a military person, police officer and a town council member. She stated that she would provide more information at the Community Relations Committee November 16, 2022 meeting.

Councilor Paul stated that they discussed some good ideas this evening and that he would contact the Mayor regarding the Committee’s ideas.

Community Relations Cmt Meeting 9/21/2022

File #: [22418](#) Version: 1

Type: General Discussion

Title: Black History Month and update on the 2023 Black History Activity/Contest.

Action: Continued

Minute Note:

Councilor Rodriguez stated that she has begun working on the details of the Black History Month 2023 Activity/Contest and she noted the following:

- The Contest would be an Essay and Poster Contest.
- The activities would once again be on a volunteer basis.
- The activities would include an essay contest for Ledyard Middle School and Ledyard High School, and a poster contest for the elementary schools.

- Judges would include the following:
 - Board of Education Representative - The BOE has requested a representative to serve as a judge
 - Police Sergeant Mike McKinney
 - Mashantucket Pequot Tribal Council Member Crystal Whipple
 - Community Relations Committee Chairman Councilor Paul
 - Councilor Rodriguez

- Would not have grant funding in-time for the 2023 Black History Month Program; and hope to have grant funding for the 2024 Black History Month Program.

- Timing of Contest to be held during the month of January with Contest Winners being announced in February.

The Committee suggested the 2023 Black History Month Contest:

- Provide a theme for educational purposes such as a segment focusing on a local person.
- Engage residents using social media. Perhaps the Judges could post their favorite posters and essays on-line and ask residents to weigh-in.
- Display last year's (2022) posters around town to recognize Black History Month and to raise awareness of Ledyard's Contest.

Action: Continued

Community Relations Cmt Meeting 8/17/2022

File #: [22418](#) Version: 1

Type: General Discussion

Title: Black History Month and update on the 2023 Black History Activity/Contest.

Action: Continued

Meeting Note:

Councilor Paul stated he would like the Committee to start working on preparations for next year's February, 2023 Black History Month Activity. He noted last year's (2022) program was the first Black History Activity the Community Relations Committee held and he commented that although they got off to a late start with rolling out the program that it was a success thanks to all the work Councilor Rodriguez did to get the project off the ground.

Councilor Saums noted that Councilor Rodriguez was interested in applying for Grant Funding to further support the Black History Month Program.

Ms. Nicole Cruz-Glacken, 5 Allyn Lane, Ledyard, suggested in the "Chat Box" that the town raise the Pan African Flag in front of Town Hall and have speakers during Black History Month.

Action: Continued



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-105

Agenda Date: 11/16/2022

Agenda #: 3.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Continued discussion and possible action draft a schedule for Public Information Forums to present to residents the types of services the town offers; how to access services and the authority residents should direct concerns regarding services.

Background:

(type text here)

Department Comment/Recommendation:

Meeting Action Detail:

Community Relations Committee Meeting 10/19/2022

File #: [22105](#) Version: 1

Type: General Discussion

Title: Continued discussion and possible action draft a schedule for Public Information Forums to present to residents the types of services the town offers; how to access services and the authority residents should direct concerns regarding services.

Action: Continued

Councilor Paul stated he spoke with Public Works Director/Town Engineer Steve Masalin and that he was available to attend the Community Relations Committee November 16, 2022 meeting to provide a presentation/information regarding the services the Public Works Department provides to the town. He noted the importance to get information out to residents pertaining to Winter Operations relative parking bans during snow events and other snow removal policies before the snow started to fall. He stated Ledyard's Public Works Department does a lot of in town and that this would be a good opportunity for residents to ask questions.

Councilor Saums stated he would prepare a flyer to send to MIS Director Regina Brulotte to create a link on the town's website that Councilors could share on their facebook pages.

Community Relations Committee Meeting 9/21/2022

File #: [22105](#) Version: 1

Type: General Discussion

Title: Continued discussion and possible action draft a schedule for Public Information Forums to present to residents the types of services the town offers; how to access services and the authority residents should direct concerns regarding services.

Action: Continued

Minute Note:

Councilor Paul stated he spoke with Public Works Director/Town Engineer Steve Masalin about scheduling a time to present information regarding the services the Public Works Department provides to the town. He noted the importance to get information out to residents pertaining to Winter Operations relative parking bans during snow events and other snow removal policies.

The Committee agreed to invite Public Works Director/Town Engineer Mr. Masalin to the Community Relations Committee November 16, 2022 meeting, noting that it was important to get this information out to residents before the snow started to fall.

Councilor Paul thanked Councilor Saums, Councilor Rodriguez other Councilors for their help in planning and staffing the Community Relations Committee table at the August 31, 2022 Farmers Market. He stated the "*Are You Ready for Winter*" event presented information regarding the many local and regional resources to help those struggling to manage mental health issues as well as assistance programs for those in-need. He stated in addition to the organizations that support mental health they also provided information regarding assistance programs which included home heating fuel, renters rebate, food pantry and many others.

Action: Continued

Community Relations Committee Meeting: 8/17/2022

File #: [22105](#) Version: 1

Type: General Discussion

Title: Continued discussion and possible action draft a schedule for Public Information Forums to present to residents the types of services the town offers; how to access services and the authority residents should direct concerns regarding services.

Action: Continued

Minute Note:

Councilor Paul stated the Community Relations Committee was currently scheduled to host a Booth at the August 31, 2022 Farmers' Market to provide information regarding Mental Health services along with a number of other services that are available to the public. He stated the Community Relations Committee would discuss preparations for the August 31, 2022 Booth in more detail later this evening (Old Business Item #6).

Councilor Paul went on to note that he spoke with Public Works Director Steve Masalin about scheduling a time to present information regarding the services the Public Works Department provides to the town. He noted the importance to get information out to residents pertaining to things such parking regulations during snow events as well as mailboxes.

[Action:](#) Continued



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-106

Agenda Date: 11/16/2022

Agenda #: 4.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Continued discussion and possible action to identify various town venues to host “*Informal Conversations in the Park*” to engage residents in discussions regarding their concerns and their ideas for potential solutions.

Background:

(type text here)

Department Comment/Recommendation:

Meeting Action Detail:

Community Relations Committee Meeting 9/21/2022

File #: [22106](#) Version: 1

Type: General Discussion

Title: Continued discussion and possible action to identify various town venues to host “*Informal Conversations in the Park*” to engage residents in discussions regarding their concerns and their ideas for potential solutions.

Action: Continued

Councilor Paul stated as they were moving into the winter months that they would put conversations in the park off until the spring. Councilor Saums stated he agreed, noting with the shorter daylight hours and colder weather that it would be difficult to gather people outside.

Action: Continued

Community Relations Committee Meeting 9/21/2022

File #: [22106](#) Version: 1

Type: General Discussion

Title: Continued discussion and possible action to identify various town venues to host “*Informal Conversations in the Park*” to engage residents in discussions regarding their concerns and their ideas for potential solutions.

Action: Continued

Minute Note:

Councilor Saums stated the Community Forum Page was a great way to obtain ideas and feedback from residents. He stated a few years ago, when Ledyard Center School was sold, the Ledyard Fair was looking for ideas about what they should do. He stated the Ledyard Fair received over 500 comments from residents on the Community Forum, noting that there was a lot of interest in a Food Truck Fair. He stated the Parks & Recreation Commission held a Food Truck Fair at the Town Green on May 21, 2022.

Councilor Saums suggested the Community Relations Committee contact the Administrator of the Community Forum to post something to solicit topics or concerns that residents were interested in talking or learning about.

Councilor Saums stated the Community Forum Page was a great way to obtain ideas and feedback from residents. He stated a few years ago, when Ledyard Center School was sold, the Ledyard Fair was looking for ideas about what they should do. He stated the Ledyard Fair received over 500 comments from residents on the Community Forum, noting that there was a lot of interest in a Food Truck Fair. He stated the Parks & Recreation Commission held a Food Truck Fair at the Town Green on May 21, 2022.

Councilor Saums suggested the Community Relations Committee contact the Administrator of the Community Forum to post something to solicit topics or concerns that residents were interested in talking or learning about.

The Committee noted the Food Truck Fair was a great idea, noting that because so much was done in Ledyard Center that they would like to see an event such as a Food Truck Fair be held Gales Ferry. The Committee noted that the Sweet Hill Farm would be a great location for a Food Truck Fair. Councilor Paul noted that Economic Development Commission

Member Jessica Buhle did a great job in planning the *Regatta Day Festival* in June, 2022, noting that they used the Sweet Hill Farm and it was a great venue.

Action: Continued

Community Relations Committee Meeting 8/17/2022

File #: [22106](#) Version: 1

Type: General Discussion

Title: Continued discussion and possible action to identify various town venues to host “*Informal Conversations in the Park*” to engage residents in discussions regarding their concerns and their ideas for potential solutions.

Action: Continued

Meeting Note:

The Community Relations Committee discussed the following potential venues to engage residents about issues that are of concern to the Community.

- Nathan Lester House
- Up-Down Sawmill - The mill operated in the fall and would be a good opportunity to talk with residents after the Sawmill demonstration.

Councilor Saums commented on the good participation the Community Relations Committee received at the July 20, 2022 Informal Conversation with residents at the Park on East Drive. He stated that he believed the good turnout was because they had a topic for the discussion, noting that residents previously brought concerns regarding safety issues at the Park to the town's attention. He also noted that letters were sent to the residents in the area of Park; and that the letters were followed-up with a mailing of flyers the week before the event.

Councilor Saums suggested in working to plan/schedule future Informal Conversations to engage residents that they identify the subject matter that would be the topic of conversation.

Action: Continued



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-107

Agenda Date: 11/16/2022

Agenda #: 5.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Continued discussion regarding the possibility to schedule joint meetings with the Mashantucket Pequot Tribal Nation to discuss items of mutual interest.

Background:

During the meetings the previous Community Relations Committee had with the Mashantucket Pequot Tribal Council they had good participation from both sides, and they were good meetings.

Councilor Saums and Councilor Rodriguez reached out to Mashantucket Pequot Tribal Council Member Crystal Whipple on March 11, 2022 and they discussed the following:

- Scheduling informal get togethers between the Community Relations Committee and the Mashantucket Pequot Tribal Council similar to the meetings the former Community Relations Committee had with the MPTN (9/24/2020) at which they discussed the Police, Food Pantry and other issues. He noted that they discussed a goal of having at least two per year. He noted that they received some feedback from Ms. Whipple on how the Tribal Council felt things were going on these matters.
- Town Council attending the MPTN Council Swearing-In Ceremony - Councilor Rodriguez noted because of the Covid -19 pandemic gathering restrictions the Town Council and Mayor were not invited this past year.
- Organizing some informal activities at the Pequot Museum, between the Community Relations Committee and some members of Tribal Council. Ms. Whipple would be getting some potential dates.
- Having some informal activities between the Community Relations Committee and some members of Tribal Council over a meal, because sharing a meal stimulates community.

Meeting Action Detail:

Meeting Action Detail:

Community Relations Committee Meeting 9/21/2022

File #: [22107](#) Version: 1

Type: General Discussion

Title: Continued discussion regarding the possibility to schedule joint meetings with the Mashantucket Pequot Tribal Nation to discuss items of mutual interest.

Action: Continued

Minute Note:

Councilor Paul noted that unfortunately due to illness they had to cancel their Informal Gathering with the Mashantucket Pequot Tribal (MPTN) that was scheduled for Thursday, September 8, 2022. illness.

Councilor Saums stated that he would communicate with MPTN Council Member Crystal Whipple to discuss possible dates to reschedule their Informal Gathering.

Action: Continued

Community Relations Committee Meeting 8/17/2022

File #: [22107](#) Version: 1

Type: General Discussion

Title: Continued discussion regarding the possibility to schedule joint meetings with the Mashantucket Pequot Tribal Nation to discuss items of mutual interest.

Action: Continued

Minute Note:

Councilor Saums stated he and Mashantucket Pequot Tribal (MPTN) Council Member Crystal Whipple have been communicating in an effort to identify potential dates for the Mashantucket Pequot Tribal Council and Town Council Community Relations Committee to get together. He stated Thursday, September 8, 2022 has been proposed and he questioned whether this date would work for the Community Relations Committee. Councilor Paul stated that he believed that September 8, 2022 would be a good date.

Councilor Saums stated Ms. Whipple would be sending an Invite to the Town Council for a “*Meet and Greet*” at the MTPN Community Center. He suggested during their Informal Gathering that it would be nice to share a meal; and he suggested the Community Relations Committee bring grinders.

**** POST MEETING NOTE 8/18/2022:**** Freedom of Information Act Tom Hennick regarding the posting of an Informal Social Gathering:

“From: Hennick, Thomas A <Thomas.Hennick@ct.gov>

Sent: Thursday, August 18, 2022 5:06 PM

To: Roxanne Maher <council@ledyardct.org>

Subject: RE: Town of Ledyard - Meeting Portal - Social Gathering Invite

Hello Roxanne,

Hope you are doing well.

I would suggest that while the *notes and questions council members type onto their copies of the online agendas would clearly be “public records”* under the definition in state statutes, *they also would likely be records that would not have to be released because they are personal notes, which can be withheld (see exemption below) under FOI.*

(b) Nothing in the Freedom of Information Act shall be construed to require disclosure of:

(1) Preliminary drafts or notes provided the public agency has determined that the public interest in withholding such documents clearly outweighs the public interest in disclosure;

As for the second issue, ***I don't believe that council members attending an event sponsored by the Mashantucket Pequot Tribal Council would be a meeting that needed to be noticed*** unless the council members sat down and conducted official council business. It doesn't sound like that's the case.

Feel free to follow up if needed.

Tom

From: Roxanne Maher <council@ledyardct.org <<mailto:council@ledyardct.org>>>

Sent: Thursday, August 18, 2022 12:50 PM

To: Hennick, Thomas A <Thomas.Hennick@ct.gov <<mailto:Thomas.Hennick@ct.gov>>>

Cc: Kristen Chapman <mayoral.asst@ledyardct.org <<mailto:mayoral.asst@ledyardct.org>>>; Roxanne Maher <council@ledyardct.org <<mailto:council@ledyardct.org>>>; Fred Allyn, III <mayor@ledyardct.org <<mailto:mayor@ledyardct.org>>>

Subject: Town of Ledyard - Meeting Portal - Social Gathering Invite

Good Afternoon Mr. Hennick:

I hope you are doing well and that you were enjoying the summer.

I am looking for guidance regarding the following two items:

- (1) Ledyard has transitioned to a new on-line meeting portal that allows Town Council Members and other Committee Members to review the on-line Agendas and to type a note or highlight text on attachments to remind themselves of questions they may like to ask during the Meeting. They would also be able to type the response to their question in the same place. These “Notes” would only be available to that person (Using their log-in & password).

The Question is whether these notes would be subject to a Freedom of Information Act Request (FOI).

Or would their notes be considered nothing more than if the person jotted down a note on a “sticky” or on their paper Agenda (if we were still using paper) and then throwing the note away after the meeting.

- (2) This is a somewhat of a repeat question. A few months ago, I asked you about the Town Council’s Subcommittees hosting “Informal Conversation” at various venues (such as parks or the Town’s historic properties) to provide residents an opportunity to discuss any issues that were of concern to them. At that time you advised that the **Informal Gathering** would not need to be posted as a Meeting as long as they were not making any decisions.

The Question: Would the same apply, If the Mashantucket Pequot Tribal Council invited members of the Town Council or members of a subcommittee to an **Informal Gathering** at MPTN Community Center as a “Meet & Greet” more as a social event.

And if during their casual conversations with each other some ideas were exchanged regarding some areas they may want to consider working on jointly, would the town be required to post this as a meeting.

As always, I appreciate you taking the time to review our questions, and look forward to receiving your response/guidance.

Thank you,
Roxanne

Roxanne M. Maher
Administrative Assistant to
the Ledyard Town Council
(860) 464-3203

council@ledyardct.org <<mailto:council@ledyardct.org>>”

Action: Continued



File #: 22-108

Agenda Date: 11/16/2022

Agenda #: 6.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Continued discussion to present information to bring awareness to October being “*Depression and Mental Health Month*”.

Background:

In preparation for the winter months the Community Relations Committee planned to host a Booth at the Farmers’ Market in late August or early September to provide information regarding the following programs that were available:

- Home heating fuel through Thames Valley Council for Community Action (TVCCA) and other assistance programs.
- Utilities - Electric/Water Assistance.
- Homeowners Assistance program that provided no interest loans to help people replace their furnace, roof or septic system, etc.
- Home meal delivery available for those who cannot get out to grocery shop through Thames Valley Council for Community Action (TVCCA)
- The Linda C. Davis Food Pantry located in Ledyard Center.
- United Way located in Gales Ferry was a great resource.
- Connecticut’s Paid Family Medical Leave Program.

Meeting Action Detail:

Community Relations Committee Meeting 10/19/2022

File #: [22108](#) Version: 1

Type: General Discussion

Title: Continued discussion to present information to bring awareness to October being “*Depression and Mental Health Month*”.

Action: Continued

Minute Note:

Councilor Rodriguez stated Ms. Ann Dagal from the *Brian Dagal Foundation - Brian's Healing Hearts* - Family Suicide Prevention Group, located at 461 Main Street in Niantic, was available to attend the Town Council's October 26, 2022 meeting. Councilor Rodriguez noted Ms. Dagal was looking forward to giving a presentation to the Town Council and that Ms. Dagal hoped the town would develop a relationship with the *Brian Dagal Foundation - Brian's Healing Hearts* - Family Suicide Prevention Group. She stated Ms. Dagal was pleased to hear that the Town Council would be wearing **Green** to show their support for Depression and Mental Health.

Councilor Paul thanked Councilor Rodriguez for contacting Ms. Dagal and for inviting her to Town Council's October 26, 2022 meeting to give a presentation regarding the work that the Brian Dagal Foundation does. He stated that there was a lot involved in operating a town from the financial and fiscal management, having good schools, maintaining roads, fire and public safety, providing infrastructure and services, etc. However, he stated one of the most important things was to have a Healthy Community. He stated there was a mental health crisis going on and that the best thing town leaders could do was to talk about it and keep it on the forefront, and show their support for folks struggling with these illnesses.

Action: Continued

Community Relations Committee Meeting 9/21/2022

File #: [22108](#) Version: 1

Type: General Discussion

Title: Continued discussion to present information to bring awareness to October being "*Depression and Mental Health Month*".

Action: Continued

Minute Note:

Councilor Paul stated October was "*Depression and Mental Health Month*" and "*Breast Cancer Awareness Month*". He noted as he mentioned earlier (Old Business Item 4 above) that the Community Relations Committee brought a lot of resources to residents during the August 31, 2022 Farmers Market at which the Committee hosted a "*Are You Ready for Winter?*" table. He noted the many local and regional organizations who attended the event to talk with residents about the many services that were available to assist people who may be suffering from depression or other mental health issues. He continued by noting the following data:

- 46,000 people died by suicide in 2020 - This was one death every 11 minutes.
- 12.2 million people seriously think about suicide.
- 3.2 million people made a plan to commit suicide.
- 1.2 million people have attempted suicide.

Councilor Rodriguez stated Ms. Ann Dagal from the *Brian Dagal Foundation - Brian's Healing Hearts* - Family Suicide Prevention Group, located at 461 Main Street in Niantic, was pleased to have the opportunity to talk with Ledyard residents at the August 31, 2022 Farmers Market. She stated Mayor Allyn, III, has heard Ms. Dagal speak at a Southeastern Connecticut Council of Governments (SCCOG) meeting. She stated Ms. Dagal would like to develop a relationship with Ledyard through their Youth & Social Services Department/Programs and she suggested inviting Ms. Dagal to a Town Council meeting in October to give a short presentation regarding Suicide Prevention and Mental Health noting this would be a good opportunity for the town to begin developing a relationship with the Brian Dagal Foundation.

Councilor Paul noted the color for *Depression Awareness* was *green* and the color for *Breast Cancer Awareness* was *pink*. He suggested Councilors wear something *green* at one meeting in October and wear something *pink* for the second meeting in October to bring awareness and to show their support for folks struggling with these illnesses.

Councilor Paul noted that there was a lot involved in operating a town from the financial and fiscal management, maintaining roads, fire and public safety, providing infrastructure and services, etc. However, he stated one of the most important things was to have a Healthy Community. He stated there was a mental health crisis going on and that the best thing they could do was to talk about it and keep it on the forefront. He stated the new Mental Health Hotline number was 988, noting that people could call or text to the Hotline number.

Community Relations Committee Meeting 8/17/2022

File #: [22108 <https://ledyardct.legistar.com/LegislationDetail.aspx?ID=5751428&GUID=3ECB2D62-91E8-405E-83D5-684724015267>](https://ledyardct.legistar.com/LegislationDetail.aspx?ID=5751428&GUID=3ECB2D62-91E8-405E-83D5-684724015267) Version: 1

Type: General Discussion

Title: Continued discussion to present information to bring awareness to October being "Depression and Mental Health Month".

Minute Note:

Councilor Paul stated in preparation for the Community Relations Committee's Booth at the August 31, 2022 Farmers' Market, focusing on Mental Health Awareness and the many other services that are available to those who qualify, that he met with the Mayor's Executive Assistant/Social Services Coordinator Kristin Chapman, Youth Services Coordinator Kate Sikorsky-Maynard, and Ledyard Visiting Nurse Director/Municipal Agent Karen Goetchuis. He stated he was amazed with the many local and regional services and programs that were available. He also noted that Councilor Rodriguez contacted *Brian Dugel Foundation - Brian's Healing Hearts* - Family Suicide Prevention Group located at 461 Main Street in Niantic. He stated information regarding these Organizations and how to obtain services would be available at the August 31, 2022 Farmers' Market. He stated that he has also gathered literature that would be available for folks to pick-up at the Community Relations Committee Booth.

Councilor Paul went on to state during the winter months when it gets darker earlier there tends to be more isolation with the shorter daylight hours and colder weather. He stated whether it was kids or adults that were suffering from mental health (depression, anxiety, suicide, etc.) that the person, or their parent/caretaker, may not know where they could get help.

Councilor Paul continued by noting that depression could also be exasperated because individuals may also find that they were having financial difficulty keeping up with expenses to provide for their family due to inflation, etc. Therefore, he addressed the importance for residents to know that there were programs to help such as:

- ✓ Mental Health Resources
- ✓ Brian's Healing Heart Suicide Prevention
- ✓ Youth & Family Counseling Services -
- ✓ Ledyard Visiting Nurses - Home Health Care

- ✓ Home Heating Fuel Assistance
- ✓ Utilities - Electric & Water Assistance
- ✓ Meal Delivery for Home Bound Individuals
- ✓ Renters Rebate Program
- ✓ No Interest Home Improvement Loans
- ✓ Linda C. Davis Food Pantry
- ✓ United Way of Southeastern Connecticut located in Gales Ferry
- ✓ Special Needs Family Registry
- ✓ Blue Envelope & Green Envelope Program for drivers with special needs

Councilor Paul stated some people just do not know about the assistance programs that were available; or some people may be too proud to ask for help. Therefore, he stated that they need to make sure they were all doing their part to get information out to the residents and to make people aware of the confidential application process. He stated Ledyard does a great job in working to help their residents in-need.

Chief Rich stated that the Police Department would be at the August 31, 2021 Farmers Market to offer support the Community Relations Committee booth and to publicize the Programs that they offer to help support mental health issues and those in the community that have special needs, such as the Special Needs Family Registry and the Blue Envelope and Green Envelope Program for drivers with special needs. He continued to state that he has been working with the Groton Town Police Department, Waterford Police Department and Southern Connecticut State University Center for Excellence in Autism Spectrum Disorders to provide a *Mock Traffic Stop Program* that would be directed toward individuals with Autism. He stated the *Mock Traffic Stop Presentation* would be held on October 1, 2022 at Fitch High School to help those in the autism spectrum see what a traffic stop looked like and for police officers to learn what communication may look like with someone on the spectrum, and learn strategies to effectively communicate. He stated the Presentation would also raise awareness of how the various stimuli that were involved with the police vehicle and the situation of a traffic stop could play into the interactions between driver and the police officer He stated since the Police Department announced the October 1, 2022 *Mock Traffic Stop Presentation* on their Social Media Site that several families with individuals on the Autism Spectrum were interested in attending and they have contacted the Police Department to discuss the program.

Action: Continued



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-260

Agenda Date: 11/16/2022

Agenda #: 8.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Review comments received at the July 20, 2022 Informal Conversation with residents at the Park on East Drive.

Background:

(type text here)

Department Comment/Recommendation:

Meeting Action Detail:

Community Relations Cmt Meeting 10/19/2022

File #: [22260](#) Version: 1

Type: General Discussion

Title: Review comments received at the July 20, 2022 Informal Conversation with residents at the Park on East Drive

Action: Continued

Minute Note:

Councilor Paul stated he visited the Park on East Drive (Christy Hill Park) today and he noted the lights looked great. He stated the railroad ties and wood chips have not been done yet, but that the improvements were progressing nicely. He stated that he would contact Parks & Recreation Director Scott Johnson, Jr. to discuss the status of the park improvements.

Councilor Paul continued by noting the e-mail received from Mr. Jamieson noting that the residents in the area were happy with the progress that has been made at the Park to date.

Action: Continued

Community Relations Cmt Meeting 9/21/2022**File #:** [22260](#) Version: 1**Type:** General Discussion**Title:** Review comments received at the July 20, 2022 Informal Conversation with residents at the Park on East Drive**Action:** Continued**Minute Note:**

Councilor Paul noted he attended the Parks & Recreation Commission's September 20, 2022 meeting. He stated the reason the Commission decided not to hold their meeting at the Park on East Street (which P&R refer to as the Christy Hill Park) was because they were still working with Eversource to have the light's that have been installed turned on. He stated Mr. Johnson was hoping to have the lights turned on by their October 18, 2022 meeting. However, Councilor Paul stated that if Eversource does not get the light's turned on soon that Mr. Johnson would like the members of the Community Relations Committee join him in an informal gathering to talk with the residents to follow-up on the status of work at the Park.

Councilor Paul went on to note that Mr. Johnson reported that the Parks & Recreation Department has been locking the Park every night. Also, the Department was continuing to clean up areas of the Park; and along with addressing other issues, they were working on the infields.

Councilor Rodriguez stated Ms. Jamieson reported that the residents were happy with lights that were installed and with the work that has been done in the Park. However, she noted that Ms. Jamieson stated the residents would still like to meet with the Parks & Recreation Commission. Councilor Rodriguez stated because the daylight hours were getting shorter that the Parks & Recreation Commission may not be able to hold a meeting at the Park; and therefore, she suggested that perhaps the residents could meet with Parks & Recreation Director Scott Johnson, Jr. Councilor Paul, and herself. She noted that Ms. Jamieson seemed to be pleased with holding such a meeting.

Councilor Saums suggested that residents could attend the Parks & Recreation Commission meetings, noting that they were open to the Public and they could express their concerns or just listen to the meeting. He stated the Parks & Recreation Commission meets on the third Tuesday of each month at 7:00 p.m. at the Parks & Recreation/Senior Citizens Center on Van Tassel Drive, in Gales Ferry.

Councilor Saums went on to state in reading the Parks & Recreation Commission minutes that they have been discussing the Park on East Drive, which the Commission referred to as "*Christy Hill Park*". He also noted the Parks & Recreation Director's Report was included as part of the Commission's Meeting Minutes and that Mr. Johnson has reported on the wood chips, the lights, Eversource, etc.

The Committee noted the Town Council received e-mail received from Mr. Jamieson earlier today regarding the Park on East Drive.

Action: Continued

Community Relations Cmt Meeting 8/17/2022

File #: [22260](#) Version: 1

Type: General Discussion

Title: Review comments received at the July 20, 2022 Informal Conversation with residents at the Park on East Drive

Action: Continued

Minute Note:

Councilor Saums complimented Councilor Paul for his organization of the Informal Conversation at the Park on East Drive that was held on July 20, 2022. He stated they had a great turn out and a good conversation with the residents, noting at times it was somewhat emotional, but all-in-all he believed everyone felt good about their conversation.

Councilor Paul stated about 15 residents attended the event along with many Town Councilors and Parks & Recreation Director Scott Johnson, Jr. He stated the idea was to discuss important issues regarding safety concerns at the Park. He noted at times the conversation was a bit contentious, but overall, it turned out to be a positive event. He stated what he found interesting was that while the group was standing in a circle that people were raising their voices and that was when the conversation became contentious. However, he stated as they broke up and engaged one-on-one with each other the conversations became more civil. He stated they discussed a number of good ideas to bring back to their respective committees such as the possibility to install surveillance cameras. He stated neighbors were encouraged to continue to talk to each other and to become more involved in the process as well. He stated they learned a lot about the Park and a lot about each other.

Councilor Paul went on to note that the Public Works Department has done a lot of work at the Park on East Drive, however, he stated more work needed to be done. He also stated that he appreciated Parks & Recreation Director Scott Johnson, Jr. attending the event and for letting the residents know that he was available should they have questions or concerns. Councilor Paul stated he appreciated Mr. Johnson's his input, noting that Parks & Recreation would be holding their September 20, 2022 meeting at the Park.

The Community Relations Committee briefly discussed the suggestion to install surveillance cameras at the Park on East Drive relative to legal issues, requirements to monitor the cameras, and options such as posting signs to alert the public that surveillance cameras were in-use.

Action: Continued



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-091

Agenda Date: 11/16/2022

Agenda #: 9.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Any other Old Business proper to come before the Committee

Background:

(type text here)

Department Comment/Recommendation:

(type text here)



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-259

Agenda Date: 11/16/2022

Agenda #: 1.

REPORT

Informational Item:

Review and discuss the National League of Cities “*Responding to Racial Tension in your Municipality*”

[<https://www.nlc.org/resource/responding-to-racial-tension-in-your-city-a-municipal-action-guide/>](https://www.nlc.org/resource/responding-to-racial-tension-in-your-city-a-municipal-action-guide/)

(Please see attached - 28 pages)

Meeting Action Detail:

Community Relations Committee Meeting 9/21/2022

File #: [22259](#) Version: 1

Type: Report

Title: Review and discuss the National League of Cities “*Responding to Racial Tension in your Municipality*”

Action: No Action

Minute Note:

Councilor Paul noted the National League of Cities “*Responding to Racial Tension in your Municipality*” was included on the Committee’s August 17, 2022 Agenda as an Informational Item. He stated the Guide provided the following:

- How to respond to racial tension in the community.
- Offered checklists and ideas to the town’s administration and to local law enforcement.

Councilor Saums noted in preparation for tonight’s meeting that he did not have time to review the entire document.

The Committee agreed to defer this discussion to their October 19, 2022 meeting.

Action: No Action

Community Relations Cmt Meeting 8/17/2022

File #: [22259](#) Version: 1

Type: Report

Title: Review and discuss the National League of Cities “*Responding to Racial Tension in your Municipality*”

Minute Note:

Councilor Paul noted Connecticut Conference of Municipalities (CCM) distributed to its member towns a “National League of Cities” Action Guide, as part of their Communities Advancing Racial Equity (CARES) Program. He asked whether the Community Relations Committee would like to add this Guide to their next agenda for further review and discussion.

Councilor Saums stated that he has attended a few workshops sponsored by various groups regarding *Racial Equity Programs*. He stated that he would be interested in looking at the information the National League of Cities “*Responding to Racial Tension in your Municipality*” has provided.

The Committee agreed to add the National League of Cities “*Responding to Racial Tension in your Municipality*” to their September 21, 2022 Agenda for discussion.

The Full National League of Cities “*Responding to Racial Tension in your Municipality*” Guide was available at: <https://www.nlc.org/resource/responding-to-racial-tension-in-your-city-a-municipal-action-guide/>

Responding To Racial Tension In Your Municipality

A Closer Look at the Guidance Recommended by the National League of Cities
and the US Department of Justice's Community Relations Service



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Introduction

Connecticut’s towns and cities have a key role to play in the renewed efforts across the nation to promote racial equity. Much attention has been directed toward policies and practices at the national and state levels, and rightly so. But meaningful change is within reach at the local level.

Local government and school districts typically impact daily life in multiple ways: police and fire protection, schools, parks and playgrounds and recreation, zoning, housing code enforcement, trash pick-up, street maintenance, economic/job development and more.

The Connecticut Conference of Municipalities (CCM) serves as the state’s league of municipalities and is led by local chief elected officials and other local leaders from across the political spectrum, representing our towns and cities, from the smallest to the largest. CCM’s core work on behalf of municipalities involves advocating for the policy priorities of municipalities and their citizens, and supporting towns and cities as they serve their residents by providing training and technical assistance, research and best practice sharing, and pooling their buying power to negotiate more cost-effective services. In this work, CCM is dedicated to carrying out our motto: “collaborating for the common good.”

CCM is uniquely positioned to advance racial equity at the local level by virtue of a long-standing and supportive working relationship with the leaders of Connecticut’s municipalities. CCM has been working hard to advance racial equity in towns and cities across Connecticut.

One of these initiatives is CCM’s CARES in Action (Communities Advancing Racial Equity) program, which has provided a guided process to support municipal leaders working toward real progress on racial equity in their cities and towns. This has included a series of workshops, roundtables, technical assistance and sharing best practices, all designed to help municipalities implement 7 action items that can lead to more equity in their local governments. Here is a link to the CCM CARES in Action webpage: <https://www.ccm-ct.org/Resources/CCM-CARES/CCM-CARES-In-Action>



CCM CARES: In Action

Checklists for Responding to Racial Tension

One for Municipal Chief Elected Officials and one for Police Officials

As part of CCM's CARES in Action initiative, we share innovative and impactful best practices from experts across the country on a range of key issues. In this spirit, we are sharing the advice and best practices recommended by the US Department of Justice Community Relations Services and the National League of Cities to respond to heightened racial (or other) tensions in a community.

This report includes recommendations and checklists drawn directly from two important publications on responding to racial tensions in a community:

- NLCs' Municipal Action Guide: "Responding to Racial Tension in Your City" for Municipal Leaders
- USDOJ Community Relations Service Toolkit for Policing: "Police Critical Incident Checklist" for Police Officials

Each of these publications provides concrete, clear action steps to take in order to be prepared for potential racial tension and to act quickly when an event triggers heightened tension in your community. Each recommends strategies that include partnership and collaboration with all parts of the community and municipal government—particularly the police, and promote transparency, authenticity, consistency, and empathy.

The recommendations/checklists are presented here for all our towns and cities to consider. Additionally, CCM will hold special CARES in Action sessions that will feature presentations and discussion on both these documents.





Municipal Action Guide

Responding to Racial Tension in Your City

The full NLC report can be found at:
<https://www.nlc.org>





Racial Tension: Checklists

Crisis Response

This list provides some of the most critical steps your municipality will want to take to respond in moments of racial tension.

Convene all cabinet/executive level staff to ensure city leadership is briefed from outset.

- Elected officials, managers, department heads, and key staff must operate from the same basis of knowledge and information.

Consult with municipal legal counsel to ascertain any issues of municipal liability.

Identify options for independent investigation in consultation with legal counsel.

Establish a clear and direct line of communication with police chief.

- Ensure that all facts about the incident are accurately and collectively known in real time.
- Agree on timing of fact sharing with stakeholders and/or public.

Identify elected leadership/staff and clearly state roles for internal response team; (i.e. spokesperson, family/victim liaison, media liaison, etc.). Set the tone:

- Publicly affirm commitment to the five values (*empathy, transparency, authenticity, partnership and collaboration, and consistency*).
- Update the family/victim(s) and the public with new information as developments occur.

Articulate a balanced message to law enforcement leadership and personnel.

- Provide acknowledgement and appreciation of their work but also stress the need for thorough investigation into incident.

Prioritize outreach to family/victim(s).

- Designate family/victim(s) liaison.
- Connect family/victim(s) to appropriate services.

NLC: “Responding to Racial Tension in Your City”



Engage community stakeholders.

- Identify and engage a broad and diverse array of stakeholders who can bring knowledge, skills, abilities and assets to the crisis response management and post-crisis response efforts. (see Stakeholder Checklist)
- Set up community conversations in partnership with community stakeholders to engage them in understanding and learning from the incident and to prevent future incidents.

Develop an asset map of community stakeholders. Establish direct lines of communication to:

- Family/victim(s) – Discuss appointing a liaison so family has a direct line of communication to municipal leadership. Inquire if family would like to appoint a liaison as well for channeling all communications.
- Community stakeholders – Establish a direct line of communication to the identified community stakeholders and engage them in sharing accurate updates throughout the crisis.
- Public – Establish communication platform(s) (i.e. – website, hotline) that community can access to receive information/updates.

Establish/review crowd management response policies with police chief and response team.

- Identify and review demonstration/protest policies, practices, procedures (Keep de-escalation at top of mind).
- Identify and review de-escalation protocols.

Continue to communicate updates to and any need for support from county, state, and federal officials.

NLC: “Responding to Racial Tension in Your City”



Communications

This checklist provides guidance on effective communication in the event of a critical incident in your municipality. It reinforces some of the suggestions in the Crisis Response Checklist provided and should be used in tandem with it.

- Designate a primary spokesperson and a backup spokesperson.
- Understand your audience and who you are communicating with (Note: your key audience is always your constituents, even if you are on the national news).
- Gather information and be thoroughly briefed by relevant agency and community stakeholders before you make any written or verbal statements.
- Based on your audience, identify the appropriate communication methods and channels for disseminating information to this audience. Ensure that all audiences' language needs and access needs are considered and addressed (i.e. non-English speakers; hearing impaired; digital divide; elderly; etc.).
- Establish a regular schedule of updates to manage expectations around information-sharing; communicate the schedule transparently.

NLC: “Responding to Racial Tension in Your City”



Stick to the facts and acknowledge context:

- Consider details that may be relevant beyond the single incident.
- Consider differing lived experience of impacted residents/communities.
- Do not editorialize or express your personal opinion.

Do not simply say “no comment.” Provide factual responses about why you may not have an answer in the moment and be transparent to the extent legally appropriate.

Track and respond to media and community requests.

- Maintain a crisis communications inventory, a running document of statements, speakers, and coverage.
- Stay calm and composed even when asked tough questions.

NLC: “Responding to Racial Tension in Your City”

Stakeholder

This list provides a framework for identifying and engaging a broad and diverse array of stakeholders who can bring knowledge, skills, abilities and assets to the crisis response management and post-crisis response efforts.

Every municipality is unique, and the range of stakeholders will vary. For each category below, consider:

- 1 Who is essential to the crisis response and the subsequent coordinated action and support?
- 2 Who in your community can contribute to a better response to and outcome from the crisis?

Local government

- Municipal leadership: elected officials; appointed officials; department heads; line staff

Law enforcement

- Police chief; deputies; community liaison officers

County, state, and federal government

- County health and social services
- State legislators
- Federal law enforcement (in the event of an independent investigation)

Non-profit, community-based organizations

- Local, private organizations providing social services; youth-serving organizations; cultural organizations

Neighborhood groups

- Advisory neighborhood groups; neighborhood watch groups



NLC: “Responding to Racial Tension in Your City”

Religious community

- Religious leaders; ensure multid denominational representation of all religious groups in your community

Health services/mental health services/hospitals

- Private health and mental health service providers; hospital representatives (i.e. ER, crisis response personnel)

Education community

- Primary and secondary education officials
- College, university, community college representatives

Business community

- Chamber of Commerce; major employers; business owners

National organizations

- National organizations providing support to municipalities addressing issues of racial equity

Philanthropic organizations

- Regional representatives of national philanthropic groups engaged in supporting racial equity work

About the National League of Cities

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In the wake of the 2014 unrest in Ferguson, Missouri, NLC created REAL to strengthen local leaders’ knowledge and capacity to eliminate racial disparities, heal racial divisions and build more equitable communities. REAL does this through several intervention channels and support systems and with the understanding that local government leaders may not know where or how to start, offering tools and resources designed to help local elected leaders build safe places where people from all racial, ethnic and cultural backgrounds thrive socially, economically, academically and physically.



Police Critical Incident Checklist

This section* contains a checklist to prepare police officials for responding to a critical incident that has the potential to result in controversy or conflict involving the police and a community. Because a critical incident typically requires a police department to quickly undertake a wide range of actions, straining the capacity of the department, a checklist can help to ensure that officials consider all potential options ahead of time, and that certain tasks do not “fall through the cracks” during an incident. This checklist is not meant to be a comprehensive list of steps or a rigid timeline for a police response, but rather is intended to serve as a guide to many of the issues that police should consider before, during, and after a critical incident that results in community tension.

The immediate response of a police executive can determine how the community will respond to an incident, and can set the tone for the department’s ongoing relationship with the community in the long-term. This checklist emphasizes actions that can help calm tensions and demonstrate good faith to the community.

*The Police Critical Incident Checklist is part of DOJ/CRS’s Police-Community Relations Toolkit.

USDOJ: “Police Critical Incident Checklist”

The Police Critical Incident Checklist is a planning resource for police executives to prepare them for responding to a potential controversial incident. This checklist can also be used to assist police executives during an incident. This checklist is not meant to be comprehensive list of steps or a rigid timeline for responding to a critical incident, but rather acts as a flexible resource, highlighting many important steps that police executives should consider.

Items to Consider Before a Critical Incident Occurs for the Police Executive

- Discuss notification and response protocols with the mayor, city manager, and any elected/appointed boards or commissions which have police oversight. Have a plan for incidents, including an agreement on what they want to be notified about and when these notifications should occur.
- Establish relationships and direct lines of communication with key community leaders. Have a list of these community leaders ready with cell phone numbers.
- Establish relationships and direct lines of communication with police union leaders, if applicable. Have a list of these union leaders ready with cell phone numbers.
- Once relationships have been established, consider forming an Advisory Board that reflects the diversity of the community. For example, the Advisory Board could include one or more representatives from each policing area (district, precinct, ward, etc.). The Advisory Board should meet regularly and can help determine the best ways to engage the community and de-escalate any tensions if an incident occurs.
- Ensure that you have a protocol for major incidents, including a media plan, and that investigators, supervisors, and command staff members know their roles and responsibilities.
- Top police officials should visit officer roll calls, meet with specialized department units, and establish relationships with key local news media personnel during non-crisis times. Maintain communication with them.

Items for the Chief Executive to Consider Immediately After a Critical Incident

Immediate Action Items (within approximately 2 hours of the incident)

- Ensure that a command-level staff member is on the scene and providing information directly to you as it is received.
- Notify key public officials and community leaders about the situation promptly.
 - Let them know that you are gathering additional information and that you will contact them as soon as you know more.
- Gather as much preliminary information as possible about the incident. If possible, go to the scene of the incident yourself.
- Contact your public information or media office or liaison and develop an initial plan for their role. Start planning a press gathering to release information as quickly as possible. This planning should include the use of various media to keep the public informed. Social media, particularly Twitter, increasingly is being used by police to share information directly with the public and the news media on a minute-to-minute basis during a critical incident. Address misinformation directly. If new information contradicts earlier department reports,

USDOJ: “Police Critical Incident Checklist”

issue the correct information as soon as possible. As time allows, use translation services to address the language needs of the community’s diverse stakeholder groups.

- Avoid “dueling” press conferences; try to engage all interested parties to share podium time so that the community can see unity among their local leaders.
- If applicable, assign staff to begin watching social media and activity to assess what is being said about the incident and to gauge the mood of the community.

Action Items (within approximately 8 hours of the incident)

- Provide the preliminary information you can to the public about the incident (i.e., what you know, what you don’t know, what the department is doing about it); and if applicable, explain why you cannot provide additional information, and indicate when you will be able to share further information.
 - **Emphasize that this is preliminary information in every statement.** You are balancing the need for transparency with the reality that sometimes the first information about an incident may change as additional information emerges.¹
 - If applicable, avoid making any prejudgments about officers’ conduct before you have complete information, unless your statement is clearly needed (e.g., if a publicly available video depicts overt police misconduct or criminal behavior by an officer).
 - Explain that it may also take longer for some information to be released if there is an ongoing police investigation.
- Let the public know how often you will update them on the status of the incident or new information, and how these updates will be provided.

Action Items (within 24 hours of the incident)

- Brief community leaders and ask for their help in defusing community tensions while getting accurate information to their constituencies. Ask for calm and patience as the incident unfolds. Be flexible in briefing various community organizations and advocates; some may want to meet in groups, others may prefer to meet individually. Other leaders may have a preference for meeting in-person rather than over the phone.
- Engage public officials and community leaders to agree on a unified message that presents a transparent and cooperative process. Create a plan to work together should the incident start to escalate. While there can be disagreement or differing perceptions early on as to what has occurred, all leaders should be in agreement about the need to keep the peace; conduct a thorough and impartial investigation, if applicable; and make a commitment to keep the community informed. Craft the unified message around these statements that all local leaders can support.
- If applicable, publicly explain the investigatory process and any related policies that impact the release of information or determination of findings. Clarify policies related to contentious issues. Explaining the rationale for policies or practices that the public may not understand may be helpful in maintaining the community’s patience and deescalating tensions.

1. See, for example, St. Louis Metropolitan Police Chief Sam Dotson discussing an officer-involved shooting incident in the PERF report “Defining Moments for Police Chiefs,” pp. 7-8. <http://www.policeforum.org/assets/definingmoments.pdf> .

USDOJ: “Police Critical Incident Checklist”

- When applicable, publicly clarify departmental policies governing the status of any officers who are involved in a controversy. This may include explaining laws that protect the rights of police officers (especially any requirements that prevent their names from being released), and any other policies that help explain administrative and investigatory actions taken that may not be immediately apparent to the public.
- If applicable, announce publicly your willingness to cooperate with investigations of your department by other agencies (local, state, or federal).

Action Items (within 1 week of the incident)

- Consider the circumstances of the incident. If appropriate, you may choose to visit involved individuals, and to provide an update on the investigation and what to expect from the department, to extend an offer to provide updates, or make a liaison from your agency available to them. **Based on the circumstances, you may consider moving up the timeline for this call/meeting to the first 24 hours of the incident.*
- Anticipate and take precautions to prevent new incidents or confrontations. This includes giving supervisors guidance on how they should discuss the situation with officers at roll calls, closely monitoring unusual calls or activity, obtaining information from community leaders, and watching social media activity in the community.
- Frequently attend community events to explain the department’s handling of the incident, as well as department policies and practices.
- Develop a strategy for releasing public information regularly, using social media, television, radio, or other forms of communication.
- Engage with both sworn and civilian staff within the department to address any concerns resulting from the incident. Ensure that employees have access to counseling, if appropriate.
- Issue a statement about the incident to all department employees and offer ample opportunities to discuss their concerns. Make sure this message is consistent with the message that you are delivering to the public.

Action Items (long-term incident aftermath)

- Request the assistance of community groups or others that may be able to assist with inter-group conflict assessment and conciliation moving forward.
- Consider having an after-action review of the incident conducted by an outside review team. The after-action review should include lessons learned and should highlight promising practices. Share these findings and lessons learned department-wide. You may also consider making the findings from the after-action report public.
- Survey different community groups to learn about their concerns with the police or department operations.
- Consider opportunities for the community to provide additional input. Consider having third parties or community leaders host and facilitate the meetings.
- Consider conducting a review of any policies, accountability systems, or training protocols related to the incident.
- Consider establishing a public commission, task force, or other work group to develop recommendations for addressing specific concerns.
- Consider conducting an assessment of your department’s community policing practices.
- Remember to continually update internal stakeholders in the aftermath of the event.

CCM is the state's largest, nonpartisan organization of municipal leaders, representing towns and cities of all sizes from all corners of the state, with 169 member municipalities.

We come together for one common mission — to improve everyday life for every resident of Connecticut. We share best practices and objective research to help our local leaders govern wisely. We advocate at the state level for issues affecting local taxpayers. And we pool our buying power to negotiate more cost-effective services for our communities.

CCM is governed by a board of directors that is elected by the member municipalities. Our board represents municipalities of all sizes, leaders of different political parties, and towns/cities across the state. Our board members also serve on a variety of committees that participate in the development of CCM policy and programs.

Federal representation is provided by CCM in conjunction with the National League of Cities. CCM was founded in 1966.





Municipal Action Guide

Responding to Racial Tension in Your City

With support from:



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Vision:

A nation in which every local official is equipped to effectively lead and serve an inclusive, thriving and healthy community. Inclusive, Thriving and Healthy Communities are safe places where people from all racial, ethnic and cultural backgrounds thrive socially, economically, academically and physically.

Mission:

To strengthen local elected officials' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities.

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Introduction

If you are picking up this document in a moment of crisis, we recognize that you are moving and acting with a sense of urgency. The National League of Cities (NLC) created this document to support you in this very moment.

NLC interviewed several current and former municipal leaders who have been through similar moments of crisis with racial tension. This document provides important contextual and tactical information to support your municipality's efforts to respond effectively. It includes:

- **Definition of common values** — Five common values need to be embedded in all actions in response to racial tension.
- **Insight** — Lessons learned, tactics, and such additional considerations can provide direction and suggest actions municipalities can take in real time.
- **Context** — Historical context that will help leadership get a more robust understanding of the situation at hand, and how the event may uncover deep rooted issues that the municipality can address.
- **Checklists** — Practical checklists ensure that you have some of the more critical components in place to respond:
 1. Direction to leadership in the immediate response to the crisis.
 2. Guidance on crisis communications protocol.
 3. Guidance on stakeholder identification and engagement.
 4. Guidance on how to continue the work of advancing racial equity post-incident.

We urge you to take time to review this document in its entirety. An effective response is more than simply responding to the incident but responding to the trauma and tension that exists as part of this incident.

Prepare to Address Racial Tension

Account for Implicit and Explicit Bias

Humans cannot escape from bias. However, we can control how much we let bias influence our actions. We must explore both the implicit and explicit biases that inform our actions. The Kirwan Institute defines implicit bias as¹:

The biases we harbor in our subconscious cause us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance. Biases inform a segregated reality that limits relationship building and interactions across races. Explicit bias as defined by the Perception Institute refers to the attitudes and beliefs we have about a person, group, or thing on a conscious level.² Individuals and/or groups are aware of the particular bias. It is critical that leadership and those involved in the team responding to the incident be aware of their own biases which can inform how one talks about an issue, the language used, and how the municipality interacts with the community. Being

aware of and actively working through biases will support the community in how it responds to an incident or crisis sparked by racial tension.

Embed Common Values in Local Response to Racial Tension

As you prepare to address racial tensions in your community it is critical to approach them head on. In NLC's conversations with several municipal leaders who experienced these situations firsthand, five common values stand out: empathy, transparency, authenticity, partnership and collaboration, and consistency. Municipal leaders are encouraged to embed these values in their municipality's response to crisis. Below we review the five values and provide examples of how these can reflect in your response. It is important to note that leadership sets the tone, but these values should be carried by everyone in the municipality who has any role in the response.



Also known as implicit social cognition, implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness.

Empathy

“I was given direction not to answer questions during a community forum and that was the wrong advice. It is critical to respond to the community during this time with empathy and a shared priority.”

— City Mayor

Municipal leadership and those responding to these crisis moments of racial tension navigate a very difficult and emotionally charged situation. In these moments the community is looking for answers and wants to be heard. Leading with empathy, the capacity to understand or feel what another person is experiencing within their frame of reference, the capacity to place yourself in another’s position, is critical in a time like this. When communicating in public forums, to the family/victim(s), and specific communities, the ability to demonstrate empathy in how you lead and respond can directly impact the response of the community.

Things to consider:

- Recognize the pain that a family and/or community may be experiencing.
- Express the shared urgency by the city to resolve fairly and reassure the community that the current situation is a priority.
- Acknowledge the different lived experiences that create racial tension.
- If you are unable to answer questions due to an ongoing investigation or because you do not know the answer, acknowledge the community’s desire to get the information, and provide whatever information you can provide. For example, if there is an ongoing investigation, explain that you cannot provide any information that would jeopardize that investigation, but give a broad overview of the way in which the matter will proceed.

Transparency

“Our city decided immediately that any investigation to be conducted would be through an independent investigative body to preserve transparency and fairness of the process.”

— City Mayor

It is important to understand the historical context of systemic racism in order to recognize the fractured relationships between communities of color and a government. The history provides context for the mistrust that exists between the two. Municipal leaders have an opportunity to rebuild the broken trust between communities and local government by being transparent with the family/victim(s) and community throughout the process. Providing regular and transparent updates to all stakeholders can demonstrate to all that the municipality is committed to a transparent process. An independent investigator is just one example of how to lead with transparency. Managing expectations goes hand-in-hand with the value of transparency. Municipal leadership can be forthright with information on processes to ensure that the community is fully aware of what to expect. It is critical that the community understand what type of information you will release to various stakeholders and when you will release it.

Things to consider:

- Utilize an independent investigation to preserve transparency and reduce any perception of municipal partiality.
- Provide frequent updates to all relevant stakeholders. If there is not any significant information to share, simply communicate that there is nothing new to share.
- Share information upon request as long as it does not interfere with any ongoing investigation.
- Consult with legal counsel on legal requirements and liability issues.

Authenticity

“From the beginning, the family and the community knew that I was invested in this. They knew that I was authentic in my words and actions as we went through this process. This helped with any racial tension in our municipality.”

– City Attorney

In addition to one who is empathetic and transparent, the community is looking for authentic leadership. When the municipality expresses shared urgency demonstrated through transparent actions, the family/victim(s) and community will be looking for authenticity within leadership for reassurance. Words and actions must align. It is important to understand that these will be measured against your record and of those lived experiences of the community. Recognizing that these might not always align, authentic leadership demonstrates clear responsiveness to constituents. It will be important to have community leaders and other stakeholders by your side through this process. They will validate your authenticity within the community and during public forums.

Things to consider:

- Meet people where they are and lean on your community partners if you need to ask for something. It is essential to develop these relationships with community partners before a crisis occurs.
- Determine who the community partners are; identify individuals who can assure the community of your sincerity and authenticity in addressing the issues at hand. Be sure to identify local leaders in neighborhoods who may not hold high profile positions, but who have earned respect in their communities.

Partnership and Collaboration

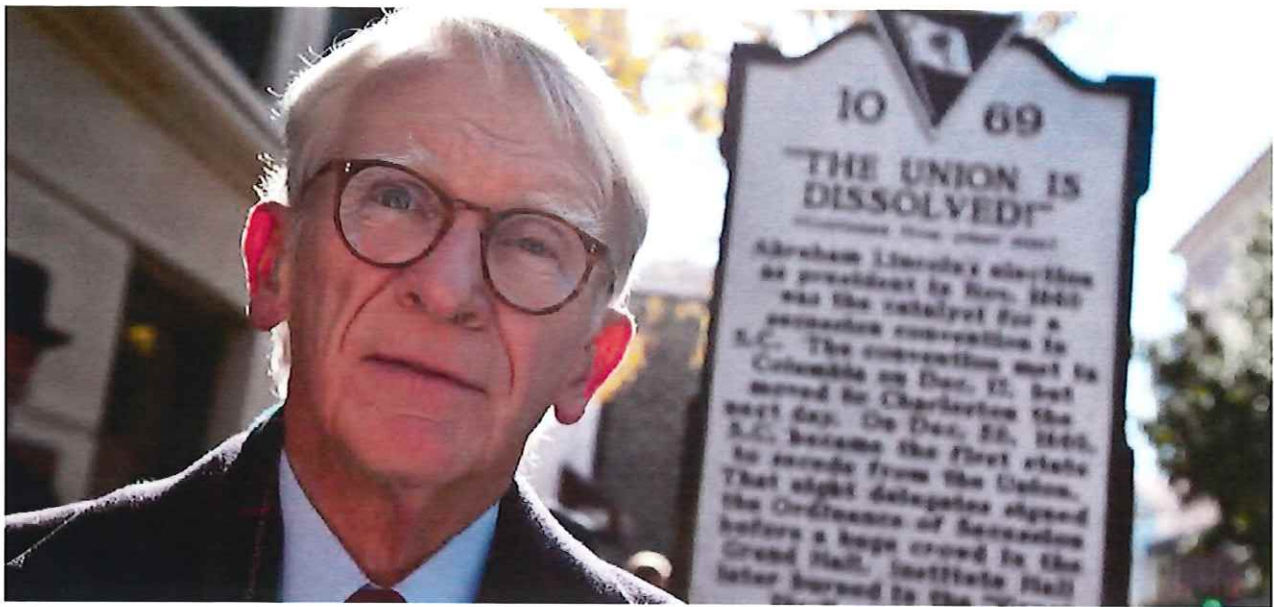
“A city isn’t going to be able to establish fruitful relationships on the spot in a moment of crisis. It’s the relationships I established prior to any incident that were critical in helping me to respond to the situation at hand and ability to truly work with the community.”

– City Mayor

Active partnerships and intentional collaboration must appear across all areas of a city’s response. The community needs to see, know, and feel that the municipality is committed to working with the community to find the right resolution. These incidents are deeply rooted in history and lived experience that cannot be addressed in a short timeframe. Incidents of racial crisis require intentional and sustained efforts to find solutions and actions now while also keeping a long-term vision in mind. Municipalities, as conveners, should explore ways to make space for collaborative efforts to find solutions and actively listen to the various communities’ feedback, insight, and suggestions. Municipalities must be willing to engage in active listening. This will allow information from all stakeholders to surface, and will inform needed changes in policies, practices, and procedures that may be contributing to the existing racial tension. Working in partnership and collaboration with the community will help to build a municipality’s credibility in addressing the issues at hand.

Things to Consider:

- Municipality takes the lead in creating space for community input.
- Create authentic opportunities to stand in the decision making.
- Provide ways to facilitate the exchange of ideas and feedback.
- Partner with community leaders to identify the community needs.



150th Anniversary Of South Carolina's Secession Marked In Charleston

- Identify ways to collaborate at the community level using trauma informed practices.
- At listening sessions, be prepared for anger and emotion; recognize that part of your role as a leader is to hear the community where they are in that moment and respond effectively.

Consistency

“City leaders have the opportunity to set the tone for how the community responds in times of racial tension. By being consistent, the community can find a way to trust leadership is doing everything they can to do the right thing.”

– City Mayor

The final value, consistency, affirms the previous four. In embracing empathy, transparency, partnership and collaboration, and authenticity on a consistent basis before and during a crisis, a solid foundation is established for navigating these crisis moments of racial tension.

Consistency is measured by the community in the following ways:

- How municipal leadership shows up to public forums
- Frequency of communication
- Inclusive messages that reach all community residents
- Actions taken

When leadership consistently expresses empathy, shares information, partners and collaborates with the community, and is authentically engaged in the situation, it signals acknowledgement of the severity of the tension. Consistent response from city leaders affirms the government's commitment to logic, accuracy, and fairness. This will help operationalize a sensitive response to the situation and demonstrates government's commitment to being present and to working toward resolution and repair.

Things to consider:

- Establish clear roles for your municipality's staff response team.
- Ensure consistency and continuity in response.
- Articulate expectations and guidelines for clear messaging across the team.
- Establish consistent channels of communicating with various stakeholders.

Understand Historical Impacts of Systemic Racism

A key component to dealing with racial tension in your municipality is acknowledging the trauma and pain those have experienced from long-standing issues including poor police-community relations, poverty, lack of educational opportunity, economic immobility, racial tension and inequity. As part of the work NLC is committed to, racial healing and transformation sets up the process of advancing racial equity. This moment requires the whole municipality—elected/appointed leadership, staff across all levels, and the community—to come together to determine a resolution.

Racial tension is not born solely from crisis-level events in Baltimore, Minneapolis, Ferguson and other areas. These events surface long-standing issues that created racial tension. Our country's historical interaction with communities of color through government policy and practice create a fractured and tense relationship. It is critical to understand this historical context in how and why communities of color respond to these incidents. Racial equity requires understanding of justice and fairness. Historically, it is a lack of justice and fairness for communities of color that serves as the foundation for understanding and responding to the racial tension in your city.

Our country operates in a racialized system that is fundamentally grounded in white supremacy, a descriptive term capturing an all-encompassing centrality and assumed superiority of people defined and perceived as white in the context of overarching political, economic, and social system of domination.³ Our systems have intentionally been built to the advantage of white people over people of color through the development and implementation of policy, practices, and procedures. Racial tension has always been present in our country. It is incumbent on

leadership within municipalities to understand and embed this understanding within responses to moments of crisis and racial tension. This Lessons Learned document will provide historical context, knowledge acquired from examples across the country, and practical steps your municipality can take to address racial tension.

We highlight four examples of federal policies that have been implemented alongside local municipal government through policy, practice and procedure. Each of these examples shows how structural racism manifests into real lived experience. It is critical to note in explicitly calling out race within racial tensions, that these systems have been operated primarily by white people. This dynamic is critical to underscore and understand the deep-seeded roots of racial tension between government and communities of color. This is not to assign blame, but to call out how government programs contribute to existing fractured racialized relationships. Each example illustrates how a policy, practice or procedure did not create equitable, fair, and just conditions for communities of color. These examples are violent in nature and in practice. This violence inflicted upon communities of color has created deep seeded trauma and a level of tension between government and communities of color.

Housing: Redlining

Redlining was an overt practice of denying mortgages based upon race and ethnicity, a policy explicitly practiced by the Federal Housing Administration (FHA) when determining neighborhoods for approved mortgages. Redlining limited financial services to neighborhoods based on racial or ethnic composition without regard to residents' qualifications or creditworthiness. The term



“redlining” refers to the practice of using a red line on a map to delineate the area where financial institutions would not invest. Complicit in redlining, local government used federal guidelines to complete “area descriptions” and rate neighborhoods as best (green), still desirable (blue), definitely declining (yellow), or hazardous (red).

The FHA allowed personal and agency bias favoring all white suburban subdivisions to affect the kinds of loans it guaranteed, as applicants in these subdivisions were generally considered “better” credit risks. According to James Loewen in his 2006 book *Sundown Towns*, FHA publications implied that different races should not share neighborhoods, and repeatedly listed neighborhood characteristics like “inharmonious racial or nationality groups” alongside such noxious disseminates as “smoke, odors, and fog.” One example of the harm done by the FHA is as follows:

“In the late 1930s as Detroit grew outward, white families began to settle near a black enclave adjacent to Eight Mile Road. By 1940, the blacks were surrounded and neither they nor the whites could get FHA insurance due to the proximity of an “inharmonious” racial group. So in 1941, an enterprising white developer built a concrete wall between the white and black areas. The FHA appraisers then took another look and approved mortgages on the white properties.”⁴

Between 1934 and 1962, the federal government underwrote \$120 billion in new housing. Less than 2% went to non-whites.

The legacy of redlining laid foundation for the racial wealth gap since most Americans build wealth through homeownership. People of color were systematically denied loans and forced into devalued properties. The government essentially subsidized intergenerational wealth building opportunities for white families, denying black families and people of color the opportunity. Homes in predominantly white communities grew in value faster allowing future generations in predominantly white communities to accumulate wealth more quickly. This left people of color living in neighborhoods with fewer resources, less investment, and fewer opportunities to build wealth. The cumulative impact of the legacy of redlining means that today “the median white family has 41 times more wealth than the median African-American family and 22 times more wealth than the median Latino family.” Similarly, “the proportion of black families with zero or negative wealth rose by 8.5 percent to 37 percent between 1983 and 2016. Native-American median household income is similar to that of black households. Nearly 34 percent of Native-American children live in poverty in contrast to 10 percent of white children.”⁵

Transportation: National Interstate and Defense Act of 1956

The National Interstate and Defense Highways Act of 1956 authorized the construction of a 41,000-mile network of interstate highways that would span the country. It allocated \$26 billion of federal dollars to fund this bill. The new interstate highways were controlled-access expressways with no at-grade crossings—that is,

they had overpasses and underpasses instead of intersections. This national system ultimately included over 46,000 miles of limited access highway and was the largest and most expensive public works project ever undertaken. The construction process was greatly expedited by using standardized designs and accelerating condemnation of properties along the interstate right of way as these interstate highways connected the largest cities. This resulted in bypassing instead of encompassing access to smaller towns.⁶

Highway promoters and builders envisioned the new interstate expressways as a means of clearing slum housing and blighted urban areas. These plans date back to the late 1930s, but they were not fully implemented until the late 1950s and 1960s. Massive amounts of urban housing were destroyed in the process of building the urban sections of the interstate system. By the 1960s, federal highway construction was demolishing 37,000 urban housing units each year; urban renewal and redevelopment programs were destroying an equal number of mostly low-income housing units annually.

A 1965 report by the U.S. House Committee on Public Works asserted that the amount of disruption was significant. Planning scholar Alan A. Altshuler noted that by the mid-1960s, when interstate construction was well underway, it was generally believed that the new highway system would “displace a million people from their homes before it [was] completed.” A large proportion of those dislocated were blacks, and in most cities the expressways were routinely routed through their neighborhoods. Urban expressways tore through long-established inner-city residential communities in their drive toward the core of cities, destroying low-income housing on a vast and unprecedented scale. Huge expressway interchanges, cloverleaves, and access ramps created enormous areas of dead and useless space in the central cities. **A general pattern emerged, promoted by highway officials and private agencies, of using highway construction**

to eliminate blighted neighborhoods and redevelop valuable inner-city land. The victims of highway building tended to be overwhelmingly poor and black.⁷

Economic Development: Urban Renewal

Urban Renewal was a comprehensive scheme to redress a complex series of urban problems, including unsanitary, deficient, or obsolete housing; inadequate transportation, sanitation, and other services and facilities; haphazard land use; traffic congestion; and the sociological correlates of urban decay, such as crime. Early efforts usually focused on housing reform and sanitary and public-health measures, followed by growing emphasis on slum clearance and the relocation of population and industry from congested areas to less-crowded sites. The Committee on Blighted Areas and Slums, a group formed out of President Hoovers Conference on Home Building and Home Ownership in 1932, held the approach of wholesale demolition of existing structures was legal since “the elimination of slums is a public purpose,” and expressed its confidence “that a large portion of the group displaced by slum clearance will be able to find suitable accommodations elsewhere.”⁸ The majority of those displaced were disproportionately communities of color, primarily black.

Those displaced from Urban Renewal received constitutionally mandated “just-compensation.” This measure of compensation covered only the fair market value of the taken property and omitted compensation for a variety of incidental losses such as moving expenses, loss of favorable financing, and notably, business losses such as loss of business goodwill. The majority (approximately 90%) of homes destroyed during urban renewal were never rebuilt.

Between 1956 and 1972, urban renewal and urban freeway construction displaced about 3.8 million residents from their homes and was increasingly referred to by critics as “Negro removal” due to its focus on black neighborhoods.⁹

Crime: Violent Crime Control and Law Enforcement Act of 1994

The Violent Crime Control and Law Enforcement Act of 1994, also known as the crime bill, provided resources through the COPS program for 100,000 new police officers, \$9.7 billion in funding for prisons, and \$6.1 billion in funding for prevention programs designed with significant input from experienced police officers. Mass incarceration of people of color and low-income people began in the 1970s. It then accelerated with the passage of the 1984 Sentencing Reform Act to lengthen prison terms and abolish the federal parole system, and the 1986 Anti-Drug Abuse Act to establish mandatory minimum sentences for specific amounts of cocaine and set a lower sentencing threshold for smaller quantities of crack cocaine than the pure powder itself. However, the 1994 crime bill embraced implicit biases embedded in the public conversation about crime to create new policy levers that significantly increased the disproportionate policing, arrest, and incarceration of people of color. The nation's combined federal and state prison population rose to its peak of 1.6 million in 2009.¹⁰ In 1994, black men were roughly 6.8 times more likely than white men to be incarcerated in federal and state prisons.¹¹

These three federal laws contributed to disproportionate incarceration through several components including the development of federal mandatory minimum sentences that institutionalized existing racial bias and the development of a federal "three strikes and you're out" provision. Among the most pernicious aspects of the 1994 crime bill was its influence on states to increase their prison rolls by setting a precedent for state level "three strikes" laws.

The 1994 law also increased prison funding tied to state laws requiring people to serve 85% of their sentences regardless of behavior. The impact on the development of state tough-on-crime laws included a proliferation of state laws in the 1990s that eliminated parole, removed judicial discretion in sentencing, and enacted mandatory minimums as measures to attract bonus dollars from the federal government. While these measures did little to decrease crime, they played a major role in the upward spiral of disproportionate incarceration of people of color and of low-income. Today, more than 60% of the people in prison are people of color. Black men are still six times more likely to be incarcerated than white men and Latino men are 2.7 times more likely.¹²



Municipal Voices from the Field: Tactics for Responding to Racial Tension

Local municipal leaders who have experienced moments of racial tension shared several lessons learned that other municipalities can benefit from. These lessons provide guidance for local municipalities that are either currently experiencing racial tension or that want to prepare their municipality in the event of an incident that surfaces racial tension. These moments of crisis in a municipality will require that the municipality have some of the most difficult conversations. The result can be a focus on policy, practice, and procedure in relation to race and how communities of color are served. NLC found that the lessons learned from local municipal leaders fit into three areas:

- 1. Stakeholder and Community Engagement**
- 2. Communication**
- 3. Responsiveness**

In each area, the five common values (empathy, transparency, authenticity, partnership and collaboration, and consistency) are essential elements of the municipality's learning process.

Following this section, a checklist is provided to ensure that your municipality is considering some of the most crucial components of an effective local response to racial tension. These points are lessons critical to strategies and tactics that municipalities can consider taking to establish and maintain critical relationships to navigate the existing racial tension.

1. Stakeholder and Community Engagement

At the outset, it will be important to identify and define the various communities within your municipality, beyond just race and ethnicity,

i.e. military, religious, etc. Determine who should be at the table to ensure that a broad range of knowledge and skills are available to comprehensively address all aspects of the incident. Developing and investing in the critical relationships with community residents and leaders is key. Ideally these relationships are established prior to any incident. These individuals will serve as trusted lines of communication and information.

Tactics:

- Municipal leaders and anyone involved in response efforts should identify several trusted community stakeholders they can engage to help coordinate the engagement between the local government and the community.
- Engage key individuals within communities who can organize and coordinate townhalls and community conversations; this may include leaders in neighborhoods as well as leaders from established organizations or advocacy groups.
- Keep all stakeholders informed of ongoing information gathering efforts.
- Appoint stakeholders to serve as ambassadors for the municipality within different communities.
- Provide resources and make appropriate accommodations to maximize community engagement (i.e. childcare, evening meetings, public transportation, locations accessible for people with disabilities, parking accessible locations, provision of sign interpreters for people with hearing impairments, etc.).

2. Communication

Municipal governments are uniquely positioned to build bridges of trust in communities of color in the face of tragic events that are the result of racial tension. How local governments communicate and engage communities during this time is vital to set the foundation for advancing racial equity. It is critical to have dedicated lines of communication specific to each stakeholder and to provide a medium for individuals to express themselves. Open and direct lines of communication between the family/victim(s) and municipal leadership is critical.

Overcommunicating during a crisis is a positive strategy. Providing information to the community on a consistent basis signals that the municipality is dedicated to transparency. The level of consistency with information dissemination is a sign that the municipality made the situation a shared priority with the community.

Tactics:

- Consult with legal counsel early to determine how the municipality will handle any legal proceedings and dissemination of information.
 - Establish protocol for city handling of any internal, external, or independent investigations.
 - Create a dedicated line of communication with the various stakeholders of the community.
 - Provide guidelines to the press on its role in how the municipality disseminates information:
 - name and contact information of primary spokesperson for the municipality.
 - information on when, where, and how often information will be shared publicly.
 - Identify the type(s) of dedicated lines that the municipality will create. (i.e. a website or direct call line for the community).
 - Determine who will manage these dedicated lines of communication.
- Engage community stakeholders so they can promote use of dedicated lines of communication.
 - Establish additional communication outlets to communicate with broader community and stakeholders. (i.e. city website, city e-news tool, press conference, print and broadcast news media, community meeting(s), social media, etc.).
 - Communicate to county, state, and federal officials with updates and/or requests for support as appropriate.
 - Family/victim(s) become(s) the public “face” of the racial tension and they are seeking answers, so they have accurate, regular, and up-to-date information from municipal leaders:
 - Create open and direct lines of communication between municipal leadership and the family/victim(s).
 - Plan how and who will provide family/victim(s) with regular updates; assign a designated point of contact between the municipality and the family/victim(s).
 - Exercise the five values mentioned earlier (empathy, transparency, authenticity, partnership and collaboration, and consistency) to help navigate the charged atmosphere; family members can help address the tension if municipal leadership establishes the right relationship.
 - Offer to establish a direct line of communication between the municipality’s response team and the family/victim(s).
 - Assign a designated point of contact between the municipality and the family/victim(s).
 - Provide the family/victim(s) with direct access to municipal leadership (i.e. mayor).
 - Make counseling services available to family/victim(s).



3. Responsiveness

Moments of racial tension are difficult to navigate while sustaining some of the most fundamental responsibilities government has to the community at large: public safety and protection of municipal property. Incidents that lead to crisis moments of racial tension create unique governance challenges for municipal leadership. Governments have the burden of keeping communities safe, protecting public property, and serving the community at all times. Municipalities must be careful and intentional in their decisions about how to respond to the community at different stages of this process.

Police response to crowds can escalate or diffuse a situation. Ideally, municipal leadership should work closely with law enforcement agencies in advance of any incident to discuss, decide, and prepare for different scenarios. It is critical for the municipality to establish its policies on how it will respond and provide the respective training for those executing these policies, practices, and procedures effectively.

Tactics:

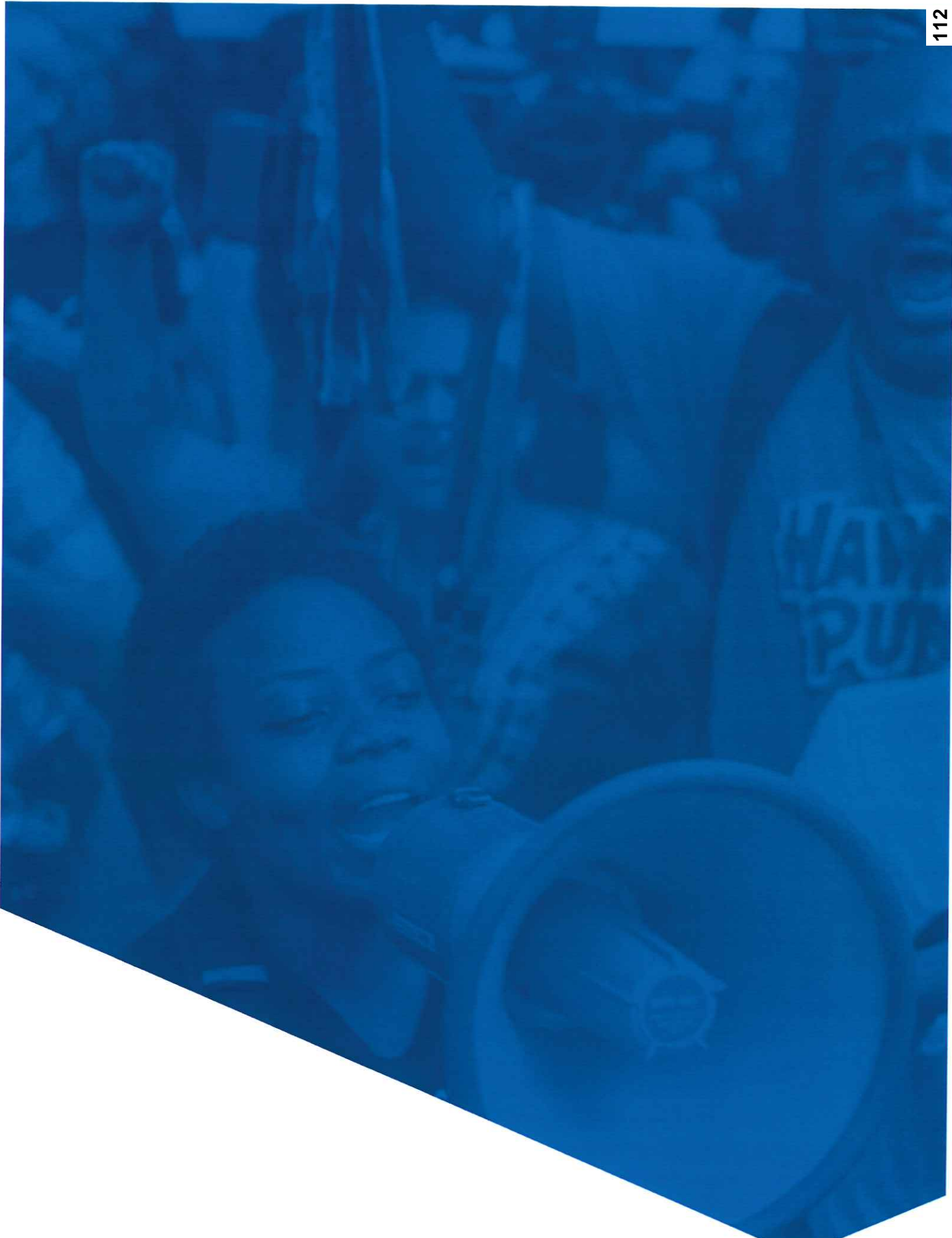
- Create a dedicated team with defined roles among city leadership and staff can help ensure a coordinated response.
- Identify and assign roles to a dedicated response team.
- Establish a clear and direct line of communication with police chief.
- Follow established policies, practices, and procedures for crowd management, handling demonstrations, and responding to protests.
- Engage professionals who are trained to facilitate conversations about racial healing.
- Engage community stakeholders in the response process when applicable to listen to community concerns and to help de-escalate situations
- Provide space for community members to engage with others in the healing process.
- Understand the optics of the municipality's response to help prevent missteps (i.e., a large presence of law enforcement in riot gear can incite confrontation rather than prevent it).



- Understand that there is an underlying historical context to racial tension. The municipality has opportunities to create space for healing.
- Leverage community conversations, public spaces, and community stakeholders as touchpoints for community healing and to address any longstanding issues.
- Ensure the constitutional right of people to gather peacefully, a core principal in crowd management.
- Strive to ensure that de-escalation is top of mind.
- Embrace racial healing as a cornerstone to the city's response.
- Strategically identify and select city staff to participate on a crisis response team.
- Develop scenarios on how best to respond to potential demonstrations.
- Establish clear expectations for how law enforcement will respond to various types of escalation during demonstrations.
- Develop training for law enforcement and municipal staff to prepare them for response to moments of racial tension; adequate training for law enforcement and other dedicated responders engaged in managing these tense situations can improve outcomes (i.e., de-escalation tactics).
- Establish the policies, practices, procedures and training for de-escalation (i.e., identify and review de-escalation protocols).

Additional considerations for advance planning:

- Develop a proactive plan on how the municipality will respond in the event an incident occurs to can help ensure that the response is coordinated.
- Work with organizations that can train religious leaders and other community members to help keep demonstrations safe.



Racial Tension: Looking Forward

No city wants to be confronted with a disaster—natural or human. Human disasters that spark racial tension are even more difficult to navigate. As your municipality works through the current incident, record feedback from family/victim(s), community leaders, and the community at-large. Local leaders must recognize that this work requires being comfortable being uncomfortable. This moment of racial tension is an opportunity for cities to use all the community engagement work to create stronger, more equitable outcomes for all who live in your municipality.

Governing for racial equity is continuing the uncomfortable conversations internally and with the community to identify where adjustments can be made within policies, practices, and procedures to prevent future incidents from occurring. Municipalities must recognize that the work continues once you have “moved past” an individual incident.

As long as racial inequities persist, the possibility of incidents sparked by racial tension may surface in any municipality. Be intentional about exploring the root causes of racial inequity and tension. Municipal leaders should continue the momentum and engage in constructive dialogue with the community to navigate the incident. Identifying and partnering with the community around long-term solutions will help to prevent further incidents. Governing for racial equity is the work within policies, practices, and procedures to eliminate racial disparities, heal racial divisions, and build more equitable communities for all. This is the work going forward.



Racial Tension: Checklists

Crisis Response

This list provides some of the most critical steps your municipality will want to take to respond in moments of racial tension.

Convene all cabinet/executive level staff to ensure city leadership is briefed from outset.

- Elected officials, managers, department heads, and key staff must operate from the same basis of knowledge and information.

Consult with municipal legal counsel to ascertain any issues of municipal liability.

Identify options for independent investigation in consultation with legal counsel.

Establish a clear and direct line of communication with police chief.

- Ensure that all facts about the incident are accurately and collectively known in real time.
- Agree on timing of fact sharing with stakeholders and/or public.

Identify elected leadership/staff and clearly state roles for internal response team; (i.e. spokesperson, family/victim liaison, media liaison, etc.). Set the tone:

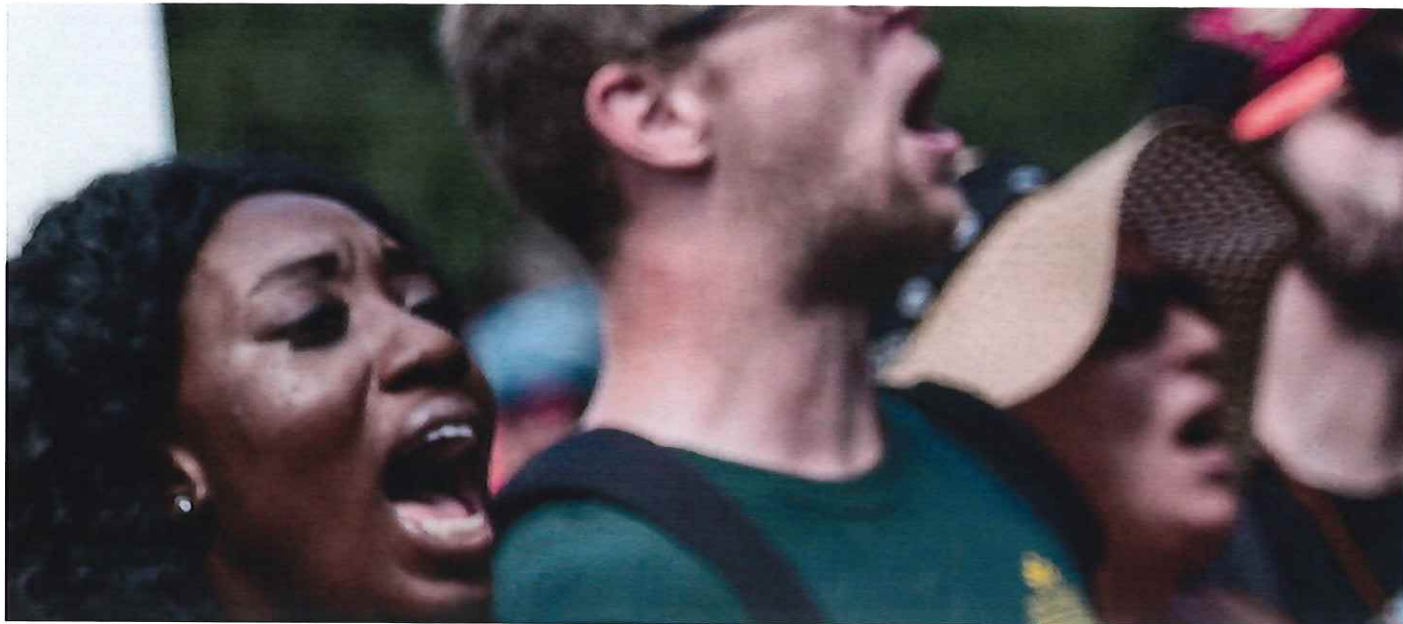
- Publicly affirm commitment to the five values (*empathy, transparency, authenticity, partnership and collaboration, and consistency*).
- Update the family/victim(s) and the public with new information as developments occur.

Articulate a balanced message to law enforcement leadership and personnel.

- Provide acknowledgement and appreciation of their work but also stress the need for thorough investigation into incident.

Prioritize outreach to family/victim(s).

- Designate family/victim(s) liaison.
- Connect family/victim(s) to appropriate services.



Engage community stakeholders.

- Identify and engage a broad and diverse array of stakeholders who can bring knowledge, skills, abilities and assets to the crisis response management and post-crisis response efforts. (see Stakeholder Checklist, p. 22)
- Set up community conversations in partnership with community stakeholders to engage them in understanding and learning from the incident and to prevent future incidents.

Develop an asset map of community stakeholders. Establish direct lines of communication to:

- Family/victim(s) – Discuss appointing a liaison so family has a direct line of communication to municipal leadership. Inquire if family would like to appoint a liaison as well for channeling all communications.
- Community stakeholders – Establish a direct line of communication to the identified community stakeholders and engage them in sharing accurate updates throughout the crisis.
- Public – Establish communication platform(s) (i.e. – website, hotline) that community can access to receive information/updates.

Establish/review crowd management response policies with police chief and response team.

- Identify and review demonstration/protest polices, practices, procedures (Keep de-escalation at top of mind).
- Identify and review de-escalation protocols.

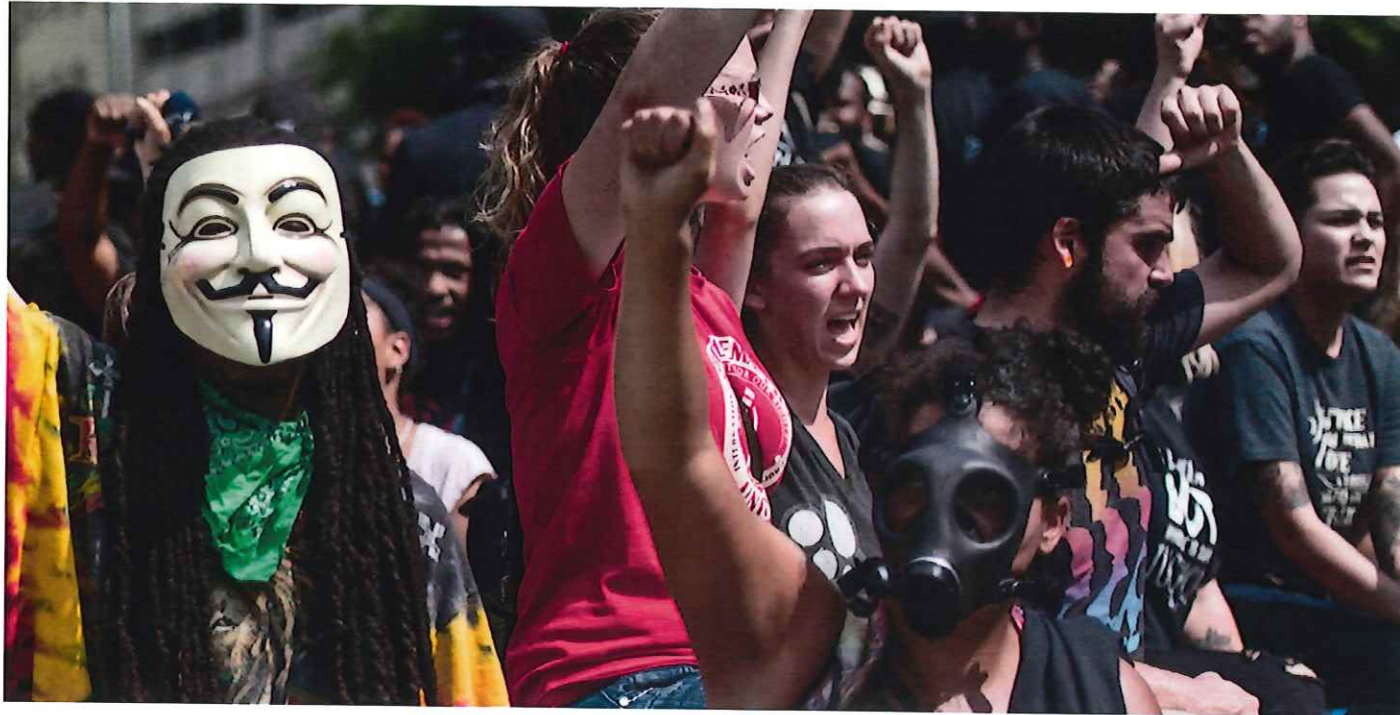
Continue to communicate updates to and any need for support from county, state, and federal officials.



Communications¹³

This checklist provides guidance on effective communication in the event of a critical incident in your municipality. It reinforces some of the suggestions in the Crisis Response Checklist provided on page 18 and should be used in tandem with it.

- Designate a primary spokesperson and a backup spokesperson.
- Understand your audience and who you are communicating with (Note: your key audience is always your constituents, even if you are on the national news).
- Gather information and be thoroughly briefed by relevant agency and community stakeholders before you make any written or verbal statements.
- Based on your audience, identify the appropriate communication methods and channels for disseminating information to this audience. Ensure that all audiences' language needs and access needs are considered and addressed (i.e. non-English speakers; hearing impaired; digital divide; elderly; etc.).
- Establish a regular schedule of updates to manage expectations around information-sharing; communicate the schedule transparently.



Stick to the facts and acknowledge context:

- Consider details that may be relevant beyond the single incident.
- Consider differing lived experience of impacted residents/communities. (See pp. 8-11 on Historical Impacts of Systemic Racism).
- Do not editorialize or express your personal opinion.

Do not simply say “no comment.” Provide factual responses about why you may not have an answer in the moment and be transparent to the extent legally appropriate.

Track and respond to media and community requests.

Maintain a crisis communications inventory, a running document of statements, speakers, and coverage.

Stay calm and composed even when asked tough questions.



Stakeholder

This list provides a framework for identifying and engaging a broad and diverse array of stakeholders who can bring knowledge, skills, abilities and assets to the crisis response management and post-crisis response efforts.

Every municipality is unique, and the range of stakeholders will vary. For each category below, consider:

- 1 Who is essential to the crisis response and the subsequent coordinated action and support?
- 2 Who in your community can contribute to a better response to and outcome from the crisis?

Local government

- Municipal leadership: elected officials; appointed officials; department heads; line staff

Law enforcement

- Police chief; deputies; community liaison officers

County, state, and federal government

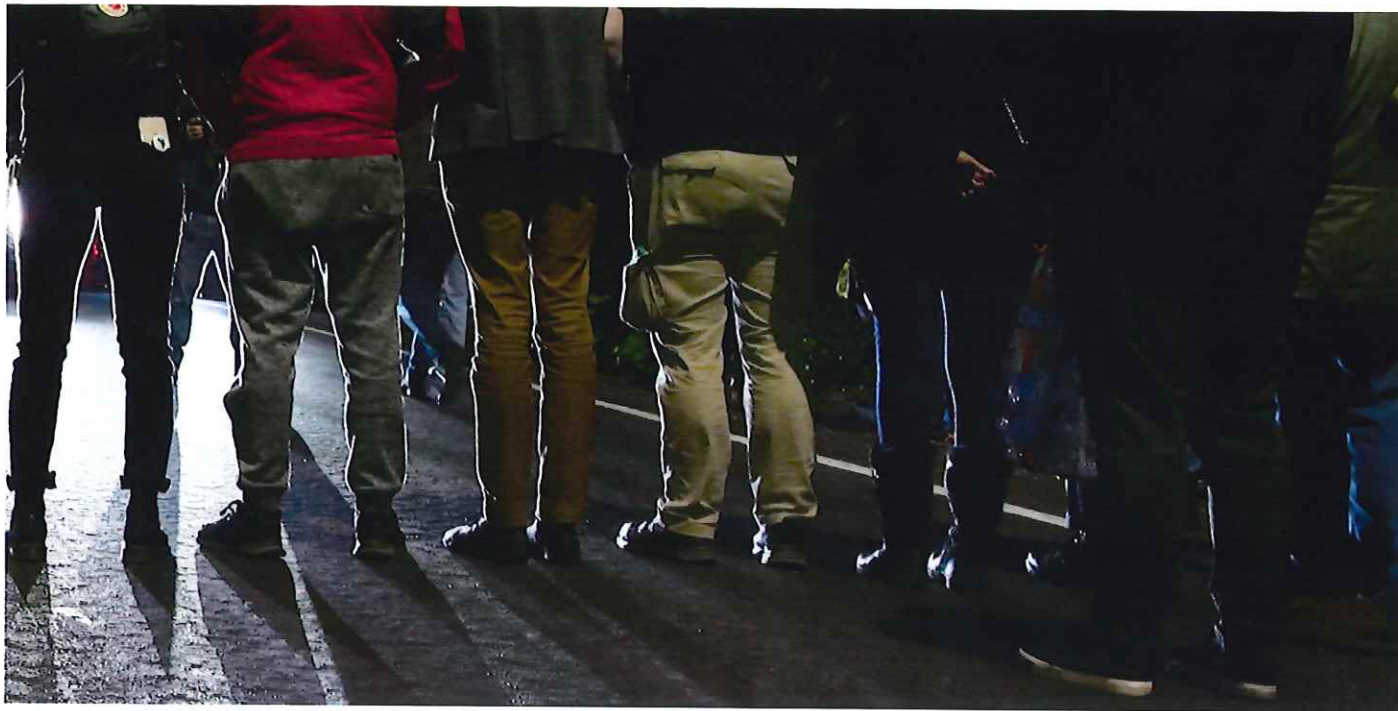
- County health and social services
- State legislators
- Federal law enforcement (in the event of an independent investigation)

Non-profit, community-based organizations

- Local, private organizations providing social services; youth-serving organizations; cultural organizations

Neighborhood groups

- Advisory neighborhood groups; neighborhood watch groups



Religious community

- Religious leaders; ensure multid denominational representation of all religious groups in your community

Health services/mental health services/hospitals

- Private health and mental health service providers; hospital representatives (i.e. ER, crisis response personnel)

Education community

- Primary and secondary education officials
- College, university, community college representatives

Business community

- Chamber of Commerce; major employers; business owners

National organizations

- National organizations providing support to municipalities addressing issues of racial equity

Philanthropic organizations

- Regional representatives of national philanthropic groups engaged in supporting racial equity work

The Future

The following list includes things to consider as your municipality continues the work of advancing racial equity. Challenges to the municipality create opportunities for constructive community engagement, identifying and sharing priorities, and focusing on root causes and solutions. This list will help your municipality think through how to use the momentum to govern for racial equity and push for changes within policies, practices, and procedures. This short list introduces many of the guidelines articulated in more detail in the [REAL Municipal Action Guide](#).

- Develop formalized community engagement structure to continue the discussion on racial equity in policy, practice, and procedure (i.e. – task force/s, working group/s, commission/s).
- Develop, create, and implement infrastructure (in conjunction with community) to develop shared decision-making power between government and community, relative to policies, practices, and procedures.
- Document the challenges and lessons learned following this experience to codify it for reference in the future and share with peers.
- Secure additional resources to fund initiatives and/or policy, practice, procedural changes; consider partnerships with non-governmental organizations to sustain the work.
- Crisis intervention training for both municipal and community stakeholders.
- Implicit bias training for city leadership, city staff, and community stakeholders.
- Modify police officer trainings to emphasize de-escalation and alternative options to use of force.
- Explore areas of change within police department policy, practice, and procedure (i.e. – body cameras).
- Sustain ongoing community conversations on race relations, justice, and equity.
- Consider formalizing dedicated lines of community conversations (i.e. – counseling lines, website).
- Explore integration of racial healing into policy, practice, and procedure.
- Assess mental health and trauma-informed practice within law enforcement to ensure appropriate level and manner of response.
- Develop a racial equity plan.

Endnotes

- 1 <http://kirwaninstitute.osu.edu/research/understanding-implicit-bias/>
- 2 <https://perception.org/research/explicit-bias/>
- 3 DiAngelo, R. J., & Tatusian, A. (2016). White fragility. NY, NY: Public Science.
- 4 1934-1968: FHA Mortgage Insurance Requirements Utilize Redlining. (n.d.). Retrieved September, 2018, from <http://www.bostonfairhousing.org/timeline/1934-1968-FHA-Redlining.html>
- 5 <https://www.nytimes.com/2019/04/23/opinion/closing-the-racial-wealth-gap.html>
- 6 Hilke, J., & University of Vermont. (n.d.). Landscape Change Program. Retrieved from http://www.uvm.edu/landscape/learn/impact_of_interstate_system.html
- 7 <https://www.prrac.org/pdf/mohl.pdf>
- 8 http://www.columbia.edu/cu/c2arl/pdf_files/USURRP_Phase_I_Final_Report.pdf
- 9 http://www.columbia.edu/cu/c2arl/pdf_files/USURRP_Phase_I_Final_Report.pdf
- 10 <https://www.brennancenter.org/blog/complex-history-controversial-1994-crime-bill>
- 11 <https://www.bis.gov/content/pub/pdf/cpus9701.pdf>
- 12 <https://sentencingproject.org/wp-content/uploads/2016/01/Trends-in-US-Corrections.pdf>
- 13 List adaptation resources:
 - Center for Public Issues Education; University of Florida; [Crisis Communication Checklist 2014](#)
 - International City/County Management Association; [Crisis Communications Checklist 2016](#)

NLC NATIONAL
LEAGUE
OF CITIES

REAL RACE, EQUITY AND LEADERSHIP

Roxanne Maher

From: Rebecca Graebner <rjgraebner@gmail.com>
Sent: Thursday, June 23, 2022 10:10 AM
To: Fred Allyn, III; Town Council Group; Kevin J. Dombrowski; Andra Ingalls; Whit Irwin; John Marshall; mmcgrattan@concast.net; Gary Paul; Naomi Rodriguez; Timothy Ryan; William Saums; BOE@ledyard.net; Jay Hartling
Cc: Jake Troy
Subject: Connecticut Conference of Municipalities Guide

Dear Mayor Fred Allyn III, Town Council Chair Kevin Dombrowski, Board of Education Chair Anthony Favry, and Superintendent Jay Hartling,

I was pleased to read this article today (6.23.22) in the online version of *The Day*; [Connecticut Conference of Municipalities puts out guide for towns to better respond to racial tension](#).

Here is [the link](#) to the guide itself.

I am hopeful that Ledyard will embrace and implement the many valuable suggestions in this guide.

Can you and your members please share with the residents of Ledyard how the Mayor's office, the Town Council, and the Board of Education plan to adopt the suggested strategies in the plan?

I look forward to your response.

Regards,
Rebecca Graebner
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TOWN OF LEDYARD

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Highway
Ledyard, CT 06339-1511

File #: 22-092

Agenda Date: 11/16/2022

Agenda #: 2.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Any other New Business proper to come before the Committee.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)