

**Staunton Equity and Diversity Commission**  
**Orientation Meeting**  
**June 4, 2022**  
**9:00 am- 2:00 pm**

|            |                                                                                                                                                          |                                                          |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| 9:00 a.m.  | Check-in, Breakfast and Ice Breaker                                                                                                                      |                                                          |
| 9:10 a.m.  | Welcome & Purpose<br>Introduction Dr. Robin Stacia,<br>Sage Consulting Network                                                                           | City Council/<br>Leslie Beauregard, Interim City Manager |
| 9:20 a.m.  | Agenda & Ground Rules <ul style="list-style-type: none"><li>• Introductions (Activity)</li></ul>                                                         | Dr. Robin Stacia                                         |
| 9:40 a.m.  | Diversity, Equity and Inclusion (DEI) Overview                                                                                                           | Dr. Robin Stacia                                         |
| 10:40 a.m. | BREAK                                                                                                                                                    |                                                          |
| 10:50 a.m. | Understanding Equity                                                                                                                                     | Dr. Robin Stacia                                         |
| 11:30 a.m. | Equity & Diversity Commission <ul style="list-style-type: none"><li>• Charge, Objectives and Outcomes</li></ul>                                          | Leslie Beauregard                                        |
| 12:00 p.m. | LUNCH                                                                                                                                                    |                                                          |
| 12:30 p.m. | Equity & Diversity Commission <ul style="list-style-type: none"><li>• Roles and Responsibilities</li><li>• Commission Structure and Operations</li></ul> | Dr. Robin Stacia                                         |
| 1:00 p.m.  | Discussion – Q & A                                                                                                                                       |                                                          |
| 1:15 p.m.  | FOIA, Open Meetings, Virginia Regulations                                                                                                                | Leslie Beauregard                                        |
| 2:00 p.m.  | Final Remarks and Closing                                                                                                                                | Leslie Beauregard                                        |

| Name              | Email Address                   |
|-------------------|---------------------------------|
| Lou Boden         | lousfriend54@yahoo.com          |
| Sabrina Burress   | sabrina@arrow-project.org       |
| Joamarie Garcia   | joamarie.garcia@gmail.com       |
| Mark Jeter        | markajeter@gmail.com            |
| Vicki Keyser      | vvkeyser@comcast.net            |
| Jake Krug         | jakeckrug@gmail.com             |
| Lindsey Lennon    | lindseyllennon@gmail.com        |
| Beth Nelsen       | grianan1@aol.com                |
| AnhThu Nguyen     | anguyen@shenlgbtqcenter.org     |
| Nathaniel Riddle  | nathrid@outlook.com             |
| Daniel Stuhlsatz  | dstuhlsa@marybaldwin.edu        |
| Jennifer Trippeer | niferanne@icloud.com            |
| Susan Venable     | sartenable@gmail.com            |
| Zavia Willis      | zavia.willis.78@gmail.com       |
|                   |                                 |
| Leslie Beauregard | beauregardlm@ci.staunton.va.us  |
| Brenda Mead       | meadbo@ci.staunton.va.us        |
| Andrea Oakes      | oakesaw@ci.staunton.va.us       |
| Dr. Robin Stacia  | robin@sageconsultingnetwork.com |
| Morgan Smith      | smithmc@ci.staunton.va.us       |

# Equity & Diversity Commission

1. Equity & Diversity Commission Survey Results
2. Presentation from Feb. 10 City Council Meeting
  - a. Resolution establishing commission
3. Staunton Data
  - a. City of Staunton Employee Demographics 1/4/2022
  - b. City of Staunton Employee Demographics 3/31/2022
  - c. EEOO Application Metrics 4<sup>th</sup> Quarter 2021
  - d. EEOO Application Metrics 1<sup>st</sup> Quarter 2022
4. Information from other locales
  - a. King County, WA
  - b. Fairfax County, VA
5. DEI general information
  - a. DEI glossary of terms
  - b. Inclusive Communication and Language
  - c. Best Practices for Meaningful Community Engagement

**In the pocket: Example of bylaws from the City of Roanoke's Equity and Empowerment Advisory Group**

## Equity and Diversity Commission Survey

### Online Reponses

| Commissioner Qualifications              |                                                 |                                                    |                                                 |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                    |
|------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A high school diploma                    | A racially diverse panel                        | To live in Staunton                                |                                                 |                                                    | To be active in all neighborhoods. When hiring employees make sure all city residents are aware of jobs that are available                                                                                                                                                                                                                                                                                              | Having a website                                                                                                                                                                                                                                      |
| Expressed commitment to equality for ALL | Interest in opinions of ALL                     | Open-mindedness                                    | Ability to make and stand behind bold decisions | Willingness to educate citizens on equality issues | Ensure a diverse workforce Require diversity training for all employees Tout Staunton's commitment to equity                                                                                                                                                                                                                                                                                                            | Not aware of anything beyond a little training here and there                                                                                                                                                                                         |
| Not a radical                            | Objectivity                                     | At least a high school education                   |                                                 |                                                    | Define equity and diversity first of all and then determine who feels marginalized and in what ways. Without more specificity I don't know how you can fix a problem that is not well defined. The resolution is vague.                                                                                                                                                                                                 | What outcomes are we talking about? Specificity please.                                                                                                                                                                                               |
| Self awareness                           | Open mind                                       | Ability to listen                                  | Communication skills                            | Compassion                                         | I don't know enough about what is already being done. Perhaps hold public meetings or send out newsletters sharing what is being done.                                                                                                                                                                                                                                                                                  | I'm not sure.                                                                                                                                                                                                                                         |
| Non-white advocates                      | Resources for marginalized & under-served peeps | Dependable & organized                             | Intersectionality aware                         | Trauma informed                                    | Collaborate with people of color in leadership in the SAW area. Create listening spaces with great facilitation on a regular basis such as monthly or quarterly meetings, to ensure marginalized voices are heard, respected and responded to. Collaborate with RISE in Waynesboro! They are amazing educators. Also, hire a professionally trained diversity and inclusion officer.                                    | I'm honestly not sure other than creating this amazing committee! Thanks!                                                                                                                                                                             |
| Member of under-served community         | Member of under-served community                | Member of under-served community                   | Member of under-served community                | Member of under-served community                   | Hiring representative of population demographics - policies that value inclusion and allow for recourse                                                                                                                                                                                                                                                                                                                 | Nothing                                                                                                                                                                                                                                               |
| Person of color.                         | Lived in the community for at least 10 years.   | Professional, possibly creative                    | Wants to support artists and encourage arts     | Encourages civil engagement                        |                                                                                                                                                                                                                                                                                                                                                                                                                         | Not so much in my opinion, minus a couple of engaged civil servants on the board                                                                                                                                                                      |
| Experience with low income populations   | Experience with immigrant populations           | Experience with homeless populations               | Experience with racial equity work              | Dedication to separation of church and state       | Do more to encourage, ensure that there are POC on city council, school board, in other places of power and prominence. Encourage and uplift their voices. Work with local libraries for "Whole City Reads"-type programs to encourage reading about others' experiences with adversity, oppression, provide/find funding/opportunities to bridge the digital divide for citizens who lack access to reliable broadband | Hosting events with local diversity partners (Shenandoah LGBTQ Center/Pride Festival, African American Heritage Festival), changing names on prominent buildings/schools, designing and implementing murals that encourage togetherness and community |
| Awareness                                | Openness to new information                     | Roots/relationships w/the Staunton black community | Willingness to challenge the status quo         | Ability to be diplomatic                           | Change elementary school boundaries to not reflect the 'color line'. Hire more people of color to higher level positions.                                                                                                                                                                                                                                                                                               | Not sure anything since the School Board renamed the high school.                                                                                                                                                                                     |

**Equity and Diversity Commission Survey**  
**Online Reponses**

| <u>Commissioner Qualifications</u>           |                                       |                      |                                             |                                   | <u>What should Staunton start doing to encourage more equity and diversity?</u>                                                                                                                                                                                                                                                                                                              | <u>What is Staunton currently doing to encourage equitable outcomes in our community?</u>                                                                                                                                                                                                                         |
|----------------------------------------------|---------------------------------------|----------------------|---------------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ability to listen to differing opinions      | covid vaccinated                      | work experience      |                                             |                                   | I believe the City of Staunton HR Department is currently doing a fine job of hiring, training and retaining employees. Please continue current practices                                                                                                                                                                                                                                    | Posting job opportunities for all to see as opposed to preselecting or using a very short open posting period                                                                                                                                                                                                     |
| Member of Staunton community lacking equity. | See qualification 1.                  | See qualification 1. | See qualification 1.                        | See qualification 1.              | Solicit as much input from members of our community currently suffering from lack of equity.                                                                                                                                                                                                                                                                                                 | While staff training is important we need more than that. Also the school district, while still needing improvement, seems to be farther along on this journey than the city at large.                                                                                                                            |
| able to listen                               | open mindedness                       | creativity           | commitment to stick with it, follow through | curiosity, willing to read widely | Start with the current situation and work backwards to why...IE, maybe there's a higher percentage of black children in the public schools than in the community. Why is that? Is it a problem? Why don't all families in Staunton feel comfortable using public schools? Or how many minority owned businesses are there compared the population? Do they access to networking and capital? | The public library tries to have computer access, wifi access, help with free online classes, etc. Libraries are one of the few places left where all income groups mingle. And where you are not expected to buy anything. I'm sure the schools do a lot also but I don't have a child in the schools right now. |
| varied experience/perspective                | strong ethics and honesty             | analytical ability   | courage to think outside the box            | humility                          | Allocate a part of the budget for education and awareness                                                                                                                                                                                                                                                                                                                                    | this survey for one.                                                                                                                                                                                                                                                                                              |
| intelligent                                  | personally relate to diversity issues | cultural             | empathetic                                  | good communicator                 | Good listener                                                                                                                                                                                                                                                                                                                                                                                | Housing and rental costs are not as high as they are in other communities so it is more affordable.                                                                                                                                                                                                               |
| Ability to listen deeply and comprehensively | Result oriented focus                 | Responsive           | Background working with DEI issues          | Empathy                           | For city employees - Implicit bias and microaggression awareness training followed by statements of diversity from all departments, managers along with action plan to ameliorate short comings. For community - Collect data, and conduct public and small group listening sessions.                                                                                                        | DEI committees at schools. Mission statements. Starting a DEI committee.                                                                                                                                                                                                                                          |

**Equity and Diversity Commission Survey  
Online Reponses**

| <b><u>Commissioner Qualifications</u></b>       |                                                    |                                                  |                                                    |                                                 | <b><u>What should Staunton start doing to encourage more equity and diversity?</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                            | <b><u>What is Staunton currently doing to encourage equitable outcomes in our community?</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------|----------------------------------------------------|--------------------------------------------------|----------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Youth representation                            | Business leaders                                   | Religious leaders                                | Social programs leaders                            | African American women leaders                  | More recruitment and inclusion of young community leaders in decision-making positions.                                                                                                                                                                                                                                                                                                                                                                                                                           | Don't know.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Is BIPOC, LGBTQIA and/or living with disability | Not concurrently on city council or school board   | Lives in city of Staunton                        | Wants to improve equity in Staunton                | Can commit time to working on equity commission | Apologize for using racist language at council meetings and stop doing that. Improve use of adaptive tech and become ADA compliant and exceed accessibility minimums. Strive to have more BIPOC hired in city government and schools. Remodel our policing system to focus on ensuring that vulnerable people receive support instead of being criminalized and having more barriers between them and a healthy happy life. Strive to arrest fewer people. Provide assistance for low income people. Reparations. | Not enough. The Building Bridges for the Greater Good is helping to educate people, but that is not city government and systems doing anything. In fact it seems that the current council has been trying to prevent advancement of equity initiatives. From postponing the formation of an equity and diversity commission, to proposing that they, a group of white people, should appoint the members of the commission, to fighting against making meetings accessible, to prioritizing pet project spending. |
| Native (attended/graduated Staunton schools)    | Disabled                                           | Female                                           | Immigrant / Refugee                                | Jewish or Muslim                                | Invite local chapters of civic societies representing protected classes—such as VFW & Knights of Columbus—to a special commission/council sessions dedicated just to them and their input on a rotational basis.                                                                                                                                                                                                                                                                                                  | Parades, festivals, commissions, resolutions, advertising, & investments                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| A record of civic/community engagement.         | A collaborative, open mind in debates over issues. | Appreciation of a broad definition of diversity. | Knowledge of recruitment issues in city positions. |                                                 | Task the Commission with prioritizing the identified impediments to equality and diversity.                                                                                                                                                                                                                                                                                                                                                                                                                       | I know the school system HR department has been participating in job fairs at colleges with a large number of students from different racial and social profiles. I am not aware of any recent, specific efforts by the city staff.                                                                                                                                                                                                                                                                               |
| Cultural and racial competency                  | College level education                            | Having born and raised in the county             | Great communication skills                         | A history of supporting diversity initiatives   | Focus group meetings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Nothing I'm aware of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications     |                                                  |                                                    |                                                    |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                     | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------|--------------------------------------------------|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Honest desire to make an impact | Willingness to put time and effort into the work | Get training, read/ watch credible sources         | Not afraid of ruffling feathers, change status quo | willingness to learn, change own ideas, perception | Model after localities making a tangible effort and having success moving with their intentional process-like Montgomery County MD. Be authentic in their desire to grow. Some of city council members have been defensive regarding this needed change. Hold public hearings. Get trained. Pass laws. Go into the community. They need a formal, intentional, positive process during which they examine their own perceptions. Support the commission fully and implement recommendations. Change! Listen! | Other than the commission, I am not aware of any thing concrete. There has been talk about housing, west end improvements.....but I don't see any progress. The mural 'you belong here' is nice, but words need action. I believe the effort to 'reform' public comments at council meetings, had it been successful, would have done the opposite of encouraging equitable outcomes in our community by silencing voices. Moving forward, I believe the Council can if it chooses, spark new and vigorous process. |
| Racial diversity                | Gender diversity, including LGBTQ identity       | Economic diversity                                 | Religious diversity, including "non" or atheist    | Educational diversity                              | Involve a diverse cross-section of the community in the decision-making processes.                                                                                                                                                                                                                                                                                                                                                                                                                           | Allowing public comments and keeping lines of communication open.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Analytical skills               | Relevant life experience                         | Ability to work with others                        | Professional experience relevant to body's goals   | Sense of humor                                     | Require all managers at least at first and second levels to take individual diversity and equity training. Require all employees to attend at least one seminar to hear first person accounts of the lack of equity and diversity.                                                                                                                                                                                                                                                                           | Not much that I know of.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Member of a marginalized group  | Knowledge of municipal government operations     | Knowledge of the city and its various neighborhood | Experience with community organizing               | Absolutely non-partisan                            | Reflect equity and diversity on the city council and in all department heads.                                                                                                                                                                                                                                                                                                                                                                                                                                | I have no clue, but the latent corruption in the sheriff's department and the appearance of and actual intolerance on the city council's part don't do much for our image.                                                                                                                                                                                                                                                                                                                                          |
|                                 |                                                  |                                                    |                                                    |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

Equity and Diversity Commission Survey  
Online Repones

| Commissioner Qualifications                   |                                              |                                                    |                                                   |                                             | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                         | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                         |
|-----------------------------------------------|----------------------------------------------|----------------------------------------------------|---------------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Being willing to talk, listen, and learn      | Awareness on how discrimination operates     | Respect & support differences within our community | Critical thinking & action onSt diversity issues  | Active participant & respectful team member | Staunton should make certain that all agencies, organizations, and administrations within the city have a clearly written, understood, and applied diversity and equity policy and guidelines on how it will be administered and enforced. Staunton needs to make diversity, equity, and inclusion evident in all marketing of the city and provide financial incentives and support for minority businesses. Diversity and inclusiveness should be a part of all hiring practices and policies. | Staunton City Schools formed an Equity Committee in the Fall of 2020 composed of 20 members that include citizens, parents, students, and staff. The focus is to address educational equity and bridging achievement and opportunity gaps. |
| Belief in the values of equity and diversity. | Good communications skills                   | An analytical mind                                 | Confidence in science                             | Ability to work with others                 | Define what you mean by equity and diversity in demographic terms. Using the definitions describe and publish the current levels of equity and diversity                                                                                                                                                                                                                                                                                                                                         | I am not aware of any concerted effort to equity and diversity other than renaming the high school.                                                                                                                                        |
| Be a Staunton resident interested in serving  | Diversity in race, gender, ethnicity and age | Time to commit to this Commission                  | Experience working on diversity and equity issues |                                             | The only place I witness diversity in action is the local YMCA. I suggest working with the Y to understand how the organization creates a welcoming and diverse organization. I also think Staunton needs to work with local businesses to create more welcoming environments for BIPOC people. Staunton needs to have feedback loops to address the racial divides in our community.                                                                                                            | I'm not aware of anything being done at present.                                                                                                                                                                                           |
|                                               |                                              |                                                    |                                                   |                                             | Staunton has done enough...and more...to create diversity ...both racially a and socially ...names have been changed...support for LGBT community...it's in our faces and we're tired of it!Now we are going to pay for another group we don't need!!!                                                                                                                                                                                                                                           | Enough!!!!                                                                                                                                                                                                                                 |
| Member of a marginalized community            | Proven equity work in the community          | Willingness to serve on the committee              | Lives in Staunton                                 | Doesn't work for the city or in city govt   | Listen more to community members who are BIPOC, Disabled, Queer, and/or Poor. Elevate people from marginalized communities into positions of leadership on city staff, government, and boards/commissions.                                                                                                                                                                                                                                                                                       | I'd love to know.                                                                                                                                                                                                                          |

Equity and Diversity Commission Survey  
Online Reponses

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|------------------------------------------|-------------------------------------------|---------------------------------------------|-----------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Be a unifier, not polarizing or divisive | Compassionate, common-humanity philosophy | Unequivocal commitment to freedom of speech | Empathy and respect               | Healthy skepticism, evidence-based reasoning skill | School choice Conduct one-on-one interviews with citizens that are facing barriers to achieving greater prosperity. At the same time, think critically about what they have to say. Focus policies on evidence-based outcomes. Get out of the way. Trust people to manage their businesses and their properties without needing to get excessive licenses or permission from licensing boards, historical preservation commission, etc. Lower institutional barriers to entrepreneurship and redevelopment. | I don't know.                                                                      |
| Empathy                                  | Knowledge of Staunton racial history      | Awareness of own biases                     | Value for diversity               | See differences as assets                          | Consistently and persistently seek community input from ALL residents. Analyze crime and violence data to not any inequities.                                                                                                                                                                                                                                                                                                                                                                               | This Commission. The Trolley/public transportation.                                |
| A capacity for intellectual reason       | A capacity for open mindedness            | A capacity for listening more than talking  | A capacity for emotional maturity | A capacity to put unity over personal ideology     | More BIPOC/differently abled/LGBTQ+/different religions/different ages in tourism ads/City website photos/brochures. For the City Council to uniformly declare that it cares about all Staunton citizens including all of those listed in the categories above. For the City Council to uniformly demonstrate that it cares about all Staunton citizens by listening more and being less dismissive of citizens unlike themselves. Council stop doing for the rich that they wouldn't do for the poor.      | I assume that we're an equal opportunity employer and that we make good on it.     |

Equity and Diversity Commission Survey  
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|----------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A degree in a STEM field, to collect real data.    | Commission should reflect community                | racial/gender/economic makeup.                   | Prior civic involvement                           | At least 10 years residency in Staunton           | This is a terrible market survey question. Much too broad and "loaded". I believe establishing this commission is a step in the right direction. While you may get some ideas, by making this an opt in survey you will get some very biased, and probably useless information.                                                                                                                                                                                        | One would have to know a lot about the city's workings to answer this question. I do not.                                                                                                                                                                                                                                                                             |
| Collaboration                                      | Organization                                       | Knowledge of Equity and Inclusion                | Open minded                                       | Flexibility                                       | Implement community events to varying cultural groups regularly.                                                                                                                                                                                                                                                                                                                                                                                                       | Nothing                                                                                                                                                                                                                                                                                                                                                               |
| A legal resident of Staunton for five-plus years.  | Unaffiliated with a political party as an officer. | All wards in the city are represented .          | A range of professions are represented.           | Diversity of backgrounds, race, religion, gender. | To treat all areas in the city as equal partners in making our hometown an even better place to live, work, and play. To encourage and somehow reward those who advance equal opportunity for all. To embrace and celebrate the contributions that African Americans (especially) and all groups have made to Staunton. To eliminate the hate that is bubbling all around us with such bogus issues as critical race theory, which is NOT being taught in our schools. | Not much. Given the dramatic and off-putting change in the composition of City Council, in which political affiliation is now all too often apparent in the tone, attitudes, civility, and negativity of too many Council members, abandon politics and work to solve issues affecting us all and not those who are aligned with political parties. Unite not divide. |
| Knowledge of the US Constitution                   | Ethical approach to issues                         |                                                  |                                                   |                                                   | Treat people equally, without regard to race, class, gender.                                                                                                                                                                                                                                                                                                                                                                                                           | Treatment of citizens equally is what should be achieved, without regard to race. Equity of outcomes is discriminatory.                                                                                                                                                                                                                                               |
| Having people of color included                    | Having females and LGBT included                   | Workplace experience                             | College level encouraged                          |                                                   | Have job fairs for city positions that encourage diversity                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                       |
| Diversity of experiences                           | Identities that are marginalized/oppressed         | Good listeners                                   | Honesty                                           | Transparent                                       | I think this question needs more context; encourage more equity and diversity in city government? In agencies? In the population? In services? If this question is unclear, it makes me wonder if the goals and intentions of this commission and work are likewise unclear.                                                                                                                                                                                           | I am not familiar enough with Staunton's efforts to comment.                                                                                                                                                                                                                                                                                                          |
| # of West End residents based on city population % | Racial background equivalent/+ to City's racial %  | Gender breakdown equivalent/+ to City population | Expresses support of Staunton racial/social goals | Expresses support of City diversity goals         | Establish and advertise informal pop up diversity forums in different Staunton neighborhoods to get the conversation flowing and obtain novel ideas/ perspectives of the residents                                                                                                                                                                                                                                                                                     | Some City Council members have individually attended various diverse festivals to support and gain resident perspectives on the various issues                                                                                                                                                                                                                        |

**Equity and Diversity Commission Survey  
Online Repones**

| <b><u>Commissioner Qualifications</u></b>          |                                                 |                                                    |                                                   |                                                    | <b><u>What should Staunton start doing to encourage more equity and diversity?</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b><u>What is Staunton currently doing to encourage equitable outcomes in our community?</u></b>                                       |
|----------------------------------------------------|-------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Knowledge of Staunton's history of all races       | Does not hold or possess bias for any race      | Experience collaborating w/ diverse organizations  | Work with small and large groups to effect change | Strong interpersonal skills                        | In an attempt to promote equality of races, gender, sexual identity, etc, Staunton has promoted an environment where it is acceptable to call people names such as idiots, racists, bigots, white privilege, and other names that promote inequality. Those with other opinions, Christians for example, are belittled and are left behind because their beliefs do not match with what is supposed to be the only way to think. We need to encourage all people, ALL people, to be involved and accepted.                                                                                                             | Staunton is promoting an acceptance of peoples who have historically been discriminated against and abused emotionally and physically. |
| open-mindedness                                    | time to spend on the project                    | knowledge of the difficulties people have faced.th |                                                   |                                                    | this committee is a good start                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | don't know                                                                                                                             |
| Experience, personally or professionally, with EDI | Training in EDI (Inclusion should also be here) | Endorsement from NAACP &/or ACLU                   | Experience with many special populations          | Ability to converse respectfully with many groups  | Seek input from impacted community members, set up an incident reporting program for racial or other discrimination. Empower citizens to respond through offering training (bystander intervention). Look at data: housing, education, access, environment and set up objective scores so lower performing areas can have the tools to improve. Partner across divisions. Create opportunities. Reassess existing systems. <a href="https://govlaunch.com/stories/6-ways-cities-can-promote-diversity-inclusion-and-equity">https://govlaunch.com/stories/6-ways-cities-can-promote-diversity-inclusion-and-equity</a> | I really appreciated the school divisions preparation for one-to-one technology and hotspots.                                          |
| integrity                                          | openness                                        | cooperation                                        | trust                                             | optimism                                           | City should offer projects where people of different backgrounds/races/experiences can work together and get to know one another.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | City schools are hiring a more diverse staff.                                                                                          |
| Open mindedness                                    | Experience w diverse persons                    |                                                    |                                                   |                                                    | Hire persons of color as police                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Creating this survey                                                                                                                   |
| Excellent character and integrity, Faith-Filled    | No preconceived notions of human beings         | Non argumentative personality, possessing Wisdom   | Bee part of a fairly divided mix of candidates    | Do unto others as you would have them do unto you! | Social get-togethers should be regular in the community. breaking bread together has been very helpful.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Hopefully, both sides of the issues are coming together calmly and rationally, otherwise it is a big waste of time.                    |

Equity and Diversity Commission Survey  
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| Commissioner Qualifications                        |                                          |                                               |                                                    |                                                 | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                          | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                         |
|----------------------------------------------------|------------------------------------------|-----------------------------------------------|----------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Not be another white guy                           | Hire from outside our regional community | worked in at-risk/underserved communities     | Have experience in DEI outreach and advocacy       | At least have some fluency in Spanish and ASL   | Invest in recruiting/hiring more people from minority, under represented communities to fill upper level and key staff positions when openings come up so the city employee force has more diverse representation and input when making decisions for the city. Also, don't think the city doesn't have shortcomings with DEI and just acknowledge it does and work towards changing that no matter how many dead ends you run into or how much more work it feels it takes to do so. Hire a DEI consulting firm. | I don't know? Which is probably not a good sign that it's doing enough. Area non-profit's defiantly do more than the city does. The city should work towards being the leaders of DEI in our city where residents know it and can be proud of that effort. |
| in depth knowledge/experience w equity & diversity | life experience intersecting diversity   | knowledge of policy, and education strategies | communication and administration/delegation skills | knowledge of Staunton and region                | Create a safe community for all citizens. Educate our citizens and government about E&D, increase opportunities and support for diverse citizens, create a land acknowledgement, support safety for children and students in schools, including the acknowledgement and naming of the spectrum of difference including allowing people to self-name, self identify. Prioritize and incentivize the hiring of diverse people and businesses.                                                                       | there are citizens here who work toward consciousness about, respect for and support of diverse people and their successes. How are you defining and tracking outcomes?                                                                                    |
| A member of a disadvantaged group                  | A member of a minority group             | Lived experiences that provide perspective    | Humility                                           | An educational background in history & justice  | Have City Council members mentor one member of an under-represented group during their term, with the goal of bringing more minority voices to seats of power and influence in the city. More forums for people from different classes and races to meet on a professional basis. More reach-out from city leaders to local young people in high school and college to get them engaged in civic life-- have city council members visit Staunton High School each year and take questions.                        | I liked hearing that the council was against expanding the jail. This is the type of forward-thinking I support.                                                                                                                                           |
| Diversity in race in members                       | Diversity in life experiences            | Diversity in ages                             | Curious about goals of commission                  | High level of openness and communication skills | Study and provide solutions for the inequities in loans for homes, seek out and provide effective strategies to confront racial slurs and intimidation of our black, brown and LGBTQ neighbors. .                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                            |

**Equity and Diversity Commission Survey**  
**Online Reponses**

| <u>Commissioner Qualifications</u>                |                                                    |                                                   |                                                   |                                                    | <u>What should Staunton start doing to encourage more equity and diversity?</u>                                                                                                                                                                                                                                                                                                            | <u>What is Staunton currently doing to encourage equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------|----------------------------------------------------|---------------------------------------------------|---------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Person of Color                                   | LGBTQ Person                                       | Brave                                             | Tenacious                                         | Interested in policy change when needed.           | Hiring, electing, appointing people of color and LGBTQ people into governance positions and roles.                                                                                                                                                                                                                                                                                         | Starting this commission.                                                                                                                                                                                                                                                                                                                                                        |
| An understanding of critical race theory          | Able to empathize with those who feel ostracized   | Not intimidated by diverse points of view         | Insight on authentic history, not what was taught | Believe children have most to gain in re-education | Elect more woke people. Celebrate many types of diversity in festivals. Hire people of color recruit people of color.                                                                                                                                                                                                                                                                      | Trying to hire people of color, DEI in Staunton City Schools, LGBTQ Center, merchants hopefully trying harder to welcome MBU                                                                                                                                                                                                                                                     |
| open minded                                       | does not confuse equity (equal results - socialism | with equal opportunity-democratic republic        | follows the truth wherever it leads and tolerate  | any error as long as reason is left to combat it.  | why is this just a priority? what about what is Staunton doing to encourage liberty of the individual or do we assume all individuals are victims of the most successful form of government in history?                                                                                                                                                                                    | That is socialism; What about personal responsibility and equal opportunity that have been the hallmarks of our country for almost 250 years? Should we replace it with victimhood, a new concept of the past several years? This country was not founded on encouraging equal outcomes nor should Staunton. This has nothing to do with local government's role in our lives. , |
| Exp w/ Effective DEI initiatives & community outr | Professional leadership and management experience  | Effective communication & building partnerships   | Fiscal and financial stewardship experience       | Public policy educational background with DEI lens | Diversify committees and leadership, town hall meetings and outreach to elevate voices not included but have been part of our city all along                                                                                                                                                                                                                                               | Centering welcoming messages, murals, pride events, POC business owners, leadership initiatives and financial support                                                                                                                                                                                                                                                            |
| open minded                                       | willingness to research the topics and issues      | representatives of minority and vulnerable groups | willingness to work with others                   |                                                    | I think that Staunton needs to understand what DEI is and what it is not. This should start wth the city council. The Commonwealth has a very good DEI training that I encourage everyone to participate in. In return, the council needs to educate the populus on what DEI is and isn't. I also encourage you to reach out the group RISE in Charlottesville. They are a great resource. | I honestly don't know that Staunton is doing anything. If so, it is not widly made public.                                                                                                                                                                                                                                                                                       |
| Member of a minority/disenfranchised population   | Previous/ongoing anti-racism coaching              | Previous/ongoing disability rights education      | Comprehensive understanding of wealth disparities | Community service                                  | Send all department heads and council members to intensive ongoing anti-racism and disability rights training                                                                                                                                                                                                                                                                              | Nonprofit work being done by locally run organizations.                                                                                                                                                                                                                                                                                                                          |

**Equity and Diversity Commission Survey**  
**Online Reponses**

| <b>Commissioner Qualifications</b>             |                                                    |                                                |                                                  |                                                    | <b><u>What should Staunton start doing to encourage more equity and diversity?</u></b>                                                                                                                                                                               | <b><u>What is Staunton currently doing to encourage equitable outcomes in our community?</u></b>                                                                                                       |
|------------------------------------------------|----------------------------------------------------|------------------------------------------------|--------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Member of an under-represented group           | Be a person of color, disabled, and/or LGBTQ       | Have knowledge of the needs of local citizens  | Respected by their represented group             |                                                    | Reach our to under-respresented groups and invite them to the table where decisions are made that affect all Staunton citizens                                                                                                                                       | I have seen very little from city government. We do have a number of groups such as Staunton Organizing, the LGBTQ Support Center and some churches who are actively working to promote greater equity |
| They must be with out bias.                    | Integrity                                          | Communication                                  | Open minds and hearts                            | Leadership skills                                  | Help promote more diverse businesses. Community and Neighborhood grants                                                                                                                                                                                              | No idea.                                                                                                                                                                                               |
| Intelligence                                   | Knowledge of history of race relations in Staunton | Forward-thinking                               | Ability to step outside of self to hear others   | Listener                                           | Involve all of the churches                                                                                                                                                                                                                                          | Not much                                                                                                                                                                                               |
| Openness of gender and sexual expression       | Experience connecting diverse constituencies       | Understanding of Critical Race Theory          | Openness of religious affiliation                | mirroring of Harrisonburg's immigrant resettlement | Emphasize under represented communities in the city. LGBTQ as well as non-white communities.                                                                                                                                                                         | Not sure.                                                                                                                                                                                              |
| Experience outside of Virginia                 | Experience in community programming and planning   | A local business owner                         | Experience with children                         | Variety of race, ethnicity, and gender             | Having family activities that include activities of cultural awareness. Chinese New Year fest, immigrant ancestry fest, all for one parade celebrating different heritages, support minority business owners, use university student volunteers to get more involved | Not sure                                                                                                                                                                                               |
| a mind open to learn about race & disability   | willingness to listen instead of talk              | experience in diverse community (work or life) | understands/learns how Staunton government works |                                                    | i wish i knew -- maybe having a City Council that respects and values all members in all of its deliberations, and that is willing to receive input via multiple routes, not just in-person meetings, in order to accommodate disabled individuals                   | i frankly do not know                                                                                                                                                                                  |
| Understand many meanings of Equity & Diversity | Dedication to both Justice & Compassion            | Commitment to Staunton                         | Ability to work thru conflict with respect       | Positive energy                                    | Ensure truly inclusive searches for all new City Staff; actively reach-out to provide information and services to often excluded minorities; educate all Council members on issues related to equity and diversity on a continuing basis;                            | School Board actively seeks minority candidates for City Schools; some funding provided to support cultural events that help promote equity and diversity;                                             |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                                  |                                                |                                                    |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                            | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------|--------------------------------------------------|------------------------------------------------|----------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open minded--willing to listen to various opinions | Experience with equity issues                    | Experience with diversity issues               | Knowing the difference between equity and equality | Commitment to addressing systemic racism           | Review city government's policies and procedures to determine which ones, if any, are not equitable. Areas could include affordable housing, zoning, education, laws, tax levels, public safety, etc. Intentionally seek and support minority owned businesses to come to the city. The City Council currently has no people of color serving on it and yet the website says that Staunton is diverse. Why is it that people of color do not seek office? Is there a reason that they don't feel encouraged to try? | I don't know what is being done to encourage equitable outcomes. Has the city examined what equitable outcomes would look like? Perhaps there needs to be an examination of how things are currently done to see where inequities appear.                                                                                                                                                                                                                                                               |
| Open minded                                        | Trust worthy                                     | Truthful                                       | Compassionate                                      | Diverse background                                 | Encourage minorities to get involved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | I don't know if any                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Somebody with a disability                         | Somebody who is motivated and committed          | Somebody from the Black community              | Somebody who identifies as LGBTQ+                  | Somebody who is willing to do the work.            | Re disability equity, provide education to the Staunton community re the 1990 ADA, and the ADA Amendments Act of 2008 and about disability, accessibility, and disability history. Do outreach to the disability community to participate in City government on Boards and Commissions. ASL interpreters at all government and official City events and meetings. Also, intentionally reach out to the our Black community and identity activist groups and social justice groups for input, opinions, & ideas.     | This commission is a start. Zoom for City Council meetings and screens in Council chambers. Curbside voting.                                                                                                                                                                                                                                                                                                                                                                                            |
| Knowledge of Diversity, Equity and Inclusion       | Experience working in a diverse environment      | Relevant Education                             | Well deopelod Listening and Communication Skills   | Mediation Skills                                   | Hire a chief diversity officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Nothing that I can see; it is certainly not reflected in hiring practices.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Do justice, love kindness, walk humbly             | Deep/wide network of contacts in Black Community | Majority of members should be Persons of Color | Diplomacy -- work well with all kinds of people    | Know Staunton well but waive residency requirement | Create and budget the position of Equity Officer. A full-time position would be ideal, but a part-time position allowing the Equity Officer to get to work immediately would be a more efficient and appropriate first step than appointing an Equity Commission which will end up reporting to City Council what everyone already knows. Waive residency requirement (already true for all jobs in City Manager's purview?) because ideal candidates may work/socialize in town but reside/be retired nearby.      | On June 11, 2020, City Council adopted a Statement on Racial Justice. I beg you to forgo establishing an Equity Commission and instead immediately hire an Equity Officer who would get to work toute de suite on the injustices so clearly defined in your own statement over a year ago. There is no need for more busy work of interviews, reports, graphs, charts. We already know there is a gross lack of diversity among City employees and contractors. Staunton is a microcosm of our country. |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications       |                                             |                                               |                                     |                                  | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                          | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                                                                            |
|-----------------------------------|---------------------------------------------|-----------------------------------------------|-------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A member of an impacted community | Demonstrated commitment to advancing equity | Strong interpersonal and collaboration skills | A community leader and/or organizer | Experience in policy development | Include the perspectives of impacted communities (women, people of color, the disabled community, and the LGBTQ community) through representation at all levels of City government.                                                                                                                                                                                                                                                                                                                               | Engaging community input in the vision for an Equity and Diversity Commission                                                                                                                                                                                                                                                                 |
| A lived experience                | An advocate for their community             | Disability should be included as well         |                                     |                                  | Creating a commission for Diversity, Equity, and Inclusion is a great first step. Perhaps the Mayor and City Council should have denounced the Capitol Riots and listened to complaints from BIPOC. Staunton has a diverse population of people which should be represented by a diverse leadership team. Perhaps city funded grants to small-business owners of color to promote their services. Include disability as part of inclusion when discussing DEI programs. Closed captions/ ASL for Council meetings | Not much, 7 white people on city council and white people in city management roles representing everyone in the city? Straight, white, middle-class folks spending tax payer money on golf carts for their straight, white, middle-class friends. "What is Staunton currently doing" is a great question!                                     |
| leadership                        | can evaluate data                           | college educated                              | counseling background               | Human resources background       | Hold meetings in various areas of the City. Drive citizens to City website using one central calendar for all public meetings in all departments. Use a format that spells out time, location, transportation access, who is hosting, what the meeting is about and why residents should come to share their input. Spell out the potential effect of proposed actions thereby illustrating why it is important to have citizen input.                                                                            | Great staff. Expanding access to meetings. I really don't know enough about how the City encourages equitable outcomes. My guess is following quality hiring guidelines and required meeting logistics. I assume the schools are probably the best at consciously working toward equitable outcomes due to their training and intended goals. |
| Survey Extended                   |                                             |                                               |                                     |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                               |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications        |                                     |                                                   |                               |                                             | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                  | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                         |
|------------------------------------|-------------------------------------|---------------------------------------------------|-------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To be fair and just for all people | To have active employment           | To not be involved in any racially charged groups |                               |                                             | First decide is there a need for this? What is the ratio of non whites in the city compared to whites (which seems to be at the crux of this program) does this ratio extend into job opportunities and social diversity? Does it go both ways?                           | Define racial diversity and equity- how does this translate into our community? What exactly are you looking for?                                                                                          |
| Compassionate                      | Educated                            | Open-Minded                                       | Informed About Current Events | Committed to Staunton Community             | Provide more resources to lesser-developed area of town; provide support for underrepresented business owners; vocally support equity efforts of the public schools, public library, etc.; more diverse representation needed across levels of city/police/councils, etc. | Prioritized the renaming of the high school; personally witnessed some very positive and equitable interactions between police and citizens                                                                |
| Personal Experience with inequity  | Openness to learn and be challenged | Passion to work for equity                        | Ability to commit to the work | Be part of a community that is marginalized | A commission supported and funded by the city is a start. To have city leaders working with such groups as observers and contributors but not as leaders in this setting. An equity commission would not be requested of inequities did not exist                         | The city has been very slow on this. In 2020 the city was presented with information about racial inequities and did no follow through. Creating the commission is an important step made by city council. |
| open mind and heart                | willingness to learn                |                                                   |                               |                                             | Acknowledging that not everyone is able-bodied, well-educated, White, and male. And that people under the age of 30 need to be part of this conversation too. What's the composition of the City boards (library, etc.)?                                                  | I'm not certain that anything is being done beyond beginning this effort.                                                                                                                                  |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                |                                         |                               |                               |                                                | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                          | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------|-----------------------------------------|-------------------------------|-------------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INCLUSION                                  | DOESN'T                                 | EXCLUDE                       | ANYONE                        | STOP TARGETING ONE SMALL GROUP AND INCLUDE ALL | When new businesses come to town you should include them in the activities around the town also have a welcome package regarding the happenings and things they can participate in, also things the community stands for and ways businesses can be inclusive as well...                                                                                                                                                                                                                                          | I don't know... haven't seen anything... they can stop selective targeting of small groups as this do not achieve an equitable outcome but excludes large groups who would generate income for our small business community as they are not being targeted in advertising or any other way....                                                                                              |
| Non partisan                               | Knowledge of Staunton demographics      | No political or racial agenda | Team oriented                 | Willing to compromise                          | Transportation is often a huge barrier for low income workers. Staunton should be offering alternative methods of transportation between it's city, other points in Augusta County and Waynesboro.                                                                                                                                                                                                                                                                                                                | I don't know.                                                                                                                                                                                                                                                                                                                                                                               |
| Humility                                   | Empathy                                 | Emotional intelligence        | Objective reasoning skills    | Non bias                                       | Don't discrimination against the poor. Especially socially. Make programs and systems that actually support personal growth. Help create a culture of equity.                                                                                                                                                                                                                                                                                                                                                     | There are a number of stellar individuals that professionally put their boots on the ground to make change happen. Support them                                                                                                                                                                                                                                                             |
| Experiences in equity, equitable practice. | Understanding of the role of diversity. | Understanding of inclusivity. | Respect for bipartisanship    | Valid lived experience                         | This committee is an important first step. Acknowledging that the work of diversity and inclusion should be an integral part of supporting the community is so incredibly important. Promoting accountability is also important. Not to say this has not been done, but to make this a cornerstone of the work of this committee would go a long way to increase/resolve community members' perception of our current local government. Promoting transparency would also be important. A key component of trust. | Aside from the development of this committee, I am not certain that I have a clear understanding of what Staunton has done specifically to address equity and inclusion. At least on a broad scale. I know that there are several agencies, organizations, and community stakeholders that have undertaken the process of creating and maintaining practice of equity across our community. |
| Being fair and open minded                 | Understanding of community issues       | Communication skills          | Empathy and experience in DEI | Leadership & policy making skills              | Diversity programming and events, include representation of all residents on the boards/councils, talk about it -make everyone feel welcome. It should be included in everything.                                                                                                                                                                                                                                                                                                                                 | Developing the equity & diversity commission.                                                                                                                                                                                                                                                                                                                                               |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>Commissioner Qualifications</u>               |                                                   |                                                    |                                                   |                                              | <u>What should Staunton start doing to encourage more equity and diversity?</u>                                                                                                                                                                                                                                                                             | <u>What is Staunton currently doing to encourage equitable outcomes in our community?</u>                                                                                  |
|--------------------------------------------------|---------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Not serving in any connected organization.       | Have a history of effective leadership.           | Not be a member of BLM/LGBTQ.                      | Effective communicator, with vision.              | Ethical and known for honoring their word.   | Stop trying so hard to cater to one group that you're excluding the rest of the community.                                                                                                                                                                                                                                                                  | Focusing way too much on the LGBTQ community and their wants and forgetting that there's other people groups. The city has nothing for teens and very little for families. |
| Recognizing contributions of diverse populations | Shared experiences with ethnically diverse people | Understanding that all people have equal qualities | Will seek input from underrepresented populations | Adequate skill & comfort in public arenas    | Put announcements of commission activities in all media (TV, radio, papers, internet, etc.).                                                                                                                                                                                                                                                                | Place poster announcing new commission on prominent billboards.                                                                                                            |
| someone who has been involved in the community   | someone who knows the area and not just the Black | someone who knows the City government              | someone who will take time to listen to people    | someone who is available to meet with people | Staunton has really never given our small Black Businesses any attention and one that I know has been here for 20 years and Staunton has never acknowledged them.                                                                                                                                                                                           | nothing                                                                                                                                                                    |
| Excellent communication skills                   | Connection to local community                     | Connection and trust from underrepresented groups  | Willingness to learn                              | Open-minded                                  | I would like to hear more about what Staunton is doing for racial equity and reimagining our justice system. Disability inclusion is also crucial right now as a lot of funding has been cut for disability services. The city of Waynesboro and Rockbridge county have entire disability boards representing to their city leaders, but Staunton does not. | I have been impressed by the work of the Staunton school system and independent groups like MBU and Building Bridges for the Greater good.                                 |
| Empathy                                          | Articulate in describing multiple perspectives    | Understands that we all have biases.               | Travel to communities different from our own.     | Familiarity with history and its complexity. | Expand the schools role in preschool and community programs. Flint Michigan may be a good example of turning schools into community education and support centers. Strengthen public health outreach. It might not hurt to have an international event like Harrisonburg to help people see how diverse our city is.                                        | The recreation programs seem to be a good start. I think the schools are trying but could use assistance.                                                                  |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                       |                                             |                                                |                                         |                                                  | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                            | What is Staunton currently doing to encourage equitable outcomes in our community?                                       |
|---------------------------------------------------|---------------------------------------------|------------------------------------------------|-----------------------------------------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Worked previously with civil rights organizations | volunteered/worked with the LGBTQ community | Must be egalitarian and against stratification | Must have no racial biases              | Have the approval of all local political parties | Egalitarianism not equity. Equity does not stop stratification. Staunton should recognize that regardless of skin color or sexual orientation everyone is equal under the law and no one is a second-class citizen. | Besides this survey and a token gesture of renaming the high school. The city really hasn't done anything of worthy note |
| Live in a low income community/neighborhood       | Make a "low income" wage                    | Be any race or gender                          | Want growth and development on west end |                                                  | Push for more pedestrian friendly walk and bike lanes on the west end, redevelopment of unused buildings                                                                                                            | Supporting community garden.                                                                                             |
| empathy for less fortunate citizens               | Demonstrated background of caring for city  | Involvement in multiple organizations          | No agenda except fairness to all        |                                                  | It takes time and effort to participate. Thus, it needs to be very clear to appointed members that council will take recommendations very serious and try to implement recommended actions                          | Not sure anything is being done                                                                                          |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                       |                                                   |                                      |                                                   |                                              | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                             | What is Staunton currently doing to encourage equitable outcomes in our community?                  |
|---------------------------------------------------|---------------------------------------------------|--------------------------------------|---------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| Dont pick someone because they are black.         | NO crazy spending ideas                           | No development minded                | Honesty                                           | NO favoritism                                | Nothing, you will turn into Charlottesville with animosity, fighting, rude people in stores and traffic trying to make themselves known.                                                                                                                                                                                                                                                                                                                                                                             | It is fine the way it is, let people be them selves and DONT TALK ABOUT IT. Just let it be natural. |
| Experience working on a team toward a common goal | History of working hard to achieve a service goal | Experience living in different areas | Open-minded and interested in other's perspective | Good communication (written and oral) skills | More community outreach and city funded events for people of all faiths, backgrounds and socio-economic status; create an inclusive fenced-in playground that accommodates those with disabilities; free golf slots and club rental to those below a certain income level; youth activities such as archery, golf, nature walks at MHP, etc. on a sliding scale based on income; Connect the community to the schools; teams and events for individuals with disabilities; disability friendly traffic intersections | I don't know                                                                                        |
| Transparent                                       | Honest                                            | Educated                             | Dependable                                        |                                              | Have more community involved activities and or functions                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Unknown                                                                                             |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                               |                                                  |                                                    |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                               | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                           |
|----------------------------------------------------|-----------------------------------------------|--------------------------------------------------|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| At least 35 years of life experiences              | Resident of Staunton for a minimum of 2 years | Volunteers for or contributes to 1+ nonprofits   | Experience working successfully with all types     | Truly respects diff religi and political beliefs   | ?                                                                                                                                                                                      | ?                                                                                                                                                                                                                                                            |
| Understanding of what equity is and its importance | Unafraid of difficult conversations           | Strong listening skills                          | A member of at least one marginalized community    | Proven history of advocacy work in their career an | Increase transparency relating to how the City is run and how decisions are made. Hire BIPOC Equity and Diversity Officer. Establish a Citizen Review Board for the Police Department. | Creating the Equity Commission. Renaming the high school.                                                                                                                                                                                                    |
| The Committee itself needs to be diverse.          | Professional Background in Equity/Diversity   | History of Community Work contributing to Equity | Specific Expertise in Education, Poverty, Race etc | Led By a Qualified, Salaried Equity Officer        | Hire a full time Equity and Diversity Officer and form this committee of diverse citizens, professionals, and people who already work towards equity in this community.                | Show me the equitable outcomes. We are lacking, statistically, in all the areas SEC measured when we came to you the first time. You need the committee. I am glad we have training for our police officers and an equity plan in the schools. We need more. |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                                    |                                                    |                                                   |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                              | What is Staunton currently doing to encourage equitable outcomes in our community?                                                             |
|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Understanding of what equity is and its importance | Cognizant of what systemic racism is and how it im | Understanding of barriers faced by people with dis | A member of at least one marginalized community   | Proven history of advocacy work in their career an | Examine City hiring practices, increase transparency relating to how the City is run and how decisions are made and examine data related to equity in the City (such as hiring practices, pay practices, historical access to city resources, affordable housing, etc.) and publish the data publicly | discussing the establishment of an equity committee is a good start. We'll see if it goes forth.                                               |
| Have experience working with a team                | Be a member of an under represented minority group | Lived in Staunton for many years/understand issues | Good communication skills, writing, and listening | Participation in civic groups, church or volunteer | Hire people from all types of backgrounds to city staff. Invite civic group leaders to have round table discussions with city council. Defend all residents' civil rights and discourage discrimination and harassment of all residents.                                                              | I've seen some signage around downtown that welcomes diversity, but beyond that I don't know. What is the city doing to encourage equity here? |
| Courage                                            | Curious and open minded                            | Bilingual                                          | Strong analytical skills                          |                                                    | Get input directly from the minority community, Civilian Advisory Board for the police department                                                                                                                                                                                                     | this survey                                                                                                                                    |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                     |                                                    |                                                   |                                                    |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                   | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                   |
|-------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proven history of advocacy work in their career | Desire to work towards increased equity            | Strong followup skills                            | Unafraid of difficult conversations                | Strong listening skills                            | Solicit personal stories from community members to gain a better understanding of how a lack of equity impacts Staunton community members and listen to the responses, Establish a Citizen Review Board for the Police Department, Be proudly outspoken about equity in order to communicate its importance to community members as well as potential job applicants, Acknowledge holidays of all cultures | Asking these questions                                                                                                                               |
| Unafraid of difficult conversations             | A member of at least one marginalized community    | history of advocacy work in their career/life     | Understanding of barriers faced by people with dis | Understanding of what equity is and its importance | Increase accessibility throughout the City for people with disabilities; acknowledge holidays of all cultures; and address racial and other microaggressions                                                                                                                                                                                                                                               | I have not seen anything yet. I do see some of the city's leaders trying to hold back progress towards openness and collaborative solutions, however |
| Bring a diverse perspective                     | Enthusiastic about creating more equity 2 Staunton | Have first hand knowledge of inequity in Staunton | Comfortable with having challenging conversations  | Committed to role as committee member              | Create more awareness of the challenges of marginalized citizens of Staunton in the past and presently                                                                                                                                                                                                                                                                                                     | The biggest barrier is the denial that barriers exist                                                                                                |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications |                                                 |                                       |                                           |                                        | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                     | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                           |
|-----------------------------|-------------------------------------------------|---------------------------------------|-------------------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| strong communication skills | member of a marginalized community              | not afraid of difficult discussions   | creative, thinks outside of the box       | understands and works toward equity    | Ask marginalized people for their stories, listen and consider them with care, and begin to act upon the thoughts of those effected. Review city data on salaries, race, gender and publish that information for all to consider. Increase access to city resources for those who are not while, middle or upper class individuals.                                                                                                                                                          | I really don't see much that encourages equitable outcomes in Staunton, I suppose this survey is a small step in the right (I hope) directions.                                                                              |
| Integrity.                  | Ability to calmly listen and learn from others. | Ability to collaborate with humility. | Sincere interest without a hidden agenda. | Time to commit to the tasks as needed. | Recognize and nurture leadership skills among our current residents then scaffold those skills into DEI leadership roles for the present and the future. Create a DEI Task Force to identify needs, analyze systems, and recommend action steps toward improvement. Appoint a member of each existing city committee and council to serve as representatives on a DEI Listening Team. Include their reports from the DEI Task Force as agenda items on all existing committees and councils. | This survey is a start. If the number of responses is low, that data should serve as evidence of a NEED instead of a sign of a lack of interest. Sometimes, the most important issues exist below the radar of the majority. |
| knowledge of the history    | motivated to make things better                 |                                       |                                           |                                        | Find out what the disadvantaged citizens need.                                                                                                                                                                                                                                                                                                                                                                                                                                               | Don't know                                                                                                                                                                                                                   |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                                    |                                                 |                                            |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                 | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------|----------------------------------------------------|-------------------------------------------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Intersectional Feminist                            | Cognizant of systemic racism and its local impact  | Proven history of advocacy work                 | Not in the “mythical norm” (Audre Lorde)   | Member of at least one marginalized community      | Increase access to city resources for those who live with disabilities, are elderly, and/or who live in poverty; Solicit personal stories from community members to gain a better understanding of how a lack of equity impacts Staunton community members and listen to the responses; Increase remote participation for citizens in city functions/meetings beyond just City Council meetings; Increase accessibility throughout the City for people with disabilities | this survey felt like a barrier in its design—and initially, I gave up, but then someone said, try again. <sigh> the design of the survey ironically blocks the initiative — which I like. So I’ll say that I like the idea that the town might is trying to do something positive. That it fails in this survey might mean you find better survey makers to help you design something that helps the city sort out its issues with equity? Also this is hugely important work, and the city should keep at it. |
| Belief in value of social and racial equity for th | Experience working directly with community especia | Experience working with underserved populations | Willingness to listen to community members | Ability to look critically at own belief system    | Having a team to look into this would be a great start. I am sure there are an cities who have worked towards this and have things they have implemented. I am sure there are resources out there.                                                                                                                                                                                                                                                                       | I think the school system has made some really positive changes. Starting this commission is good too.                                                                                                                                                                                                                                                                                                                                                                                                          |
| Proven track record with equity issues             | Aware of what is needed in Staunton                | Member of the community                         | Willing to collaborate                     | Willing to speak up to have difficult conversation | Examine hiring processes, government transparency, priorities in the community, encourage and allow more community/citizen involvement.                                                                                                                                                                                                                                                                                                                                  | This survey shows a move in the right direction. But the city needs leaders that actually walk the walk instead of being all talk.                                                                                                                                                                                                                                                                                                                                                                              |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                       |                                                    |                                                 |                                                 |                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                           | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                     |
|---------------------------------------------------|----------------------------------------------------|-------------------------------------------------|-------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open communication                                | Active listening                                   | Historical understanding                        | Trauma understanding                            | Active community member            | More cultural exposure events and discussions                                                                                                                                                                                                                                                                                                                                                                                                                      | Focusing on equity in schools.                                                                                                                                                                                                         |
| Understand barriers people with disabilities face | Understanding of what equity is and its importance | A member of at least one marginalized community | Proven history of advocacy work in their career | Ability to collaborate effectively | Retain BIPOC led trainers/facilitators to develop a strategic training program for all City Departments, Establish a Citizen Review Board for the Police Department, Increase access to city resources for those who live with disabilities, are elderly, and/or who live in poverty.                                                                                                                                                                              | I'm pleased that the city of Staunton released this survey, and that they are discussing the establishment of an equity committee. It's also great that remote participation in City council meetings is possible.                     |
| Good listeners and communicators.                 | Cognizant of what systemic racism is.              | Proven history of advocacy work in their career | Creative and able to think outside the box      |                                    | Increase transparency relating to how the City is run and how decisions are made Hire BIPOC Equity and Diversity Officer Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion Establish a Citizen Review Board for the Police Department Invest in affordable, proven community mental health resources Hire more BIPOC for department heads, managers, and other leadership roles | Not much, but this survey and equity commission is a start. Did you give copies of the survey to groups who aren't usually on Facebook or your internet sites? Are you really trying to get feedback from the people affected by this? |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                     |                                            |                                     |                                                    |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                   | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                 |
|-------------------------------------------------|--------------------------------------------|-------------------------------------|----------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open to diverse opinions                        | Compassionate                              | Gracious                            | Kind                                               | Educated                                           | Hold public events that encourage the sharing of diverse opinions and cultures.                                                                                                                                                                                                                                                                                                                                                            | I'm not sure.                                                                                                                                                                                                                      |
| A member of at least one marginalized community | Creative and able to think outside the box | Unafraid of difficult conversations | Understanding of what equity is and its importance | Cognizant of what systemic racism is and how it im | Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion                                                                                                                                                                                                                                                                                                       | I do not see much that the City is actively doing in this area. Love to see anything, but as of now I do not.                                                                                                                      |
| involved in the community                       | effective collaborator                     | able to think outside of the box    | effective communicator                             | open-minded                                        | Increase transparency relating to how the City is run and how decisions are made; increased support for voters and education on issues that are being voted on; increase push on educating community on local elections; increase remote participation for citizens in city functions/meetings beyond just City Council meetings; retain BIPOC led trainers/facilitators to develop a strategic training program for all City Departments. | I am not aware of many actions on the city's behalf to encourage equitable outcomes; I appreciate the opportunity to participate in this survey and have very high hopes for the cration of a equity and diversity and commission. |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                                    |                                                 |                                                    |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                              | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------|----------------------------------------------------|-------------------------------------------------|----------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education in multicultural Comm, Sociology, etc,   | 2-5ye exp w/ direct service to Minority population | Background/experience in cultural history       | A member of a socially acknowledged minority group | Team Oriented, as this will not be fixed by one    | Bringing the experiences and voices of multiple races, genders, identities and financial statuses, to the table as equal weight when making decisions and formulating plans.                                                                                                                          | Throwing a few hundred throws and dollars into making the west end pretty. Little to actually do with the people who live there.                                                                                                                                                                                                                                          |
| Proof of attendance at trainings on racial issues  | Unafraid of difficult conversations                | A member of at least one marginalized community | Strong analytical skills                           | Cognizant of what systemic racism is and how it im | Hire BIPOC Equity and Diversity Officer and retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion. Examine City hiring practices and pay/salary practices. Establish a Citizen Review Board for the Police Department. | This survey is an excellent first step. But there must be serious follow-through if the city is to be taken seriously. Making and keeping Council meetings remotely available to Stauntonians with the ability to participate. Unfortunately, with those two exceptions I can't think of examples or policy or action the city has taken to encourage equitable outcomes. |
| Be a member of at least one marginalized community | Past experience in committee work would be helpful | Some history of advocacy/volunteer work         | Desire to truly listen to others experiences       | Creative thinker                                   | Reach out directly to marginalized communities to gather input on what folks are struggling against/with. Create more transparency in local government. **Increase remote participation for citizens in city functions/meetings beyond just City Council meetings.                                    | Creating this committee seems like a great start! I'm not aware of any other actions or intentions and that makes this committee all the more important.                                                                                                                                                                                                                  |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                                                                                                                               |                                          |                          |                        |                                                 | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                            | What is Staunton currently doing to encourage equitable outcomes in our community?                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------|------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| This commission is a farce.      None.                                  None                                  None                                  None. |                                          |                          |                        |                                                 | Nothing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | There is no need for communism in this town.                                                                    |
| Doesn't believe in equity      Believes in equality                  Opposing voices                                                                      |                                          |                          |                        |                                                 | Nothing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Providing opportunity for all                                                                                   |
| Ability to collaborate effectively                                                                                                                        | Fluent in language(s) other than English | Strong analytical skills | Strong followup skills | Proven history of advocacy work/tangible change | Increase transparency relating to how the City is run and how decisions are made, Examine City pay/salary practices, Increase accessibility throughout the City for people with disabilities, Establish a Citizen Review Board for the Police Department, Invest in affordable, proven community mental health resources, Increase access to city resources for those who live with disabilities, are elderly, and/or who live in poverty, & Increase remote participation for citizens in city functions/meetings. | Discussing the establishment of an equity committee and allowing remote participation in City Council Meetings. |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                  |                                                  |                                                    |                                      |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                              | What is Staunton currently doing to encourage equitable outcomes in our community?                                   |
|----------------------------------------------|--------------------------------------------------|----------------------------------------------------|--------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Represents the entire population of Staunton | Proven background in getting things accomplished | Ability to get along with everyone                 | Work for improving all neighborhoods | Accessible to the citizens                         | Look at hiring practices and increase diversity to reflect the population. Allow remote access to meetings and input from all citizens. Increase access to good childcare.                                                                                                                                                                                                                                                                                                                            | This survey. But it should offer some easier multiple choice answers. Churches are doing most of the equitable work. |
| Be angry                                     | Have a chip on their shoulder                    | Be afraid of upsetting any minority                | Have no common sense                 | Believe there are more than two genders            | Give more free stuff to us lazy folks                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chasing out people born in Staunton                                                                                  |
| Be a member of a marginalized group          | Clear understanding of systemic racism           | Clear understanding of issues related to disabilit | Proven work in the field of equity   | Good listening collaboration &communication skills | A LOT!!! Begin with making it well known that's the goal. Then, look at hiring practices, access to transportation and mental health services. Make sure everything is handicap accessible. Have all city employees, police, and teachers get equity and diversity training, including City Council members! Create an equity and diversity position that's well funded and supported. Look into issues within the school system and police dept. Better police training on these and related issues! | Doing this survey                                                                                                    |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications        |                                        |                                 |                                                 |                                         | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                       | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                 |
|------------------------------------|----------------------------------------|---------------------------------|-------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Educated regarding systemic racism | Focus on including marginalized voices | Track record of equity advocacy | Comfortable with difficult discussions          | Self reflective                         | Establish citizen review board, examine city practices and hiring, focus on including marginalized voices                                                                                                                                      | Remote participation in meetings, sometimes they seek broad public input before making decisions (although often not), this survey is a good start |
| Residency 10+ Years, consecutively | Not delinquent on any property taxes   | Not a felon                     | Not affiliated with violent extremists          | Has completed high-school diploma / GED | Invite all peaceable civic society organizations, or their representatives, together into a forum to discuss what is important from their different vantages; and the certified minutes thereof to become the focus of this commission's work. | Engaging with civic societies.                                                                                                                     |
| Color other than white             | Ethnicity non Americans decedent       | Have a open mind ne partial     | White bring experiences from big cities in past | Calm non temperental                    | Educate themselves from bigger cities like Manassas, Richmond etc.. Learn about Woodrow Wilson Jones act in 1917 and how he made every Hispanic puertorrican a us citizen know that there is more than just a little farm city .               | Nothing                                                                                                                                            |
| Conservative                       | Good sense of humor                    | Politically correct             | Believes in the tooth fairy                     | Wears boots                             | Get over themselves- diversity and equality are buzz words                                                                                                                                                                                     | Providing jobs, good education and social services to fill in the gaps                                                                             |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                                   |                                                    |                                                  |                                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                   | What is Staunton currently doing to encourage equitable outcomes in our community?     |
|----------------------------------------------------|---------------------------------------------------|----------------------------------------------------|--------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Unafraid of difficult conversations                | Aware of systemic racism and it's impact          | A member of a marginalized community               | Ability to collaborate and think outside the box | Desire to work towards increased equity            | Hire more BIPOC and LGBTQIA people, examine salary disparities, examine data relating to equity in Staunton                                                                                                                                                                                                                                                                                                                                                                                | I am happy this survey is being put out                                                |
| Experience working collaboratively                 | Excellent communication skills                    | Active listener                                    | Understanding of what equity means               | Equity training                                    | What does thus mean? I think that quesneeds to be answered first. Why do we need and desire this type of work?                                                                                                                                                                                                                                                                                                                                                                             | No idea                                                                                |
| Cognizant of what systemic racism is               | Understanding equity                              | Listening and critical thinking skills             | Willing to talk through difficult conversations  | Proven track record in equity for all Stauntonians | Increase transparency relating to how the City is run and how decisions are made; Establish a Citizen Review Board for the Police Department; hire and maintain BIPOC led trainers/facilitators to oversee city council practices; increase accessibility throughout the city for people with disabilities and/or people without the means to reasonably participate.                                                                                                                      | Every time I have spoken at a City council meeting, I have felt my opinion is welcome. |
| Open mindedness.....                               | neutrality                                        | no socialist agenda                                | No affiliation with BLM or NAACP                 |                                                    | Nothing more at this time--just be fair and open to all                                                                                                                                                                                                                                                                                                                                                                                                                                    | Staunton doesn't need to do anything more                                              |
| Be a person of color or a differently abled person | Excellent listener                                | Creative                                           | Open minded                                      |                                                    | Grants for businesses owned by people of color or differently abled. Make hiring people of color and other abled folks to teaching and education administration positions.                                                                                                                                                                                                                                                                                                                 |                                                                                        |
| Understanding of what equity is and its importance | Proven track record of work towards equity in the | Cognizant of what systemic racism is and how it im | A member of at least one marginalized community  | Proven history of advocacy work in their career an | Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion Establish a Citizen Review Board for the Police Department Address racial and other microaggressions Examine data related to equity in the City (such as hiring practices, pay practices, historical access to city resources, affordable housing, etc.) and publish the data publicly Invest in affordable, proven community mental health resources |                                                                                        |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                                  |                                                   |                                                    |                                               | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                     | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------|--------------------------------------------------|---------------------------------------------------|----------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Someone not white                                  | Someone who can speak ASL                        | Someone who isn't a live life resident            | Someone from low income                            | speaks spanish                                | Stop just hiring white people who are former Charlottesville city employees.                                                                                                                                                                                                                                                                                                                                                                                                                                 | No clue, which is probably not a good thing.                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Understanding of what equity is and its importance | Desire to work towards increased equity          | Cognizant of what systemic racism is              | A member of at least one marginalized community    | Strong followup skills                        | Increase accessibility throughout the City for people with disabilities Retain BIPOC led trainers/facilitators to develop a strategic training program for all City Departments Establish a Citizen Review Board for the Police Department Invest in affordable, proven community mental health resources                                                                                                                                                                                                    | This survey is a start                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Demonstrate commitment to data driven decisions    | Know the fundamental nature of our Constitution. | Strong communication and negotiating skills       | Not afraid to stare our actual history in the face | Understand terms systematic racism and equity | In recent years local colleges, universities and other units of government have employed equity officers to direct associated activities. They are a tremendous resource. Invite a few of these folks to speak with city council, the soon to be appointed commission, and the greater Staunton community. To solve such a complex problem as societal inequity requires deep, factual, and honest examination of the problem and of our traditions, myths and attitudes that have supported that history.   | Offering this survey is a first good step. Seating an equity and diversity commission is absolutely the right next move. Devising and sticking to a thorough and thoughtful process of seating this commission and supporting its work will provide an opportunity for us to build a new ethic in our community, an ethic that will encourage future equitable outcomes. I am encouraged that the the city now allows remote participation in City Council Meetings. Inclusion of many voices is good. |
| A member of at least one marginalized community    | Will follow through and keep commitments         | Proven history of advocacy in career or community | Understanding of what equity is and its importance | Knows what systemic racism is and its impact  | Invest in affordable, proven community mental health resources Hire more BIPOC for department heads, managers, and other leadership roles Solicit personal stories from community members to gain a better understanding of how a lack of equity impacts Staunton community members and listen to the responses Establish a Citizen Review Board for the Police Department Be proudly outspoken about equity in order to communicate its importance to community members as well as potential job applicants | I would really like to know because I don't see anything.                                                                                                                                                                                                                                                                                                                                                                                                                                              |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                     |                                                 |                                          |                                          |                                    | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                          | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                              |
|-------------------------------------------------|-------------------------------------------------|------------------------------------------|------------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A member of at least one marginalized community | Strong listening skills                         | Fluent in language(s) other than English | Understanding of what equity is          | Ability to collaborate             | Examine data related to equity in the City (such as hiring practices, pay practices, historical access to city resources, affordable housing, etc.) and publish the data publicly. Increase access to city resources for those who live with disabilities, are elderly, and/or who live in poverty. Increase remote participation for citizens in city functions/meetings beyond just City Council meetings.                                                                                      | I'm not sure what Staunton is doing toward equity, beyond this survey                                                                                                           |
| Candidate desires increased equity in Staunton. | proof of advocacy experience                    | Member of an under-represented community | Awareness of how racism affects Staunton | Good listener                      | An increased transparency into how city decisions are made and how city is run. Staunton should hire an Equity Officer. Increase city resources to elderly, impoverished, and those with disabilities. Expand remote participation in city council meetings. Thoroughly assess the equity differences in Staunton. Verify that city hiring meets best practices for equity.                                                                                                                       | I appreciate this survey and that you will create an equity committee to follow up on this concern. Grateful Staunton now allows remote participation in city council meetings. |
| Cognizant of what systemic racism is            | A member of at least one marginalized community | Strong communication skills              | Unafraid of difficult conversations      | Ability to collaborate effectively | Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                 |
| To want EQUALITY not Equity                     |                                                 |                                          |                                          |                                    | I am totally against this city using my tax dollars by trying to achieve racial equity. To achieve racial equity you have to treat people of color differently than people of other races to achieve equal outcome. This in itself is a racist act and extremely divisive. One's outcome should be a result of the effort put forth in whatever endeavor one is involved in. I am in favor of making sure people of ALL races have EQUAL opportunity in a color blind society. I am for EQUALITY. |                                                                                                                                                                                 |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                       |                                                  |                                                    |                                                    |                                                  | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                    | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                                                                                                       |
|---------------------------------------------------|--------------------------------------------------|----------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proof of attendance at trainings on racial issues | Strong analytical skills                         | Understanding of what equity is and its importance | Desire to work towards increased equity            | Cognizant of what systemic racism is             | Increase transparency relating to how the City is run and how decisions are made. Be proudly outspoken about equity in order to communicate its importance to community members as well as potential job applicants. Solicit personal stories from community members to gain a better understanding of how a lack of equity impacts Staunton community members and listen to the responses. | It is minimal at best. Virtually unnoticeable.                                                                                                                                                                                                                                           |
| Proven track record of work towards equity in the | Willing and able to have difficult conversations | Knows what systemic racism is/its impact           | Strong communication skills                        | Knows barriers faced by people with disabilities | Solicit personal stories from community members to gain a better understanding of how a lack of equity impacts Staunton community members and listen to the responses. Address racial and other microaggressions. Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion.                                     | I honestly don't know how to answer this question. I guess I am encouraged that this survey has gone out and that the city council is taking the steps to examine its own relationship to equity. I pray that this is only the beginning and will lead to wonderful things for our city. |
| Proven history of advocacy work                   | Intersectional feminist                          | Strong listening and communication skills          | Understanding of what equity is and its importance | Desire to work towards increased equity          | Staunton should: 1. Increase remote participation for citizens in city functions/meetings beyond just City Council meetings. 2. Invest in affordable, proven community mental health resources. 3. Hire more BIPOC for department heads, managers, and other leadership roles. 4. Examine City pay/salary practices. 5. Acknowledge holidays of all cultures.                               | I am pleased that Staunton has released this survey and that there are discussions about the establishment of an equity committee. I was pleased to see a previous survey related to development in the West End, but did not see any outcomes.                                          |

Equity and Diversity Commission Survey  
Online Repones

| Commissioner Qualifications                        |                                                    |                                                    |                                                    |                                                   | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                   | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                 |
|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Unafraid of difficult conversations                | A member of at least one marginalized community    | Cognizant of what systemic racism is and how it im | Understanding of what equity is and its importance | Creative and able to think outside the box        | Establish a Citizen Review Board for the Police Department. Retain BIPOC led trainers/facilitators to develop a strategic training program for all City Departments. Acknowledge holidays of all cultures. Examine data related to equity in the City (such as hiring practices, pay practices, historical access to city resources, affordable housing, etc.) and publish the data publicly. Address racial and other microaggressions.                                   | I think this survey is a great start!                                                                                                              |
| Desire to work towards increased equity            | Understanding of what equity is and its importance | Member of at least one marginalized community      | Proof of attendance at trainings on racial issues  | Understands barriers faced by ppl w/ disabilities | Hire BIPOC Equity and Diversity Officer Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis regarding issues related to equity, diversity, and inclusion Increase access to City resources for those who live w/ disabilities, are elderly, and who live in poverty Increase accessibility throughout the City for people with disabilities Acknowledge holidays of all cultures Invest in affordable, proven community mental health resources | Allowing remote participation in City Council meetings Discussing the establishment of an equity committee                                         |
| Minority representation                            | Does service work in our community                 | Class and disability representation                |                                                    |                                                   | Education for police on de-escalation, disability and race. Some officers are great. But I've been harassed walking my dog while disabled. I've seen SWAT at a 90 year old's house. That's never happened elsewhere. Better training would be proactive.                                                                                                                                                                                                                   | Individual citizens and council members are working on this. The majority of city concil seem more interested in intimidating those not like them. |
| The ability to discuss with people of different ba | Multiple age groups and life experiences.          | Multiple economic backgrounds.                     | professional backgrounds in conflict resolution.   | People who desire to improve Staunton.            | Work on hiring to represent Staunton in schools and government.                                                                                                                                                                                                                                                                                                                                                                                                            | It is not well known to me. It appears that non-profits are tryin to fill the voids.                                                               |
| Residency                                          | Education                                          | Diversity                                          | belief in need for level playing field             | Open attitude                                     | Diversify their workforce. With the exception of clerical jobs that are held by white females, most staff are overwhelmingly White Males. More education is also needed on inclusion and equity.                                                                                                                                                                                                                                                                           | Not much.                                                                                                                                          |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                     |                                             |                                                   |                                                 |                                          | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                         | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                        |
|-------------------------------------------------|---------------------------------------------|---------------------------------------------------|-------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Understanding of what equity is                 | Understanding of the barriers to equity     | Brave and willing to stand up to ugliness         | Intersectional feminist and anti-racist         | Strong listening skills                  | Establish a Citizen Review Board for the Police Department, increase access to city resources for those who live with disabilities, are elderly, and/or who live in poverty, increase transparency relating to how the City is run and how decisions are made                                                                                                                    | Not a whole hell of a lot that I've seen. In particular, there's a lot of systemic microaggressions towards BIPOC folk, those of us in the queer community, and the disabled and poor in the city system. |
| Sound understanding of the importance of equity | Strong listening skills                     | Desire to sincerely work towards increased equity | Broadminded with ability to think strategically | Previous experience with advocacy work   | Provide diversity, equity and inclusion training for all City staff; make mandatory for all "elected" and public officials. This will help set the stage and set the expectation for all staff and elected. You have to develop a true culture of DEI. Listen and identify how a lack of equity impacts the Staunton community.                                                  | This survey and your "intent" to examine and do something is a good start.                                                                                                                                |
| A member of at least one marginalized community | history of advocacy work in their community | Understands systemic racism and its impacts       | Desire to work towards increased equity         | Strong listening skills                  | Invest in affordable, proven community mental health resources; establish an Equity and Diversity Officer and hire a qualified BIPOC member of the community to fill that role.                                                                                                                                                                                                  | I'm pleased to see this survey as a first step, as long as it leads to purposeful next steps and is not simply performative.                                                                              |
| Desire to work towards true equity              | Good listener                               | Understanding that barriers to equity exist       | Member of a marginalized community              | Creative thinker                         | First, acknowledging that racism and inequities exist by truly listening to those marginalized. Be open and transparent with everyone at all stages of the process to prove a true desire to change and improve equity. Commit to hiring and retention efforts that emphasize recruitment of minorities. Use 21st century HR practices, not the "we've always done it this way." | Acknowledging that inequities exist and forming a committee. However the difficulty of this survey and relying on this sole form of input has me doubting your serious interest in reforming.             |
| Live in city of Staunton                        | Willing to work with others                 | Multiple ethnicities represented on committee     | Make Equity and Diversity a priority            | Open to learn about equity and diversity | Have city council elections by precincts rather than completely open. Too many on council are from similar neighborhoods and similar backgrounds.                                                                                                                                                                                                                                | None that I am aware of.                                                                                                                                                                                  |
| Diversity of members                            | Access for persons with differing abilities |                                                   |                                                 |                                          | Make city meetings accessible by resuming online participation. Increase transparency of negotiations.                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                           |
| Desire to work on increasing equity             | Fluent in Spanish                           | A creative person                                 | Someone who wants to improve Staunton's equity  | A feminist                               | They should make a review board for the Staunton police department                                                                                                                                                                                                                                                                                                               | Releasing this survey                                                                                                                                                                                     |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                                    |                                                 |                                                    |                                                 | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                      | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                       |
|----------------------------------------------------|----------------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Understanding of what equity is and its importance | Proven track record of work towards equity in the  | Ability to collaborate effectively              | Strong listening skills                            | A member of at least one marginalized community | Examine City hiring practices Increase transparency relating to how the City is run and how decisions are made Hire BIPOC Equity and Diversity Officer Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion Examine City pay/salary practices Increase accessibility throughout the City for people with disabilities Retain BIPOC led trainers/facilitators to develop a strategic training program for all City Departments | This survey. I think taking away curbside recycling is a huge step backward in terms of equity, access and inclusion.                                                                    |
| Strong listening skills                            | Recognizes systemic racism how it affects communit | Understanding of barriers faced by the disabled | Strong analytical skills                           | Strong followup skills                          | Examine City pay/salary practices, Solicit personal stories from community members to gain a better understanding of how a lack of equity impacts Staunton community members and listen to the responses, Increase access to city resources for those who live with disabilities, are elderly, and/or who live in poverty, Establish a Citizen Review Board for the Police Department, Invest in affordable, proven community mental health resources                                                         | I'm glad that you have released this survey and are talking about establishing an equity committee. I'm glad to hear that you're allowing remote participation in City Council meetings. |
| Proven track record of work towards equity         | Desire to work towards increased equity            | Cognizant of what systemic racism is            | Understanding of barriers of ppl with disabilities |                                                 | Establish a Citizen Review Board for the Police Department                                                                                                                                                                                                                                                                                                                                                                                                                                                    | I'm pleased to see this survey, for one!                                                                                                                                                 |

**Equity and Diversity Commission Survey  
Online Reponses**

| <b><u>Commissioner Qualifications</u></b>         |                                                    |                                                 |                                                    |                                              | <b><u>What should Staunton start doing to encourage more equity and diversity?</u></b>                                                                                                                                                                                                                                                                                                                                                 | <b><u>What is Staunton currently doing to encourage equitable outcomes in our community?</u></b>                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------|----------------------------------------------------|-------------------------------------------------|----------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ability to listen to and respond thoughtfully..   | Pragmatic: willing to evaluate actual experience.  | Non ideological                                 | Humility: willingness to recognize one's conceits. | Appreciation of the uniqueness of each soul. | Return to a focus on Dr. Martin Luther King's message that stresses our common humanity. Work to increase an awareness that recognition of our shared values builds the confidence required transcend the natural reluctance to reject others. Diversity is a fact of life, not a goal.                                                                                                                                                | I do not know.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Compassion                                        | Experience volunteering with the underprivileged   | Communication and mediation experience          | Experienced budget and financial planning          | Transparency in all actions                  | Develop free community spaces in the west end for gatherings, activities and classes                                                                                                                                                                                                                                                                                                                                                   | Nothing that I know of. There are private groups working to creat more equality but Staunton city isn't the catalyst                                                                                                                                                                                                                                                                                                                          |
| A commitment to furthering equity within Staunton | Knowledge of historic inequities that still impact | Ability to see diverse perspectives             | Collaborative                                      | Advocacy skills                              | Staunton should examine all of its systems and processes - from hiring and salaries to accessibility - through the lens of equity, diversity, inclusivity, and anti-bias. Based on findings, changes should be made.                                                                                                                                                                                                                   | The formation of this committee and the taking of this survey is a good start.                                                                                                                                                                                                                                                                                                                                                                |
| From marginalized groups, BIPOC, disabled, LGBTQ  | Be able to work in completely non-partisan way.    | Experience working with community organizations | Must understand meaning of equity/inclusiveness    | Able to listen to each other and community   | Hire an equity/diversity officer who can help the city examine hiring practices and look for ways to change them to encourage more diversity. The city should look for ways to increase accessibility for individuals with disabilities. City Council should make equity/diversity an agenda item for discussion at every council meeting. Perhaps they could have speakers or individuals from marginalized groups speak at meetings. | The ability to participate remotely in City Council meetings is extremely important. Maybe this could be extended to other meetings, as well. A few years ago there was discussion of increasing the availability of affordable housing, but I'm not sure if this is an ongoing project. There was also talk of having children attend elementary schools not by neighborhood, but have schools divided by grade. What happened to this idea? |
| Excellent communication skills                    | Good collaboration skills                          | Understand what EQUITY means                    | Desire to improve equity in Staunton               | Understand systemic racism and its impact    | Examine current hiring policies Establish greater accessibility in the city for the disabled Hire BIPOC Equity/Diversity officer                                                                                                                                                                                                                                                                                                       | This survey is one small step. Allowing Zoom/remote participation to meetings is also a step in the right direction. However, there is MUCH more that needs to be done in the area of equity.                                                                                                                                                                                                                                                 |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                      |                                                |                                                 |                                               |                                           | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                                                                                                                   | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                                                   |
|--------------------------------------------------|------------------------------------------------|-------------------------------------------------|-----------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Should represent various minorities in city      | Understands , committed to implementing equity | Effective collaborator                          | Experience getting things done                | Bold re: facing difficult conversations   | City council and committee members should be outspoken in support of equity and diversity. Then practice it , in hiring for city jobs and increasing publicity of and access to city resources for those who live with poverty, disabilities, old age, racial/ethnic discrimination, and mental illness.                                                                                                                                                                                                   | I'm not sure - being willing to start this commission is a really good step that I hope will result in an effective commission that the city council will take seriously.                            |
| Understands systemic racism                      | Familiar with disability challenges            | Can empathetically listen to difficult things   | History of advocacy work                      | Strong communication skills               | Increase transparency, admit weaknesses, deal with stories of racial microaggressions, improve opportunities for remote participation                                                                                                                                                                                                                                                                                                                                                                      | Allowing community gardens, Montgomery Hall park Juneteenth celebrations, pride day (doesn't directly promote equitable outcomes, but encourages the openness and listening that might get us there) |
| understand what equity is and why it's important | understand systemic racism its effects         | ability to collaborate effectively              | proven advocacy work in the SAW community     | strong listening and communication skills | Increase transparency relating to how the City is run and how decisions are made, including hiring practices and city pay and salary practice. The city can also increase accessibility throughout the city for people with disabilities. Additionally, Staunton can invest in more community mental health resources that are affordable, accessible, and effective.                                                                                                                                      | I am unaware of anything Staunton is doing to encourage equitable outcomes in our community.                                                                                                         |
| Track record of work toward equity in community  | Intersectional Feminist                        | A member of at least one marginalized community | Knows what systemic racism is and it's impact | Ability to collaborate effectively        | Retain BIPOC led trainers/facilitators to train City staff on an ongoing basis on issues related to equity, diversity, and inclusion. Increase accessibility throughout the City for people with disabilities. Establish a Citizen Review Board for the Police Department. Hire more BIPOC for department heads, managers, and other leadership roles. Address racial and other microaggressions. Increase remote participation for citizens in city functions/meetings beyond just City Council meetings. | I don't know. That's part of the problem. If there are already steps being taken toward equity in this community, they are not being touted loudly or proudly or frequently. Do better.              |

**Equity and Diversity Commission Survey  
Online Reponses**

| <b>Commissioner Qualifications</b>                |                                                   |                                                   |                                                  |                                                    | <b><u>What should Staunton start doing to encourage more equity and diversity?</u></b>                                                                                                                                                                                                                                        | <b><u>What is Staunton currently doing to encourage equitable outcomes in our community?</u></b>                                                                                                                                                                                                             |
|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|--------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| History of addressing equity and diversity issues | Ability to listen to and understand other views   | Understanding barriers faced by different people  | Belong to a marginalized group                   | Desire to improve equity and diversity in Staunton | Establish a citizen review board to address policing issues, promote access to city resources for those who are struggling (elderly, poor, disabled), review city hiring practices and modify if needed, review city pay/salary practices and modify if needed, hire an equity/diversity coordinator.                         | The fact that Staunton is considering establishing an equity/diversity commission is a start. Having citizens be able to participate in council meetings remotely has been helpful.                                                                                                                          |
| able to articulate equity issues for our city     | able to listen/"hear" diverse points of view      | knowledge of historic/systemic racism             | experience/practice with equity training         | knowledge of lack of diversity in our city         | promote more transparency in our gov't decision-making practices Hire equity officer/committee. improve diversity in governmental hires. invest in mental health services. equity training for ALL gov't employees.                                                                                                           | Staunton has equity training for city manager...need regular updated training for all city employees, including city council, police dept and school system.                                                                                                                                                 |
| aware of barriers faced by low-income citizens    | aware of barriers faced by people w/ disabilities | willingness to listen to constituents             | values equity as well as equality for minorities | commitment to environmental initiatives            | Hire BIPOC equity and diversity specialist, and examine the city's hiring practices. Work toward reviving traditionally Black areas (e.g. encourage more businesses to open on West Beverly Street, improve public transportation so people can access those businesses, and encourage more Black-owned businesses downtown). | Allowing remote participation in city council meetings. This is an important step toward being inclusive of people with health challenges and barriers such as lack of transportation (which is tied to socioeconomic and disability status) and people with various physical and health-related challenges. |
| A passion to create an equitable Staunton for all | A member of at least one underrepresented group   | Good communication and conflict resolution skills | open- minded                                     | Collaboration and teamwork skills                  | Make a strong public commitment to equity and diversity, and then create a plan for improving equity and diversity that includes both immediate and long-term goals and a strategy for assessing outcomes.                                                                                                                    | Providing remote participation in City Council meetings; working toward establishing a Diversity and Equity Commission.                                                                                                                                                                                      |

Equity and Diversity Commission Survey  
Online Reponses

| Commissioner Qualifications                        |                                  |                                                    |                                               |                                                 | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                               | What is Staunton currently doing to encourage equitable outcomes in our community? |
|----------------------------------------------------|----------------------------------|----------------------------------------------------|-----------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Represents a underrepresented demographic          | Strong listener and communicator | Knowledgeable and informed                         | Acknowledges existing inequity issues         | Involved in the community                       | Much of the work needs to continue in schools both in addressing inequitable treatment of students and increased diversity in hiring. The city council also needs to be less blatantly partisan and more welcoming to hearing from all members of the community.                       | This survey and equity committee is a good start.                                  |
|                                                    |                                  |                                                    |                                               |                                                 | Parks & Rec from Montgomery Hall Park should start including more Christmas light displays in comparison to Gypsy Hill Park. What they display is not enough. We want Montgomery Hall Park to be an added attraction for the City of Staunton during the Christmas Season by next year |                                                                                    |
| commission diverse, racially, gender, social class | deep knowledge of staunton       | at least 1 member who can design research / implem | dedicated team player, commit is to community | represent different communities within Staunton | procure and distribute appropriately small business startup support to African American community, as well as to lower middle / working / working poor                                                                                                                                 |                                                                                    |

## Equity and Diversity Commission Survey Online Repones

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                  | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                               | <u>Commission Areas of Focus</u>                   |                                                   |                                              |                                             |                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------|---------------------------------------------|-----------------------------------------------|
| An under current of racism                                                                                                                                                                                                                           | Establishing this commission                                                                                                                                                                                                                                                                                                                                                                             | schools                                            | city hiring practices                             | equitable policing practices                 |                                             |                                               |
| Old-school thinking that white men should control everything                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                          | teaching respect and inclusion of ALL in schools   | Hiring a diverse workforce at ALL levels          | Teaching civics classes in ALL grades        | Tout past successes and achievements of ALL | Treat ALL orgs like NAACP with utmost respect |
| I'm feeling a barrier. Because I don't know exactly what you all are talking about. I read the resolution and found it full of clichés and very vague. I don't think people will understand what is at odds here for individuals and groups.         | Good question. First of all you have to determine examples people are talking about when they feel like they have not experienced diversity and or equity. Then you have to determine if it's really a problem that involves diversity and equity. If it does it seems you have to get to the core of the problem which more than likely is human behavior and prejudice. Those are tough nuts to crack. | Defined the problem more clearly                   | Determine if a commission will make a difference. |                                              |                                             |                                               |
| Division and hatred. Hakes it hard to come together.                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                          | Listening to many view points                      | Baseline data                                     | Communication and transparency               |                                             |                                               |
| We must acknowledge systemic racism and the ways white people benefit from racism unknowingly, thereby being inadvertently complicit in its continuance. We have a lot to learn. We must listen. A lot.                                              | City workers demographics, job posting locations (are they accessible?) non-violent inmates, local addiction and recovery programs and their success rate, job training postings.                                                                                                                                                                                                                        | Listen to people of color.                         | Listen to people of color.                        | Listen to people of color.                   | Listen to people of color.                  | Incarceration rates and addiction recovery    |
| City council and general culture                                                                                                                                                                                                                     | Accurate record keeping and reporting                                                                                                                                                                                                                                                                                                                                                                    | Biases in services delivered                       | Hiring and comp                                   | Police police police                         | Community support - mental health           | Schools                                       |
| Money, willingness to think out of the box, inherent racism that is continuously denied. Lack of education. Must encourage teaching our true and honest, brutal history of slavery, Native Americans, etc. not the stories we were told as children. | Schools, jobs, civil engagement improvements                                                                                                                                                                                                                                                                                                                                                             | School system equality, educational honesty        | Civil engagement, bringing diverse festivals      | Arts                                         |                                             |                                               |
| Lots of white people in places of power, centering themselves in issues; low wages in service industries                                                                                                                                             | Surveys targeted at the underserved populations of town - West End, Booker T school area, service industry, non-English speaking citizens                                                                                                                                                                                                                                                                | Diversity in policy makers                         | Barriers to voting/elections                      | Bridging the digital divide/broadband access | Mental health resources/support             | Reviving/support for low income neighborhoods |
| People who benefit from the status quo or who cling to their preconceptions/world view.                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                          | Make school access equitable - integrating schools | Diversity training for all employees              | Uncovering unconscious bias                  | Ensuring POC are welcome at all events      |                                               |

**Equity and Diversity Commission Survey  
Online Repones**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                          | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                          | <u>Commission Areas of Focus</u>                   |                                                    |                                                   |                                                   |                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------|---------------------------------------------------|---------------------------------------------------|----------------------------------------------------|
| The loudest voices in the room aren't always offering the best solutions. Continue to hire the most qualified person as determined by their application and interview.                                                                                                                                                                                                                                                       | Turnover rates of Staunton employees as opposed to other small cities in VA                                                                                                                                                                                                                         | the goal that the most qualified staff are hired,  | select a sunset date for the commission            | work with MRRJ to increase work release programs  |                                                   |                                                    |
| Resistance to public input, lack of clearly stated outcomes. Training for staff and discussion with residents are a good start, but if they don't translate to improved quality of life for Staunton residents they mean little.                                                                                                                                                                                             | I am not a Staunton resident in need of improved equitable outcomes. Again, you need to solicit input and data from affected community members. Their input will be vital to this process.                                                                                                          | Housing                                            | Mobility                                           | Food access                                       | Access to city services, including mental health. | Criminal Justice                                   |
| Past inequities and people not wanting to address the past, like the segregation of the parks. Many people are alive today who remember not being allowed to go to GHP. But our community revolves around GHP! Where does that leave them? The effect of jail/prison on poor people...some have to pay to be in jail. They come out with few resources. How are they going to fit back in to society under those conditions? | arrests, interactions with police, who goes to diversion programs, suspensions from school, home ownership, graduation rates, children moving in and out of schools, people held in jail before a trial,                                                                                            | Use the library as a community center for outreach | Encourage minority owned business to create buy-in | Improve school quality                            | high quality training for police and courts       | check out Theory of Enchantment diversity training |
| The anger and divisiveness that is now part of our culture.                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                     | educate preschool/elementary school                | clinic to remove racist covenants on titles        | identify all local and state laws that are racist | pass resolutions to remove these racist laws      |                                                    |
| Staunton is a fairly homogenous city so people from diverse backgrounds might not feel they fit in. There are some Staunton residents who are not comfortable with people with different skin colors. Staunton like many southern communities has a history of racial discrimination.                                                                                                                                        | City employment figures and school attendance figures might be useful.                                                                                                                                                                                                                              | diversity education in local schools               | housing and rentals affordability                  | Promoting cultural festivals                      | Public murals showing diversity                   | marketing Staunton showing diversity               |
| White fragility - those traditionally centered being resistant to change or critique. Support from leaders. Funding. Embracing recommendations from DEI consultants. (Having DEI consultants in the first place!)                                                                                                                                                                                                            | Housing breakdown: What disparities exist in residential occupancy in terms of racial, income level, age, disabled persons, gender, education? Own versus rent. Rental rate. Rental pre-requirements. Employment: Wages/Income in relationship to race, , age, disabled persons, gender, education. | DEI edu in schools, city government, community     | Housing                                            | Employment                                        | Municipal Services and accessibility              | Representation                                     |

**Equity and Diversity Commission Survey  
Online Repones**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                         | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                           | <u>Commission Areas of Focus</u>                |                                                    |                                                   |                                                    |                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------------|----------------------------------------------|
| Lack of leadership opportunities for minority community members.                                                                                                                                                                                                                                                                                                                                                                                                                                            | Don't know.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Educational inclusion.                          | Employment                                         | Voter registration                                | All diverse community representation               | Include more young Community representatives |
| The seemingly racist and ableist mindset of the council majority is not helpful. The lack of diversity in our city and school employees preserves an old south feel and may leave people questioning if they belong here. It's like the effects of segregation still linger here. Like no effort has been made by white people in power to invite and embrace involvement by Black and Indigenous people in city affairs. There are decades of trying to ignore a painful past that must be worked through. | Annual breakdowns of city school staff demographics Annual publication of arrest demographics, accompanied by mapping which areas are most patrolled and neighborhood demographics An easy way for those needing accommodations to record when and where these needs were not met Income, homeownership, health/access to healthcare, happiness, life expectancy, level of education, participation in elections, eligibility to vote, Individual experiences. This is cannot be simplified to data. | Ask BIPOC, LGBTQIA, disabled what they want     | ADA compliance and accessibility/accommodations    | Assess and redesign policing strategies           | City employees who reflect Staunton's diversity    | Reparations                                  |
| Politicos that seek to divide                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | A well-publicized city website of standing surveys nominated by the commission and for our citizens that can trigger a petition requiring council response—or even ballot referendum—depending on thresholds of participation.                                                                                                                                                                                                                                                                       | Immigrants & Refugees                           | VSDB Community & other disabled citizens generally | Elderly, especially impoverished                  | Religious minorities such as Jews & Muslims        | Veterans & their families                    |
| A relatively modest number of students going on to post-HS education, whether it be a 4 year college, community college, or technical school. As a result, lower incomes and lack of affordable housing negatively affect their economic and social status, as well as their ambitions.                                                                                                                                                                                                                     | A demographic survey of all public and private employees in the city that shows their age, gender, race, and highest level of education achieved.                                                                                                                                                                                                                                                                                                                                                    | Research the best practices of cities our size. | Proactive outreach to disengaged communities.      | Invest in more robust career counseling services. | Publish all opportunities for civic engagement.    | Examine recruitment policies and practices.  |
| Fear of change and an unwillingness to deal with difficult issues like race.                                                                                                                                                                                                                                                                                                                                                                                                                                | The diversity representation in government, schools and in local businesses                                                                                                                                                                                                                                                                                                                                                                                                                          | Hiring diverse talent                           | Uncovering evidence of structural racism           | Appointment of an independent diversity expert    | Developer a comprehensive plan with timetables and | Constantly improve based on experience       |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                         | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                     | <u>Commission Areas of Focus</u>                 |                                             |                                                 |                                               |                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------|-------------------------------------------------|-----------------------------------------------|-------------------------------------------------|
| Defensiveness and denial of some leaders. Lack of participation in city government. False perceptions and ideas. But these aren't really barriers, if people are willing: to listen, to try to understand, to cooperate, to change, to examine themselves, to have empathy, to spend time, to seek training and information from reliable sources, to try and fail, to foster a formal intentional process, to reach out to the community - talk to them where they are not just hope they come to meetings | Periodic community surveys and public meetings to record input from residents. Affordable housing data. Voting data. Demographic changes. Job/employee statistics.                                                                                             | Normalize conversations about race and equity    | Organize for racial equity                  | Build organizational capacity within government | Engage communities to advance racial equity   | Engage communities of color                     |
| Lack of diversity in makeup of council. Not encouraging a free exchange of information and ideas during council meetings - there should be a question and answer period, where the public can get answers from council when they don't understand why certain decisions were made.                                                                                                                                                                                                                          | Monitoring outcomes. When something is referred to the proper person or department within city gov't, follow up with both the citizen and the employee assigned to interact with the citizen. "Was your issue resolved to your satisfaction? If not, why not?" | Funding allocations that lift up poorer citizens | Policing oversight                          | Inequities in education                         |                                               |                                                 |
| Racial, ethnic, and political divisions that equate diversity and equity with favoritism.                                                                                                                                                                                                                                                                                                                                                                                                                   | Work force composition. Promotion patterns. Disciplinary records. All these by those areas where the city seeks equity and diversity.                                                                                                                          | School system                                    | Police force                                | Fire department                                 | City Hall                                     | City Council                                    |
| The city council and white supremacy rampant in this area.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Data on the diversity of key jobs in city government; data on interaction between police/sheriffs and members of minority communities.                                                                                                                         | Police/sheriffs relationships with and attitude  | Equity in selection for jobs, esp. teachers | How Staunton can be a welcoming community       | Addressing issues white people want to ignore | Assuring that real history is taught in schools |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                |                                                  |                                             |                                                 |                                               |                                                 |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                           | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                     | <u>Commission Areas of Focus</u>                |                                  |                                              |                                                  |                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------|----------------------------------------------|--------------------------------------------------|--------------------------------------------|
| Staunton must have the will and conviction to go the distance to make it a diverse, equitable, and inclusive community where all citizens have the opportunity to live a quality life and contribute to Staunton being a preferred city to live and progress. | Minority Homeownership; high school graduation rates, HS students going to college/trade schools; drop out rates; reading, math, scores elementary, MS, HS; median household income; poverty rate; unemployment rate; affordable/available housing; hiring stats of majors employers; access and availability of health/mental health services; range of recreational venues for various age groups; average cost of daycare and range of childcare services; transitional housing for Valley Mission clients; | Employment                                      | Housing                          | Education                                    | Poverty                                          | Mental Health/Health                       |
|                                                                                                                                                                                                                                                               | I cannot answer this without your definition of equity and diversity in the community. You have to set objectives and then define ways of quantifying them. Is your goal really diversity meaning a different balance of race or gender?                                                                                                                                                                                                                                                                       | Collect and evaluate existing data and reports  | Define objectives for community  | Investigate experiences of other communities | Hold hearings to hear from community segments    | Structure a report with recommendations    |
| The majority of Council aren't aware that it is an issue and/or don't seem to care. Also, the City is extremely segregated and there are not as many places as there should be where everyone is comfortable to eat, shop, recreate.                          | Citizen input is essential                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Address concerns about micro aggression in town | Work with local business leaders | Engage MBU students and faculty              | Engage local educators                           | Engage local orgs concerned about equity   |
| We need to respect one another and don't need another commission!!!                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | No commission                                   | No commission                    | No commission                                | No commission                                    | No commission                              |
| Most people in leadership on city staff, government, school leadership, and boards/commissions are white. Equitable outcomes can't be achieved if we're perpetuating and upholding systemic racism and oppression. Your HR guy? Yeah, start there.            | Stats from school district, percentage of BIPOC staff members in all departments of city staff, data on income and housing stats from within the city, data on disabled community members and accessibility.                                                                                                                                                                                                                                                                                                   | Increasing diversity in govt                    | Increasing diversity in staffing | Increasing accessibility                     | More visible messaging re: equity from city govt | Increasing diversity on boards/commissions |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                         | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                               | <u>Commission Areas of Focus</u>  |                                                |                                                   |                                                 |                                                 |
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| Poorly performing public schools. Onerous zoning and historical preservation laws that make it expensive to renovate or remove dilapidated properties. These cater to the desires of the wealthiest and most privileged members of the community while making it difficult, and at times even prohibitively expensive, to revitalize neighborhoods that have gone downhill. Crime and substance abuse/mental health issues. I live near Valley Mission and lots of people aren't getting the help they need | Pro-actively engaging with the people you are trying to help Assessing the impact of city regulations with respect to forming new businesses, educational opportunities, and revitalizing neighborhoods. | Improve sense of community        | Job growth and new business formation          | Education                                         | Fixing depressed neighborhoods & infrastructure | Crime, substance abuse and mental health issues |
| This survey is a barrier. Only those who have internet access it and those who feel comfortable typing long sentences will complete this survey. Is this survey being taken to low income housing developments? How will people with disabilities access this survey? A multiple choice or likert scale survey would of been best. You will never get a true picture of the needs of the Staunton community with this survey.                                                                               | Employee diversity. Diversity in business ownership/minority owned businesses. Diversity in professionals (doctors, mental health professionals).                                                        | Revitalizing the West End of Town | Increase/attract/retain black owned businesses | Increase/attract/retain black professionals       | Implicit bias training for all employees        | Look at city data and note inequities           |
| When Political ideology and partisanship blind people to humanity, compassion, and basic decency it is difficult to make headway in areas where people are "different." Staunton was a better place before it brought state and National political allegiances into the local community where we don't vote on or deal with those state and local issues anyway. So let go of the National scene and re-focus on Staunton life. Not enough outreach to the poor.                                            | Ask the experts.                                                                                                                                                                                         | Hiring                            | Programming (like parks and rec)               | History (tell bigger Staunton story, scars & all) | Economic paths to betterment for the poor       | Healing — bringing people together              |

**Equity and Diversity Commission Survey  
Online Reponses**

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| Define "equitable outcomes". I do not believe Staunton has the ability to provide such. However, there may be things that could be done by Staunton to provide more "equitable opportunities". This I heartily encourage. | Oh my, what an open-ended question! All sorts of data on neighborhood population, economic condition, school coverage, school test results, city budget/expenditures, etc. How can you ask such a broad question?                                                                                                                                                                                                                                         | Taxes                                           | Facilities                                         | Services                                         | Education                                          | Employment                                         |
| Staunton City Council members continuously delaying actions                                                                                                                                                               | Having welcoming and open activities to the public.                                                                                                                                                                                                                                                                                                                                                                                                       | Equity and Inclusion                            | Racial and cultural input                          | Leadership representative of cultural groups     | Knowledge of various cultural groups.              | History of all groups in the population            |
| The political climate affecting us all, as America is now in a cultural civil war in which lies and misinformation and hate abound in order to support a political party's point of view.                                 | Income, housing, academic achievement, equal funding to all wards in the city, public pronouncements and visionary programs that embrace, encourage, and enhance unity over division.                                                                                                                                                                                                                                                                     | Education                                       | Hiring                                             | Housing                                          | Public relations                                   | Government appointments                            |
| The law protects and encourages equal treatment of all people. Trying to achieve equal outcomes is contrary to the law.                                                                                                   | None                                                                                                                                                                                                                                                                                                                                                                                                                                                      | I am not in favor of such a commission          |                                                    |                                                  |                                                    |                                                    |
| There are certain city council members that are MAGA supporters that need to resign as most MAGA supporters don't believe trump lost.                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Equal opportunity for city jobs of minorities   | Encourage the Augusta to adopt transgende bathroom | Get rid of anything with civil war names on them |                                                    |                                                    |
| I am not familiar enough with Staunton's efforts to comment.                                                                                                                                                              | Incarceration rates, with demographics and specificity of crimes; demographics of ALICE population in Staunton; graduation rates with demographics; employment rates with demographics; demographic reporting of clients served by agencies and organizations in Staunton; visually representing how much tax dollars are spent in each neighborhood; surveys measuring citizens' satisfaction with city government, services, agencies, etc (ie police). | Identifying historical harm and trauma          | Reparations for historical harm and trauma         | Asking marginalized communities what they need   | Working with communities to deliver what they need | Centering the voices of the marginalized in this   |
| City Council members currently do not reside in the West End - establish geographical City Council residency requirements                                                                                                 | Start with a simple spreadsheet and/or challenge dashboard outlining challenges, low-hanging fruit, opportunity areas, tracking progress and accomplishments against each challenge                                                                                                                                                                                                                                                                       | Distinct diversity challenges of each City area | Special focus on lower-educated residents' needs   | Educate area residents on the challenges - news  | Advertise successes/progress as commission advance | Identify the real, priority issues as a first step |

**Equity and Diversity Commission Survey  
Online Repones**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                    | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                           | <u>Commission Areas of Focus</u>                 |                                                    |                                                    |                                                  |                                                    |
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| Not all people are allowed to be open and be who they are. There is no public forum to express opinions without the venue turning ugly. Everyone should be able to voice their opinion without being threatened or belittled. Quit erasing history. Learn from it.                                                                                                                                                                                                                     | # of events directed to specific groups (LGBTQ, etc) vs. # of events directed to the community as a whole cost comparison for each event collect initial data on subdivisions within the city: crime rates, graduation rates, community events, tax rates, population rates including subgroups of populations; monitor the data annually for equity | Promote equality for all peoples                 | Remove terms promoting inequality                  | Promote free speech and assembly for everyone      | Offer activities to bring the community together | Limit activities geared towards one specific group |
| attitudes of people who don't have problems with this.                                                                                                                                                                                                                                                                                                                                                                                                                                 | don't know                                                                                                                                                                                                                                                                                                                                           | equality of opportunity for work and housing     |                                                    |                                                    |                                                  |                                                    |
| There is still a divide between neighborhoods, students and citizens need to feel as though they are as valuable as any other citizen. I also see some explicitly racist activities that further the divide—trucks going around the park with the confederate flag should be stopped; it is not freedom of speech to openly intimidate people of color. We need to acknowledge that we inhabit the unceded territory of the tribal nations our land belongs to at EACH public meeting. | evaluate historically redlined neighborhoods to assess educational outcomes, environmental factors, access to transportation and healthy food/activities. Create opportunities—transportation, reporting initiatives to address discrimination, create a blind hiring system that only considers education/training.                                 | Hiring                                           | Social Justice                                     | Fair elections—access to voting (precinct balance) | Community input                                  | Bystander training                                 |
| I see a lack of trust in the work of our population to achieve goals together.                                                                                                                                                                                                                                                                                                                                                                                                         | Jail/prison population by race, hospitalization by race, employment by race, church membership by race, participation in elections, etc.                                                                                                                                                                                                             | Schools: faculty diversity, student involvement. | Community help promoting Staunton's diversity      | Work together on wellness and fitness.             | Work with existing community organizations       |                                                    |
| Small percent of persons of color as residents                                                                                                                                                                                                                                                                                                                                                                                                                                         | Spanish language speakers w city and schools jobs                                                                                                                                                                                                                                                                                                    | Spanish language                                 |                                                    |                                                    |                                                  |                                                    |
| Old established neighborhoods are very tightly knit. Social change is hard to come by in some neighborhoods.                                                                                                                                                                                                                                                                                                                                                                           | I am not qualified to answer that.                                                                                                                                                                                                                                                                                                                   | Bring church leaders in on decision making.      | Teachers need to model loving controlled behaviors | We are all human beings. Let's start with that.    | Wisdom is tantamount in creating connections.    | Smile more!!!!                                     |

**Equity and Diversity Commission Survey  
Online Repones**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                         | <u>Commission Areas of Focus</u>               |                                                   |                                                |                                                  |                                                   |
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| Difficult to say. Hiring from within or only those who are “born and raised” is always an easy way to indirectly put yourself in a never ending cycling of same-same. Asking outside parties is always helpful to maintain a full picture of our community’s happenings, but there is less red tape to make changes when, for example, a city planner, city manager, or other key staff represent and have other views and experiences and can make quicker decisions that benefit DEI progress. If that makes sense | Identify historical inequalities that prior generations put in place that still affect our minorities communities. Reach out to nearby municipalities who have already put in some work in DEI, review their data and see what could then be done here. Better partner with area non profits who do works for minority groups, review the changing census data for the last 20 years for Staunton, the county, and our region to see how our demographics are shifting. I don’t know what else.                    | Building better bridges in our black community | Acknowledging our disable community               | Supporting the growing Latino population       | The LGBTQ+ community                             | making systematic racism unwelcome                |
| Conservative and religious white demographics, confederate mythologies & pride, fear, disenfranchisement in government and society, lack of education about race, diversity, and real history, lack of opportunities and safety for all people.                                                                                                                                                                                                                                                                      | demographics, better understanding of peoples lived realities and challenges, who is hired                                                                                                                                                                                                                                                                                                                                                                                                                         | self-study & focus group                       | research best practices, initiatives, consultants | policies, education, incentives                | secure funding for infrastructure, action grants | support services & opportunities 4 diverse people |
| Our city council does not reflect the diversity of Staunton. That is a big barrier to minority voices being fully heard and understood. It is a good step however that this Equity and Diversity Commission is being formed.                                                                                                                                                                                                                                                                                         | I am currently doing English tutoring with a refugee from El Salvador. She and her husband and children live in Staunton, they have been here two years are here legally and are applying for asylum. They are living under the radar as far as local assistance goes. I gave them info on 911 and Medicaid, and took the wife to Urgent Care when she injured herself . We need data on people like this living here who have little support, so that they can more easily access resources and integrate faster. | Reachout to immigrants and refugees            | Mentoring minority candidates for public office   | Diversifying the teaching staff at our schools | More cross-cultural events                       | Ensure our laws are equally enforced              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Diverse city work force                        | Park events that attract diversity                | Best practices to deal with hate speech        | inequities in loans for homes                    |                                                   |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                     | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                               | <u>Commission Areas of Focus</u>                  |                                                    |                                                    |                                                    |                                                    |
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| Elected officials being close-minded and “out” for their own interests that belie non-partisanship. It was extremely disturbing that the town council couldn’t even sit together during lunch at their retreat. This was not a propitious start.                                                                                                                                                        | I don’t feel qualified to answer this question.                                                                                                                                                                                                                                                                                                                                          | Inclusive participation                           | Visibility of the commission                       | News coverage of commission activities             | Transparency                                       | Continuing input from community                    |
| It’s in the South. It’s hard to draw people of diversity to a small Southern town.                                                                                                                                                                                                                                                                                                                      | Merchant data (see above), MBU retention rates (50% people of color), % of people of color interviewed for city positions and school division positions,                                                                                                                                                                                                                                 | Hiring practices in the city (and county)         | Increasing diversity workshops with school petsonn | Increasing diversity offerings for children/parent | Redistrict schools to redistribute wealth and need | Increase social opportunities across neighborhoods |
| Why do uneducated people assume that this goal is necessary, particularly at the local government level? So Staunton local government should have more power to take away freedom or income from responsible residents to give to others; Really?? Who designed this survey anyway? Your assumptions go against all basic knowledge of survey research; this is an insult to most educated individuals. | What a very scary assumption. This has nothing to do with local government services and everything to do with radical leftist flavors of the month. It is a complete insult to anyone who is beyond a two figure I.Q.                                                                                                                                                                    | focus on encouraging personal responsibilities    | don’t have children unless you have a high school  | degree and are married                             | Encourage a strong work ethic so Latinos don’t     | take all the jobs                                  |
| Homogenous good ole boy culture, lack of openness to explore full history, and underground networks and politics that retain oppressive powers                                                                                                                                                                                                                                                          | Benchmarking data from other cities same size work on DEI initiatives and changes Community polls on acceptance with equity diversity and inclusive practices Normative Data and positive outcomes                                                                                                                                                                                       | West end Staunton                                 | Communities of color                               | Religious diversity and inclusion                  | Support immigrant & out of areachoose to resettle  | Improve Access to financial aid and support        |
| The current political climate is such that no one listens to another. There is also so much misconnception about CRT which has been made to be a political hot-topic. I honestly do not believe that minds can be changed.                                                                                                                                                                              | You can start with the number of incarcerations and school suspensions of minority and vulnerable populations. You should also include the rather large Deaf population for input on communication barriers in the city. I'd also include those with physical and mental health issues to see how they are included in the city's government process and simply getting around the city. | education on DEI                                  | participation in public service                    |                                                    |                                                    |                                                    |
| An old school, all-white, privileged city council                                                                                                                                                                                                                                                                                                                                                       | An interface protocol for data systems to share information amongst silos of service providers.                                                                                                                                                                                                                                                                                          | Hiring, especially for higher management position | The jail                                           | Booker T Center                                    | Housing                                            | Mental Health                                      |

**Equity and Diversity Commission Survey  
Online Repones**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                         | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                               | <u>Commission Areas of Focus</u>                   |                                               |                                                    |                                                   |                                                    |
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| Systemic racism; special interest groups who are more interested in power and their profits than serving citizens; political leaders who are "bought" by special interest groups                                                                                                                                                                                                            | number of homeless; number of affordable housing units; data from schools on children who are food-insecure; local unemployment rates                                                                                                                                                                                                                    | Affordable housing                                 | Accessibility for people with disabilities    | Promoting diversity in the local workforce         | Creating safe school environments                 | Promoting diversity in City government             |
| Polititians and division                                                                                                                                                                                                                                                                                                                                                                    | The community leaders would know best.                                                                                                                                                                                                                                                                                                                   | Bringing people together.                          | More diverse police department                | Politicians need to stop being decisive.           | More Community Input                              | Have the board a mix of all folks in the community |
| Closed minds Fear of change Fear of losing power Political bias Not involving all groups of citizens in planning, Including teenagers and college students.                                                                                                                                                                                                                                 | Survey through the churches, designed and distributed by the ministry. Survey through LBGTO center.                                                                                                                                                                                                                                                      | Housing                                            | Transportation                                | Open-minded , committed City Council               | SDDA planning inclusive programs/events impetuses | Competitive grants to encourage group involvement  |
| Visibility in the downtown. More access to marginalized business owners and immigrants.                                                                                                                                                                                                                                                                                                     | Tracking Use of space in downtown harrisonburg, who owns spaces/who has access/uses spaces.                                                                                                                                                                                                                                                              | gender and sexual expression diversity             | Racial diversity                              | immigrant resettlement programs                    | Critical Race Theory education for the public     | more opportunities for marginalized business owner |
|                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                          |                                                    |                                               |                                                    |                                                   |                                                    |
| The history of southern influence, neighborhoods, schools Bessie vs mcswain, barriers of confederate flag being considered history instead of sending a bad message.                                                                                                                                                                                                                        | Elementary school diversity, business owner diversity records,                                                                                                                                                                                                                                                                                           | Schools                                            | Businesses- Beverly and warf                  | Parks                                              | Real estate                                       | Programming- festivals, etc.                       |
| - existing culture and reluctance on the part of individuals to actually examine their attitudes - tendency to hire "folks like me"                                                                                                                                                                                                                                                         | #NAME?                                                                                                                                                                                                                                                                                                                                                   | city employees                                     | recipients of city services                   | allocation of city resources to encourage diversit |                                                   |                                                    |
| Need for a clear mission statement for both City Council and City Staff that emphasizes how and why Staunton actively promotes and supports equity and diversity; need to overcome negative and mistaken associations with diversity; finances ---- need to allocate and in some cases raise funds in sensible and fiscally responsible ways that raise-up the whole community (ie. equity) | There should be at least one formal annual report issued by relevant City Staff --including City Schools --that is given to the Mayor and City Council. In turn, this should be made fully available to the public using diverse media. Both groups should dedicate at least two workshops each year to address equity and diversity goals and concerns. | Support for Minority owned businesses/entrepreneur | Coordination with cultural/faith-based groups | Help Create an Annual Report for the City          | Study housing issues related to equity            | Promote voting and other forms of public service   |

Equity and Diversity Commission Survey  
Online Repones

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                    | <u>Commission Areas of Focus</u>                   |                                                    |                                                  |                                                    |                                                    |
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| Perhaps if we were to look at some of the city laws, zoning procedures, economic development, education, public safety, housing, we would be able to identify systemic barriers to achieving equitable outcomes. Why are some elementary schools in the system struggling where others are not? Does it have to do with the neighborhoods from which the students come? There may be barriers to equitable outcomes found in where people can afford to live.                                                        | First we must understand what equity and diversity would look like in our community based on our demographics. Once we know that, we can collect and review the data to see where we are which helps us to know where we need to go. Data would include examining neighborhoods and how they came to be, schools and why some are doing better than others, incarceration information, enforcement of city laws, zoning policies, number of minority owned businesses in the area, etc.                       | Systemic policies working against equity/diversity | What is equity for the city & how do we measure it | How diverse are we and how do we measure that?   | How do we increase diversity in city government?   | Better publicize what the city is doing ie surveys |
| Small mindedness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | # of voters, volunteers, committee and commissions.                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Inclusion                                          | How to get involved                                | Diversity coordinator                            | Meet basic needs- housing, food, health, education |                                                    |
| Re disability equity, Staunton needs better access to public spaces. For example, the front door to City Hall should be unlocked for entry during evening hours for City Council meetings. More handicapped parking spaces on side streets near Beverly because when it's closed off, there's no place near by to park. Benches downtown and at the wharf and other places like Barrister's Row and Central Ave to sit down. Accessible Pocket Parks. Shelters with benches at bus stops, picnic tables at the Hub.. | Idk. Ask them at VDSB and Woodrow. They have libraries and librarians with lots of information re disability community. Voting data; MRRJ data, and incarceration rates across populations; how many homeless people and who are they; how many people use the Food Bank and pantries; how many children are suspended from school and who are they; how many people use the golf carts; how many Latinx and Black and Asian people are on Boards and committees; who gets mortgages; who uses the parks..... | Racial equity in City government and agencies      | Disability equity, accessibility, universal design | Income equity                                    | Housing equity                                     | Education equity                                   |
| A failure to understand white fragillity and racism.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Climate survey/ Open forums/ Focus Groups                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | hiring practices                                   | education                                          | cultural competency training for employees       | grant writing/funding for outside facilitators     | programming                                        |
| Ignorance, misunderstandings, grandstanding -Can the ignorance displayed by many re: the systemic racism faced by People of Color every day of their lives be cured? -There are not enough anti-racist efforts ("anti-racist" = seeking actions to actively fight against racism rather than passively claiming to be non-racist). -City Human Resources should not be involved in this selection since they have had decades to advance this agenda and they have not!                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Hire an Equity Officer who then chooses Commission | Communication w/ the diverse Black Community       | Work w/ BTWHS Alumni on current & future projets | Budget funds for BTWHS upkeep & renovation         | Re-establish BTWHS as a vibrant Community Center   |

**Equity and Diversity Commission Survey  
Online Repones**

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| (1) A lack of awareness - for many City leaders and residents - of the underlying systems that fuel disparities in health, education, employment, small business development, and income. (2) Resistance to accepting the inherent worth and dignity of every human being, independent of their race, ethnicity, gender, sexual orientation, sexual identity, and ability. (3) The national politicization of issues of equity and diversity.                                                               | (1) Surveys of each impacted community regarding their experiences of inequality and discrimination, and their ideas for policy development. (2) Collect data on disparities in education, employment, unemployment, income, homeownership, small businesses ownership, and representation in City government. Then design policy legislation to address those disparities.                                                                                                                               | Research disparities for each impacted community | Social and racial equity training for City leaders | Community equity and diversity education   | Community input for an equity policy            | Create equity and diversity policy legislation |
| It seems perhaps City Council doesn't want to hear from their residents about the various issues. Eliminating dial-in comments from council meetings prevented the disabled community from expressing opinions. Eliminating curbside recycling pickup prevents elderly and lower-income residents from participating. Increased tax rates causing gentrification. Low pay rates for city employees (not in management) keeps Staunton at or below poverty levels                                            | This survey is a great start but did it reach the lower-income folks, the folks who can't access internet, the elderly population who can't see it? The census has information regarding income and poverty rates for each city: is Staunton paying their employees fairly or are they moving for better paying jobs? Are taxes too high or are people leaving the area? Can single people afford housing and childcare? CAPSAW usually has surveys as well. Keep asking the residents who need the help! | Disability services                              | mental health services like Shenandoah Clubhouse   | affordable housing                         | elderly population: food insecurity and housing |                                                |
| Work toward creating a culture of inclusive participation. Sometimes meeting formats just make people nervous. Openly explain what is happening and why it must follow a certain format. But give citizens more opportunities to explain their concerns or opinion. Explore how to encourage participation from a broad representation of the City rather than just special, focused concerns. Taking time to review and acknowledge comments before decisions may help people feel they are participating. | Comparison of City services provided, City development activity, etc. with local demographics. Review the physical condition of each area of the City and compare with spending CIP priorities. Review makeup of City commissions and staff and explore how they reflect the needs and demographics of the community.                                                                                                                                                                                     | Improve City meeting participation               | gather the desires of the broad community          | Condition of neighborhoods compared to CIP | illustrate/educate how City actions benefit all | integration of findings with all City actions  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                  |                                                    |                                            |                                                 |                                                |

Equity and Diversity Commission Survey  
Online Reponses

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| I think the question may be flawed as we haven't determined if there are barriers- why set up a commission?                                                                                                                                                                                                                                                                                         | There is a lot of info on the city of Staunton on the internet, it's population, it's workforce etc. these numbers are broken down into ethnic / racial groupings - take a look at this before you proceed                                                                                                                                                                                |                                                  |                                                    |                                                |                                                |                                                  |
| Residents who believe that things should stay as they are                                                                                                                                                                                                                                                                                                                                           | Not sure                                                                                                                                                                                                                                                                                                                                                                                  | Providing more resources to underdeveloped areas | Vocal support of equity efforts at schools/library | Support for underrepresented businesses owners | More representation in city positions of power | Hold police accountable for any unjust responses |
| Lack of awareness is the first big stumbling block. Most of us live with blinders on until we are directly affected. Committing to providing a safe and open forum so that marginalized members of the community feel they can express their struggles is very important. Asking for names and addresses on a questionnaire like this is intimidating and will silence some who need/want to speak. | Statistics of employment, including race and gender, income in relation to those is a start. You also need to look at housing and food inequity. The elderly and the "disabled", which incorporates a vast number of issues. The city must be actively engaged in these arenas dialoguing with those communities and establishing relationships. Numbers are nice, relationships are key. | Race                                             | Gender                                             | Disabled                                       | Accessibility in all arenas                    | Housing and food                                 |
| Racism in our schools and the lack of a disability board like Waynesboro and Rockbridge Co. have.                                                                                                                                                                                                                                                                                                   | Review of the census, ascertaining the demographics of who's on what board.                                                                                                                                                                                                                                                                                                               | racism in our schools                            | support for LGBTQ youth in our schools             | balancing the membership on City boards        | creating a disability board                    |                                                  |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                      | <u>Commission Areas of Focus</u> |                              |                          |                             |                            |
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| Staunton and the committee members who are not inclusive to EVERYONE, targeted marketing that doesn't include broader groups of people so we can be a diverse community....                                                                                                                                                                                                                                                                                                                                          | Probably not because being diverse also means not EXCLUDING any groups of people... meaning you can not target one set of people and EXCLUDE everyone else who doesn't fit in that category.... we would love to see everyone targeted to generate more income for struggling small businesses... putting an emphasis on revenue generation for not only the city but the businesses that pay taxes as well.... | ON EVERYONE                      | ON EVERYONE                  | ON EVERYONE              | ON EVERYONE                 | ON EVERYONE                |
| Transportation, education, connectivity to the Internet.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |                                  |                              |                          |                             |                            |
| Personal ignorance and a worn out status quo.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Track the success in the school systems. Look at the correlation between economic status and achievement. Also look at neighborhoods and resource accessibility.                                                                                                                                                                                                                                                | Public transit                   | Healthcare access            | Wage discrimination      | Neighborhood revitalization | Public resources           |
| Community "buy in" would be the biggest to address as a potential barrier. In this community there is currently a huge divide, which sadly feels largely politically related. But the nature of partisan practices among community members has been shown to repeatedly impede our city's ability to move effectively and sustainably into a space of equity and inclusion. Other barriers include a lack of understanding of the true diversity of our community. It's hard to celebrate what you don't understand. | First survey/polling community members to understand the needs/deficits. Then-Quantity- how much work is done toward this goal of being a more equitable/inclusive city. Quality- does/did/can the work adequately meet the desire of equity. Community engagement- how many, how often, who/which community members engage the work                                                                            | Workforce Diversity              | Equitable access to services | Accountability practices | Conflict resolution         | Community Engagement       |
| Barriers include finances or appropriate resources, lack of community involvement or interests, which leads to disproportionate communities in education/education funding, health, access to food resources, housing, transportation.                                                                                                                                                                                                                                                                               | Identify the gaps. Are we more equitable & diverse in some areas but not others?                                                                                                                                                                                                                                                                                                                                | Health/mental services           | Education                    | Affordable Housing       | Transportation              | City councils & committees |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                               | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                      | <u>Commission Areas of Focus</u>                  |                                                  |                                               |                                                    |                                                    |
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| Ignoring the 95% and catering to the 5%. You're creating animosity in trying to make sure the 5% is in the forefront, and making no effort where other are concerned.                                                                                                                                                                                                                             | The only data I ever see is again, one sided. There are other issues in town that we are totally ignoring.                                                                                                                                                                                                                                                                                                                                                      | The community as a whole. Stop creating division. | Inclusivity should apply across the board.       | Stop pointing out all the "differences".      | Focus on unity, and what we have in common.        | Build community not subcultures.                   |
| History of discrimination in many aspects of our shared history.                                                                                                                                                                                                                                                                                                                                  | Ratios of ethnically diverse persons in public employment (e.g. teachers, administrative positions, elected offices, etc.); %-age of incarcerated persons: number of ethnically diverse clients of public services (e.g. DSS, legal aid, etc.); income statistics; food bank/soup kitchen utilization; use of other services (e.g. counseling, healthcare, etc.).                                                                                               | Hiring practices in city jobs & schools           | Performance of students on standard examinations | Educating public on contributions to Staunton | Naming more public places (bldgs., bridges, etc.)  | Encouraging/sup porting more diverse participation |
| There should be no barriers ,Staunton is a small town.                                                                                                                                                                                                                                                                                                                                            | Census reports, voting reports, the black neighborhoods, the black businesses and the schools.                                                                                                                                                                                                                                                                                                                                                                  | Black businesses                                  | The school system                                | Black neighborhoods                           | Employment in the City .                           | The Police Force                                   |
| White supremacy, structural racism, people wanting to hold on to power, resistance to change, etc.                                                                                                                                                                                                                                                                                                | It would be useful to have someone who was an expert in this area to lead us. We need a shared language/definition of what we are looking for.                                                                                                                                                                                                                                                                                                                  |                                                   |                                                  |                                               |                                                    |                                                    |
| Past refusals to work on equal opportunities created skepticism over new efforts. There are people who see this as a zero-sum game and are afraid they will loose something. In addition, the lack of opportunities has limited the range of people available to work on the future. They either need to work or have never had the chance to see other communities where things may work better. | First I would look at what other communities and countries are doing. There is always economic data, income, home ownership, home value, years in home et c. There is educational data, finished secondary, post secondary, as well as discipline in school, lost days from school etc. I also would try to develop focus groups of various communities for assessment and guidance. There is always more but that come from talking with people and listening. | Involvement from various cultural groups          | Assessing what has worked in other communities   | Developing a feedback process that works.     | Working with universities in designing strategies. | Finding money and that includes grants             |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                           | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                        | <u>Commission Areas of Focus</u>               |                           |                               |                              |                                     |
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| Imprisonment of non violent offenders. Extra fines for speeding in areas with higher land value. Speed traps in areas with higher land values, lack of traffic enforcement in projects. Make all ordinance/traffic fines equitable percentage income base rather then a flat egalitarian rate. Egalitarian in punishment/equitable to socio-economic status. Diversity on council. Our council should be made up of an equal number of representatives from each voting ward. | City managers list of construction projects dates between repairs and repavement pipe replacement. Access to all police patrols and Daily Activity Reports, List of trafic stakeouts. Copy of all disciplinary reports from Staunton City Schools | City Infrastructure (no Flint, Michigan)       | Policing (mostly Traffic) | Education (fix Bessie Weller) | City ordinances and permits, | Equitable representation on council |
| Lack of interest in west end development, aesthetically pleasing buildings and trash buildup around homes/monitoring hoarding                                                                                                                                                                                                                                                                                                                                                 | Gym memberships, park use (measured at both parks), food sales                                                                                                                                                                                    | West end clean up and beautification           | Job growth                | Pedestrian friendliness       | Community health             | Smoking cessation                   |
| A city council that listens to needs of less fortunate. IF council sees this as important, they need to provide a member of council to all meetings as a liaison in a non voting capacity.                                                                                                                                                                                                                                                                                    | After forming this commission, have a non resident facilitator come in and lead group to set goals                                                                                                                                                | have meeting with facillitator and then define |                           |                               |                              |                                     |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                     | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                          | <u>Commission Areas of Focus</u>                  |                                              |                                           |                                                    |                                               |  |
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| Barriers are wanting to develop and ruin the quiet small community, because it RAISES costs of EVERYTHING. Then no one is treated fairly, they are compromised by GREED like Charlottesville has.                                                                                                                                                                                                                                                                       | Leave it alone, be discreet and help people on a one by one basis                                                                                                                                                                                   | Keeping it small and treating everyone fair.      | Being kind to all without making it obvious  | Keep free parking for people and no GREED | Focus on decent jobs versus the high rent          | Watch crime                                   |  |
| The missing voices - it is a small portion of our community that is active locally and those are the people community events cater to; funding - with few high paying jobs in the Staunton area, it reduces our tax base which effects our ability to provide a quality education, clean streets and community events; Lack of representation of minority populations in city positions and administrative positions; Lack of quality low-income housing and child care | demographics of people participating in input requests from the community, city council meetings or communication; Performance and graduation outcomes in local schools; Demographics of children participating in parks and recreation activities; | Getting minority representation in city positions | Community outreach and expanding free events | Making the city more disability friendly  | Creating city events that represent more populatio | Equal application of public works maintenance |  |
| Not treating all employees equally with appropriate pay                                                                                                                                                                                                                                                                                                                                                                                                                 | Surveys                                                                                                                                                                                                                                             | Jobs                                              | Schools                                      |                                           |                                                    |                                               |  |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                             | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                         | <u>Commission Areas of Focus</u>                 |                                                     |                                                    |                                              |                                                    |
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| ?                                                                                                                                                                                                                                                                                                                                                                                                                               | Continue to monitor population demographics, incarceration figures, crime statistics, welfare and employment numbers                                                                                                                                                                                                                                                                                                                                                                                               |                                                  |                                                     |                                                    |                                              |                                                    |
| An unwillingness to make real change from City leadership. Lack of diverse hiring among City staff, especially in leadership positions. Lack of communication between City and the community.                                                                                                                                                                                                                                   | Data on childcare opportunities in the city and the surrounding area, including cost relative to median area income, accessibility, available openings relative to childcare needs in the area, etc. Data on hiring practices, including data on staff promotions. Data on diversity of hiring panels and hiring pools. Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts. | Improve City schools with a focus on equity      | Increase equity and diversity training for employee | Create a Civilian Advisory Board for the police de | Increase childcare options and affordability | Refuse participation in a Middle River Jail expans |
| When you come from a legacy of inequality, as this country does, it takes active effort to make sure people have the same opportunities and the same outcomes available to them. If we are not putting in that effort, we will see the results in all sectors. (And we do). Those trained in equity and diversity will know how to solve this more than the average citizen, which is exactly why we need a professional hired. | Public data on Benchmark test scores by race (do black students need help, attention, and mentor shop they aren't receiving?), data on homeownership and loans by race, arrest and sentencing records (are black citizens being arrested more and sentenced more harshly? This would follow national trends), and suspension data in schools. Records of employment after incarceration. Anything that shows how well black citizens are doing in markers of success: homeownership, employment, education.        | School Test Scores/Benchmark Testing/Suspensions | City Hiring being Representative of Population      | Equity in Arrests and Sentencing                   | Homeownership and Loan Access                | Assistance with Re-Assimilation Post-Incarceration |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                      | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                             | <u>Commission Areas of Focus</u> |                                                    |                                              |                                                    |                                                 |
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| Lack of access to affordable healthcare, lack of access to affordable mental health resources and lack of affordable housing                                                                                                                                                                                                                                                                             | Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc. Data on who the city contracts with, their diversity stats, and how those contractors are chosen Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc.  | Create a City equity committee   | Create a Civilian Advisory Board for the police de | Refuse participation in the jail expansion   | Improve transparency between city gov and communit | Increase affordable housing stock               |
| A woman was required to have \$1 million dollars as insurance to do a voter registration drive in Gypsy Hill Park. This was because she was harassed by another citizen. She was not supported by the city. That incident should be reviewed and corrective actions should be taken to prevent that type of neglect in the future. Active democratic participation is essential and should be protected. | Examine hiring practices and pay scales for all city employees. Examine zoning and allocation of city funds by neighborhood. Examine reports of harassment and racial violence. Examine disability access and ADA requirements for city facilities. Hire a 3rd party consultant (NOT a city staffer) to assess city programs for equity and provide a report on possible improvements. | Hiring/promotion practices.      | Study the allocation of city funds by neighborhood | Encourage civic engagement and participation | Make equity commission meetings public and online  | Have annual review of commission of goals/plans |
| Poverty, Budget, denial of the problem                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                        | diverse hiring                   | affordable housing                                 | affordable childcare                         | add pre kindergarden to public education           | Improve accessibility for disabled              |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                    | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                      | <u>Commission Areas of Focus</u>     |                                                    |                                              |                                                    |                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------------|----------------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Poverty, Lack of access to affordable mental health resources,                                                                                                                                                                                                         | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts, Data on childcare opportunities in the city and the surrounding area, including cost relative to median area income, accessibility, available openings relative to childcare needs in the area, etc. | Create a City equity committee       | Create a Civilian Advisory Board for the police de | Increase childcare options and affordability | Increase affordable housing stock                  | Refuse participation in a Middle River Jail expans |
| Not intentionally reaching out to all community members, particularly those whose voices frequently go unheard; lack of vision for what a community where all are equal really looks like                                                                              | statistics about demographics of: city leadership minority communities homelessness food insecurity incarcerated city citizens diversity among city employees and elected/appointed officials                                                                                                                                                                                                   | increase diversity of city employees | invest in all neighborhoods equally                | invest in all schools equally                | monitor law enforcement for bias against nonwhites |                                                    |
| It appears that Staunton does not have diversity of people working in city government. There are parts of town who have inadequate water and sewer. Zoning has been used in a manner that lowered property values and limited opportunities for marginalized citizens. |                                                                                                                                                                                                                                                                                                                                                                                                 | Employment opportunities             | Rental property                                    | Lending institutions                         |                                                    |                                                    |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                 | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                      | <u>Commission Areas of Focus</u>           |                       |                   |                                           |                                                |
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| poverly, affordable housing, inequitable hiring for city positions of leadership, lack of adequate resources and lack of those in power reaching out to those who are marginalized. | Accessibility info, housing info, hiring practices, data on who is on city council and how they make their decisions,                                                                                                                                                                                                                                                           | Hiring practices                           | Inequitable education | Housing disparity | start an equity committee that is diverse | communication between city staff and residents |
| Assuming, as we should, that all barriers are unintentional, creating a climate of open conversation will quickly reveal the answers to this question.                              | This question, as well as the previous question, will be answered by the work of the DEI Task Force. Asking questions as complex as these within this survey place an inappropriate level of demand upon the survey responders. This survey design is cumbersome. Perhaps this design already yields some evidence of a lack of understanding of the needs and the tasks ahead. | Diversity                                  | Equity                | Inclusion         | Urgency                                   | Empowerment                                    |
| People not knowing the history and what's holding things back now.                                                                                                                  | don't know                                                                                                                                                                                                                                                                                                                                                                      | providing opportunities to improve things. |                       |                   |                                           |                                                |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                             | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                            | <u>Commission Areas of Focus</u>       |                                              |                                                    |                                   |                                                  |
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| Lack of diverse hiring among City staff, especially in leadership positions; Lack of support for equity initiatives from City leadership/staff; Lack of access to reliable transportation—other than car options. (More buses, more free access, more routes); policy decisions that don't take into account how they will impact marginalized community members —example: old people and the recycling change. | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts; Data on accessibility throughout the City; Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc.; Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness | Create a City equity committee         | Improve and increase city-wide accessibility | Reparations for actions that affected Black commun | Increase affordable housing stock | Improve mentoring to increase diversity on board |
| People's biases, eg the "boot strap" mentality. Underserved people with mental health issues Helping others not being profitable so there is never money for social programs and they often rely on volunteers or people who are paid low wages Childcare, housing, jobs, transportation are all areas that need improvement                                                                                    | I don't really know, I think this would be something that the commission would be responsible for looking into. I am sure that there are other cities they can use as a model.                                                                                                                                                                                                                                                                                                                                        | Childcare / Early Education 0-3 and PK | Education K /12                              | Community Programs                                 | City Leadership                   | Celebration of city diversity                    |
| Lack of communication from city leaders. Lack of trust between citizens and city leaders. Misguided priorities. Lack of community input.                                                                                                                                                                                                                                                                        | Data on hiring, spending, decision making, community outreach.                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Ensure equitable hiring practices      | Create an equity committee                   | Allow more community input                         | Improve accessibility             | Focus on revitalization efforts                  |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                             | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                        | <u>Commission Areas of Focus</u>                   |                                                    |                                             |                                             |                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------|---------------------------------------------|---------------------------------------------|----------------------------------------------|
| Engaging in the pocketed communities in Staunton and having healing discussions around hard topics.                                                                                                                                                                                                             | # of homeless in Staunton, # of resources for families, # of families without transportation, # families without internet, # of people who have recently experienced racism, # of people who have recently experienced hate because of being LGBTQ, # of businesses that are actively inclusive and involved in community.                                                                                                                                                                        | Race                                               | Social economics                                   | LGBTQ                                       | Ageism                                      | Genuine community engagement                 |
| Lack of access to affordable mental health resources, not intentionally reaching out to all community members, particularly those whose voices frequently go unheard, and lack of diverse hiring among City staff, especially in leadership positions.                                                          | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts, data on childcare opportunities in the city and the surrounding area, including cost relative to median area income, accessibility, available openings relative to childcare needs in the area, etc, data on who the city contracts with, their diversity stats, and how those contractors are chosen. | Improve City schools with a focus on equity        | Reparations for racist historical City practices   | Create a City equity committee              | Refuse participation in M.R. Jail expansion | Improve and increase city-wide accessibility |
| An unwillingness to make real change from City leadership Lack of inclusion for all community members in the process Not intentionally reaching out to all community members, particularly those whose voices frequently go unheard Lack of diverse hiring among City staff, especially in leadership positions | Data on who the city contracts with, their diversity stats, and how those contractors are chosen Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc. Data on hiring practices, including data on staff promotions Data on diversity of hiring pools Data on diversity of hiring panels                                                                                                                                      | Improve City hiring practices to increase diversit | Create a Civilian Advisory Board for the police de | Improve City schools with a focus on equity | Increase equity and diversity training      | Improve communication and transparency       |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                         | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                              | <u>Commission Areas of Focus</u>                   |                                                    |                                              |                                                    |                                      |
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| Economic disparity and racial tensions.                                                                                                                                                                                                                                                                     | Not sure.                                                                                                                                                                                                                                                                                                                               | Equity in public schools                           | School funding                                     | Public access to affordable internet         | Job opportunities for people of all education leve | Safety for minorities.               |
| Denial on the part of folks in leadership positions. A lack of willingness to even understand how much they don't know, and that this is an academic topic which deserves attention and respect.                                                                                                            | Data on accessibility throughout the City. Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts. Data on who the city contracts with, their diversity stats, and how those contractors are chosen. | Improve City hiring practices / increase diversity | Create a Civilian Advisory Board for the police de | Increase childcare options and affordability | Increase equity and diversity training for employe | Create a city equity committee       |
| Some barriers include (1) what appears to be an unwillingness to make real change from City leadership, (2) lack of support for equity initiatives from City leadership/staff, and (3) lack of inclusion for all community members in the process - there is opportunity for social listening sesions, etc. | (1) Data on hiring practices, including data on staff promotions (2) Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc.                                                                                                                                          | Equity and diversity training - all city employees | Create a City equity committee                     | Improve communication and transparency       | No participation in Middle River Jail expansion    | Increase equity education in schools |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                     | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                    | <u>Commission Areas of Focus</u>                 |                                            |                                                 |                                                  |                                       |
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| The solipsistic approach to how we are governing our city, by those who make the decisions                                                                                                                                                                                                                                                                                                                                                                                                              | There are too many to list.                                                                                                                                                                                                                                                                                                   | West End                                         | Spring Hill                                | South Downtown/train tracks area                |                                                  |                                       |
| White privilege; white people don't see equity issues because in most cases, they do not experience them. For that reason, having an all white Council maintains a certain level of bias against equity. City government needs to be absolutely transparent. Poverty, homelessness, mental health issues and the trauma that arises as a result of these conditions are barriers and must be studied and action taken and policies developed to create ways for people to move out of these conditions. | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts. Data on hiring practices, including data on staff promotions and on diversity of hiring pools.                                     | Create a City equity committee                   | Refuse Middle River Jail expansion         | Improve transparency between city and community | Equity and diversity training for City employees | Revitalize the west end and Uniontown |
| Lack of diversity (racial, ethnic, gender, income) in our local representatives. Lack of input from these groups being sought by elected officials. Small-minded people that resist change that requires them to think of others.                                                                                                                                                                                                                                                                       | 1.) Historical data related to lack of equity in housing opportunities, educational practices, hiring practices *with an examination of how those historical practices have modern day impacts. 2.) Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc. | More equity & diversity training in local gov't. | Increase transparency in local government. | Increase outreach to marginalized communities.  | More affordable housing                          | improve public transportation         |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                      | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                   | <u>Commission Areas of Focus</u>                |                                                    |                                              |                                   |                                              |
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| Stupidity.                                                                                                                                                                                                                                                                                                               | Contact the Chinese CCP.                                                                                                                                                                                                                                                                                                                                                                                                                                                     | N/A                                             | N\A                                                | N/A                                          | N\A                               | N\A                                          |
| The left                                                                                                                                                                                                                                                                                                                 | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Not                                             | Focusing                                           | On                                           | Equity                            |                                              |
| Lack of access to affordable healthcare, Lack of access to affordable mental health resources, Lack of affordable housing, Lack of affordable food, Lack of access to reliable transportation, Lack of communication between City and the community, & Lack of support for equity initiatives from City leadership/staff | Data on hiring practices, including data on staff promotions, Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc., Data on childcare opportunities in the city and the surrounding area, including cost relative to median area income, accessibility, available openings relative to childcare needs in the area, etc., & Data on accessibility throughout the City. | Create a Civilian Advisory Board for the police | Refuse participation in Middle RiverJail expansion | Improve and increase city-wide accessibility | Increase affordable housing stock | Increase childcare options and affordability |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                     | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u> | <u>Commission Areas of Focus</u>                   |                                   |                                                  |                                                 |                                              |
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| Poverty, lack of good child care , lack of mental health services, inequality of hiring practices, lack of trust. Board members serving the community should not be allowed to be funded by outside influences. That includes offices such as sheriffs. | Data which shows how much housing in different income levels is available and needed. Data about child care availability in different areas of city.       | Housing                                            | Childcare                         | Neighborhood improvement                         | Equality of law enforcement                     | Mental health resources                      |
| Too many white people here.                                                                                                                                                                                                                             | Track exodus of white people and increase of welfare rolls                                                                                                 | Making city less hospitable to hard working people | Make common sense illegal         | Insist on indoctrination camps for conservatives | Ask George Soros to send Antifa to help with #3 | Find more money to waste on toaster equality |
| Lack of funding and support. Doing this survey just for “looks” and not truly understanding the very real need that exists, regardless of how many surveys are completed.                                                                               | Arrest and Incarceration rates, access to transportation and mental health services, hiring practices, access to quality housing                           | Training - council members police teachers etc.    | Accessibility throughout the city | Transportation                                   | Mental health services                          | Job opportunities and hiring practices       |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                         | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u> | <u>Commission Areas of Focus</u>       |                                    |                                                    |                                               |                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------|----------------------------------------------------|-----------------------------------------------|--------------------------------------------------|
| Poverty, lack of affordable housing, lack of knowledgeable and diverse representation, strong political partisanship that is aligned with policies that promote inequality. | Data on hiring practices, affordable housing, city salaries                                                                                                | City equity committee                  | Citizen police review board        | Refuse participation in middle river jail expansio | Reparations for previous racist city policies | Improve how board/commissi on members are chosen |
| No coherency due to lack of a single forum of all civic societies.                                                                                                          | Data that measures the focus areas defined by civic societies' consensus.                                                                                  | Consistently surveying civic societies | Promoting civic society importance | Organizing a civic society forum                   | Certifying the civic societies' forum minutes | Duly focusing on the consensus of the forum      |
| Not advertising or advocating diversity and equality                                                                                                                        |                                                                                                                                                            |                                        |                                    |                                                    |                                               |                                                  |
| believing there is division                                                                                                                                                 | Fatherless children and split families                                                                                                                     | Job growth                             | Transportation                     | Quality education                                  | Parenting classes                             | Strong police/fire/rescu e                       |

Equity and Diversity Commission Survey  
Online Reponses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                      | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                      | <u>Commission Areas of Focus</u>               |                                              |                                                    |                                                    |                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------|----------------------------------------------------|----------------------------------------------------|---------------------------------------------|
| Lack of affordable housing, barriers in access to affordable healthcare, lack of diversity in city staff                                                                                                                                                                 | Data regarding hiring practices as well as accessibility                                                                                                                                                                                                                                                                                                                                                                                        | Improve and increase accessibility             | Increase affordable childcare options        | Create a city equity committee                     | Increase diversity in hiring practices             | Improve the process of hiring board members |
| Lack of initiative mainly.                                                                                                                                                                                                                                               | Local real estate prices, taxes Business owner types Employment rates broken down per                                                                                                                                                                                                                                                                                                                                                           | Hiring practices                               | Representation                               | Goal setting and tracking                          |                                                    |                                             |
| * Lack of affordable housing * Lack of affordable food * Lack of access to reliable transportation * An unwillingness to make real change from City leadership                                                                                                           | * Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc. * Data on non-profit and/or faith-based organizations in Staunton including which marginalized populations they serve (if any), their effectiveness, how the city has partnered with them (if at all), the process through which the city chooses a non-profit to work with, etc.                                   | Revitalize the west end Beverley and Uniontown | Improve and increase city-wide accessibility | Improve transparency between city and community    | Increase affordable housing stock                  | Improve transportation and infrastructure   |
| There are none!                                                                                                                                                                                                                                                          | I don't think any such "useful data" exists                                                                                                                                                                                                                                                                                                                                                                                                     | There are no "top five" particular areas       |                                              |                                                    |                                                    |                                             |
|                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Education                                      | Housing                                      | Employment                                         | Making the downtown welcoming to all               |                                             |
| Poverty Lack of access to affordable healthcare Lack of access to affordable mental health resources Not intentionally reaching out to all community members, particularly those whose voices frequently go unheard Lack of communication between City and the community | Data on who the city contracts with, their diversity stats, and how those contractors are chosen Data on childcare opportunities in the city and the surrounding area, including cost relative to median area income, accessibility, available openings relative to childcare needs in the area, etc. Data on accessibility throughout the City Data on diversity of hiring panels Data on hiring practices, including data on staff promotions | Improve City schools with a focus on equity    | Create a City equity committee               | Create a Civilian Advisory Board for the police de | Reparations for historical City practices that dis | Revitalize the west end and Uniontown       |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                    | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                  | <u>Commission Areas of Focus</u>                   |                                                  |                                         |                                              |                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|-----------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------|
| Elected officials and city employees are not comprised of a very diverse pool of people, they know what they know, which isn't diverse to begin with which is a huge barrier to begin with.                                                                                                                                                                                                                                                                                                            | No clue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Historically black community trust building        | Latinos                                          | Lgbtq                                   | Deef community                               |  |
| An unwillingness to make real change from City leadership Lack of support for equity initiatives from City leadership/staff Lack of inclusion for all community members in the process                                                                                                                                                                                                                                                                                                                 | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts Data on accessibility throughout the City Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc.                                                                                                              | Improve City schools with a focus on equity        | Increase childcare options and affordability     | Increase affordable housing stock       | Create a City equity committee               | Create a Civilian Advisory Board for the police                                     |
| The major barrier is not lack of data or resources, but he unforgivable denial of our history of racial discrimination and oppression by some. Renouncing historical fact is to abandon reason and endanger healthy public debate. We saw this in recent debates about what to name old Lee High, and more recently in what to teach about cultural racism in schools. These debates were tarnished by those who chose to deny historical fact. To abandon fact is to invite chaos and hazard freedom. | Decisions on how to improve equity for our citizens should be contemplated and made by careful consideration of many data sets. To mention a few, those having to do with hiring practices, diversity of hiring pools, diversity of hiring panels, lack of equity in housing opportunities, educational practices, hiring practices, and so on. No stone should go unturned.                                                                                                                                | Educate itself about equity issues.                | Sponsor public equity forums.                    | Create city equity advisory committee   | Examine equity data and ID data gaps.        | Look at a possible equity complaint process.                                        |
| Poverty Trauma Lack of access to affordable healthcare Lack of access to affordable mental health resources Lack of affordable housing Lack of access to reliable transportation Lack of easily accessible affordable childcare Lack of support for equity initiatives from City leadership/staff Lack of inclusion for community members whose voices are often unheard Lack of diverse hiring among City staff leadership positions Lack of ongoing equity training from BIPOC facilitators/trainers | Data on local childcare opportunities, including available openings and affordability Data on non-profit and/or faith-based organizations in Staunton including which marginalized populations they serve (if any), their effectiveness, how the city has partnered with them (if at all), the process through which the city chooses a non-profit to work with, etc. Data on mental health care resources, availability (wait times), and affordability Data on arrests made due to mental health problems | Provide affordable mental health support resources | Providing easily accessible affordable childcare | Providing affordable accessible housing | Providing reliable affordable transportation | Establish a Citizen Review Board for Police Dept                                    |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                  | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                              | <u>Commission Areas of Focus</u>                    |                                        |                                                    |                                                |                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------|----------------------------------------------------|------------------------------------------------|---------------------------------------------------|
| Not intentionally reaching out to all community members, particularly those whose voices frequently go unheard. Lack of diverse hiring among City staff, especially in leadership positions. Lack of communication between City and the community. Lack of ongoing equity training from BIPOC facilitators/trainers. | Data on non-profit and/or faith-based organizations in Staunton including which marginalized populations they serve (if any), their effectiveness, how the city has partnered with them (if at all), the process through which the city chooses a non-profit to work with, etc. Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc. Data on diversity of hiring. | Increase equity and diversity training              | Revitalize the west end and Uniontown  | Refuse participation in a Middle River Jail expans | Improve City schools with a focus on equity    | Improve City hiring practices: increase diversity |
| Citizens who are excluded have no voice in city government. Poverty. Lack of affordable healthcare and access to mental health care. Lack of transportation. Need open communication between city leadership and community.                                                                                          | Current and historical data regarding lack of equity in Staunton education and housing. Data on affordable housing for people of color, elderly, LGBTQ+, people with disabilities. Childcare opportunities and affordability data! An assessment of Staunton's commissions and boards, who sits on each, and what decisions they are responsible for.                                                                                                                   | DO NOT participate in Middle River jail expansion   | Increase affordable childcare          | Create Staunton Equity committee!                  | Create Civilian Advisory Board for Police Dept | Ensure equitable education for BIPOC: preK-12     |
| An unwillingness to make real change from City leadership. Lack of support for equity initiatives from City leadership/staff. Lack of inclusion for all community members in the process. Not intentionally reaching out to all community members, particularly those whose voices frequently go unheard.            | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts.                                                                                                                                                                                                                                                                              | Improve City hiring practices to increase diversity | Increase equity and diversity training | Create a Civilian Advisory Board for the police    | Improve communication and transparency         | Create a City equity committee                    |
|                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Equal opportunity                                   |                                        |                                                    |                                                |                                                   |

**Equity and Diversity Commission Survey  
Online Repones**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                             | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                      | <u>Commission Areas of Focus</u>                    |                                                 |                                              |                                                   |                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------|----------------------------------------------|---------------------------------------------------|----------------------------------------------------|
| Lack of diverse hiring among City staff, especially in leadership positions. Lack of communication between City and the community. An unwillingness to make real change from City leadership.                                                                                                                                                                   | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts. Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc. Data on who the city contracts with, their diversity stats, and how those contractors are chosen.                                                         | Create a City equity committee                      | Create a Civilian Advisory Board for the police | Improve and increase city-wide accessibility | Increase affordable housing stock                 | Improve City schools with a focus on equity        |
| Poverty Trauma Lack of access to affordable healthcare Lack of access to affordable mental health resources Lack of affordable housing Lack of affordable food Lack of access to reliable transportation An unwillingness to make real change from City leadership - if leadership isn't willing to address the above, then the above will always be a barrier. | Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc. Data on who the city contracts with, their diversity stats, and how those contractors are chosen Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc. Data on childcare opportunities in the city and the surrounding area, including cost relative to median area income, etc. | Improve City hiring practices to increase diversity | Improve City schools with a focus on equity     | Create a City equity committee               | Create a Civilian Advisory Board for police dept. | Improve comm./transparency for city employees      |
| Lack of affordable housing, access to affordable mental health resources, and access to affordable healthcare are paramount problems. There is also a lack of diverse hiring among City staff, especially in leadership positions and a lack of communication between City and the community.                                                                   | Data on non-profit and/or faith-based organizations in Staunton including which marginalized populations they serve (if any), their effectiveness, how the city has partnered with them, the process through which the city chooses a non-profit to work with. 2. Data related to housing, including access to affordable housing for various marginalized groups. 3. Historical data related to lack of equity in housing, education, and hiring practices with an examination of modern-day impacts.          | Create a City equity committee                      | Increase equity and diversity training          | Increase affordable housing stock            | Create a Civilian Advisory Board for the police   | Improve communication and transparency to citizens |

**Equity and Diversity Commission Survey  
Online Repones**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                      | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                    | <u>Commission Areas of Focus</u>                   |                                                  |                                                  |                                                 |                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|--------------------------------------------------|-------------------------------------------------|---------------------------------------------------|
| Lack of diverse hiring among City staff, especially in leadership positions. Not intentionally reaching out to all community members, particularly those whose voices frequently go unheard.                                                                                                                                             | Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc. Data on who the city contracts with, their diversity stats, and how those contractors are chosen. Data on diversity of hiring pools. Data on non-profit and/or faith-based organizations in Staunton including which marginalized populations they serve (if any). | Create a Civilian Advisory Board for the police    | Improve hiring practices to increase diversity   | Refuse participation Middle River Jail expansion | Create a City equity committee                  | More diversity and equity training city employees |
| Poverty Lack of access to affordable mental health resources and affordable healthcare Lack of affordable housing Lack of outreach to all community members, particularly those whose voices frequently go unheard Lack of access to reliable transportation Lack of diverse hiring among City staff, especially in leadership positions | Data on accessibility throughout the City Data regarding access to affordable housing for groups including the elderly, those with disabilities, etc. Historical data related to the lack of equity in housing opportunities, educational practices, and hiring practices with an examination of how those historical practices have modern-day impacts                                                                       | Increase affordable housing                        | Improve and increase city-wide accessibility     | Create a City equity committee                   | Increase DEI training for all City employees    | Revitalize the west end and Uniontown             |
| Entrenched prejudice and lack of accountability as well as politicians who bank their political careers on it.q                                                                                                                                                                                                                          | What do Outcomes look like across demographics?                                                                                                                                                                                                                                                                                                                                                                               | Policing                                           | Education                                        | Access to city funds                             | Less corruption. What happend not who you know. |                                                   |
| Past poor treatment of minority businesses.                                                                                                                                                                                                                                                                                              | It would be best for the boards to present info and data without first presenting to city council.                                                                                                                                                                                                                                                                                                                            | Minority hiring throughout schools and government. | Remove outside money from local politics.        |                                                  |                                                 |                                                   |
| Economic challenges and lack of opportunity.                                                                                                                                                                                                                                                                                             | population demographics including race, sex and age of those who live in the city, those who work in the city, and those who work in the city. Demographics for neighborhoods, including cost of housing, business to housing ratios, average incomes, race, sex crime, and access to amenities.                                                                                                                              | A more diverse workforce for the city              | More understanding and education about diversity | Safety                                           | Better schools                                  |                                                   |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                         | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                       | <u>Commission Areas of Focus</u>                  |                                                    |                                                    |                                                |                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|----------------------------------------------------|------------------------------------------------|----------------------------------------------------|
| Lack of affordable housing, an unwillingness to make real change from City leadership, lack of communication between City and the community, catering to local people who already have privilege (straight, cisgender, white Christian ablebodied people, mostly).                                          | Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+, those with disabilities, etc, Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc                                                                                                                                                                                              | Create a City equity committee                    | Increase equity/diversity training 4 city employee | Refuse participation in MR jail expansion          | More affordable housing                        | Better safety for LGBTQ folk, including children   |
| Lack of communication back to the community on related issues. The lack of affordable housing and childcare negatively impact our community also. Our educational systems should also focus on listening to the needs of the student body and ensure a culture of inclusiveness and equity among all staff. | It would be helpful to know the make-up of our current City boards and committees. Do they truly represent the diversity of our community? Are all groups represented in the decision-making processes? It would be helpful if there was a "core" office that could connect all services vs. having to citizens having to search for various assistance, including housing, mental health care, childcare, LGBTQ services and support, disability services, transportation, etc. | Education culture focused on equity and inclusion | Staff and elected official training                | More equitable and transparent process for Boards  | Affordable Childcare options                   | Establish a City Equity Committee with support!    |
| Inconsistent reaching out to all community members, particularly those whose voices frequently go unheard; lack of diverse hiring among City staff, especially in leadership positions.                                                                                                                     | Data on who the city contracts with, their diversity stats, and how those contractors are chosen; historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts.                                                                                                                                                                                     | Improve City schools with a focus on equity       | Refuse participation in a Middle River Jail expans | Reparations for 1960s Central Ave “urban renewal “ | Revitalize West End                            |                                                    |
| Entrenched racism and sexism. Poverty. Lack of access to basic resources such as health care, sufficient nutrition, quality childcare, affordable housing. A council unwilling to address divisive topics by listening to divergent opinions a attempting to resolve differences.                           | Hiring and retention data, Cost of living data. Desirability of Staunton as a place to live for recruitment of marginalized employees. Ex: why would African Americans want their children to go to a school named Robert E. Lee?                                                                                                                                                                                                                                                | Create an equity committee                        | Reform hiring and retention                        | Improve transparency, communication and functionno | Improve access to affordable quality childcare | Commit to a multilevel community education program |
| Same as all communities....difference in income.                                                                                                                                                                                                                                                            | Graduation rate, college bound (for younger set), CSB clients, SACRA requests, etc. etc..                                                                                                                                                                                                                                                                                                                                                                                        | Education equity                                  | Food needs                                         | Healthcare                                         | Affordable housing                             | Job training                                       |
| Seems to be adversarial relationship s in current council/ administration.                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | School outcomes                                   | Pproperty/tax costs                                |                                                    |                                                |                                                    |
| Poverty, lack of healthcare                                                                                                                                                                                                                                                                                 | Data on the city's board commissions, on hiring                                                                                                                                                                                                                                                                                                                                                                                                                                  | Improve City hiring practices increase diversity  | Reparations for black Staunton families            | Save the west end                                  | Save uniontown                                 | Do not expand the middle River jail                |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                      | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                     | <u>Commission Areas of Focus</u>             |                                              |                                                  |                                                    |                                                    |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|--------------------------------------------------|----------------------------------------------------|----------------------------------------------------|--|
| Poverty Trauma Lack of access to affordable healthcare Lack of access to affordable mental health resources Lack of affordable housing Lack of affordable food Lack of access to reliable transportation An unwillingness to make real change from City leadership Lack of support for equity initiatives from City leadership/staff Lack of inclusion for all community members in the process Not intentionally reaching out to all community members. | Data on hiring practices, including data on staff promotions Data on diversity of hiring pools Data on diversity of hiring panels Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts Data on accessibility throughout the City Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ+              | Improve City hiring practices                | Improve City schools with a focus on equity  | Create a City equity committee                   | Increase childcare options and affordability       | Refuse participation in a Middle River Jail expans |  |
| Lack of ongoing equity training from BIPOC facilitators/trainers for city employees/elected officials, an unwillingness to understand or listen to those who are willing/able to speak up about what they’ve seen/experienced.                                                                                                                                                                                                                           | Data on hiring practices, including data on staff promotions, Data on diversity of hiring pools, Data on diversity of hiring panels; Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts, particularly in the Bessie Weller area. Data on who the city contracts with, their diversity stats, and how those contractors are chosen, Data on childcare in & near the city | Improve City schools with a focus on equity  | Revitalize the west end and Uniontown        | Not participate in a Middle River Jail expansion | Review how board & commission members are recruitd | Create a Civilian Advisory Board for police Dpt.   |  |
| An unwillingness to make real change from city leadership                                                                                                                                                                                                                                                                                                                                                                                                | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts                                                                                                                                                                                                                                                                                                                      | Improve and increase city-wide accessibility | Increase childcare options and affordability | Increase affordable housing stock                | Refuse participation in a jail expansion           | Improve process of board member choice             |  |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                                | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                      | <u>Commission Areas of Focus</u>                   |                                                 |                                                |                                            |                                                    |
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| Over the past fifty years our nation and Staunton has lost sight of the fact that citizenship is hard work. "Americans do things not because they are easy but because they are hard." said John F. Kennedy. Two trends have replaced this ethic and created barriers. The current path to recognition is to define oneself as a victim, a tactic that devalues and obscures genuine victimhood. Letting the air out of three tires to achieve equity with a fourth flat tire is a temptation that has seduced us. | An inventory that includes but is not limited to the social, charitable, religious, recreational, athletic and health organizations in the city and county. These organizations mediate and develop personal habits that are important for giving people a sense of participation. This inventory has the potential to be an important toolkit in fostering useful participation which by default is inclusion. | Commit to the notion that citizenship is hard work | Focus on opportunities as a basis for programs. | Distinguish between true and faux victimhood.  | Reciprocity as a key aspect of citizenship |                                                    |
| Divided city counsel members. And a feeling that "good old boys" run the show in Staunton not it's people.                                                                                                                                                                                                                                                                                                                                                                                                         | Attendance to meetings, attendance to community events, number of minorities employed by the city of Staunton.                                                                                                                                                                                                                                                                                                  | Outreach                                           | Involving community members in decision         | Creative fund raising                          | West end revitalization                    |                                                    |
| I would like to see Staunton's leadership be more active and more forward looking when it comes to issues of equity and diversity. Right now it all seems pretty reactive, which then sometimes creates additional missteps.                                                                                                                                                                                                                                                                                       | Staffing - who is applying for jobs, how are hiring decisions made, etc - but also committee service and volunteer or part-time positions of power. Who is making the decisions in this city? Whose voices aren't being heard.                                                                                                                                                                                  | Don't expand the jail                              | Equity training for city staff and city council | Increase accessibility                         | More communication and transparency        | Increase affordable housing stock                  |
| Poverty and lack of affordable housing. From attending City Council meetings, I feel the Council focuses almost exclusively on economic development and pushes issues of quality of life to the side. Scarcity of access to free or affordable mental health resources.                                                                                                                                                                                                                                            | Data on how people are chosen to serve on boards and commissions. Data on how firms that contract with the city are chosen - are they friends and relatives of people in government? Data on access to mental health services and services to seniors.                                                                                                                                                          | Diversity in hiring in government and schools.     | Transportation for disabled and walkability.    | Be proactive; inform citizens what gov't does. | Hire city equity officer.                  | Effort to revitalize west end.                     |
| Lack of housing that is affordable. Lack of city leadership willing to make REAL change. Lack of city leadership reaching out to community members who are not a part of their socio- economic group.                                                                                                                                                                                                                                                                                                              | DATA ON THE FOLLOWING: Hiring and promotions City Boards and Commissions City accessibility                                                                                                                                                                                                                                                                                                                     | Increasing diversity in hiring practices           | Establish City Equity Commission                | Improve equity in city schools' staff          | Uniontown and West End revitalization      | Improve process involved in choosing boards/comms. |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                       | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                                                                                                                          | <u>Commission Areas of Focus</u>                  |                                                    |                                                    |                                              |                                           |
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| Those who are marginalized are often invisible to those of us who are not struggling with housing, childcare, transportation, etc. - and I suspect the city council members represent the latter group.                                                                   | Historical and current data related to lack of equity in housing opportunities, educational practices, hiring practices and public transportation options/use - how have those historical practices have had modern day impacts.                                                                                                                                                                                                                                                                                    | City Council more transparent/open with community | City council solicits input from marginalized      | Improve the city hiring practices re diversity     | Increase equity in schools                   | Affordable housing                        |
| Poverty, trauma, lack of access to quality healthcare and particularly mental health support, the desire of community leaders to shove uncomfortable issues into dark corners and marginalize various populations, lack of diversity in staffing.                         | Data on hiring - recruiting, promotion, etc., not just percentages of total staff; data on marginalized populations, whether due to ethnicity/race/economic status/abilities, having access to resources.                                                                                                                                                                                                                                                                                                           | Hire with a better focus on diversity             | Without defensiveness, the uncomfortable conversat | Quality low-income childcare and housing           | Equity issues in schools                     |                                           |
| lack of affordable housing, lack of mental health resources, lack of affordable and available child care, lack of more efficient public transportation, lack of communication between the city officials and the community they serve                                     | Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts, Data on the city's boards and commissions including who sits on them, what decisions they make, their effectiveness, etc. Data on childcare opportunities in the city and the surrounding area, including cost relative to median area income, accessibility, available openings relative to childcare needs in the area | Increase childcare options and affordability      | Increase affordable housing options                | improve diversity hiring practices                 | Do NOT expand MRRJ.                          | provide better mental health care options |
| Poverty. Trauma. Lack of access to affordable healthcare. Lack of access to affordable mental health resources. Lack of affordable housing. Lack of affordable food. Lack of access to reliable transportation. An unwillingness to make real change from City leadership | Data on hiring practices, including data on staff promotions. Historical data related to lack of equity in housing opportunities, educational practices, hiring practices with an examination of how those historical practices have modern day impacts. Data on who the city contracts with, their diversity stats, and how those contractors are chosen. Data related to housing, including access to affordable housing for various marginalized groups such as the elderly, LGBTQ, those with disabilities, etc | Create a City equity committee                    | Revitalize the west end and Uniontown              | Improve City hiring practices to increase diversit | Improve and increase city-wide accessibility | More transparency from city government    |

**Equity and Diversity Commission Survey  
Online Reponses**

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                          | <u>Commission Areas of Focus</u>                  |                                                    |                                                   |                                                 |                                                    |
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| The goal isn't necessarily to have equitable outcomes, but equitable OPPORTUNITY. That is, everyone should be able to access the public resources that they need. Having mobile library support (something like a bookmobile, but with electronic support as well – wifi, printing, etc) would be beneficial. The most important would be to make sure that everyone is receiving quality educational opportunities. Mobility access is also important (pedestrian/handicap access, public transportation). Poverty. | Data on policing (stops, arrests, charges, etc.) Data on educational practices and outcomes. Data on diversity of applicants and hiring. Data on housing costs/tax assessments.                                                                                                                                                                     | Do NOT expand the Middle River jail               | Improve Staunton schools, especially marginal ones | Create a citizen review board for police dept.    | Improve accessibility to city services          | Create a city equity committee                     |
| Some city council members do not seem to understand what transparency in decision-making practices means to citizens and are not open to concerned/thoughtful feedback. Leadership lacks understanding of how diversity/equity would greatly improve gov't and citywide functioning. There is a general dearth of affordable housing. We don't have enough minority representation in leadership positions.                                                                                                          | data on housing opportunities for minorities, disabled and mental health-challenged individuals. study on how city employees are hired and measure the lack of diversity therein. track number of minorities in leadership positions in the city, including on governmental boards and committees, school board, police dept.                       | improving communication betw. gov't and citizens. | equity training for all gov't employees.           | equity officer on hiring team for all positions.  | encouraging diversity in newly-hired positions. | public awareness of how equity improves all lives! |
| Lack of access to reliable transportation, lack of access to affordable healthcare services, including mental health and substance abuse services, lack of access to affordable child care, inability to afford food, housing, and other necessities.                                                                                                                                                                                                                                                                | Data on citizens' needs in relation to affordable housing, transportation, employment, healthcare, child care, etc. Data related to access to these things by various marginalized groups such as individuals with disabilities, immigrants, BIPOC citizens, the elderly, LGBT+ citizens, etc.                                                      | improve reliable access to transportation         | revitalize the West End & Uniontown                | create a civilian advisory board for police dept. | improve city schools with a focus on equity     | encourage creation of Black-owned businesses       |
| Lack of awareness of City leaders of the discrimination that elders, disabled people, poor and low income people, LGBTQ people, and Black people experience.                                                                                                                                                                                                                                                                                                                                                         | Accessibility for seniors and disabled people to leisure and entertainment opportunities, and to City services; Access of various marginalized groups to quality, affordable health care, childcare, and housing; and their access to City government leadership positions; and to jobs with good pay, benefits, and opportunities for advancement. | ongoing diversity training to City government     | ongoing diversity education for Staunton residents | safe and affordable housing                       | high quality and affordable childcare           | Black business opportunities                       |

Equity and Diversity Commission Survey  
Online Repones

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                   | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                                                                                          | <u>Commission Areas of Focus</u> |                             |                                                   |                                                |                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------|---------------------------------------------------|------------------------------------------------|----------------------------------------------------|
| To begin to address issues, the community needs to be willing to admit that problems exist. Often any diversity or equity discussions, particularly concerning race and sexuality, are dismissed as new, made up issues by agitators. Yet, the truth is that these issues have been long entrenched in our local history. If we ignore them, then they will continue. | Hiring of city and school employees; property ownership, graduation rates, etc.                                                                                                                                                                                                                                                                                                                                     | Schools                          | Community relations         | Less fractured and clique-ish city council        | Diversity in hiring                            | Education on divided local history                 |
|                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  |                             |                                                   |                                                |                                                    |
| "challenges" rather than "barriers": commitment to implementation of policy / programs over long term; adequate data collection; political polarization;                                                                                                                                                                                                              | Census data / local community assessments / generate your own data - there are capable citizens willing to design and carry out such assessments for relatively little cost (cover cost of materials, etc.). Commission should keep in mind that they can often get answers to questions, even if data has not already been collected by another source ----- have members / citizen consultants on what's possible | transparency in its procedures   | full distribution of report | fully develop policies programs based on findings | long-term commitment to programs, fully funded | data assessment of program efficacy, revise accord |

Equity and Diversity Commission Survey  
Paper Responses

| Commissioner Qualifications                                           |                                        |                          |                                         |                                                                                      | What should Staunton start doing to encourage more equity and diversity?                                                                                                                                                                                                                                                                                                                                             | What is Staunton currently doing to encourage equitable outcomes in our community?                                                                                 |
|-----------------------------------------------------------------------|----------------------------------------|--------------------------|-----------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Persons that are of diversity in color (please of color, gender, etc_ | honesty                                | transparency             | action minded ideology (don't say, DO!) | full understanding that racism/sexism etc exists truly - no figments of imaginations | be accepting of people that do not look like them. Putting idle chat into action. Staunton talks but does not push for diversity. For example, superintended of schools Garrett Smith declared when he first came he would ensure more diversity. He has done nothing to create diversity in the schools. The same goes for City of Staunton . They do not want equity and diversity. If so, prove it. Let's see it. | NOTHING . Deep down Staunton does not want equity or diversity. The want to pay lip service. It sounds good but people of color after many years see no action.    |
| self-confidence                                                       | courage to question and solve problems | an attitude for openness | integrity                               | persistence                                                                          | creating this commission is a good first step                                                                                                                                                                                                                                                                                                                                                                        | with respect to our city's leaders, I'm not sure                                                                                                                   |
| open mind                                                             | caring                                 | creative                 |                                         |                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                    |
| wide range of involvements with others in volunteer                   | no agenda                              | active listener          | ability to see beyond pettiness         | innate intelligence                                                                  | seek out candidates for open positions in places not usually solicited. Put out statements that are positive about wanting everyone to have a voice                                                                                                                                                                                                                                                                  | talking to groups who represent the various cultures in the city                                                                                                   |
| listening skills                                                      | life experience (career)               | advanced education       | travel out of Staunton to US cities     | writing skills                                                                       | arrange meeting at various locations for discussion groups, eg. City library the high school, etc.                                                                                                                                                                                                                                                                                                                   | don't know                                                                                                                                                         |
| racial diversity                                                      | f??? Diversity                         | LGBTQ+ diversity         | income diversity (low income)           | Place of origin/language diversity                                                   | fund essential community services properly and adequately. Library, schools. Recycling. Encourage and promote entrepreneurship and small business opportunities holistically                                                                                                                                                                                                                                         | less golf carts. More recycling. I will pay more fees gladly to enjoy services that I value. Be more like Charlottesville or Alexandria. Less like Farmville or ?? |
| Compassion                                                            | Kindness                               | Wisdom                   | Far sightedness                         | quick thinking                                                                       | hire more women                                                                                                                                                                                                                                                                                                                                                                                                      | no idea                                                                                                                                                            |

## Equity and Diversity Commission Survey Paper Responses

| <u>Commissioner Qualifications</u> |                          |                                                                                                      |                                                                                                                                                                  |                                                                                                | <u>What should Staunton start doing to encourage more equity and diversity?</u>                                                                                                                                                                                                                                                                                                                   | <u>What is Staunton currently doing to encourage equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------|--------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Common sense                       | intelligence             | sense of duty                                                                                        | honesty                                                                                                                                                          | sense of humor                                                                                 | Give equal opportunity, freedom of speech equal support with common sense. We are all equal in rights (again with common sense) but we are no tall equal in talents, intelligence, ability and psychology. Equity is a stupid term                                                                                                                                                                | not sure                                                                                                                                                                                                                                                                                                                                                                                                                       |
| cultural sensitivity               | understand ethnic values | supports numerous, diverse groups                                                                    | understand systemic racism and priviledge                                                                                                                        | advocacy and promotion                                                                         | public offerings that educate the cammunity about various ethnicities. Promote cultural events. Encourage students and adult contests with emphasis on diversity                                                                                                                                                                                                                                  | I attended the Kwanzaa event at Montgomery Park. Funnding and advertising for this event was poor.                                                                                                                                                                                                                                                                                                                             |
| integrity                          | knowledge                | compassion for ALL                                                                                   | ethics                                                                                                                                                           | focused on equality                                                                            | A. Try to maintain equity in hiring and establish equity on City employees current and future. B. hire more minorities so A above is true. C. stress and have a plan to be inclusive of diversity in city activities (sponsored by city). D. Include funding for historically black landmarks, buildings and businesses. E. Hire more black teachers - please!                                    | minimize & eliminate confederate names ans streets that condones the racisim of civil war "heroes." (I applaud those things already renamed!). Assistance for elderly and homeless. Try to make lunches available to as many as possible (free lunches)                                                                                                                                                                        |
| open mind                          | listening skills         |                                                                                                      |                                                                                                                                                                  |                                                                                                | Community coversations/workshops/training                                                                                                                                                                                                                                                                                                                                                         | IDK                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Honesty                            | openess with taxpayers   | disclosure of all grants and monies and accountability by hiring and independent auditor/book keeper | agressiveness bring businesses to the West End and Downtown. The east crossing being emphasized on.                                                              | Be creative                                                                                    | More action and less talk and promises. Give more minority a chance at the jobs available if they are as qualified as their white counterparts. None at the parks and recs offices. None at the utility office. How do they appear? (jobs) Were they advertised! Don't everyone get the Newsleader so must be advertised elsewhere and by other avenues and media in addition to Staunton Leader. | Not much of anything. The 3 local areas supported and thereto financed by their local gov (Wyboro, H'burg and Ch'ville) have established an African American museum. They probably help to promote tourism. However all this chapter in Staunton has gotten is promises to help find a dwelling for the history documents, memorabilia, etc. Important thru the membership and hard work                                       |
| Integrity                          | Strong listening skills; | Empathy;                                                                                             | Ability to think about one's own thinking - from where did it derive, a willingness and flexibility to analyze one's thinking and be open to various viewpoints; | Ability to risk vulnerability and engage in difficult conversations without leaving the table. | 1- Be proudly outspoken about equity in order to communicate its importance to community members as well as potential job applicants.<br>2- increase transparency relating to how the City is run and how decisions are made.<br>3- invest in affordable, proven community mental health resources.                                                                                               | 1- Appreciate that the city now allows remote participation in City Council Meetings.<br>2- Respect the City Council for the consideration of establishing an equity committee.<br>3- Valuing the inherent worth and dignity of all persons.<br>4- Promoting Justice, equity and compassion in human relations.<br>5- searching for truth and meaning with freedom and responsibility.<br>6- pride for a leader in Virginia to |
| Knowledge of equity                | importance of diversity  | life experience                                                                                      | knowledge of govt policy and procedures                                                                                                                          |                                                                                                | All commitees should be required to recruit diverse members, all religions and cultures                                                                                                                                                                                                                                                                                                           | Don't know                                                                                                                                                                                                                                                                                                                                                                                                                     |

Equity and Diversity Commission Survey  
Paper Responses

| <u>Commissioner Qualifications</u>                               |                                                                            |                                                     |                                    |                                                                                              | <u>What should Staunton start doing to encourage more equity and diversity?</u>                                                                                                                  | <u>What is Staunton currently doing to encourage equitable outcomes in our community?</u>                |
|------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Someone with experience      open minded      concern for others |                                                                            |                                                     |                                    |                                                                                              | Dealing with issues concerning people of different race, disabled and seniors. Poor people need help.                                                                                            | Nothing                                                                                                  |
|                                                                  |                                                                            |                                                     |                                    |                                                                                              | Make downtown more accessible for handicap residents. Add more bus stops to the routes. Open the Senior Center. Have the Food Bank deliver to the housebound residents. Have benches around town | Nothing I have seen                                                                                      |
| Honesty                                                          |                                                                            |                                                     |                                    |                                                                                              | Stop using communist buzzwords                                                                                                                                                                   | How are those golf carts working out?                                                                    |
| Open minded                                                      | Non-divisive                                                               | care/advocacy for aged population                   | advocacy for the poor and disabled | Willing to seek modern solutions to medical, dental and psychiatric discrimination for help. | Provide supportive programs for minorities to address poverty, education, inclusion.                                                                                                             | Can't make an educated comment. There is some advocacy but not enough for consistency and sustainability |
|                                                                  |                                                                            |                                                     |                                    |                                                                                              |                                                                                                                                                                                                  |                                                                                                          |
| Being able to work with people from all walks of life            | being familiar with how many minorities are hired in different departments | able to communicate with a diverse groups of people |                                    |                                                                                              | more inservice training. More housing opportunities for all people. A mixture of city government employees                                                                                       | I'm not aware                                                                                            |
| knowledge on racial history of Staunton                          | commitment to make needed changes for good for all citizens                | ability to work well with a team of diverse people  |                                    |                                                                                              | hold town halls to obtain information from citizens on what is going on in the city to improve equity and diversity                                                                              | I am not sure what is occurring in this area                                                             |

Equity and Diversity Commission Survey  
Paper Responses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                          | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                  | <u>Commission Areas of Focus</u>                                                                                                                  |                               |                                                               |                                                     |                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------|
| The citizens! The majority of the citizens do not want equity or diversity. Staunton is predominantly white and they do not want equity or diversity. They need to look at themselves and come grips with the hatred of others. No one can do this for them! | Check out why schools lack diversity. Why are all spinsters white year after year. Why such secrecy? Who knows about this club? City Council, School Board? Chamber of Commerce? Why few black businesses. Graduation rates, why more advanced degrees given to white students? Black/other lawyers judges? | Schools                                                                                                                                           | Chamber of Commerce           | Business                                                      |                                                     |                                                                                    |
| citizens being unaware and afraid. Lack of resources for the commission members to do the work needed                                                                                                                                                        | I don't have expertise in this area, but possibly, data on household incomes by race, homeownership by race, job/career positions by race, high school graduation rates by race, etc.                                                                                                                       | food insecurity                                                                                                                                   | affordable housing            | education-high school and beyond                              | incarceration (including access to drug court)      | access to health care (6) renovation of Booker T. Washington Community Center      |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                             | I have just moved to Staunton and therefore can't speak to many of these questions, but I am very interested in learning more about these efforts |                               |                                                               |                                                     |                                                                                    |
| continued mentality that is short sighted and relies on old learned stereotypes                                                                                                                                                                              | numbers of hires in city jobs and school positions, percentages of cultures represented in the city                                                                                                                                                                                                         | equitable hiring practices                                                                                                                        | open forums to discuss issues | social activities that include all cultures                   | positive statements from city officials             | listening sessions                                                                 |
| social stratification                                                                                                                                                                                                                                        | hiring records for city employments, progress of minority students in city schools                                                                                                                                                                                                                          | employment                                                                                                                                        | school equity                 | communication of activities and efforts to the general public | financial/grant support of minority businesses      |                                                                                    |
| The City Council majority today only cares about lower taxes and golf carts the City council's priorities are way off                                                                                                                                        | income differentials. Educational outcomes. Business ownership                                                                                                                                                                                                                                              | opportunity                                                                                                                                       | education                     | basic services being first rate                               | support for disadvantaged/minority small businesses | diversity in employment in city (which seems good in some areas and bad in others) |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                             |                                                                                                                                                   |                               |                                                               |                                                     |                                                                                    |
| old white men                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                             | Hiring with question #1 in mind                                                                                                                   | intellignet interviewing      | asking the right questions                                    |                                                     |                                                                                    |

Equity and Diversity Commission Survey  
Paper Responses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                                                                                                                                                                                                                                                                          | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u>                                                                                                                                                                                              | <u>Commission Areas of Focus</u>                                                                                  |                                                                                                                                                  |                                                      |                                               |                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------|
| common sense and practicality. You can't make everyone happy. For example, whose first? And what is the most important subject.                                                                                                                                                                                                                                                              | Questionnaire like this are good. Should be found in more places.                                                                                                                                                                                                                                                                                       |                                                                                                                   |                                                                                                                                                  |                                                      |                                               |                                                                                   |
| lack of funding. Lack of promotion about events. Limited number of cultural events and inclusion                                                                                                                                                                                                                                                                                             | increase inclusiveness in all events and expand presence of diverse groups in events and on committees                                                                                                                                                                                                                                                  | inclusiveness                                                                                                     | increase promotion of diverse cultures                                                                                                           | community education about anti-racism                | funding for diverse events                    | cultural education and more presence of minority people and women in community    |
| lack of love for our neighbors. Lack of understanding between people (not talking and interacting)                                                                                                                                                                                                                                                                                           | knowing the makeup of residents and city employees for equity. This is a good effort (this survey) if it is used and helpful                                                                                                                                                                                                                            | hiring practices                                                                                                  | inclusive community activities                                                                                                                   | lower tax rates (just throwing that in)              | support for homeless & elderly                |                                                                                   |
| Thinking everything is ok as is. Allowing current power-holders to dominate discussions and decision making. Too much value placed on historic Staunton/white                                                                                                                                                                                                                                | Housing data. Discipline issues in schools by race/ethnicity. Law enforcement interactions by race/ethnicity                                                                                                                                                                                                                                            | Housing availability                                                                                              | barriers for disabled                                                                                                                            | racial/ethic equity in schools                       | racial/ethnic equity in courts/justice system | welcoming/communi cation with immigrants                                          |
| There has to be less talk and more action. Every year it's the same thing. Make improvements to the West End to no avail. For years use gov grant money to improve the West End of Staunton has been promised for years. Grant money is used for other things. Taxpayers deserve to know where the money goes. No minority American was given any of the small business covid 9 grant money. | Be honest. It was advertised on your website (printed 9/14/21) how many small businesses received it. An independent audit should be conducted and more accurate bookkeeping to keep and confirm that these businesses were awarded these grants instead of false lies. Also their actual dollar amount received should be disclosed instead of a range | property and real esate tax hikes. Appraisers show be fairer and consider widows and senior citizens and locality | more gov grants disclosed. Where is the grant money (thousands of dollars) also who make the decisions who to give grant to an amount being used |                                                      |                                               |                                                                                   |
| 1- Lack of affordable housing<br>2- Food insecurity<br>3- Affordable and accessible health care<br>4- The multiple sources of trauma eg, domestic violence, child abuse, harassment, inability to afford education, bullying, incarceration, racism and more<br>5- Lack of mental health care                                                                                                | Finding the truth and not relying on social media for opinions or to reinforce established beliefs                                                                                                                                                                                                                                                      | Improve city schools with a focus on empathy and equity                                                           | Increase child care options and affordability                                                                                                    | Refuse participation in Middle River" Jail expansion | Increase mental heath resources               | Increase equity and diversity training for all City employees and promote empathy |
| Encourage all businesses to hire more minorities                                                                                                                                                                                                                                                                                                                                             | Survey employers as to the ethnicity of their employees                                                                                                                                                                                                                                                                                                 | Employers                                                                                                         | Education                                                                                                                                        | Community activities                                 |                                               |                                                                                   |

Equity and Diversity Commission Survey  
Paper Responses

| <u>What are barriers to Staunton achieving equitable outcomes in our community?</u>                                                    | <u>What data would be useful in tracking current equity and diversity challenges the City faces and progress toward achieving more equitable outcomes?</u> | <u>Commission Areas of Focus</u>           |                          |                               |                                               |                                                |
|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------|-------------------------------|-----------------------------------------------|------------------------------------------------|
| They are no aware of situations that are happening                                                                                     | Income availability of food for those that are hungry.                                                                                                     | race                                       | LGBTQ                    | disabled                      | seniors                                       | poor                                           |
|                                                                                                                                        |                                                                                                                                                            | Downtown accessible for handicap residents | more bus stops to routes | open Senior Center            | Food Bank deliver to housebound               | benches around town                            |
| Equity                                                                                                                                 | Diversity is psychological suicide.                                                                                                                        | Honesty                                    | Transparency             | Good luck with those          |                                               |                                                |
| There doesn't seem to be that there are Councils that are willing to move forward with newer ideas (modern) that would prove advocacy. | Not sure                                                                                                                                                   | minorities                                 | aged                     | gender issues                 | racism                                        | education - what is equity and diversity       |
|                                                                                                                                        |                                                                                                                                                            | Stoplight on Frontier Dr.                  |                          |                               |                                               |                                                |
| whether the city is truly committed to diversity                                                                                       | the percentage of minorities working in city government                                                                                                    | fair employment                            | equal housing            | school system improved        | (note: this survey was difficult to complete) |                                                |
|                                                                                                                                        |                                                                                                                                                            | more affordable housing                    | better paying jobs       | quality education system K-12 | work to prevent flooding in the community     | improved diversity among city government staff |



# Equity and Diversity Commission

**February 10, 2022**

*Presented by the City Manager's Office and  
Dr. Robin Stacia of the Virginia Risk Sharing Association Inclusion Residency Program*

# What do we want to accomplish?

A decorative horizontal bar composed of several colored segments: dark purple, olive green, blue-grey, grey, yellow, dark red, dark blue, tan, teal, and dark green.

*Establish an Equity and Diversity Commission that is represented by a broad cross section of the community*

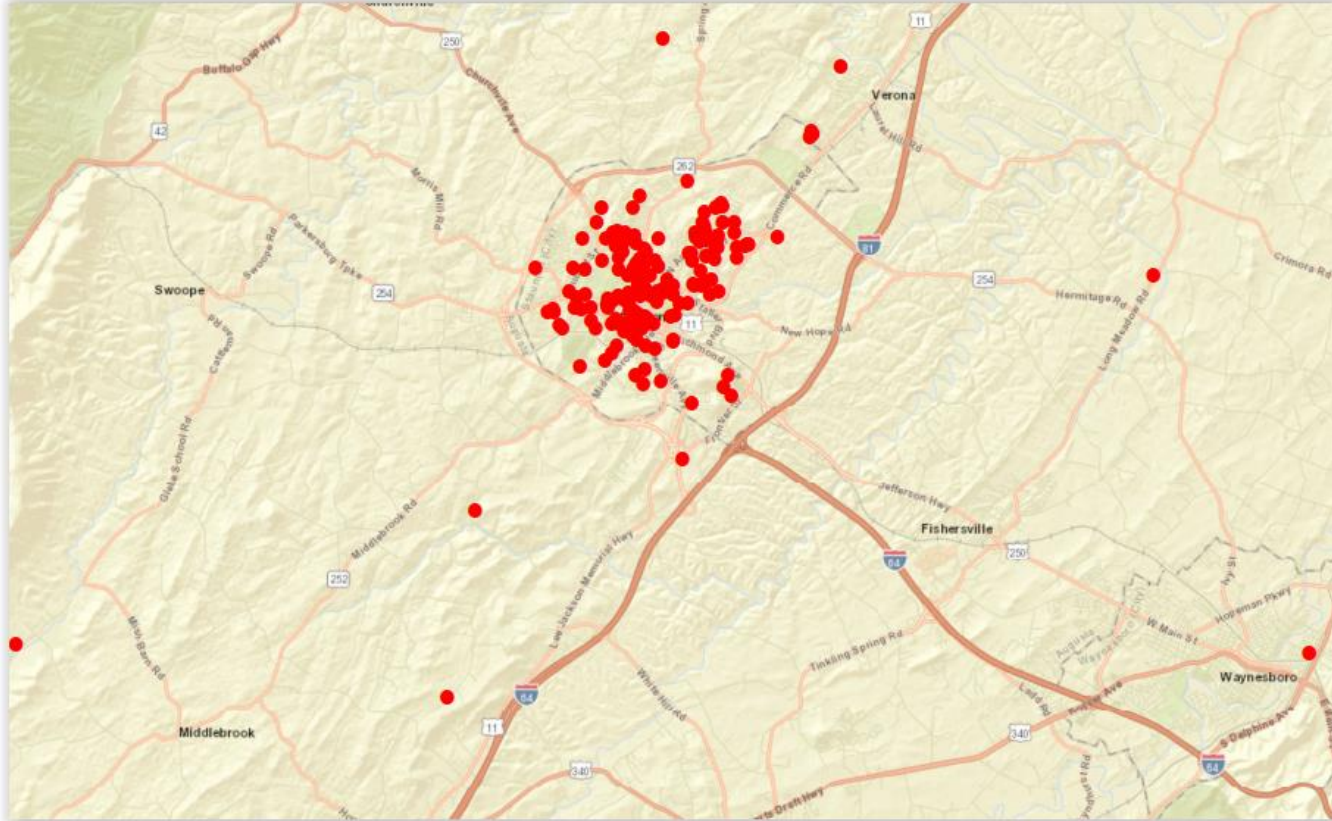
- Survey results
- Virginia Risk Sharing Association Grant
- Draft resolution decision points
- Future needs of the Commission



# Equity and Diversity Survey Quick Facts

- October 6 – December 31, 2021
- **195** responses – **174** online; **21** paper
- 92.3% - Support for the Commission
- **Framed the staff recommendations before you tonight**

# Equity and Diversity Survey Quick Facts



**95%** of  
respondents  
reported they  
live within  
city limits



# Top Experience and Representation

Diverse  
Representation  
Across Many  
Areas

**Experience with &  
Knowledge of  
Diversity/Equity**

Direct Experience with  
Marginalized Communities

Member of  
Marginalized  
Community

Service  
Experience/  
Community  
Advocate

Lives in  
Staunton/Knows  
City

**Work**

Varied and Diverse  
Experience/Perspective

College  
Diploma/Educated

# Top Behavioral Traits

**Collaborative/  
Team Oriented**

**Understands  
systemic  
racism**

**Unafraid of Difficult  
Conversations**

*Open  
Minded/Willingness*

**Commitment to  
Improve Equity &  
Make a Priority**

**Active  
Listener**

**Effective  
Communicator**

**COMMITMENT TO  
STAUNTON**

# Top Focus Areas

“What are the top five focus areas on which the commission should focus its efforts?”

1. Diverse City Workforce/Equity in Job Growth and Hiring
2. Equity in Education
3. Affordable Housing
4. Inclusive Community Engagement

5. Opportunities for all to Improve
6. Accessibility/Services for Disabled Individuals
7. Create City Equity Committee
8. No Middle River Regional Jail Expansion

# Top Focus Areas

“What are the top five focus areas on which the commission should focus its efforts?”

- 9. More Diversity of Policy Makers/Boards & Commissions
- 10. Civilian Police Advisory Board
- 11. Equity for Low Income Neighborhoods
- 12. Diversity Training for City Leaders & Employees

- 13. Affordable Childcare and Pre-K
- 14. Mental Health & Community Health
- 15. Biases of City Service Delivery
- 16. Equitable Policing Practices and Training

# Top Focus Areas

“What are the top five focus areas on which the commission should focus its efforts?”

- 
- A horizontal decorative bar consisting of ten rectangular segments in various colors: purple, olive green, blue-grey, grey, yellow, dark red, dark blue, tan, teal, and light green.
17. West End Revitalization
  18. Community Wide Diversity & Equity Education
  19. Equitable Multimodal Transportation Options
  20. Normalize Race & Equity Conversations
  21. Outreach, Listen, Engage
  22. Focus on Minority Owned & Underrepresented Business

A decorative horizontal bar consisting of a series of colored segments: purple, olive green, blue-grey, grey, yellow, dark red, dark blue, tan, teal, and olive green.

# Virginia Risk Sharing Association Diversity & Inclusion Grant



## Dr. Robin Hindsman Stacia

Virginia Risk Sharing Association  
Inclusion Resident

[www.sageconsultingnetwork.com](http://www.sageconsultingnetwork.com)

### **CEO/PRINCIPAL CONSULTANT**

Sage Consulting Network, Inc.

### **CERTIFIED GOVERNANCE ASSOCIATE**

BoardSource

### **CLINICAL PSYCHOLOGIST**

### **HEALTHCARE PERFORMANCE EXECUTIVE (fmr.)**

### **GREEN BELT**

Lean Six Sigma Process Improvement

### **Diversity, Equity, Inclusion & Solutions**

Certificate Candidate

UNC Kenan-Flagler Business School

The Entrepreneurship Center



# Equity and Diversity Commission

## VRSA Grant

Provides funding for the VRSA Inclusion Resident Consultant (Dr. Robin Stacia) to work directly with the City of Staunton to collaboratively develop the project plan, logic and process to establish the E &D Commission.

- ◆ Work directly with the City leadership
- ◆ Provide consulting expertise on diversity, equity and inclusion ( tools, templates, research)
- ◆ To help develop the project plan for developing the Commission
- ◆ Create documents that will support the Commission's formation
- ◆ Provide training and coaching that will support the Commission's formation and establish a framework for success



# Equity & Diversity Commission Work Plan

## City-Council Alignment

- DEI Overview
- Collaborate purpose, criteria, and process

## E & D Commission Selection

- Partner w/nominating committee-application process to ensure diversity and inclusion
- Supplemental questions

## E & D Commission Launch

- Provide process to establish the Commission
- Create the Commission Charter
- Survey of Commission Members-understanding of DEI, interest, priorities for Staunton.
- Create materials for orientation of Commission
- Facilitate the orientation and training – DEI training, survey data, trends of interests and priorities
- Establish Commission structure-meeting frequency etc.
- Begin initial goals session

A horizontal bar composed of ten rectangular segments in various colors: purple, olive green, blue-grey, grey, yellow, dark red, dark blue, tan, teal, and olive green.

# Equity & Diversity Commission Resolution - Recommendations



## Equity & Diversity Commission Resolution - Recommendations

- E1: At September 23 meeting, the number of members was discussed
  - Tourism Advisory Board – 12 members; Lewis Creek Watershed – 10 members; Rec. Advisory Commission – 9 members
  - Survey results state desire for representation across many areas including age/generation, geographic areas, economic, religion, persons with disabilities, youth, race/ethnicity, LGBTQIA, etc.
- E2: appoint members no later than **May 26, 2022**



## Equity & Diversity Commission Resolution - Recommendations

- E4: The Commission will be supported by the City Manager, Assistant City Manager, or designee.
- E5: The Commission shall conduct at least one public hearing and additional community conversations throughout the City of Staunton



## Equity & Diversity Commission Resolution - Recommendations

- E6: Proposed Equity and Diversity Strategic Plan for the Commission to pursue in the next 18 months
- E7: The Commission is expected to provide an update on their work to City Council by **December 2022** and submit a final report by **December 2023**
  - survey results demonstrate a lot of interest in this Commission with much work to be done, which requires time to do the work well



# Needs of Commission in the Future

- During the September 23 meeting, staff discussed budget needs of a Commission
- The grant filled that gap for now
- FY23 expect to see a recommendation on funding needs for the Commission once the grant expires

**RESOLUTION  
OF THE  
COUNCIL OF THE CITY OF STAUNTON, VIRGINIA,  
TO ESTABLISH AN EQUITY AND DIVERSITY COMMISSION**

**Recitals**

A. The provisions of Virginia Code Section 15.2-1411 and Staunton City Charter, Chapter II, Section 11, Paragraph Twenty-First, authorize the Staunton City Council (“Council”) to establish advisory boards and commissions.

B. The Council received a report from the Staunton Branch of the National Association for the Advancement of Colored People at its August 12, 2021 meeting requesting the establishment of an equity and diversity commission.

C. The Council unanimously adopted a motion at its August 12, 2021 meeting to establish the City of Staunton Equity and Diversity Commission (“Commission”).

D. This resolution memorializes the establishment of the Commission, as a public body, and outlines the parameters for its membership, function, and expected work product that will benefit Council and the City of Staunton as the City seeks to understand and implement policies, programs, and procedures to address social and racial equity within the City.

E. These recitals are an integral part of this Resolution.

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Staunton, Virginia, as follows:

1. The Commission is established and will be composed of 11–15 members, one of whom will be named by the constituent members as the Chair and another of whom as the Vice Chair to help lead the Commission. The Commission will be a public body subject to the applicable requirements of the Virginia Freedom of Information Act and members of the Commission should be aware of those requirements.

2. The Acting/Interim City Manager, in consultation with Dr. Robin Stacia will develop an application for individuals interested in serving on the Commission. The entire Council will convene as the Nominations Committee as a “Committee of the Whole” and recommend candidates to Council to serve on the Commission. Council, upon recommendation of its Nominations Committee of the Whole and in consultation with the Interim City Manager, Assistant City Manager, or designee, will appoint the initial members of the Commission by not later than May 26, 2022. Members of the Commission will be selected such that the members will bring a diversity of backgrounds and perspectives to the Commission. Members of the Commission shall serve terms of two years commencing upon the date of their appointment by Council. Council Member Mead shall serve initially as the Council’s Liaison to the Commission.

3. The Commission is initially charged with objectively evaluating existing data, studies, and reports from available sources concerning social and racial equity in the City of Staunton that evaluate social determinants and inequitable outcomes within the City of Staunton. The Commission's initial charge shall also include data collection and research that evaluate the same outcomes. The Council will appropriate funds to establish a budget for the Commission to conduct its data collection and research.

4. The Commission will be supported by the City Manager, Assistant City Manager, or designee, as well as other City staff to the extent that information is needed, with access to City financial and other records and reports.

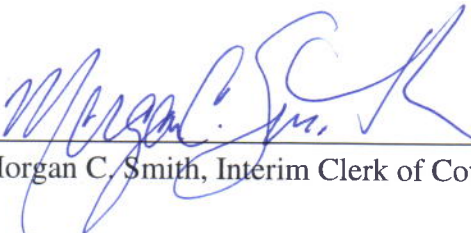
5. The Commission shall conduct at least one public hearing and other community conversations to receive input from City residents concerning racial and social equity.

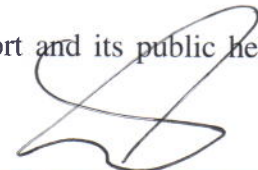
6. The Commission shall compile a report for the Council consisting of its analysis of existing data, studies, and reports concerning racial and social equity as well as its own research and data collection efforts on the topic. The report shall also contain a summary of all public comments received by the Commission at its public hearing(s) as well as any other communications it receives from Staunton residents concerning racial and social equity. The report shall include recommendations to the Council (a) about specific inequitable social and racial outcomes within the City of Staunton, and (b) for a proposed framework (Strategic Plan) for the Commission to pursue in the next 12 to 18 months to address specific factors that may contribute to inequitable racial and social outcomes.

7. The Commission will be expected to provide an update on their work to City Council not later than December 2022 and complete its initial work and submit its report to Council not later than December 2023. Council then will schedule and hold a public hearing on the report.

8. Subsequent to receiving the Commission's report and its public hearing on the report, the Council will assign further duties to the Commission.

Attest:

  
Morgan C. Smith, Interim Clerk of Council

  
Andrea W. Oakes, Mayor

# Full Time City of Staunton Employees

1/4/2022

|                                               | <u>Total</u> | <u>Female</u> | <u>Male</u> | <u>W</u>    | <u>B</u>    | <u>O</u>  |
|-----------------------------------------------|--------------|---------------|-------------|-------------|-------------|-----------|
| ASSESSOR                                      | 3            | 1<br>33.3%    | 2<br>66.7%  | 3<br>100%   | 0<br>0%     | 0<br>0%   |
| BLUE RIDGE COURT SERVICES                     | 13           | 11<br>84.6%   | 2<br>15.4%  | 11<br>84.6% | 2<br>18.2%  | 0<br>0.0% |
| CITY ATTORNEY                                 | 2            | 1<br>50.0%    | 1<br>50.0%  | 2<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| CITY MANAGER                                  | 4            | 3<br>75.0%    | 1<br>25.0%  | 4<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| CLERK OF THE CIRCUIT COURT                    | 7            | 6<br>85.7%    | 1<br>14.3%  | 6<br>85.7%  | 1<br>16.7%  | 0<br>0.0% |
| COMMISSIONER OF REVENUE                       | 4            | 3<br>75.0%    | 1<br>25.0%  | 4<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| COMMONWEALTH ATTORNEY                         | 9            | 3<br>33.3%    | 6<br>66.7%  | 9<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| FINANCE DEPARTMENT                            | 8            | 5<br>62.5%    | 3<br>37.5%  | 8<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| FIRE DEPARTMENT                               | 36           | 1<br>2.8%     | 35<br>97.2% | 35<br>97.2% | 1<br>100.0% | 0<br>0.0% |
| HUMAN RESOURCES                               | 5            | 4<br>80.0%    | 1<br>20.0%  | 5<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| INFORMATION TECHNOLOGY                        | 7            | 3<br>42.9%    | 4<br>57.1%  | 7<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| COMMUNITY DEVELOPMENT/ ECONOMIC<br>EVELOPMENT | 12           | 3<br>25.0%    | 9<br>75.0%  | 10<br>83.3% | 2<br>66.7%  | 0<br>0.0% |
| LIBRARY                                       | 9            | 9<br>100.0%   | 0<br>0.0%   | 9<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| PARKS AND RECREATION                          | 18           | 2<br>11.1%    | 16<br>88.9% | 15<br>83.3% | 3<br>150.0% | 0<br>0.0% |
| POLICE DEPARTMENT                             | 64           | 18<br>28.1%   | 46<br>71.9% | 61<br>95.3% | 3<br>16.7%  | 0<br>0.0% |
| PUBLIC WORKS                                  | 75           | 12<br>16.0%   | 63<br>84.0% | 68<br>90.7% | 6<br>50.0%  | 1<br>1.3% |
| TOURISM                                       | 3            | 3<br>100.0%   | 0<br>0.0%   | 3<br>100.0% | 0<br>0.0%   | 0<br>0.0% |
| TREASURER                                     | 4            | 2             | 2           | 3           | 1           | 0         |

|                              |    |       |       |        |       |      |
|------------------------------|----|-------|-------|--------|-------|------|
|                              |    | 50.0% | 50.0% | 75.0%  | 50.0% | 0.0% |
| VALLEY ALCOHOL SAFETY ACTION | 4  | 2     | 2     | 4      | 0     | 0    |
|                              |    | 50.0% | 50.0% | 100.0% | 0.0%  | 0.0% |
| SHERIFF                      | 13 | 3     | 10    | 13     | 0     | 0    |
|                              |    | 23.1% | 76.9% | 100.0% | 0.0%  | 0.0% |
| TOTALS                       |    | 300   | 95    | 205    | 280   | 19   |
| Percentages                  |    |       | 31.7% | 68.3%  | 93.3% | 6.3% |
|                              |    |       |       |        | 0.3%  |      |

# Full Time City of Staunton Employees as of 03/31/2022

|                                               | <u>Total</u> | <u>Female</u> | <u>Male</u> | <u>W</u>     | <u>B</u>   | <u>O</u>  |
|-----------------------------------------------|--------------|---------------|-------------|--------------|------------|-----------|
| ASSESSOR                                      | 3            | 1<br>33.3%    | 2<br>66.7%  | 3<br>100%    | 0<br>0%    | 0<br>0%   |
| BLUE RIDGE COURT SERVICES                     | 13           | 12<br>92.3%   | 1<br>7.7%   | 11<br>84.6%  | 2<br>15.4% | 0<br>0.0% |
| CITY ATTORNEY                                 | 2            | 1<br>50.0%    | 1<br>50.0%  | 2<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| CITY MANAGER                                  | 4            | 3<br>75.0%    | 1<br>25.0%  | 4<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| CLERK OF THE CIRCUIT COURT                    | 7            | 6<br>85.7%    | 1<br>14.3%  | 7<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| COMMISSIONER OF REVENUE                       | 4            | 3<br>75.0%    | 1<br>25.0%  | 4<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| COMMONWEALTH ATTORNEY                         | 10           | 4<br>40.0%    | 6<br>60.0%  | 10<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| FINANCE DEPARTMENT                            | 8            | 5<br>62.5%    | 3<br>37.5%  | 8<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| FIRE DEPARTMENT                               | 36           | 1<br>2.8%     | 35<br>97.2% | 35<br>97.2%  | 1<br>2.8%  | 0<br>0.0% |
| HUMAN RESOURCES                               | 5            | 4<br>80.0%    | 1<br>20.0%  | 5<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| INFORMATION TECHNOLOGY                        | 7            | 3<br>42.9%    | 4<br>57.1%  | 7<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| COMMUNITY DEVELOPMENT/ ECONOMIC<br>EVELOPMENT | 12           | 3<br>25.0%    | 9<br>75.0%  | 11<br>91.7%  | 1<br>8.3%  | 0<br>0.0% |
| LIBRARY                                       | 9            | 9<br>100.0%   | 0<br>0.0%   | 9<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |
| PARKS AND RECREATION                          | 18           | 2<br>11.1%    | 16<br>88.9% | 15<br>83.3%  | 3<br>16.7% | 0<br>0.0% |
| POLICE DEPARTMENT                             | 60           | 17<br>28.3%   | 43<br>71.7% | 58<br>96.7%  | 2<br>3.3%  | 0<br>0.0% |
| PUBLIC WORKS                                  | 76           | 12<br>15.8%   | 64<br>84.2% | 71<br>93.4%  | 5<br>6.6%  | 0<br>0.0% |
| TOURISM                                       | 3            | 3<br>100.0%   | 0<br>0.0%   | 3<br>100.0%  | 0<br>0.0%  | 0<br>0.0% |

|                              |     |            |            |             |            |           |
|------------------------------|-----|------------|------------|-------------|------------|-----------|
| TREASURER                    | 3   | 1<br>33.3% | 2<br>66.7% | 2<br>66.7%  | 1<br>33.3% | 0<br>0.0% |
| VALLEY ALCOHOL SAFETY ACTION | 3   | 2<br>66.7% | 1<br>33.3% | 3<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| SHERIFF                      | 9   | 2<br>22.2% | 7<br>77.8% | 9<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| TOTALS                       | 292 | 94         | 198        | 277         | 15         | 0         |
| Percentages                  |     | 32.2%      | 67.8%      | 94.9%       | 5.1%       | 0.0%      |

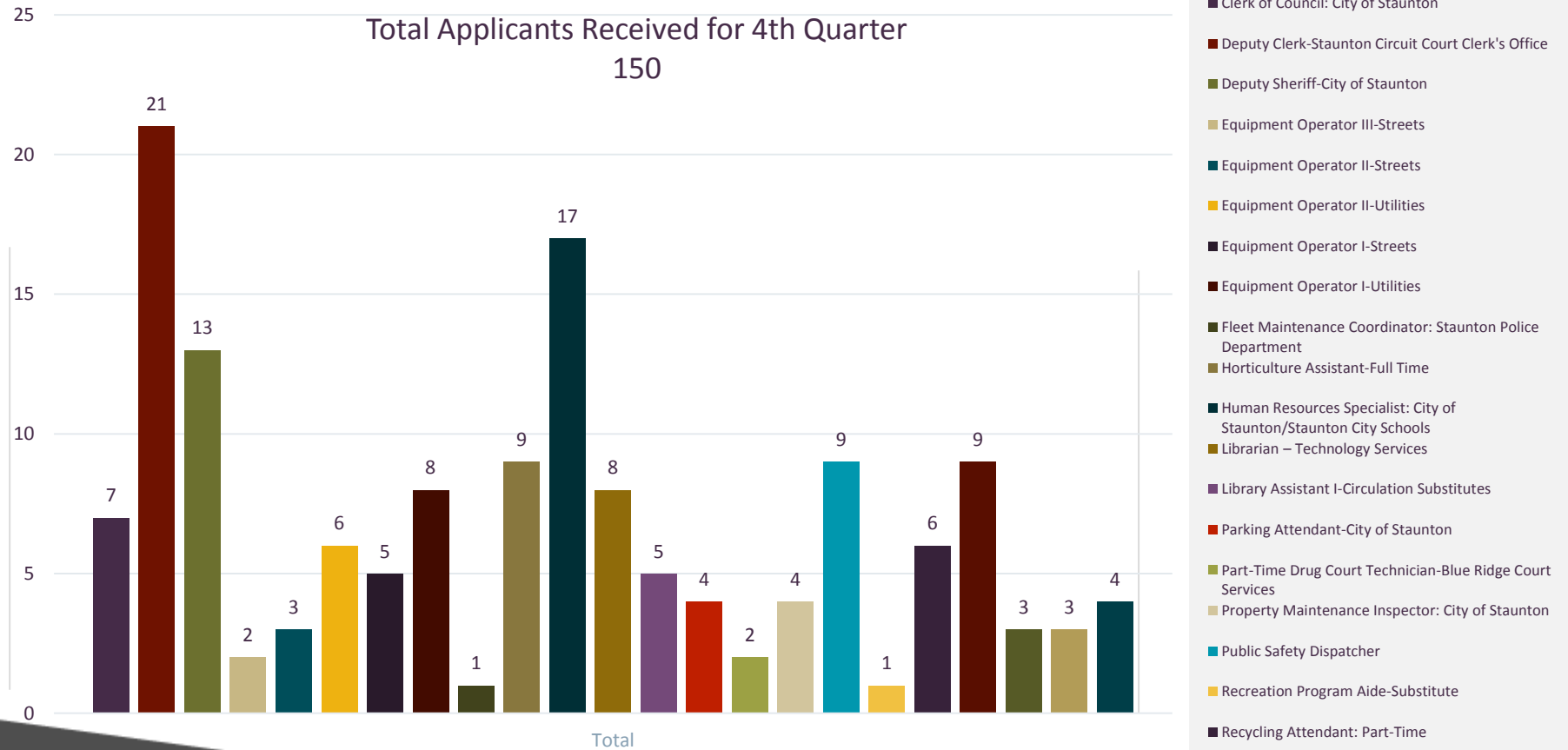
# **EEO Applicant Metrics Staunton City**

A breakdown of the gender and race/ethnicity of  
Applications received in 4<sup>th</sup> Quarter 2021

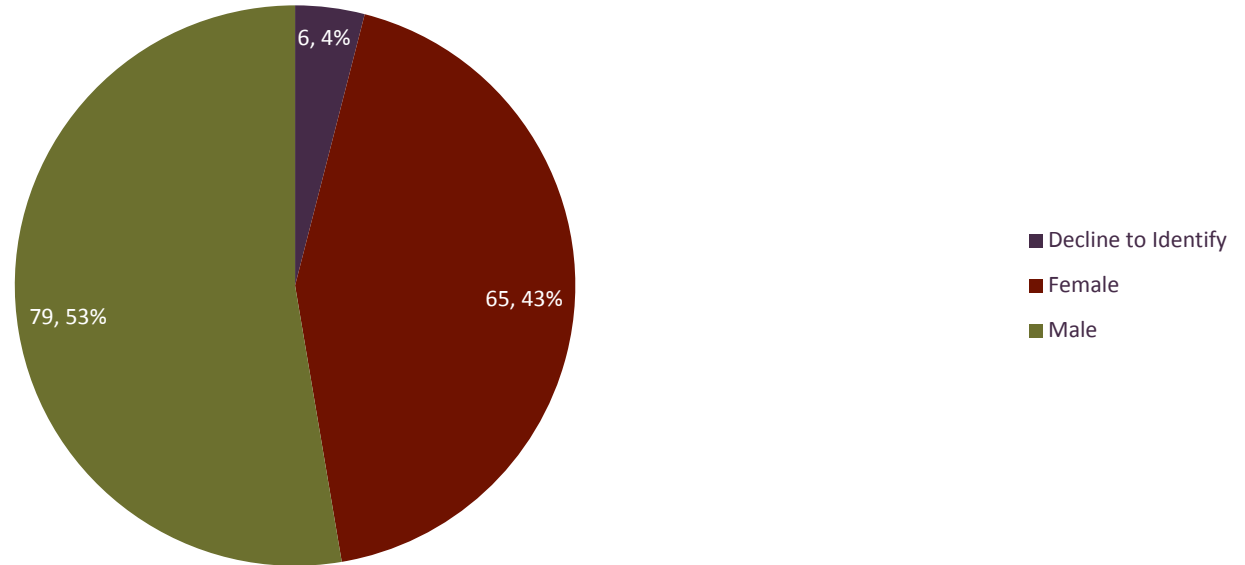
*Presented by The Office of Human Resources*

# Total Applicants Received for 4th Quarter

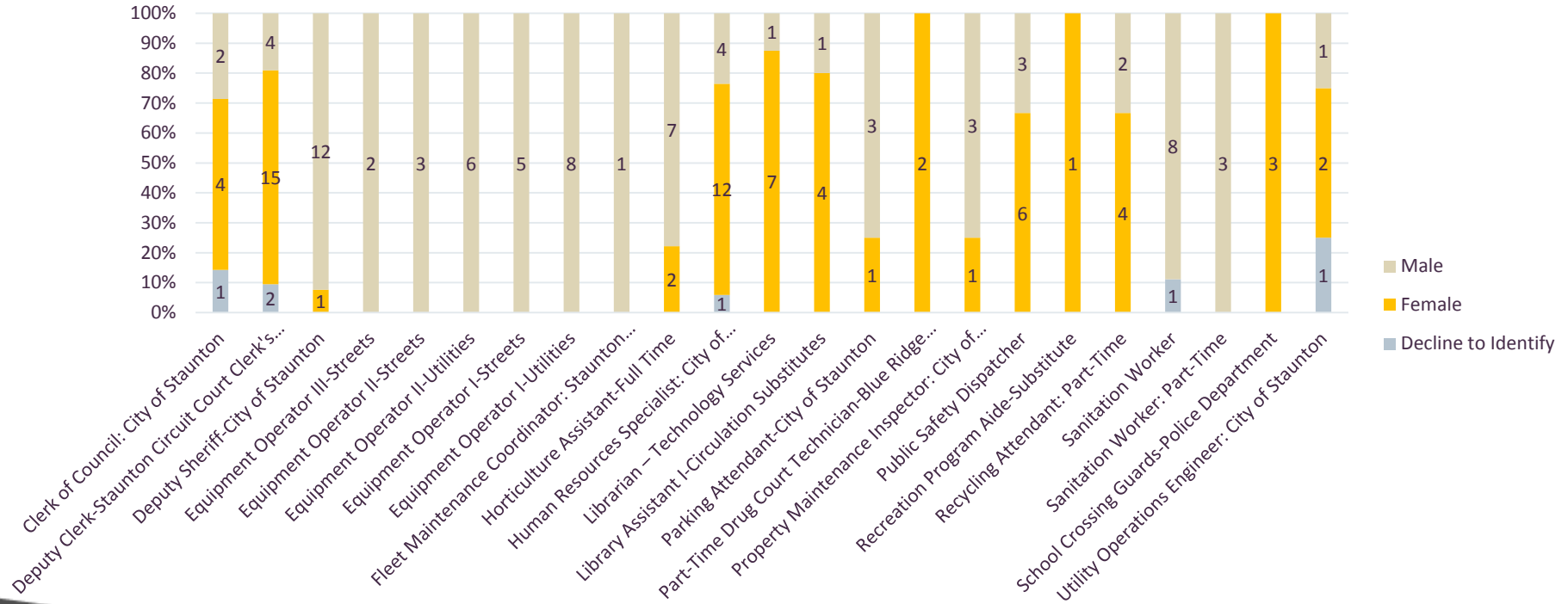
## 150



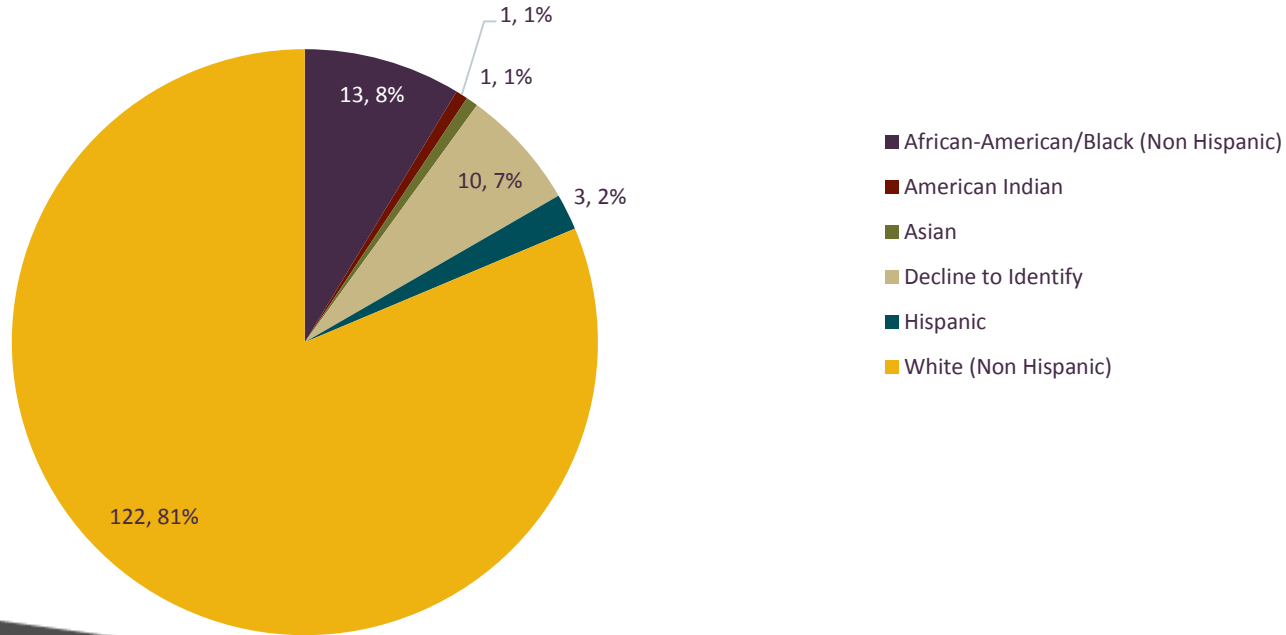
## Applicants by Gender 4<sup>th</sup> Quarter



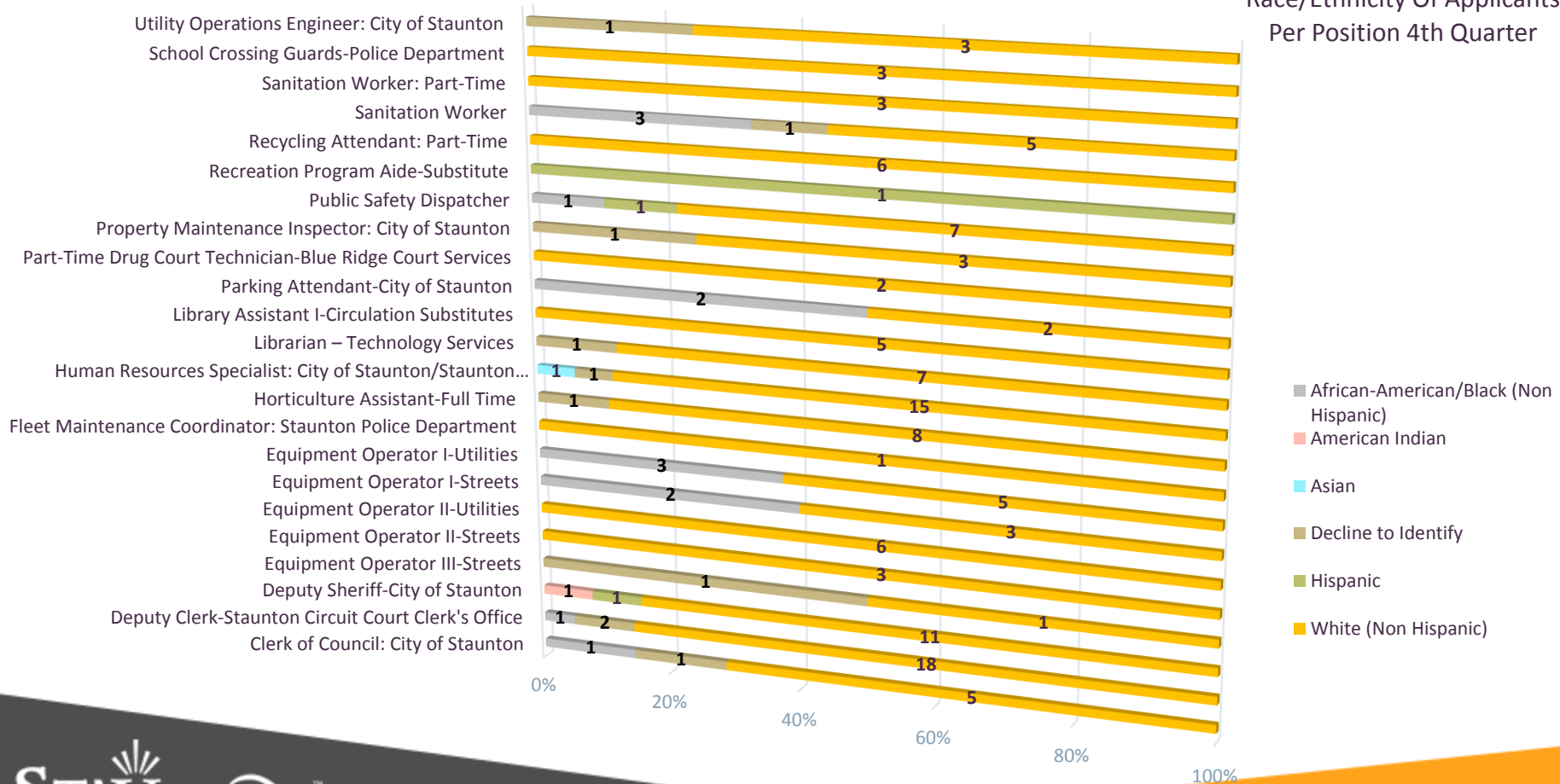
## Gender of Applicants Per Position 4th Quarter



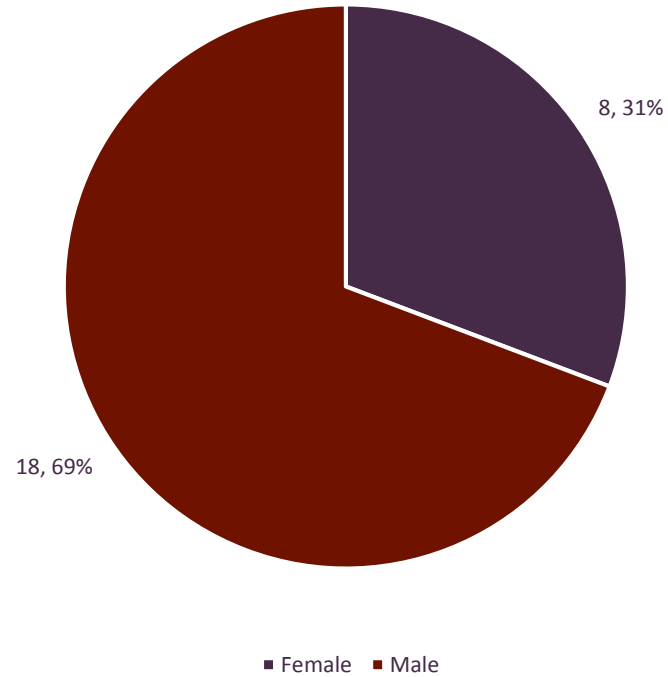
## Applicants by Race/Ethnicity 4<sup>th</sup> Quarter



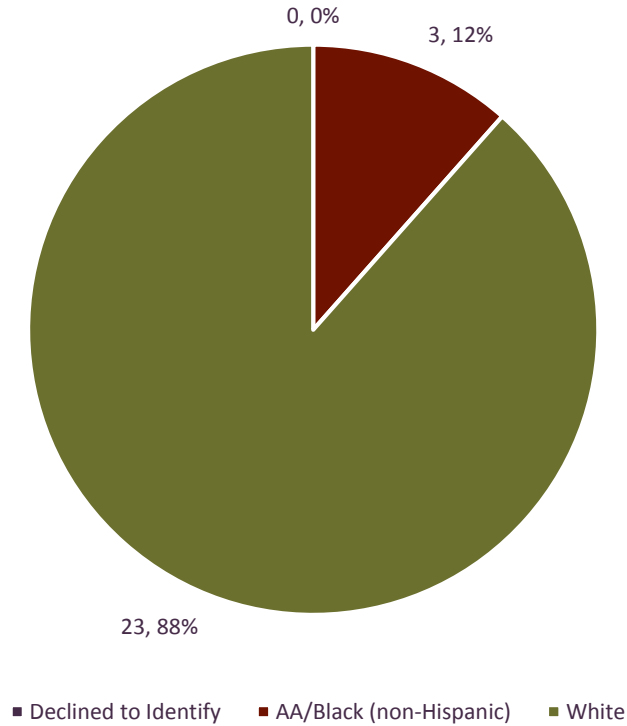
## Race/Ethnicity Of Applicants Per Position 4th Quarter



## Actual Hires-Gender for 4th Quarter



## Actual Hires-Ethnicity for 4th Quarter



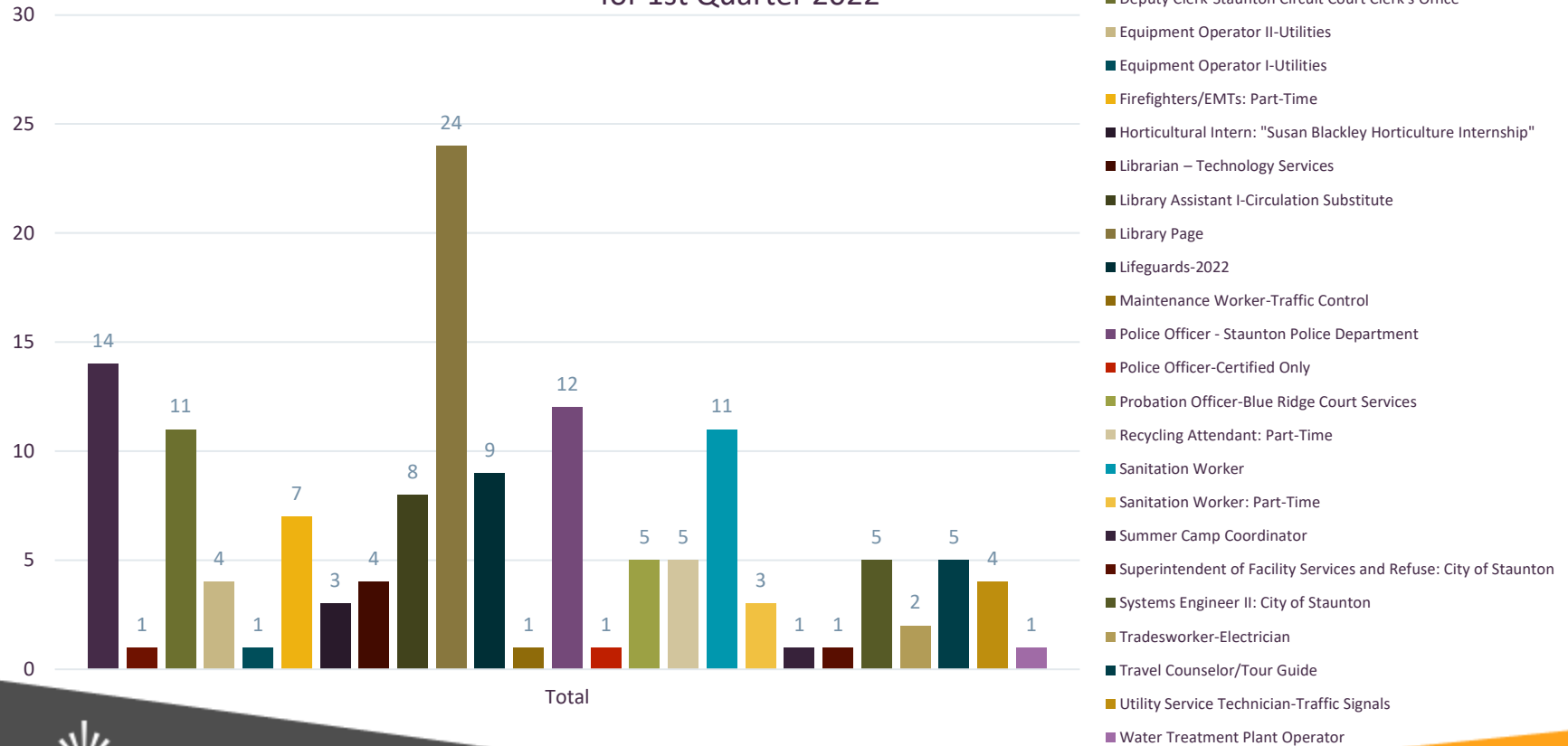
# **EEO Applicant Metrics**

## **Staunton City**

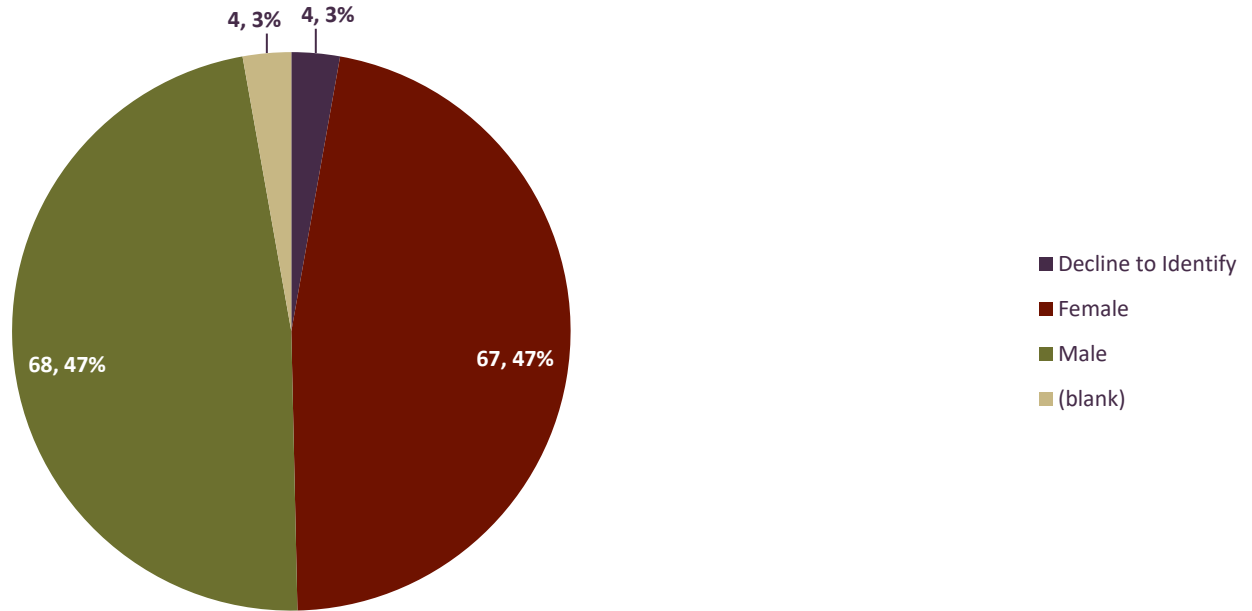
A breakdown of the gender and race/ethnicity of  
Applications received in 1<sup>st</sup> Quarter 2022

*Presented by The Office of Human Resources*

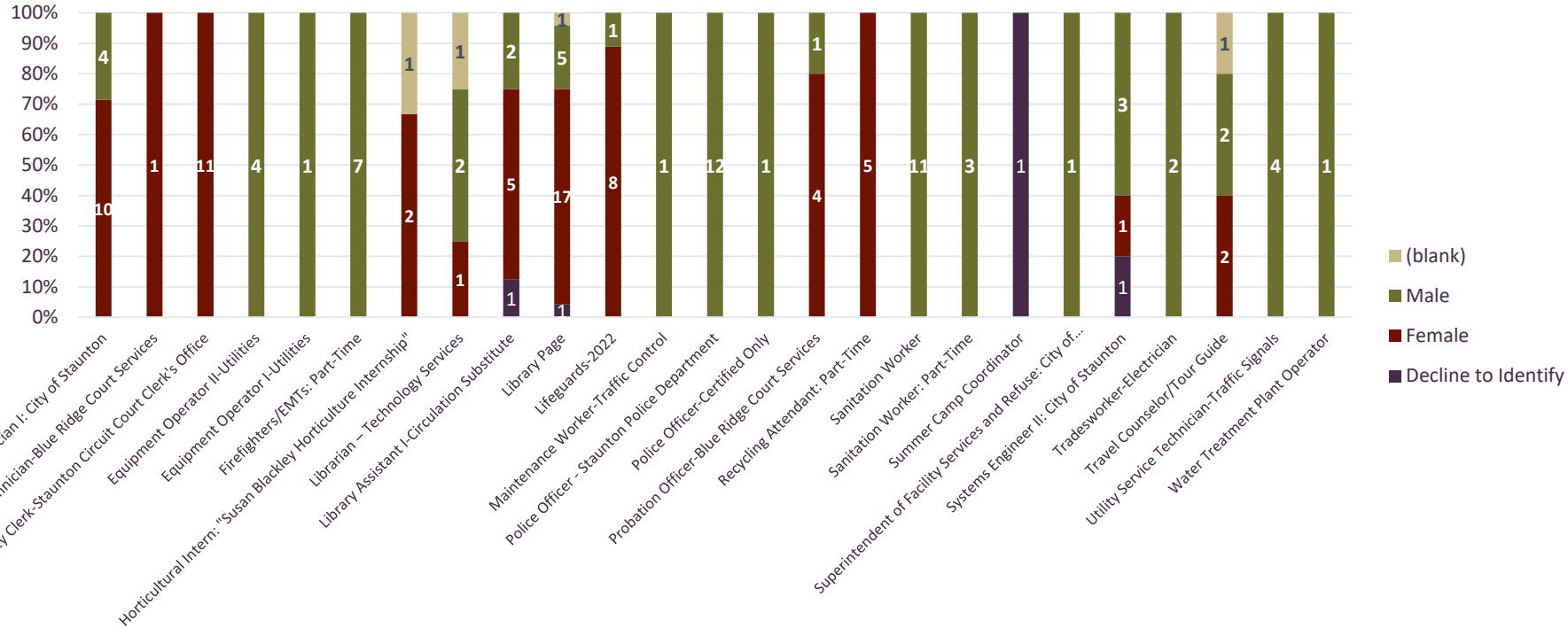
## Total Applicants - 143 for 1st Quarter 2022



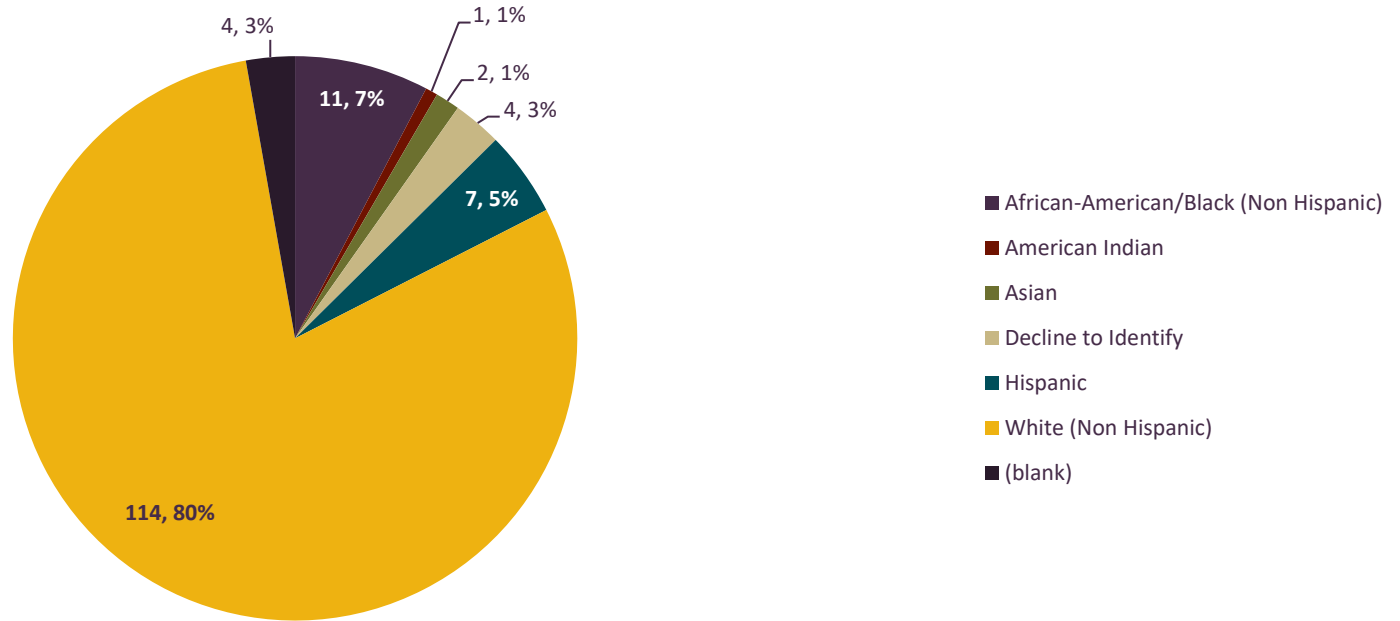
## Applicants by Gender for 1st Quarter 2022



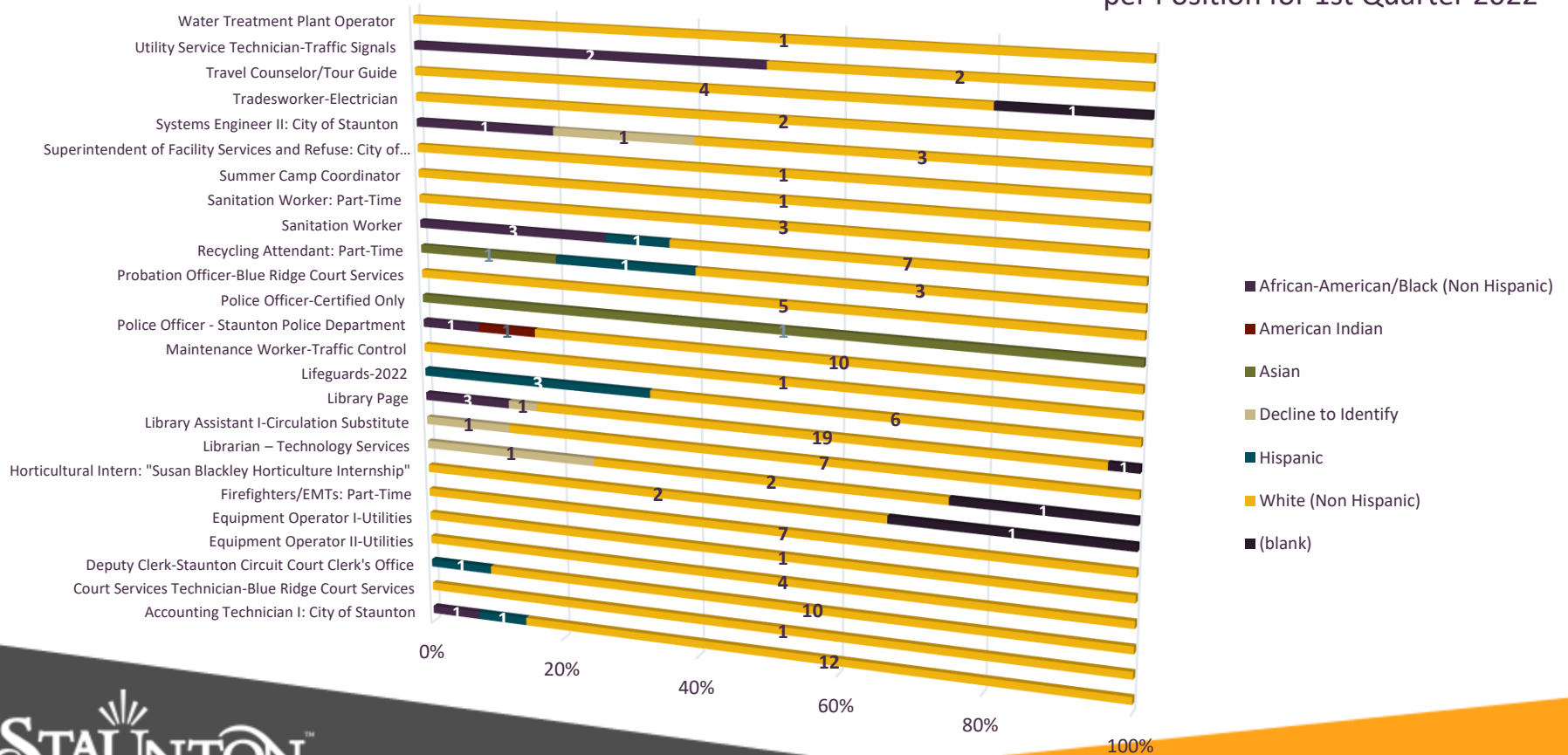
## Gender of Applicants Per Position for 1st Quarter 2022



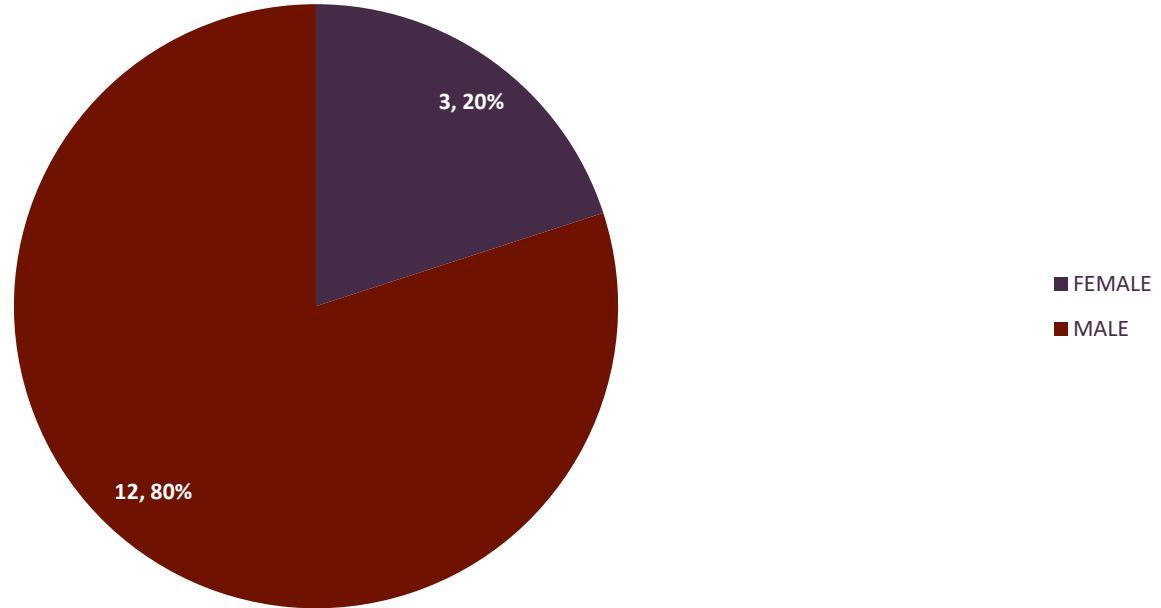
## Applicants by Race/Ethnicity for 1st Quarter 2022



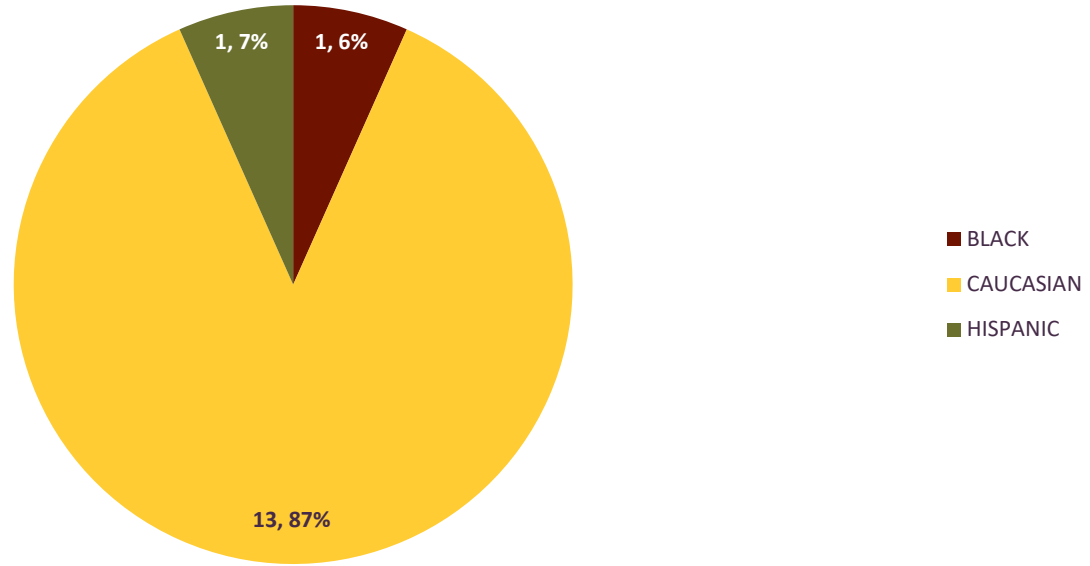
## Race/Ethnicity of Applicants per Position for 1st Quarter 2022



## Actual Hires - Gender for 1st Quarter 2022



## Actual Hires-Ethnicity for 1st Quarter 2022





# BUILDING EQUITY & OPPORTUNITY

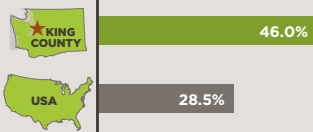
WHAT DOES IT MEAN FOR KING COUNTY? WHAT IS KING COUNTY DOING ABOUT IT?

**AT A GLANCE, KING COUNTY IS A GREAT PLACE TO LIVE, LEARN, WORK AND PLAY.**



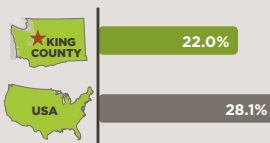
## HIGHLY EDUCATED

PEOPLE 25+ YEARS OLD WITH BACHELOR'S DEGREE OR HIGHER EDUCATION

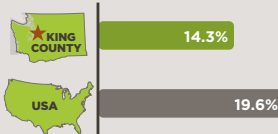


## GOOD HEALTH

OBESSE ADULTS

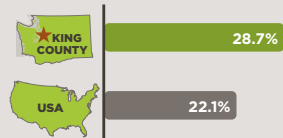


ADULTS CURRENTLY SMOKING

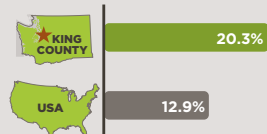


## DIVERSE AND GLOBAL COMMUNITY

PEOPLE OF COLOR

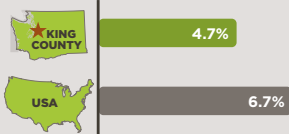


FOREIGN BORN



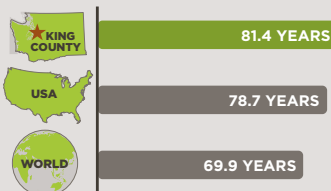
## LOWER UNEMPLOYMENT

UNEMPLOYMENT RATE (Dec. 2013)

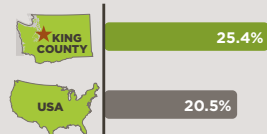


## HIGH LIFE EXPECTANCY

LIFE EXPECTANCY AT BIRTH

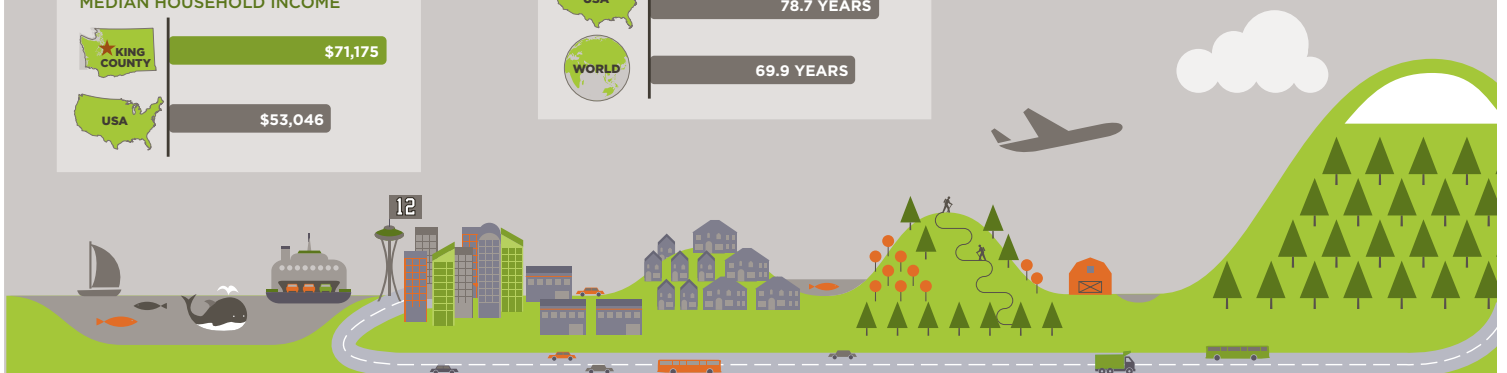


PEOPLE (5+ YEARS OLD) WHO SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME



## STRONG HOUSEHOLD INCOME

MEDIAN HOUSEHOLD INCOME



A ROBUST AND INNOVATIVE ECONOMY, STUNNING NATURAL BEAUTY, A THRIVING CULTURAL AND ARTS SCENE, AND AN OPENNESS TO DIVERSITY MAKE KING COUNTY A VIBRANT HOME TO OVER 2 MILLION RESIDENTS.

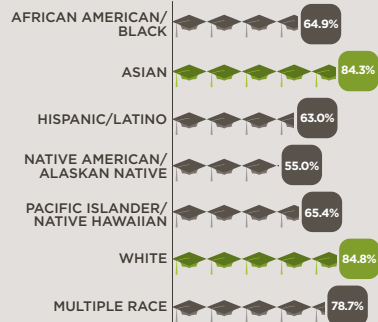
## EDUCATION ON-TIME HIGH SCHOOL GRADUATION RATES

### BY RACE

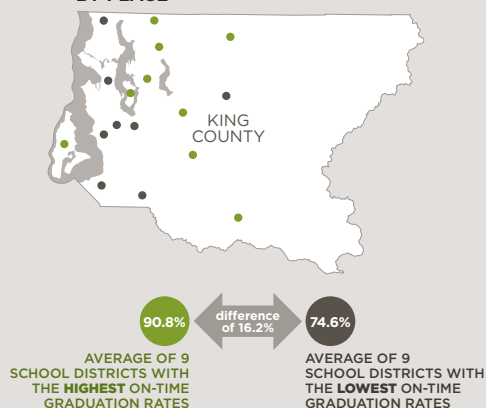
■ ABOVE KING COUNTY (KC) AVERAGE

-- KC AVERAGE: 79.4%

■ BELOW KC AVERAGE



### BY PLACE



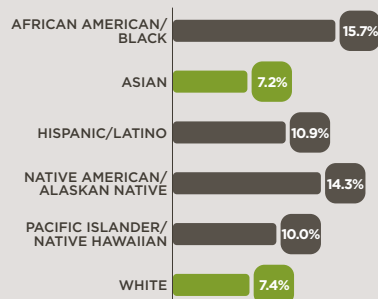
## UNEMPLOYMENT 2010-2012

### BY RACE

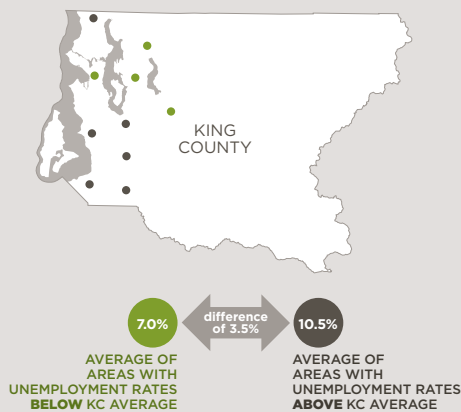
■ LOWER UNEMPLOYMENT RATES

-- KC AVERAGE: 8.2%

■ HIGHER UNEMPLOYMENT RATES



### BY PLACE



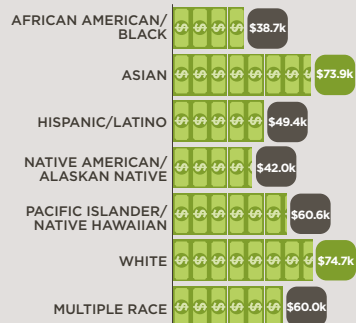
## INCOME ANNUAL HOUSEHOLD INCOME

### BY RACE

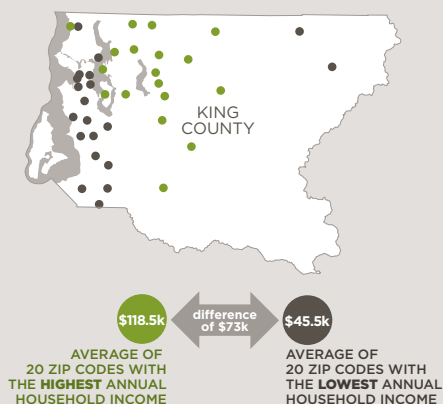
■ ABOVE KC AVERAGE

-- KC AVERAGE: \$71,175

■ BELOW KC AVERAGE



### BY PLACE



THESE DIFFERENCES ARE PREVENTING MANY OF OUR RESIDENTS FROM REACHING THEIR FULL POTENTIAL.



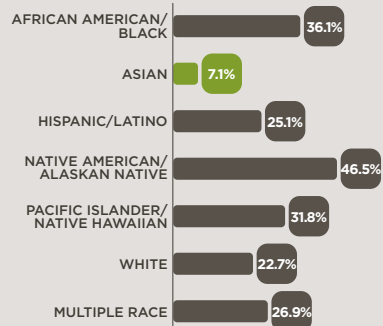
## HEALTH ADULT OBESITY (2008-2012)

### BY RACE

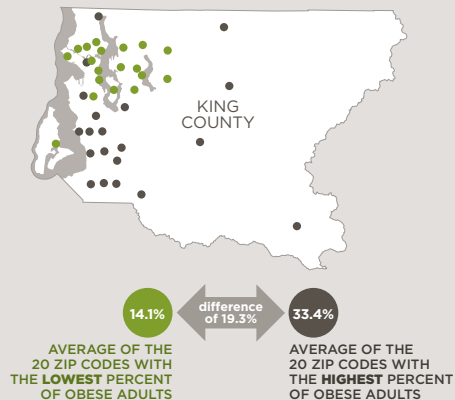
■ LOWER OBESITY RATES

-- KC AVERAGE: 22.2%

■ HIGHER OBESITY RATES



### BY PLACE



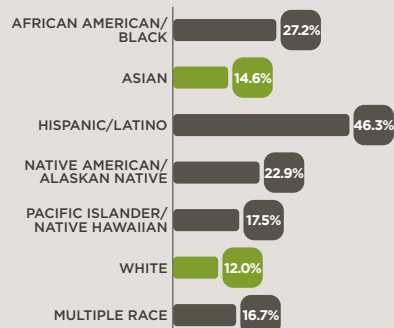
## HEALTH ADULTS WITHOUT HEALTH INSURANCE BEFORE AFFORDABLE CARE ACT ENROLLMENT (2011)

### BY RACE

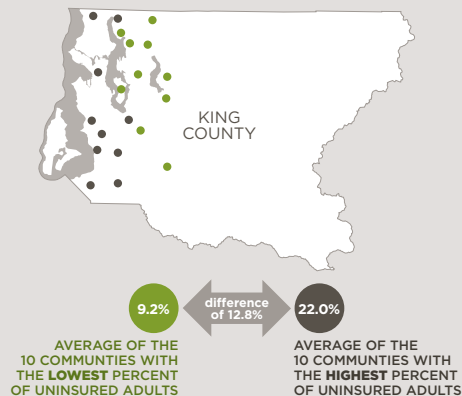
■ LOWER RATES OF UNINSURED ADULTS

-- KC AVERAGE: 16.4%

■ HIGHER RATES OF UNINSURED ADULTS



### BY PLACE



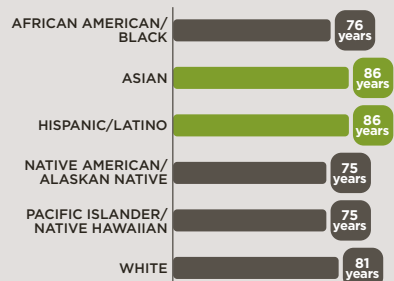
## LIFE EXPECTANCY

### BY RACE

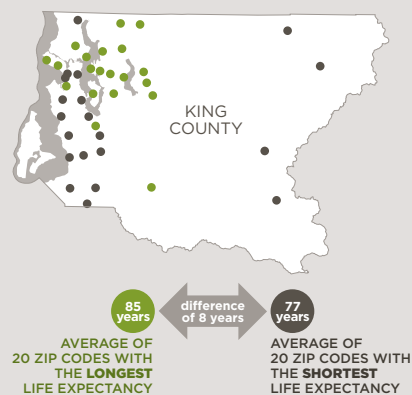
■ ABOVE KC AVERAGE

-- KC AVERAGE: 81.4 YEARS

■ BELOW KC AVERAGE



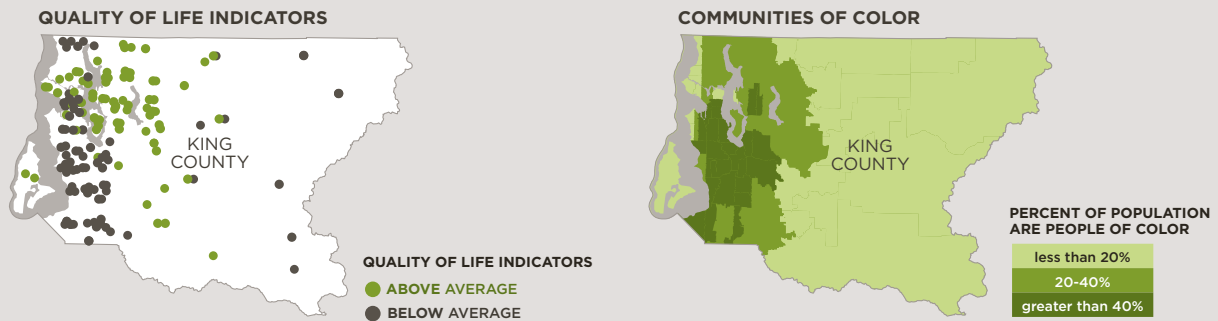
### BY PLACE



THESE DIFFERENCES ARE PREVENTING MANY OF OUR RESIDENTS FROM REACHING THEIR FULL POTENTIAL.

## RACE AND PLACE MATTER IN KING COUNTY.

RACE AND PLACE PREDICT WHETHER PEOPLE HAVE THE OPPORTUNITY TO THRIVE.



PEOPLE OF COLOR GENERALLY DO NOT EXPERIENCE THE SAME QUALITY OF LIFE AS WHITE RESIDENTS.

For detailed data source information go to: [kingcounty.gov/exec/buildingequity/sources](http://kingcounty.gov/exec/buildingequity/sources)

## WHAT DO ALL RESIDENTS NEED TO REACH THEIR FULL POTENTIAL?

### King County **14** DETERMINANTS OF EQUITY

THE CONDITIONS KING COUNTY HAS IDENTIFIED THAT EACH OF US NEED TO THRIVE

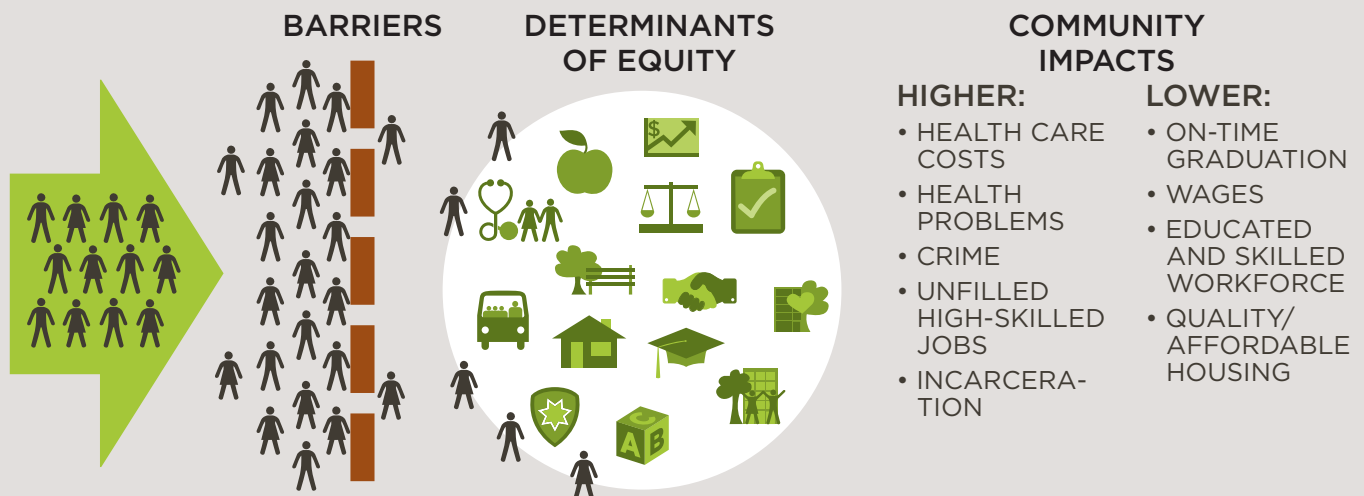
- ACCESS TO AFFORDABLE, HEALTHY, LOCAL FOOD
- ACCESS TO HEALTH AND HUMAN SERVICES
- ACCESS TO PARKS AND NATURAL RESOURCES
- ACCESS TO SAFE AND EFFICIENT TRANSPORTATION
- AFFORDABLE, SAFE, QUALITY HOUSING
- COMMUNITY AND PUBLIC SAFETY
- EARLY CHILDHOOD DEVELOPMENT
- ECONOMIC DEVELOPMENT
- EQUITABLE LAW AND JUSTICE SYSTEM
- EQUITY IN COUNTY PRACTICES
- FAMILY WAGE JOBS AND JOB TRAINING
- HEALTHY BUILT AND NATURAL ENVIRONMENTS
- QUALITY EDUCATION
- STRONG, VIBRANT NEIGHBORHOODS



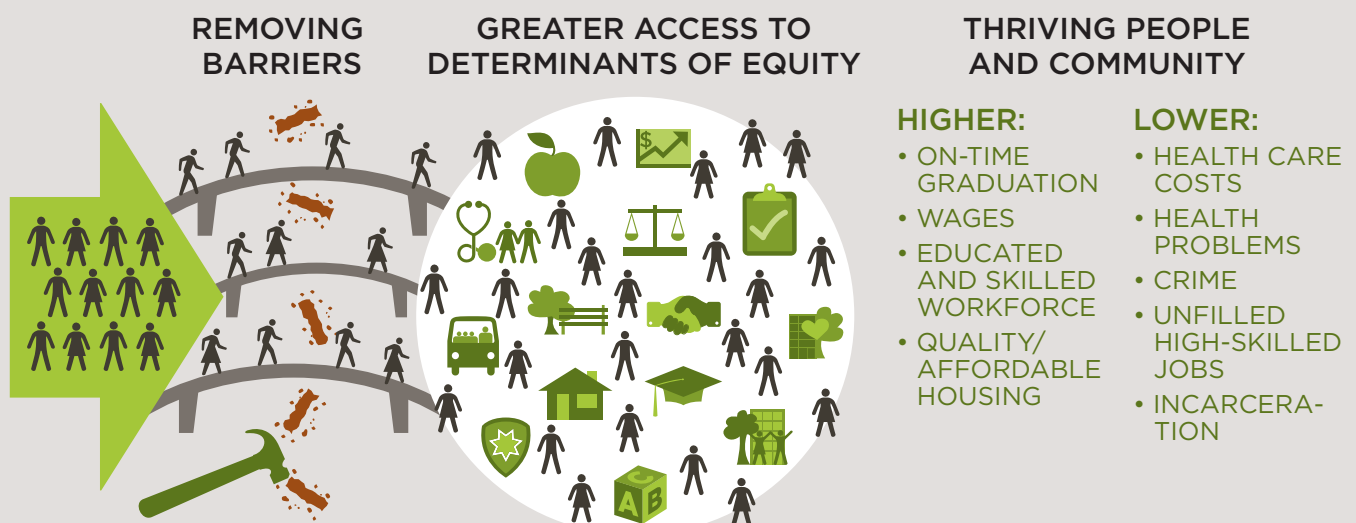
FLOURISHING COMMUNITIES ARE ROOTED IN THE DETERMINANTS OF EQUITY.

## INEQUITIES HURT EVERYONE.

WHEN PEOPLE LACK ACCESS TO THE DETERMINANTS OF EQUITY, THEY LACK OPPORTUNITY. THE RESULTING INEQUITIES IMPACT THE WHOLE COMMUNITY.



KING COUNTY IS FOCUSING ON REMOVING BARRIERS AND INCREASING ACCESS, SO ALL PEOPLE HAVE THE OPPORTUNITY TO THRIVE.



**WE ARE ALL BETTER OFF WHEN  
ALL OF US ARE BETTER OFF.**

# WHAT IS KING COUNTY DOING TO BUILD EQUITY AND OPPORTUNITY?

DEVELOPING STRATEGIES THAT ADDRESS ROOT CAUSES OF INEQUITIES AND ENGAGE COMMUNITIES:

## EQUITY AND SOCIAL JUSTICE

Starting this year, all agencies in King County are working internally and with partners in business, philanthropy, public and community/civic sectors as part of an Equity and Social Justice strategic planning process to create a blueprint for regional change.



### ACCESS TO HEALTH SERVICES

More than 200,000 residents in King County gained access to affordable health coverage thanks to enrollment activities by community organizations, business, schools, labor and others.

#### UP NEXT

Ensuring people remain covered and have access to quality health care and preventive services.



### STRONG, VIBRANT NEIGHBORHOODS

King County and The Seattle Foundation announced community investments to build on local strengths and reverse increasing health, social, racial and economic inequities.

#### UP NEXT

Lead organizations in SeaTac and Tukwila, the Rainier Valley in Seattle, and the White Center/North Highline unincorporated area are embarking on collaborative work driven by each community's agenda and priorities.



BEST STARTS FOR

KIDS

### EARLY CHILDHOOD DEVELOPMENT

The Youth Action Plan, led by a task force, recommended priorities for serving children, youth and young adults to ensure that they thrive.

#### UP NEXT

Best Starts for Kids will invest in what works: strengthen a child's early development, invest at key developmental milestones on children's journey to adulthood, and create healthy communities that support their progress.



### ACCESS TO SAFE AND EFFICIENT TRANSPORTATION

Through a broad partnership, King County has implemented the ORCA LIFT Reduced Fare Program, providing low-income populations more equitable access to public transportation and other services.

#### UP NEXT

Anybody earning at or below 200 percent of the federal poverty line may be eligible for the ORCA LIFT card and other public assistance programs. Visit [ORCALIFT.com](http://ORCALIFT.com).



### EQUITABLE LAW AND JUSTICE SYSTEM

Despite nearly a 75% reduction in the number of youth in secure detention in King County, youth of color - especially African American youth - remain a substantially greater proportion of incarcerated youth.

#### UP NEXT

King County is taking short-term steps to reduce the number of youth in detention, while working with the broader community and constituents on a longer-term racial equity plan that fundamentally shifts the county's philosophy of juvenile justice and focuses on opportunity for youth.



### LOCAL FOOD INITIATIVE

The Executive convened a "Kitchen Cabinet" including farmers, restaurateurs, grocers, distributors, and food innovators to develop targets and actions for governments, businesses and non-profits to achieve a resilient, thriving local food system that is readily available to all communities.

#### UP NEXT

King County will expand the "Fresh Bucks" program to farmers' markets in South King County, and will fund pilot projects this fall to build consumer awareness and demand for local, healthy foods.

KING COUNTY CAN'T BUILD EQUITY ALONE. LEARN MORE AT [KINGCOUNTY.GOV/EQUITY](http://KINGCOUNTY.GOV/EQUITY).

**I. PURPOSE**

Fairfax County embraces its growing diverse population and recognizes it as a tremendous asset but also knows that racial and social inequities still exist. This policy defines expectations for consideration of racial and social equity, and in particular, meaningful community involvement when planning, developing, and implementing policies, practices, and initiatives. It provides a framework to advance equity in alignment with our stated visions and priorities. This policy informs all other policies and applies to all publicly delivered services in Fairfax County Government and Fairfax County Public Schools.

**II. SUMMARY OF CHANGES SINCE LAST PUBLICATION**

This is a new policy.

**III. DEFINITIONS**

**Equity:** The commitment to promote fairness and justice in the formation of public policy that results in all residents – regardless of age, race, color, sex, sexual orientation, gender identity, religion, national origin, marital status, disability, socio-economic status or neighborhood of residence or other characteristics – having opportunity to fully participate in the region’s economic vitality, contribute to its readiness for the future, and connect to its assets and resources.

**Equity Tools:** Information and processes used to identify who is affected by a decision, policy, or practice; how they are affected; and to guide recommendations to encourage positive impacts and/or mitigate negative impacts.

**Publicly delivered:** The services provided by government or public schools either directly (through the public sector) or through financing the provision of services.

**Race:** A socially constructed category of identification based on physical characteristics, ancestry, historical affiliation, or shared culture.

**Racial Equity:** The absence of institutional and structural barriers experienced by people, based on race or color that impede opportunities and results.

**Social Equity:** The absence of institutional and structural barriers experienced by people, based on other societal factors such as age, sex, sexual orientation, gender identity, religion, national origin, marital status, disability, socio-economic status, neighborhood of residence, that impede opportunities and results.

#### IV. AREAS OF FOCUS TO PROMOTE EQUITY

Helping people reach their highest level of personal achievement is vital to our county's successful ability to compete in the global economy. Linking our residents and families to opportunities including education, workforce development, employment, and affordable housing helps ensure lifelong learning, better health, resilience, and economic success. The systems, structures, and settings in which our residents and families live, work, play, and learn, create an equitable community and are, in part, a product of policy and resourcing decisions.

Fairfax County Government and Fairfax County Public Schools, working in conjunction with higher education, business, nonprofit, faith, philanthropy, civic and other sectors, will give particular consideration to these initial areas recognizing that additional areas of focus may emerge based on changing factors and that assessment and prioritization are necessary to guide and inform collective actions to support a thriving community and promote equity with a goal of achieving the following:

1. Community and economic development policies and programs that promote wealth creation and ensure fair access for all people.
2. Housing policies that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport.
3. Workforce development pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.
4. An early childhood education system that ensures all children enter kindergarten at their optimal developmental level with equitable opportunity for success.
5. Education that promotes a responsive, caring, and inclusive culture where all feel valued, supported, and hopeful, and that every child is reached, challenged, and prepared for success in school and life.
6. Community and public safety that includes services such as fire, emergency medical services, police, health, emergency management and code enforcement that are responsive to all residents so that everyone feels safe to live, work, learn, and play in any neighborhood of Fairfax County.
7. A criminal justice system that provides equitable access and fair treatment for all people.
8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
9. A vibrant food system where healthy, accessible, and affordable food is valued as a basic human necessity.
10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.
11. A quality built and natural environment that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.

12. A healthy and quality environment to live and work in that acknowledges the need to breathe clean air, to drink clean water now and for future generations.
13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.
14. A multi-modal transportation system that supports the economic growth, health, congestion mitigation, and prosperity goals of Fairfax County and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.
15. Digital access and literacy for all residents.
16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.
17. Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

## **V. PROCESS**

To achieve equity and advance opportunity for all, Fairfax County Government and Fairfax County Public Schools will work in partnership with others and utilize the influence of each respective institution to leverage and expand opportunity. Organizational capacity in the following areas will enable the development, implementation, and evaluation of policies, programs, and practices that advance equity:

### **a. Community Engagement**

To foster civil discourse and dialogue, community engagement shall ensure that the breadth of interests, ideas, and values of all people are heard and considered. Outreach and public participation processes will be inclusive of diverse races, cultures, ages, and other social statuses. Effective listening, transparency, flexibility, and adaptability will be utilized to overcome barriers (geography, language, time, design, etc.) that prevent or limit participation in public processes. Fairfax County Government and Fairfax County Public Schools will engage with sectors such as higher education, business, nonprofit, faith, philanthropy, civic and others to collectively address barriers to opportunity.

### **b. Training and Capacity Building**

Training will be designed for individual and collective learning with an emphasis on building competencies and skills to implement strategies that promote racial and social equity in employees' daily work. Foundational training will include, but will not be limited to: an understanding of implicit bias; institutional and structural racism; and the use of equity tools. Additional training for role and business area specific training will also be provided.

### **c. Applying Equity Tools**

Consideration will be given to whole community benefits and burdens, identifying strategies to mitigate negative impacts, and promoting success for all people in planning and decision making.

Equity tools such as structured questions, equity impact analyses, disparity studies, etc. will be used to ensure that equity is considered intentionally in decision-making and the One Fairfax policy is operationalized.

**d. Racial and Social Equity Action Planning**

All organizations and departments within Fairfax County Government and Fairfax County Public Schools will conduct analysis, devise plans, set goals, and take actions through specific practices, policies, and initiatives within their purview.

**e. Accountability Framework**

Fairfax County Government and Fairfax County Public Schools will incorporate data and publish performance measures that can be analyzed, quantified, and disaggregated to evaluate the extent to which our systems are achieving goals identified through the racial and social equity action planning.

**VI. ROLES**

Fairfax County Government and Fairfax County Public Schools will designate and support staff members to lead the implementation of the One Fairfax policy. These staff members will work in conjunction with:

- The Board of Supervisors, School Board, and One Fairfax Executive Leadership Team to provide strategic, collective leadership in support of the equity-informed planning and decision-making processes prescribed by this policy and the development and pursuit of identified equity goals; and
- A multi-department, cross-systems equity staff team to facilitate coordination of racial and social equity action planning, collective action, and shared accountability across and within county and schools organizations.
- Boards, Commissions, Authorities and Advisory Committees to promote stakeholder engagement and input in support of equity informed planning and decision making.

**Related policies and regulations:**

Fairfax County Public Schools Policy 1450 – Nondiscrimination

Fairfax County Government Procedural Memorandum 39-06 – Harassment

Fairfax County Government Procedural Memorandum 39-04 – Reasonable Accommodation in Employment

Fairfax County Government Procedural Memorandum 39-05 – Reasonable Accommodation of Services and Devices

Fairfax County Government Procedural Memorandum 02-08 – Language Access Policy

The Code of Fairfax County, Virginia – Chapter 11 – Human Rights Ordinance

# Equity, Diversity, and Inclusion Glossary of Terms

UNIVERSITY OF WASHINGTON – SCHOOL OF PUBLIC  
HEALTH

DEPARTMENT OF EPIDEMIOLOGY – EQUITY, DIVERSITY, AND  
INCLUSION (EDI) COMMITTEE

## Introduction

The Glossary of Equity, Diversity, and Inclusion (EDI) terms was developed by the Epidemiology Department's EDI Committee.

The intention behind the development of this Glossary is to encourage a common understanding and use of EDI terminology in our classrooms and across our department. The definitions provided are based on a review of published definitions and may represent a composite of available definitions. The terms included in this glossary are intended for use in public health coursework and research, and as such, are typically not as expansive as those one may find in the social sciences.

The glossary is updated on an annual basis to ensure that the content, both terms included and their definitions, reflects the evolution of language. We actively encourage feedback to ensure its continual improvement. If you have suggestions, please email the EDI chair, Jen Balkus, at [jbalkus@uw.edu](mailto:jbalkus@uw.edu).

A brief note on capitalization. Guidance regarding the capitalization of race and ethnicity varies by discipline. In this glossary, we have chosen to capitalize race and ethnicity when it is used as an adjective to describe a population or individual.

## Citation

University of Washington Department of Epidemiology Equity, Diversity, and Inclusion Committee. Glossary of Equity, Diversity, and Inclusion Terms. 2020. [Date accessed site].

## Ableism

Prejudiced thoughts and discriminatory actions and practices based on real or perceived differences in physical, mental and/or emotional ability that contribute to a system of oppression; usually of able-bodied/minded persons against people with illness(es) or disabilities.

## Accessibility

The extent to which a facility is readily approachable and usable by individuals with physical, mental, or social disabilities, such as self-opening doors, elevators for upper levels, or raised lettering on signs.

## Asexual

Someone who does not experience sexual attraction. Asexual people have emotional needs and can experience emotional or romantic attraction, but this attraction usually doesn't need to be realized in any sexual manner. Asexuality is considered an identity, and is not the same as celibacy, which is a choice.

## Acculturation

A process in which members of one cultural group adopt the beliefs, patterns, and behaviors of another group, typically the dominant one. Acculturation (n.) The process of learning and incorporating the language, values, beliefs, and behaviors that make up a distinct culture. This concept is not to be confused with assimilation, where an individual, family, or group may give up certain aspects of its culture in order to adapt to that of their new host country.

## African American

Refers to people in the United States who have ethnic origins in the African continent. While the terms "African American" and "Black" are often used interchangeably in the United States, it is best to ask individuals how they identify. For example, some individuals in immigrant communities may identify as Black, but do not identify as African American. This is also an established race categorization used by federal agencies and academic institutions in the US.

## Alaska Native

Umbrella term for the Indigenous peoples of Alaska, a diverse group consisting of over 200 federally recognized tribes, and speaking 20 Indigenous languages. This is a general term; Alaska Native people may prefer to define or identify themselves by their specific tribal affiliation(s). The term "Eskimo" is considered derogatory by some Alaska Native people, and should be avoided. This is also an established race categorization used by federal agencies and academic institutions in the US.

### American Indian

This term is used to refer Indigenous people and numerous tribes of North America, most commonly referencing those within the current United States. This term is also part of an established race categorization used by federal agencies and academic institutions in the US “American Indian or Alaska Native.” Many Indigenous people prefer to define or identify themselves by their specific tribal affiliation(s).

### Anglo or Anglo-Saxon

Of or related to the descendants of Germanic peoples (Angles, Saxons, and Jutes) who reigned in Britain until the Norman conquest in 1066. Often refers to White English-speaking persons of European descent in England or North America, not of Hispanic or French origin.

### Anti-Racist

A person who identifies, challenges, and actively and consciously opposes the values, structures and behaviors that perpetuate systemic racism.

### Anti-Semitism

Hatred, discrimination, hostility, or oppression of or against Jewish people as a group or as individuals.

### Anti-Muslim

Hatred, discrimination, hostility, or oppression of or against Muslim people as a group or as individuals.

### Arab

Of or relating to the cultures or people that have ethnic roots in the following Arabic-speaking lands: Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, the United Arab Emirates, and Yemen. “Arab” is not synonymous with “Muslim.” Arabs practice many religions, including Islam, Christianity, Judaism, and others.

### Asian-American

Of or related to Asian Americans. The U.S. Census Bureau defines “Asian” as “people having origins in any of the original peoples of Asia or the Indian subcontinent. It includes people who indicated their race or races as ‘Asian,’ ‘Indian,’ ‘Chinese,’ ‘Filipino,’ ‘Korean,’ ‘Japanese,’ ‘Vietnamese,’ or ‘Other Asian.’ Asian-Americans are approximately 3.6 percent of the total U.S. population, and 4.2% including persons of mixed race. Individuals with origins in the Indian subcontinent (ie. India, Bangladesh, Pakistan, Sri Lanka, etc.) are often wrongly excluded from the Asian-American narrative.

### Assimilation

The process by which one group takes on the cultural and other traits of a larger group, often giving up aspects of their own culture or beliefs to do so; usually refers to the forced acculturation of a marginalized group by the dominant or White group.

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bias               | Prejudice; an inclination or preference, especially one that interferes with impartial judgement.                                                                                                                                                                                                                                                                                                               |
| Bicultural         | Of or related to an individual who possesses the languages, values, beliefs, and behaviors of two distinct racial or ethnic groups.                                                                                                                                                                                                                                                                             |
| BIPOC              | An abbreviation that stands for “Black, Indigenous, and People of Color”. The burden of white supremacy disproportionately falls on Black and Indigenous people in the US. This term centers the experiences of Black and Indigenous people and their relationship to whiteness, which shapes the experiences of and relationship to white supremacy for all People of Color within a U.S. context.             |
| Biracial           | A person who identifies as being of two races or who’s biological parents are of two different racial groups.                                                                                                                                                                                                                                                                                                   |
| Birth Assigned Sex | The binary designation that refers to a person’s biological, morphological, hormonal, and genetic composition. One’s sex is typically assigned at birth and classified as either male or female.                                                                                                                                                                                                                |
| Bisexual           | An identity term for people who are attracted to people of two or more genders, usually to both men and women. Bi* is used as an inclusive abbreviation for the bi, pan, and fluid community.                                                                                                                                                                                                                   |
| Black              | Of or related to persons having ethnic origins in the African continent, including those whose ancestors were kidnapped into chattel slavery; persons belonging to the African Diaspora. “African American” is often interchangeably and incorrectly used with “Black” in the United States (see definition for African American). Please see <a href="#">this link</a> to determine which term is appropriate. |
| Brahmanism         | The doctrines and practices of Brahmans and orthodox Hindus, characterized by the caste system in India. It is considered the “highest” caste and is often manipulated to oppress the lower classes.                                                                                                                                                                                                            |
| Casteism           | The caste system was originally developed as a way to define religious practices and professions of individuals within communities in early India. However, modern day casteism manifests as prejudice or antagonism directed against individuals of a different (lower) caste, and can even dictate marriage and employment decisions.                                                                         |

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chicano              | Chicano is a term that describes someone of Mexican-American descent, in other words, those who are beyond first generation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Cisgender            | An abbreviation for individuals in whom there is a match between the sex they were assigned at birth, their bodies, and their personal identity. Often referred to as a cis-male or cis-female, these terms describe the antonym to transgender.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Classism             | Prejudicial thoughts and discriminatory actions based on difference in socio-economic status and income, usually referred to as class. Differential treatment based on social class or perceived social class. Classism is the systematic oppression of subordinated class groups to advantage and strengthen the dominant class groups. The systematic assignment of characteristics of worth and ability based on social class. "Classism" can also be expressed through the use of public policies and institutional practices that prevent people from breaking out of poverty rather than ensuring equitable economic, social, and educational opportunity. |
| Color Blind(ness)    | The problematic racial ideology that posits the best way to end discrimination is by treating individuals as equally as possible, without regard to race, culture, or ethnicity, and in doing so legitimizes systemic racism. The term "colorblind" de-emphasizes, or ignores, race and ethnicity, a large part of one's identity and disregards systemic racism and persistent discrimination.                                                                                                                                                                                                                                                                  |
| Communities of Color | A term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Covert Racism        | Expresses racist ideas, attitudes or beliefs in subtle, hidden or secret forms. Covert racism is often excused or confused with mechanisms of exclusion and inclusion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Disability           | Disabilities are physical or mental impairments which have a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Discrimination       | The unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion, national origin, age, physical/mental abilities and other categories that may result in differences in provision of goods, services or opportunities.                                                                                                                                                                                                                                                                                                                                                                    |

## Diversity

Diversity describes the myriad ways in which people differ, including the psychological, physical, and social differences that occur among all individuals, such as race, ethnicity, nationality, socioeconomic status, religion, economic class, education, age, gender, sexual orientation, marital status, mental and physical ability, and learning styles. Diversity is all-inclusive and supportive of the proposition that everyone and every group should be valued. It is about understanding these differences and moving beyond simple tolerance to embracing and celebrating the rich dimensions of our differences.

## Equality

Equality is the condition under which every individual is treated in the same way, and is granted the same rights and responsibilities, regardless of their individual differences.

## Equity

Equity ensures that individuals are provided the resources they need to have proportionate access to the same opportunities, as the general population. Equity represents impartiality, i.e. the distribution is made in such a way to even opportunities for all the people. Conversely, equality indicates uniformity, where everything is evenly distributed among people.

## Ethnicity/Ethnic Group

A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, cultural heritage, values, language, political and economic interests, history and ancestral geographical base.

## First Nations

Indigenous peoples of Canada who are not Inuit or Métis. The term “Aboriginal Peoples” can be used to refer to the first inhabitants of Canada as a group (including First Nations, Inuit, and Métis peoples in aggregate.) These are general terms; many First Nations people prefer to define or identify themselves by their specific tribal affiliation(s).

## Gay

An identity term used to describe a male-identified person who is attracted to other male-identified people in a romantic, sexual, and/or emotional sense. Also an umbrella term used to refer to people who experience same-sex or same-gender attraction.

## Gender

Gender is the socially constructed roles, behaviors, activities, and attributes that society considers "appropriate" for men and women. It is separate from 'sex', which is the classification of male or female based on physiological and biological features. A person's gender may not necessarily correspond to their birth assigned sex or be limited to the gender binary (woman/man).

## Gender Identity

Refers to all people's internal, deeply felt sense of being a man, woman, both, in between, or outside of the gender binary, which may or may not correspond with sex assigned at birth. Because gender identity is internal and personally defined, it is not visible to others, which differentiates it from gender expression.

## Gender Nonconforming

Persons whose gender expression does not conform to the traditional expectations of their gender, or whose gender expression does not fit neatly into a category.

## Health Equity

Attainment of the highest level of health for all people. Efforts to ensure that all people have full and equitable access to opportunities that enable them to lead healthy lives.

## Heterosexism

The individual, societal, cultural, and institutional beliefs and practices that favor heterosexuality and assume that heterosexuality is the only natural, normal, or acceptable sexual orientation. This creates an imbalance in power, which leads to systemic, institutional, pervasive, and routine mistreatment of gays, lesbians, bisexuals and other individuals who do not identify as heterosexual.

## Heterosexual

An identity term for a female-identified person who is attracted to male-identified people or a male-identified person who is attracted to female-identified people.

## Hispanic

The term "Hispanic" was instituted by federal agencies and describes individuals who are descendants of people from Spain, or from predominantly Spanish-speaking regions formerly colonized by Spain. The term is not used to describe race. Some find the term offensive as it honors the colonizers and not the Indigenous groups the term represents. The U.S. Census Bureau defines Hispanic origin as those people who classified themselves in one of the specific Spanish, Hispanic, or Latino categories listed on the Census 2020 questionnaire (Mexican, Mexican American, Chicano, Puerto Rican, Cuban or additional Hispanic origins including but not limited to Argentinian, Colombian, Dominican, Nicaraguan, and Salvadorian).

## Homosexual

A person who is primarily attracted to members of what they identify as their own sex or gender. Many people reject the term homosexual because of its history as a term denoting mental illness and abnormality - the terms Gay, Lesbian, or Queer are preferred.

## Implicit Bias

Negative associations expressed automatically that people unknowingly hold; also known as unconscious or hidden bias. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to be more predominant than the individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that people may profess.

## Inclusion/Inclusiveness

Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

## Institutional Racism

Institutional racism refers specifically to the systemic ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect creates advantages for White people and oppression and disadvantage for people from groups classified as People of Color (people who are not of White or European ancestry).

## Internalized Racism

Internalized racism is a phenomenon that occurs when a group oppressed by racism supports the supremacy and dominance of a racist system by maintaining or participating in the set of attitudes, behaviors, social structures and ideologies that reinforce that system. In the U.S. this generally involves reinforcement of white supremacy. Internalized racism involves four essential and interconnected elements:

Decision-making — Due to racism, People of Color may not have total control over the decisions that affect daily life and resources. As a result, on a personal level, some People of Color may (consciously or unconsciously) think White people know more about what needs to be done for their community than they do. On an interpersonal level, communities of color may not support each other's authority and power — especially if it is in opposition to the dominating racial group. Structurally, there is a system in place that rewards People of Color who support white supremacy and power and coerces or punishes those who do not.

Resources — Resources, broadly defined (e.g., money, time, etc.), are unequally in the hands and under the control of White people. Internalized racism is the system in place that makes it difficult for People of Color to get access to resources for their communities and to control the resources of their community.

Standards —People of Color may accept standards for what is appropriate or "normal" that are Eurocentric or American-centric (e.g., "Western," to borrow an imperialist phrase). They may have difficulty naming, communicating, and living up to "Western" standards and values, and holding themselves and each other accountable to them.

Naming the problem — There is a system in place that misnames the problem of racism and its effects as problems of or caused by People of Color. As a result of internalized racism, People of Color might, for example, believe they are more violent than White people instead of recognizing the role of state-sanctioned political violence and institutional racism.

## Interpersonal Racism

Interpersonal racism occurs between individuals. When private beliefs are put in interaction with others', racism resides in the interpersonal realm. Examples: public expressions of racial prejudice, hate, bias and bigotry between individuals These are biases that occur when individuals interact with others and their private racial beliefs affect their public interactions.

## Intersectionality

The theoretical framework introduced by Kimberle' Crenshaw that various biological, social, and cultural categories-- including gender, race, class, ethnicity, sexual orientation and social categories-- interact and contribute towards systematic social inequality. This concept recognizes that groups of people or individuals:

- 1) belong to more than one social category simultaneously and
- 2) may experience either privileges or disadvantages on that basis depending on circumstances and relationships.

Exploring [one's] multiple identities can help clarify the ways in which a person can simultaneously experience privilege and oppression. For example, a Black woman in America does not experience gender inequalities in exactly the same way as a White woman, nor is her racial oppression identical to that experienced by a Black man. Each intersection produces a qualitatively distinct life.

## Intersex

The term "intersex" is a general term that refers to internal and/or external anatomical sexual characteristics, where features usually regarded as male or female may be mixed to some degree. These variations are naturally occurring variations in humans and not a medical condition.

## Islamophobia

Prejudice, fear, and hostility toward Islam and people who practice Islam (Muslims) and those with names that reflect ties to South and West Asia and North Africa (SWANA). Those perceived to be visibly Muslim may face increased discrimination, including Muslim women who wear a hijab (headscarf) and Sikh men (not Muslim) who wear a turban. These practices and beliefs often result in discrimination, surveillance, and hate crimes.

## Latino/Latina/Latinx

The term “Latino/Latina” are gendered terms used to describe individuals who are descendants of people from Latin America. The term is not used to describe race. U.S. Census Bureau uses the term “Hispanic or Latino” (see definition of Hispanic). The term Latinx is a gender appropriate term for Latino/Latina. This term omits any masculine or feminine roots and is typically used by younger generations.

## Lesbian

The term is used to describe female-identified people attracted emotionally, physically, and/or sexually to other female-identified people.

## LGBT/LGBTQIA/LGBT+/LGBTIQ, etc.

LGBTQ: This acronym is an umbrella term used to describe lesbian, gay, bisexual, transgender, and queer people. Another common acronym used is LGBTQIA, which encompasses intersex and asexual identities, although there doesn't seem to be consensus within the intersex or asexual communities about wanting to be included in or directly linked to the LGBTQ community.

## Marginalized/Marginalization

The process by which minority groups/cultures are excluded, ignored or relegated to the outer edge of a group/society/community. A tactic used to devalue those that vary from the norm of the mainstream, sometimes to the point of denigrating them as deviant and regressive.

## Microaggression

Everyday slights, insults, putdowns, invalidations, and demeaning behaviors and messages sent to historically marginalized groups by members of the majority group sent through verbal, behavioral, or environmental cues that subtly but definitely perpetuate stigma. Perpetrators of microaggressions may be unaware that they have engaged in demeaning ways towards a target group. Insensitivity toward others in ways that devalue, discriminate, and deny all or some parts of someone’s personal identity (see definition of Personal Identity below). Micro refers to the interpersonal nature of the and not the “size” of impact. More information, including examples, can be found [here](#).

## Minoritized

The uncontrollable and systemically oppressive force of being in a minority group, with respect to race, religion, or other aspects of identity. Oppression permeates the language we use to describe persons who bear the burden of white supremacy, heteronormativity and Western-centric ideals. This term is preferable to terms such as “vulnerable,” “disadvantaged,” “underserved,” or “minority.”

## Multicultural

Of or pertaining to more than one culture.

## Multiethnic

An individual that comes from more than one ethnicity.

## Multiracial

An individual that comes from more than one race.

## Non-binary

A person who does not identify exclusively as a man or a woman (gender binary). Non-binary people may identify as being both a man and a woman, somewhere in between, or as falling completely outside these categories.

## Native American

Can be used to refer broadly to the Indigenous peoples of North and South America, but is more commonly used as a general term for the Indigenous peoples of the contiguous United States. This term has been used interchangeably with the term “American Indian,” although some Native Americans find this latter term offensive since “Indian” is a misnomer. These are general terms which refer to groups of people with different tribal affiliations; many Native American individuals prefer to identify themselves by their specific tribal affiliation(s).

## Oppression

The systemic and pervasive nature of social inequality woven throughout social institutions as well as embedded within individual consciousness. Oppression fuses institutional and systemic discrimination, personal bias, bigotry and social prejudice in a complex web of relationships and structures that saturate most aspects of life in our society. Oppression also signifies a hierarchical relationship in which dominant or privileged groups benefit, often in unconscious ways, from the disempowerment of subordinated or targeted groups.

## Pacific Islander

Pacific Islander, or Pasifika, refers to the Indigenous inhabitants of the Pacific Islands, specifically persons whose origins are of the following sub-regions of Oceania: Polynesia, Melanesia, and Micronesia.

## Person/People of Color (POC)

Used primarily in the United States to describe any person who is not White or of European descent; the term is meant to be inclusive among non-White groups, emphasizing common experiences of racism. (This definition parallels the Communities of Color definition.) BIPOC, defined above, is a term that centers the experience of Black and Indigenous POC in conversations, as POC are not a monolith.

## Personal Identity

Evolving and defining properties of an individual's experience that have shaped the ways in which they engage with the world. Self-chosen, self-identifying terms may include ethnicity, race, religion, sexuality, gender, disability, politics, profession, and life experiences (such as immigrating).

## Power

Power is unequally distributed globally and in U.S. society; some individuals or groups wield greater power than others, thereby allowing them greater access to and control over resources. Wealth, Whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which power operates.

## Prejudice

An unjustifiable, and usually negative, attitude toward a group and its members. Such negative attitudes are typically based on unsupported generalizations (or stereotypes) that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.

## Privilege

Unearned social power (set of advantages, entitlements, and benefits) accorded by the formal and informal institutions of society to the members of a dominant group (e.g., White people with respect to People of Color, men with respect to women, heterosexuals with respect to LGBTQ+ people, adults with respect to children, citizens of a certain country with respect to immigrants to it, and rich people with respect to poor people). Privilege tends to be invisible to those who possess it, because its absence (lack of privilege) is what calls attention to it. In other words, men are less likely to notice/acknowledge a difference in advantage because they do not live the life of a woman; White people are less likely to notice/acknowledge racism because they do not live the life of a person of color; straight people are less likely to notice/acknowledge heterosexism because they do not live the life of a gay/lesbian/bisexual person.

## Queer

Queer is a multi-faceted word that is used in different ways and means different things to different people. It can refer to any combination of gender identity and sexual orientation. Reclaimed from its earlier negative use, the term is valued by some for its defiance, by some because it can be inclusive of the entire community, and by others who find it to be an appropriate term to describe their more fluid identities. However, it is still possible to use and interpret the word as a slur, depending on context.

Here are some ways that queer is used today:

*\*\* Due to its varying meanings, this word should only be used when self-identifying or quoting someone who self-identifies as queer (i.e. "My cousin identifies as queer.")*

1) Queer (adj.): non-heterosexual. Queer is sometimes used as an umbrella term to refer to all people with non-heterosexual sexual orientations or all people who are marginalized on the basis of sexual orientation.

2) Queer (adj.): attracted to people of many genders. Although dominant culture tends to dictate that there are only two genders, gender is actually far more complex. Queer can be a label claimed by a person who is attracted to men, women, genderqueer people, and/or other gender nonconforming people.

3) Queer (adj.): not fitting cultural norms around sexuality and/or gender identity/expression. Similarly to the above, queer can be a label claimed by a person who feels that they personally don't fit into dominant norms, due to their own gender identity/expression, their sexual practices, their relationship style, etc.

4) Queer (adj.): transgressive, revolutionary, anti-assimilation, challenging of the status quo. Many people claim the label queer as a badge of honor that has a radical, political edge.

5) Queer (n.): an epithet or slur for someone perceived to be gay or lesbian. Queer is still sometimes used as a derogatory term, and is disliked by some within the LGBT community.

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Race                       | A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly skin color), cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time. There are no distinctive genetic characteristics that truly distinguish between groups of people. Created by Europeans (White populations), race presumes human worth and social status for the purpose of establishing and maintaining privilege and power. Race is independent of ethnicity. |
| Racism                     | The term “racism” specifically refers to individual, cultural, institutional, and systemic ways by which differential consequences are created for different racial groups. Racism is often grounded in a presumed superiority of the White race over groups historically or currently defined as non-White (African, Asian, Hispanic, Native American, etc.). Racism can also be defined as "prejudice plus power." The combination of prejudice and power enables the mechanisms by which racism leads to different consequences for different groups.                                                    |
| Racial and Ethnic Identity | An individual's awareness and experience of being a member of a racial and ethnic group; the racial and ethnic categories that an individual chooses to describe themselves based on such factors as ancestry, physical appearance, cultural affiliation, early socialization, and personal experience.                                                                                                                                                                                                                                                                                                     |
| Racial Justice             | The proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Religion                   | A system of beliefs, usually spiritual in nature, and often in terms of a formal, organized institution.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Reverse Racism             | The falsely held belief of perceived discrimination against a dominant group or political majority. Commonly used by opponents to affirmative action who believe that these policies are causing members of traditionally dominant groups to be discriminated against.                                                                                                                                                                                                                                                                                                                                      |
| Safe Space                 | A place where anyone can fully express, without fear of being made to feel uncomfortable, unwelcome, or unsafe on account of biological sex, race/ethnicity, sexual orientation, gender identity or expression, cultural background, religious affiliation, age, or physical or mental ability.                                                                                                                                                                                                                                                                                                             |

## Scientific Racism

The use of scientific techniques, theories, and hypotheses to sanction the belief of racial superiority, inferiority, or racism. Examples include eugenics, Tuskegee Syphilis Study, Puerto Rico contraceptive trials, cells taken from Henrietta Lacks without consent, "Indigenous Races of the Earth", and many others.

## Sex

The biological classification of male or female based on physiological and biological features. A person's sex may differ from their gender identity.

## Sexual Orientation

Refers to the sex(es) or gender(s) to whom a person is emotionally, physically, sexually, and/or romantically attracted. Examples of sexual orientation include gay, lesbian, bisexual, heterosexual, asexual, pansexual, queer, etc.

## Sinophobia

Racist or xenophobic sentiments against China, Chinese people, or Chinese culture. When COVID-19 began to spread outside of China, political leaders and others in the United States and elsewhere took advantage of its apparent origin in China to stoke latent Sinophobia.

## Stereotype

Widely held beliefs, unconscious associations and expectations about members of certain groups that are presumed to be true of every member of that group, and that present an oversimplified opinion, prejudiced attitude or uncritical judgment. Stereotypes go beyond necessary and useful categorizations and generalizations in that they are typically negative, are based on little information and are highly generalized and/or inflammatory.

## Structural Racism

The normalization and legitimization of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage White people while producing cumulative and chronic adverse outcomes for People of Color. Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics and entire social fabric. Structural racism is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.

## Transgender

An umbrella term for people whose gender identity and/or gender expression differs from their assigned sex at birth (i.e. the sex listed on their birth certificates). Transgender people may or may not choose to alter their bodies through the use of hormones and/or gender affirmation surgery. Transgender people may identify with any sexual orientation, and their sexual orientation may or may not change before, during, or after transition (linked definition). Use "transgender," not "transgendered." Transgender people use pronouns that are person-specific, please ask and do not assume.

## Transition

The process that people go through as they affirm their gender expression and/or physical appearance (e.g. through hormones and/or surgery) to align with their gender identity. A transition may occur over a period of time, and may involve coming out to family, friends, coworkers and others; changing one's name and/or sex designation on legal documents; and/or medical intervention. Some people find the term "transition" offensive, and prefer terms such as "gender affirmation". It is best to ask individuals which terms they prefer.

## Two Spirit/Two-spirit

A term that refers to a person who identifies as having both a masculine and a feminine spirit. It is used by some Indigenous people to describe their sexual, gender and/or spiritual identity. Two Spirit may now be included in the umbrella of LGBTQ and may encompass same-sex attraction and a wide variety of gender variance, including people who might be described in Western culture as gay, lesbian, bisexual, transgender, gender queer, or who have multiple gender identities.

## White Privilege

Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are White. Generally, White people who experience such privilege do so without being conscious of it.

## White Supremacy

White supremacy is a historically based, institutionally perpetuated system of exploitation and oppression of continents, nations, and peoples of color by white peoples and nations of the European continent. The ideological goals of white supremacy include maintaining and defending a system of wealth, power, and privilege for White people, typically involving the creation of a White ethnostate from which People of Color are excluded, by force if necessary.

## Xenophobia

Literally, fear of the outsider. A specific form of racism against people from other countries, including immigrants and refugees.

# Inclusive Communication and Language

Inclusive language avoids the use of certain expressions or words that might be considered to exclude particular groups of people; eg. gender-specific words, such as "man", "mankind", and masculine pronouns, the use of which would be considered to exclude women.

## The following principals are important to remember as we work towards being more inclusive:

1. **Put people first:** Putting people first reminds us that the individual is more important than the characteristics that make up their socio-cultural identity. What does this mean? We should only be mentioning a person's characteristics (gender, race, religion, etc.) if it is relevant to the discussion at hand.
2. **Use universal phrases:** Idioms, Acronyms, and industry jargon can be confusing to those of other cultural or professional backgrounds and can lead to a person feeling excluded or embarrassed when they don't understand what was said or implied.
3. **Recognize the impact of mental health language:** Phrases like "I'm being OCD I know..." or "That guy's acting psycho/crazy..." trivialize the real struggles that someone experiences when living with a mental health disorder.
4. **Use general neutral language:** "Guys" is not gender neutral. This is often the hardest habit for all of us to break because many societies use male pronouns and male-gendered language as the default. Unfortunately when the term "Guys" is used to address a mix-gendered audience, it can insinuate that men are the preferred gender within an organization. Additionally, it is incredibly important that we all respect an individual's pronoun choices. Just as it would be disrespectful to call someone "Chad" when their preferred name is "John", we should not refer to an individual with female pronouns if they wish to be referred to with gender-neutral terms just because we don't like or understand the choice. For more information on talking about pronouns in the workplace, please check out this article written by the [Human Rights Campaign \(HRC\)](#).
5. **Have a growth mindset:** Be open to grow and develop through trainings and feedback. When we have a "Growth Mindset" it means we believe our talents can be developed (through hard work, good strategies, and input from others). Individuals with this mindset tend to achieve more than those with a more fixed mindset (those who believe their talents/knowledge are innate gifts). [When entire companies embrace a growth mindset, their employees report feeling far more empowered and committed](#).
6. **If you're not sure, ask:** We are all learning. Inclusive language is nuanced and has different impact levels for different people. If you're not sure, ask your peers and employees how they identify and talk about themselves.

# Inclusive Communication and Language

*At the most basic level, inclusion means ensuring everyone is not only invited to the conversation, but that they also feel safe and welcome to bring up their own thoughts, opinions, and ideas regardless of their background or identities.*

Other excluding behaviors to be mindful of are Micro-Aggressions and Micro-Inequities:

| Micro-Aggressions:<br>A statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority. | Micro-Inequity:<br>Small phrases or actions that cause a person to feel demeaned or marginalized<br><i>"Micro-inequities are hard-to-prove events which are covert, often unintentional, and frequently unrecognized by the perpetrator. Micro-inequities occur wherever people are perceived to be different. These mechanisms of prejudice against persons of difference are usually small in nature but not trivial in effect. They are especially powerful taken together." - Mary Rowe, Ph.D.</i> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Examples include, but are not limited to:                                                                                                                                                                        | Examples include, but are not limited to:                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Where are you from?"                                                                                                                                                                                             | Leaving one (or a few) team members out of a meeting or social gathering                                                                                                                                                                                                                                                                                                                                                                                                                               |
| "You are so articulate." / "Your English is so good."                                                                                                                                                            | Omitting someone from team communication                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| "Why are you being so emotional?" / "Why are you so angry?"                                                                                                                                                      | Interrupting/Cutting someone off mid-sentence.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| "I never would have guessed you were gay."                                                                                                                                                                       | Being impatient with someone because they are speaking with an accent.                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Favoring one accent and complaining about another.                                                                                                                                                               | What [he/she] is really trying to say is..."                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| "This is our Female/Foreign/POC Team Member"                                                                                                                                                                     | "We're all Immigrants"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



# Best Practices for Meaningful Community Engagement

*Tips for Engaging Historically Underrepresented Populations in Visioning and Planning*

The wider the variety of world views and lived experiences that inform a community visioning or planning process, the more likely it is that the built project or resulting plan will address the needs and opportunities of even the most vulnerable or most marginalized person in the community.

Meaningful community engagement can take shape in a variety of ways and requires time and flexibility. Building trusting relationships with people—and finding a variety of ways to enable their connection to a project, a process, or a group of people—requires sustained effort. Here are some tips to help strengthen the interpersonal connections across your community:

## Identify who is underrepresented at your meeting or event.

- Why do you define this particular population this way?
- How can this information guide your planning and outreach efforts?

## Put yourself in other people's shoes.

- What factors (besides meeting content) would guarantee your attendance?
- How might you eliminate common barriers to showing up?\*

## Listen more than you speak.

- Seek the perspective, expertise and lived experience of each person you meet.

## Gather input and buy-in on your project, its aims, and its marketing materials.

- Seek input from the groups you are actively trying to engage.
- Invest time in building relationships with grassroots community leaders who may serve as information conduits. Acknowledge their time and efforts explicitly.

## Address language barriers.

- Eliminate use of technical jargon and acronyms during meetings.
  - Define all new terminology on the white board, or in a glossary of terms, where everything is boiled down into easy-to-grasp language.
- Dedicate funds in your project budget for interpretation and translation services.
- Connect with community nonprofits and groups to gather information:
  - What language(s) does your constituency speak? Is literacy an issue?
  - Who might you recommend to do translation into X language?  
Can you introduce me to that person?

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### **Be thoughtful about location of meetings and events.**

- Can everyone get there easily via public transit, especially by bus?
- Is the location “neutral” or known to be the “turf” of a particular group?
- Is the venue familiar and accessible to everyone involved?

### **Get creative in defining what “engagement” looks and feels like.**

- Meetings are just one way of gathering people and exchanging information.
- Create a multitude of ways for people to get involved.
- Hands-on activities—a river cleanup or a playground build—get people working side-by-side, sharing an experience, meeting and speaking with one another.

### **Tap existing networks to spread the word.**

- Published public notices may follow the letter of the law, but they can never replace intentional outreach or one-to-one engagement.
- Word of mouth is time-tested and never goes out of style!
- Invest time in connecting with member organizations to multiply your reach.

### **Provide food and child care at all events.**

- Publicize these offerings in your outreach.
- Create ways for children to contribute and participate in the process, too.

### **Verbally and publicly acknowledge citizen distrust and historical patterns of decision making that is not reflective of previously gathered public input.**

- If you name it and own it, you set the tone for open conversation.
- Demonstrate you are willing to engage honestly and without hard feelings.

### **Manage expectations by being up front and honest.**

- Let participants know all the “non-negotiables” up front.
- Be transparent in describing your team’s roles and responsibilities, capacities and limitations, especially time and financial constraints.
- Don’t solicit input if there’s no opportunity to influence a decision already made!

### **Take time to establish “rules of engagement,” sourced from stakeholders in the room.**

- Build stakeholder ownership of the process from the beginning, and warm up the room and the voices within it.
- Establish shared culture and norms regarding expectations for participation, boundaries for folks who might take more “air time,” and permission for those who tend to say less in a group setting.

**Ensure your team’s manner and practice reflect core principles** of inclusiveness, equity, justice, reliability, respect, transparency, cultural competence, and active listening.

**Make it right** when something goes wrong. When receiving feedback about meeting format, or something said or unsaid, be gracious. Validate the concerns of the messenger, and make a verbal correction or acknowledgement in real time.

*\*See next page for Commonly Cited Reasons Why People Don’t Show Up.*

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# Commonly Cited Reasons Why People Don't Show Up

## *Insights from the Field on Engaging the Historically Underrepresented in Visioning and Planning*

A key step in preparing to lead a community visioning and planning process, along with cultural competency training, includes educating yourself and your team about possible reasons why people don't show up at public meetings or participate in planning processes. Practitioners interviewed by the Groundwork USA team shared the following commonly cited reasons for not showing up:

- Lack of knowledge of the political system
- Previous negative community engagement experience
- Historical patterns of municipal decisions not reflecting community input, broken promises made by political candidates, or both, resulting in reinforced distrust of government and institutions
- Economic barriers; needing to focus on basic needs of self and family
- Not seeing one's own culture or identity reflected in meeting format or content
- Fear of being judged, unsafe, or unwelcome
- Transportation barriers
- Childcare needs
- Spiritual beliefs and practices
- Immigration status
- Meeting time or date does not consider work schedules, religious holidays, meal times, or other family needs

While not definitive, these perspectives are valid and should be taken into account when planning a meeting or gathering of any kind.



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# Examining Who May Be Underrepresented and Why

## *Food for Thought from Practitioners Who've Been There*

Precise and intentional language is important when communicating with members of the public, and especially so in community visioning and planning work. From interviews the Groundwork USA team led with seasoned community organizers in creation of this tool, we define “historically underrepresented populations” as those groups or communities who experience social exclusion and disempowerment.

Engaging historically underrepresented populations requires a team to modify the activities it typically employs in its outreach, communications, or engagement strategy to connect with them. Such populations may include:

- People whose preferred language is one other than English
- People with low levels of literacy
- Single parents or working parents
- People of color
- Immigrants
- Refugees
- People with disabilities
- Faith communities
- People who are LGBTQ (Lesbian, Gay, Bisexual, Transgender, Questioning)
- Ex-offenders
- Individuals who are homeless
- Youth
- Elders

Keeping these populations in mind, to be able to reach into a neighborhood and connect with all kinds of people, the first questions a community engagement team should ask themselves and answer honestly is: “Why are particular segments of our community’s population frequently missing from planning or public process, and what will we do about it?”



# **EQUITY AND EMPOWERMENT ADVISORY BOARD BY-LAWS AND RULES OF PROCEDURE**

## **I. Purpose.**

The following By-laws and rules of procedure are adopted by the Equity and Empowerment Advisory Board (“Equity Board”) to facilitate the performance of its duties and the exercise of its powers as set forth in Roanoke City Council Resolution No. 41799-070620, adopted July 6, 2020, as amended by City Council Resolution No. 41839-081720, adopted on August 17, 2020 and as further amended by City Council Resolution No. \_\_\_\_\_ - \_\_\_\_\_, adopted on December 7, 2020.

## **II. Members, Officers and Duties.**

- A. General. The Equity Board shall consist of nine (9) members, two (2) members shall be members of city council and the remaining seven (7) shall be residents of the city, unless such residency is waived by city council. Pursuant to section 2-282, the mayor shall not serve ex officio. Council may appoint any two (2) members of city council, including the mayor.

Members who are members of city council shall serve only during their respective terms of office. All other members shall serve for terms of three (3) years. Members of the Equity Board, other than members who are also members of city council, shall be subject to the limitation on terms set forth in section 2-281.1.

- B. Chair. The Equity Board shall elect a Chair by majority vote from among its members. The term of the Chair shall be for one (1) year beginning as of the first meeting in January of each year and ending as of the following December 31, or until a successor is elected, and the Chair shall be eligible for re-election. The Chair shall preside at meetings of the Equity Board, decide all matters of order and procedure, subject to the rules and by-laws of the Equity Board, unless directed otherwise by a majority of the Equity Board in session at the time, and in the case of petitions brought before the full Equity Board, the Chair shall execute all rulings issued on behalf of the full Equity Board. In the event the Chair resigns or is removed from office, the Vice-Chair shall become the Chair for the remainder of the Chair's term.

- C. Vice-Chair. A Vice-Chair shall be elected by the Equity Board from among its members in the same manner as the Chair. The term of the Vice-Chair shall be for one (1) year beginning as of the first meeting in January of each year, and ending as of the following December 31 or until a successor is elected, and the Vice-Chair shall be eligible for re-election. The Vice-Chair shall act for the Chair in the Chair's absence. In the event the Chair is not available to execute any rulings issued on behalf of the full Equity Board pertaining to matters decided by the Equity Board and presided over

by the Chair, the Vice-Chair may execute the same if the Vice-Chair was present at the Equity Board's meeting at which such matters were decided. In the event that the Vice-Chair becomes Chair, resigns, or is removed, the Equity Board shall hold a special election to select a new Vice-Chair for the remainder of the Vice-Chair's term.

- D. Secretary. A Secretary shall be elected by the Equity Board from among its members in the same manner as the Chair. The term of the Secretary shall be for one (1) year beginning as of the first day of January of each year, and ending as of the following December 31 or until a successor is elected, and the Secretary shall be eligible for re-election. The Secretary, subject to the direction of the Chair and the Equity Board, shall keep all records, serve notice to all members of all meetings, prepare an agenda for such meetings, conduct all correspondence of the Equity Board, and generally supervise the clerical work of the Equity Board. The Secretary shall keep the minutes of each meeting of the Equity Board and file them with the City Clerk. These minutes shall show the record of all important facts pertaining to every meeting, every decision acted upon by the Equity Board, and the total vote for or against any resolution or other matter, indicating the names of members absent or failing to vote. The Secretary shall record all rulings issued by the Equity Board. The Secretary shall notify the City Clerk promptly if any vacancy occurs in the membership of the Equity Board. In the event that the Secretary resigns or is removed from office, the Equity Board shall hold a special election to select a new Secretary for the remainder of the Secretary's term.

### III. Meetings.

- A. Regular Meetings. The Equity and Empowerment Advisory Board shall develop a schedule for regular meetings on a monthly basis for each calendar year. Such schedule for each ensuing year shall be set no later than January 15 of each year. The Chair may cancel a regular meeting with a majority vote of the existing membership by electronic means. The annual meeting for the election of officers of the Equity Board shall be held at the regular meeting in the month of January each year, or as soon thereafter as is possible.
- B. Attendance. Members absent from three (3) regular meetings within a twelve (12) month period may be considered for removal from the Equity Board. Upon a three-fourths affirmative vote of the entire Equity Board membership a recommendation to City Council may be made to remove the member.
- C. Special Meetings. Special meetings of the Equity Board may be called at any time by the Chair by written notice given personally to each member or left at their place of residence not less than twenty-four (24) hours prior to the time fixed for the meeting. If all members of the Equity Board are present at the special meeting, then the requirements as to prior notice shall be deemed to be waived.
- D. Quorum and Vote. Five members of the Equity Board membership present shall constitute a quorum, and no action of the Equity Board shall be valid

unless authorized by a majority of those present and eligible to vote, except with regard to amendments to these By-laws as set forth in Article VIII hereof. A tie vote is to be construed as a denial of the requested action. No member's vote on any matter may be cast by proxy.

- E. Conduct of Meetings. All meetings shall be open to the public; provided, however, that closed meetings may be held in compliance with the Virginia Freedom of Information Act. The order of business at regular meetings may follow the format outlined below:

1. Roll Call
2. Reading and Approval of Minutes
3. Reports of Officers and Standing Committees
4. Reports of Special (Select or Ad Hoc) Committees
5. Special Orders
6. Unfinished Business and General Orders
7. New Business
8. Open Forum
9. Announcements
10. Program
11. Adjournment

#### **IV. General responsibilities of the Board.**

The Equity Board shall assume and perform the following duties and responsibilities:

- A. Review the priorities for Interwoven Equity in City Plan 2040 and any subsequent city comprehensive plan;
- B. Develop proposed plans for the implementation of policies and actions identified for each priority set forth in the Interwoven Equity in City Plan and any subsequent city comprehensive plan; and
- C. Review all existing city policies, ordinances, and regulations and recommend to city council changes in such policies, ordinances, or regulations to eliminate the city of any policies or procedures that promote inequality or limit empowerment.

#### **V. Public Hearings.**

The Equity and Empowerment Advisory Board shall hold public hearings at one of its regular meetings, or at a special meeting called for that purpose pursuant section 2-305(e)(5), at least quarterly during the year. The purpose of each public hearing is to receive comments and input from the community with respect to the responsibilities of the Equity and Empowerment Advisory Board as set forth in section 2-305 (b). Notice of each public hearing shall be published in a newspaper of general circulation within the city at least five (5) days, but not more than ten (10) days, prior to the date of the public hearing.

**VI. Reports to City Council.**

- A. The Equity Board shall make such recommendations to City Council as the Equity Board deems appropriate. All recommendations shall be in writing and delivered to the City Clerk for inclusion the City Council agenda packages. The Chair of the Equity Board or designee shall attend the City Council session at which such recommendations are considered by City Council.
- B. The Equity Board shall make an annual written report to City Council at the second session of City Council in December. The annual report shall summarize the matters considered by the Equity Board, the recommendations made to City Council, and the objectives of the Equity Board for the following year. The Chair of the Equity Board or designee shall present the report at the second session of City Council in December.

**VII. Advocacy Protocol.**

- A. All Equity Board decisions to advocate shall be subject to the Equity Board's established rules and procedures.
- B. All decisions to advocate an issue on behalf of a petitioner shall become the official policy of the Equity Board and may not be changed except by a three-fourths affirmative vote of the entire Equity Board membership.

**VIII. Parliamentary Authority.**

All meetings of the Equity Board will be conducted in accordance with Robert's Rules of Order and in accordance with these By-laws.

**IX. Amendments.**

These rules may, within the limits allowed by law, be amended at any time by an affirmative vote of not less than five (5) members of the total Equity Board membership. Any proposed amendment to the by-laws will be presented, in writing, at a regular meeting of the Equity Board and be acted upon at the next regular meeting of the Equity Board. A copy of all amendments approved by the Equity Board will be presented to City Council for review and endorsement at City Council's next regular meeting following such approval by the Equity Board.

Date: \_\_\_\_\_

\_\_\_\_\_  
Chair  
Printed name: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Secretary  
Printed name: \_\_\_\_\_

Original adoption: \_\_\_\_\_