



To: President King and Members of City Council
From: Floyd Akins, Community Relations Committee Chair
Date: January 5, 2022
RE: Community Relations Committee Annual Report to Council

In its inaugural year, the Upper Arlington Community Relations Committee (CRC) has engaged with community leaders and citizens to impact positive change in the community. With support from the Upper Arlington City Council and City Administration, the CRC provides a sounding board for UA that is helping to transform the perceptions of the community through the eyes of the surrounding Columbus metro area.

The attached summary of the year provides a comprehensive overview of the added value that the CRC has contributed thus far. It should also not go unnoticed that one member of the CRC was elected to City Council. One of the main goals of the CRC is that of increased diversity in the community. The election of Ukeme Awakessien Jeter to the UA City Council is the exact tone that the CRC hopes to have on the community, but more importantly, her margin of victory illustrates that acceptance of DEI in the UA community. In other words, while other communities discuss DEI, Upper Arlington – with the guidance of the CRC – has provided an immediate impact by helping to develop leaders in the community who come from diverse backgrounds.

Another important aspect of the CRC's impact is the work with the City's Police Division and the Upper Arlington Schools. These key partners have provided significant time educating and engaging with the CRC throughout the year. I would like to particularly thank UA Schools Executive Director of Diversity, Equity and Inclusion Matt Boaz and Officers Bryan McKean and Manny Boamah for their regular attendance at our meetings.

In the coming months, the CRC will continue with outreach from organizations throughout the UA community. We want to hear from everyone regarding what makes our community good and how we can improve. The CRC looks forward to 2022 and we thank City Council for empowering us to take on this important task in creating a more welcoming environment for ALL.

Sincerely,

Floyd Akins
Chair, UA Community Relations Committee

CC: Community Relations Committee, Steve Schoeny, City Manager,
Emma Speight, Community Relations Director, Liz Rebber, Acting City Clerk



Community Relations Committee

2021 Annual Report to City Council

Committee Roster

<i>Floyd Akins, Chair</i>	<i>Farida El-Hennawy, Vice Chair</i>	<i>Jean-Phillipe (JP) Dorval</i>
<i>Karen Heiser</i>	<i>Judy Kase</i>	<i>Jason Sayat</i>
<i>Howard Warner</i>	<i>*Ukeme Awakessien Jeter (resigned November 2021)</i>	

Pursuant to 160.03(B) of the Upper Arlington Code of Ordinances, the Community Relations Committee (CRC) is required to report annually on its accomplishments and goals and funding requests for the coming year.

October 2020 – December 2021 Activities and Accomplishments

The CRC was created by Upper Arlington City Council on June 13, 2020 with the passage of Ordinance 39-2020. The CRC was charged with:

- Supporting Upper Arlington as a welcoming community and to promote understanding, mutual respect and a sense of belonging among all residents to affirm the value of each individual and foster a continued culture of shared community.
- Working to nurture Upper Arlington's continued deep sense of community and neighborliness through activities designed to further enhance understanding, appreciation, communication and mutual respect for all members of our community.
- Working to enhance the vision of Upper Arlington as a community that continues to actively welcome, support and treat all people with integrity, fairness and respect.

The CRC held its first meeting on October 22, 2020. For the balance of 2020, the Committee worked to further define its role and mission. In early 2021, the CRC determined to divide its work into three areas of concentration:



- **City Operations:** Working with the City Administration to improve diversity, equity and inclusion within the City's operations. This includes police community relations.
- **Improving From Within:** Highlighting the diversity of our community today and supporting the diverse individuals and communities that already exist within Upper Arlington.
- **Improving From the Outside:** Finding new and improved ways to encourage more people to consider Upper Arlington as a place to live, operate a business, work or visit.

The CRC advised the City on making some significant improvements to internal operations and police community outreach.

- The City revised several key aspects of its hiring process. The City now requires that all positions be posted openly, even if strong internal candidates exist, and all applications and resumes are stripped of any identifying information through the initial screening process. These changes have helped to open more opportunities to diverse candidates and removed an opportunity for implicit bias in the screening process.
- City Council approved a Recruitment/DEI Coordinator position for the City's Human Resources team. This position will be responsible for improving the City's recruitment efforts and leading interagency efforts on diversity, equity and inclusion.
- Changes were made to the City's recruiting materials including the City's website and recruitment videos, specifically addressing the importance of having a diverse workforce.
- The Upper Arlington Police Division spoke with the Committee on multiple occasions to discuss key elements of the City's policing policies and procedures. Specifically, the Committee was briefed and provided feedback on the hiring and evaluation process, the division's use of force policies, body worn cameras, criteria for traffic stops, how traffic stops are conducted, its complaint policy and its race-based statistical analysis.
- These discussions led directly to a community training that is focused on providing information on these topics for busy residents who care about these issues. That training was piloted with member of the CRC and other community members. We expect the training to be rolled out to the whole community in 2022.

The CRC had several accomplishments working toward highlighting and supporting Upper Arlington's existing diverse communities.

- The Committee's feedback led to the City working with the Upper Arlington Public Library to develop a community calendar of observances (launch pending early in 2022).
- The City has taken a more expansive approach to recognizing cultural celebrations in Upper Arlington and more generally with guidance from the Committee.
- Where appropriate, the Committee has worked with City Council and other community organizations to support communities within Upper Arlington when there have been concerns about safety based on events inside or outside of UA.



To make Upper Arlington more accessible to visitors, the Committee determined that more information is needed. With guidance from the CRC, the City Manager's Office has engaged RAMA Consulting to conduct a series of focus groups and key informant interviews with non-majority residents, young people, new residents and real estate professionals to understand UA's strengths and weaknesses in seeking to attract a diverse population of new residents. Those focus groups will be kicking off in the first quarter of 2022.

Goals for 2022

Beginning in August 2021, the City Manager's Office and the CRC began developing a grant program for community organizations to work on moving the mission of the CRC forward. In early 2022, the City will release a request for proposals to implement programs in UA focused on:

1. Increasing UA residents' knowledge, understanding, and appreciation of diversity within UA and throughout central Ohio.
2. Increasing the number, type, and quality of positive interactions by non-residents with the UA community.
3. Increasing the sense of belonging and inclusion of all UA citizens with special focus on non-majority residents and those without pre-existing connections to UA.

The expectation is that the City will provide a series of smaller grants that, combined, would total \$10,000-\$15,000 per calendar year. The City Manager's Office has indicated that these grants can be funded through existing line items in the City Manager's Office and Community Development budgets.

The Committee believes that this grant program presents an opportunity for a huge leap forward in achieving the charge that Council set out for the Committee. The grant program promises to engage community members and organizations. The Committee and the City Administration both view the 2022 grant round as a pilot year, and we are anxious to learn from our successes and failures through the process.

Additionally, the findings of the City's research with newer residents about their experience becoming part of the UA community will likely lead to an additional set of priorities and potential programs. The Committee anticipates wanting to test some of the initial research with populations outside of UA. This learning led to some budgetary requests, but the City Manager's Office believes that they will be manageable within existing resources for 2022.

The CRC membership is going to seek to be more engaged directly with community organizations that support the CRC's charge. The membership has discussed specifying specific liaisons to the various community organizations around UA. We are confident that initiative will lead to better communications and new ideas for collaboration.



Community Relations Committee

Community Liaisons

Updated October 2025

Liaisons Roadmap

- One or more CRC members may partner as liaisons when there are shared interests and/or for mentoring purposes.
- Ensure the groups we partner with align with the CRC mission/vision/goals.
- Learn about what they do and who they are.
- Share about who we are and what we do.
- Build relationships and connections.
- What are their needs and upcoming focus areas?
- What are the opportunities for CRC involvement/support and what should that look like?
- **Do they have programs that align with the CRC Welcome Series?**
- **Are they planning programs that could qualify for a CRC Grant?**
- Use the decision-making checklist to decide the level of CRC involvement for proposed partnerships.
- Establish agreed upon cadence for reconnecting/providing updates, and how/when those updates are brought back to CRC meetings.

ENTITY

Asian American Community Services

CRIS

Equal UA

Jewish Family Services

Leadership UA

Northwest Realtors Association

Rainbow UA

Red Oak Family Foundation

Sustainable UA

Syntero

Tri-Village Rotary Club

Upper Arlington Civic Association

Upper Arlington Community Foundation

Upper Arlington Education Foundation

Upper Arlington Historical Society

Upper Arlington Rotary Club

Upper Arlington Special Olympics

Wellington School

CURRENT LIAISON STATUS

Jason Sayat

Jason Sayat

Jason Sayat

Joanne Strasser

Jason Sayat (Emma on advisory group)

Megan Potts, Joanne Strasser

Elaine Alicea

Brent Theaker

Sumia Mohamed

Deborah Carvalho

Emma/Debbie McLaughlin

Brent Theaker

Eric Hutchison, Deborah Carvalho

Megan Potts

Jason Sayat

Joanne Strasser

Brent Theaker

Joanne Strasser

Part of Network UA – Emma Co-Leads Meetings and Agendas. In addition to above-listed entities, participants include: Kiwanis Club of Northwest Columbus; Tri-Village Lions Club, area Churches; Festa; UA CHAT; Tri-Village Mentor League; Upper Arlington Bridges; Upper Arlington Farmers Market; UA Optimist Club.

MINIMUM ANNUAL SCHEDULE OF INTERACTIONS WITH SERVICE GROUPS

Fall Discussions

- Schedule a phone conversation, coffee or Zoom meeting. Invite Steve, Emma or April if it would be helpful.
- Reintroduction of CRC and its purpose – elevator speech.
- Share details of the CRC Welcome Series.
- Share details and timing of the CRC Grant Program.
- “The CRC wants to support and publicize (not duplicate) the great work already going on in UA. We’re reaching out to key organizations to gather some baseline information to inform this process.”
- Identify opportunities:
 - o What are the major focus areas of the entity for 2026?
 - o Discuss whether any of these focus areas align with the goals of the CRC.
 - o Would any of the programming that aligns with CRC goals be a suitable candidate for the Grant Program?
 - o Would this programming be a good candidate for incorporation into the Welcome Series?
 - o Would the planning committee for your event/program
 - o Are there other ways that the CRC might be able to assist with or participate?
- Next steps:
 - o Would it be helpful for the CRC member to attend a meeting?
 - o What would be a good schedule for reconnecting throughout the year?
 - o When applicable, make sure the connections are made for the CRC Grant Program and Welcome Series.
 - o **Report back to CRC at October or November meetings.**

Spring Discussions

- How are plans going for implementing the current year focus areas?
- Is there anything new on the horizon that might align with the goals of the CRC?
- Report back to CRC at April meeting.

Summer Discussions

- How are plans going for implementing the current year focus areas?
- Is there anything new on the horizon that might align with the goals of the CRC?
- Report back to CRC at August meeting.

2026 Programming

CRC UA Welcome Series & Event Participation Opportunities

Updated July 2026

Observance/Event	Date/Detail	CRC Support / Welcome Series?
February		
Black History Month event	2-4 pm, Saturday, February 21 Bob Crane Community Center	Cultural Arts & Library lead entities Part of Welcome Series CRC Welcome/Refreshment Table 2 pm: Eric Jason 3 pm: Eric Jason Monica
March		
Iftar Dinner	6 pm, Wednesday, March 11 Bob Crane Community Center	CRC Members: Deborah, Sumia Farida, Hana, Emma Part of Welcome Series
April		
Cherry Blossom Celebration	5 pm, Monday, April 6 Mallway Park	CRC Members: Jason, _____ Part of Welcome Series
May		
UA Culture & Artisan Fair	10 am-3 pm, Saturday, May 3 St. Mark's Episcopal Church	Planning: Elaine, Emma Part of Welcome Series CRC Welcome Table 10 am-12:30 pm: Elaine Megan 12:30-3 pm: Elaine Deborah
June		
Pride Month Flag Raising	5 pm, Monday, June 1 MSC	CRC Members: _____ Bonnie Erwin (Rainbow UA) Part of Welcome Series
Juneteenth Flag Raising	5 pm, Monday, June 15 MSC	CRC Members: _____ Part of Welcome Series
Rainbow UA Pride 2026	1-5 pm, Sunday, June 28 Sunny 95 Park	CRC Members: Part of Welcome Series 1-3 pm: Megan Elaine 3-5 pm: Eric Monica

August

Equal UA Porch Parties

August 1 Registration Begins

UA Farmers Market

3-6 pm, Wed, August 26
Dorset Road/Tremont Center

CRC Community Booth
Part of Welcome Series
Shared with UA Historical Society
Solicit Porch Party Sign Ups

3-4:30 pm: _____ | _____

4:30-6 pm: _____ | _____

September

Labor Day Arts Festival

10 am-5 pm, Monday, Sept 7
Northam Park

UA Parks & Rec
CRC Welcome Series Booth

9:45 am-12:15 pm: _____ | _____

12:15-2:45 pm: _____ | _____

2:45-5:15 pm: _____ | _____

Equal UA Porch Parties

September & October

Part of Welcome Series
Include info from CRC for packets

November

Diwali Dinner

6-10 pm, Saturday, November 14
Bob Crane Community Center
CRC Activities Table

Nidhi Satiani (lead),
Monica, Deborah, Elaine?
Emma

6-7 pm: _____ | _____

7-8 pm: _____ | _____

8-9 pm: _____ | _____

2027 Look Ahead:

- **Beehive Alliance Youth Mental Health Fair** (March)

Possibilities:

- **Police & Community Relations for New Residents/Immigrants** (repeat/update from 2023)
- **Library Health Fair** – March
- **Sustainability Fair at Library** – April
- **Schools Welcome events**
- **Other:**
 - Police & Fire combined program ideas
 - Tie in with Tri-Village Chamber/Network UA Events?

Potential Partner Entities:

UA Community Foundation	Equal UA – quarterly conversations
Upper Arlington Education Foundation	Asian American Community Services
Kiwanis Club of Northwest Columbus	Tri-Village Chamber Partnership

Criteria for Qualifying as a Welcome Series Program

- Open to all community members
- Meets CRC checklist requirements/resources available
- Involvement options:
 - o Opportunity to provide information about CRC/purpose – elevator speech
 - o Opportunity to provide information on resources/services for new residents AND to enroll new residents for City Insight e-News
 - o CRC grant funding support
 - o No CRC involvement required other than promoting as a Welcome Series program
- Other criteria? _____

Booth Activities/Materials

Review/update CRC handouts/materials

Quick quiz activity (similar to “What do you love?” “What would you change?”)

- CRC quiz wheel
- Photo opp/backdrop
- Plinko
- Maps

Use of banners, flags or other items that reflect a CRC member’s heritage

Welcome series promotion/giveaway



**Upper Arlington Community Cultural Workshop
Summary Report
Prepared by Floyd Akins, August, 2019**

- I. Introduction and History
- II. Community Workshop Planning
- III. Community Workshop Process
- IV. Strengths and Weaknesses
- V. Big Ideas
- VI. Recommendation

Appendixes:

- A. Workshop Agenda
- B. Pre-Workshop Questionnaire Survey
- C. Oversight Vehicles for Community Relations
- D. Workshop Participant Survey

I. Introduction and History

In the fall of 2018, UA City Council in consultation with EQUAL UA, discussed ways in which the community could address incidents that are not only damaging to those people who are impacted directly, but also the community as a whole.

EQUAL UA was formed in 2017 as an organization devoted to addressing the negative treatment of members of the Upper Arlington Community who have been ostracized due to race, religion, economic status, sexual orientation, disability, national origin or age. Many organizations and communities identify this type of initiative as Diversity, Equity and Inclusion (DEI). Today, EQUAL has close to 2,000 Facebook members; has held numerous community meetings; and is recognized by the UA City Council as an organization making positive change for everyone in the community.

EQUAL suggested that the City should consider creating a “Community Relations Commission” that could act as a proactive sounding board to help mediate negative incidents and assist in developing ideas for improving the City for underrepresented groups. As an example, EQUAL suggested that the UA City Council review what Worthington, Ohio has done to promote diversity, equity and inclusion in their community.

The Worthington Community Relations Commission (CRC) works to promote an atmosphere of mutual understanding and cooperation among all members of the Worthington community. The Commission acts in an advisory capacity to Worthington City Council on community issues related to fair and equal treatment for all persons. The CRC annually sponsors the Good Neighbor Award, the Neighborhood Grant Program, the Martin Luther King Community Celebration, and many other programs. (*Source: Worthington City Council Website*)

In contrast, the **City of Bexley** utilizes a slightly different approach titled **The Bexley Diversity and Inclusion Initiative**. This initiative is a partnership between the City of Bexley, Bexley City Schools, the Bexley Public Library, Capital University, and the Columbus School for Girls. This Initiative develops and helps promote events and curriculum within the greater Bexley area to encourage Bexley as a community that is welcoming to all people of all backgrounds.

The Bexley Diversity and Inclusion Initiative has helped sponsor several events in the community including:

- Community Implicit Bias Workshop
- Safe Conversations About Race series
- Culture & Conversations series
- New Resident Welcome events

(*Source: Bexley City Council Website*)

Following conversations with EQUAL members, the UA City Council sponsored workshops for UA residents. These workshops were designed to help determine the best approach for the City of Upper Arlington to address diversity, equity and inclusion initiatives, and inform how the City of UA could become a more welcoming community in the eyes of those who have not felt welcomed. The following excerpts from the Pre-Workshop Survey reveal important perspectives from UA citizens:

"I am a lifelong resident of UA, and I love living here. However, I think that Upper Arlington needs to first own its history as a city that was built to effectively exclude people of color, minorities and non- Christian religions."

"We need to be open about the problems in the community and talk about the incidents that happen every day instead of sweeping them under the rug in the name of upholding an image. Only then can UA be as authentically great as it appears on the surface."

"As we have younger residents moving in, they are noticing the lack of diversity and wondering if this is the right place to raise their children. We cannot maintain our reputation of being an exclusive and monochromatic community without long term cost. Diversity and welcome make communities stronger. Excluding people just leaves you with people who like to exclude others."

"Based on all of the Diversity, Equity and Inclusion meetings that I have attended through the group at Jones MS, I have learned that there is overt racism happening every day in UA and also a general feeling of a "closed, members-only" community. Until we find a way to create a more open, welcoming atmosphere for both new residents and minority groups - I don't think that UA will be able to overcome its negative perception throughout greater Columbus and beyond. I also think we are doing our kids a dis-service by not modeling what the real world looks like by perpetuating our history of racism. I feel like the first step in overcoming this would be to acknowledge our racist roots and for there to be complete transparency. I think that city government leaders need to do a better job in communicating our desperate need for change and why."

II. Community Workshop Planning

Beginning in February 2019, a series of meetings were held with members of the UA City Council and EQUAL to develop the format for the city-wide workshops. This workgroup discussed the purpose and framework for the workshops; who should be invited to participate; what should the meeting logistics include, etc.

The workshops were scheduled for May 18, 2019, and June 5, 2019, and announced on the City of UA website, and UA local newspaper. In addition, more than 400 invitations were sent via email. The following entities were invited to secure participants for the workshops.

UA City Council Members	UA Board of Zoning and Planning
UA Acting City Manager	UA Community Improvement, Corp
UA City Attorney	UA Medical Advisory Board
UA Police Chief	Library Board of Trustees
UA Fire Chief	UA Neighborhood Bridges
UA Parks & Recreation Director	UA Civic Association
Community Affairs Director	Upper Arlington Rotary Club
Parks & Recreation Superintendent	Tri-Village Rotary Club
UA Police Comm. Relations Officer	Kiwanis Club of NW Columbus
UA D.A.R.E. Officer	Asian American Comm. Services
UA Criminal Justice Administrator	Realtors
UA Assistant Fire Chief	Clergy
UA Community Affairs Manager	Syntero/NW Counseling Services
UA Library – Mar. & Comm. Relations	UA Community Foundation
UA Library – Director	UA Commission on Aging
UA Schools – Superintendent	The Stand Project
UAHS Students	Leadership UA
Equal UA Members	UA Historical Society
UA Parks & Rec. Advisory Board	UA Citizen Police Acad. Alumni
UA Cultural Arts Commission	Tri-Village Lions Club
UA City Tree Commission	Tri-Village Chamber Partnership
UA Board of Health	Wellington School

Invitation Copy

YOU ARE INVITED

Upper Arlington Community Relations Assessment Workshops

8 am-1 pm, Saturday, May 18

8 am-1pm, Wednesday, June 5

Municipal Services Center, 3600 Tremont Road

The City of Upper Arlington is exploring options for the advancement of the community at all levels. As an active and caring member of the Upper Arlington community, you are invited to join us for one of two workshops to explore and help us develop a roadmap that will support and enhance UA as a place that is welcoming, cohesive and inclusive. Help us build on our strengths and shore up areas of weakness, so that all in our community feel connected, supported and valued.

Space is available on a first-come, first-served basis and we are hopeful our workshop participants will be representative of a broad range of citizens and community groups. If you are a member of an Upper Arlington civic group, please consider who might be interested and best able to represent your group and forward this invitation to them. Should both workshops reach capacity, we hope you will stay engaged in the months ahead. Please watch for updates on the findings and recommendations emerging from the City's community relations initiative this fall, including a Town Hall Meeting. We hope to see you on May 18 or June 5. RSVP today!

Learn more about this exciting project at upperarlingtonoh.gov/community-relations-workshops.

III. Community Workshop Process

Of the more than 400 personal invitations that were sent to the above group, a total of 85 individuals participated: 30 on May 18th and 55 on June 5th. (See Appendix A for the Workshop Agenda). Thirteen separate groups spent a half-day working together to discuss ways in which Upper Arlington can advance as a community and have a positive impact on all its citizens. Everything from diversity, infrastructure, schools, personnel and city services was reviewed. Some of the discussions were filled with laughter, while others were emotional. Numerous ideas were generated that had both short and long-term ramifications. The 85 participants should be commended for committing their valuable time, critical thoughtfulness, emotional intelligence and tremendous ideas and solutions. **Sections IV and V** represent the body of work conducted by the participants during the workshops and **Section VI** offers a recommendation that is based on the culmination of the written exercises and vocal deliberations by community members.

IV. Strengths and Weaknesses

In the first exercise of the workshop, participants identified and shared strengths and weaknesses of the community from their personal lens. The following represents the items that appeared most often (more than three times) by the 13 separate groups that were written during the workshop sessions. This list is in ranked-order:

Strengths

- Great schools/education
- Safety
- Location/Proximity to OSU and Downtown
- Nice Parks
- Engaged and Involved Citizens
- Resources
- Libraries
- Civic Pride

Weaknesses

- No Community Center
- Lack of Diversity (city, schools, leadership)
- Affluent
- Land Locked
- Hard to Be Accepted
- Lack of Senior Services

V. UA “Big Ideas”

The process of moving any community forward revolves around having ideas and initiatives that will impact the community in a positive direction. The groups at each workshop provided meaningful, and for the most part, respectful dialogue to imagine “what could be” in Upper Arlington. While numerous ideas were discussed, each of the 13 separate groups were encouraged to identify five “Big Ideas” that the City should consider moving forward. The following “Big Ideas” represented below and are in order based on popularity from notes, dialogue and votes by workshop participants.

1. UA Community Center

There should be no surprise that having a UA Community Center was at the top of the list for the majority of all groups. Only two groups did not list a community center as one of their “Big Ideas.” Most were frustrated that the “Kroger Blue Building” just sits and could be one of the focal points for the City. Unlike many other communities throughout greater Columbus, Upper Arlington does not have a community center that would assist in bringing community members together. Although some UA residents belong to the Scioto Country Club or the OSU Golf Club, these are not affordable for many and for others, culturally uncomfortable. Given the tax base in UA, workshop participants believe that UA should have a multi-purpose facility that welcomes all. It was also suggested that the UA Senior Center be part of such a community center as well. Such a center would include programs for all ages (i.e. health, wellness and fitness center; childcare; senior programs; educational and multi-cultural programs, etc.)

Comments and ideas from the workshops on Community Center:

- Transition the Senior Center into the new community center making it a multi-generational facility
- Community/cultural center with a strong wellness component
- More gathering spaces
- An opportunity to bring diverse groups of people together
- Affordable for all community members

2. Diversity, Equity and Inclusion Initiatives

According to a May 14, 2018 article by the **Urban Institute**, *“A city that is racially diverse is not necessarily inclusive, just as a city that is racially inclusive might not have much racial diversity. Racial diversity and racial inclusion are often used interchangeably, but they can diverge sharply in cities, especially during periods of rapid economic growth or demographic shifts. By measuring diversity and inclusion together and separately, we can better understand how a city’s opportunities are distributed across its population.”*

Eighty percent of the workshop participants cited diversity, or the lack thereof, as an issue in Upper Arlington that needs attention. Nearly 30% of 103 respondents to the pre-workshop survey also mentioned diversity as a pressing concern in UA. To tackle this important initiative, additional discovery and discussion should commence to determine the best approach for the City. As an example, several participants stated that now is the time for the City of UA to recognize its history by celebrating the legacy of Pleasant Litchford. Litchford, a former slave from West Virginia, settled in the area before UA was incorporated. The UA High School, UA Senior Center and Northam Park now rests on the land once owned by Litchford. In speaking during the workshop, one participant stated:

“Recognizing Pleasant Litchford is not only the right thing to do, but it’s a great opportunity for UA to recognize its history and commitment to welcoming diversity in the community.”

Later in this document, a possible solution will be offered, but this solution should not be “the be all, end all.” Instead, a combination of approaches should be considered and thoroughly vetted. For instance, one initiative that should be given consideration is how the UA City Administration and UA School District could combine efforts by sharing a position focused on diversity, equity and inclusion. This would not only provide synergy, but also be a feasible approach that could benefit the entire community.

Comments and ideas from the workshops on diversity, equity and inclusion:

- Diversity director in schools/Hire diversity liaison personnel in schools and city
- International recruitment/development of diverse teaching staff/not from UA City Council/Safety services
- Training for city and school administrators, City Council, teachers, librarians, etc. on implicit bias
- Leadership that reflects community (representation of gender, race, etc.)
- Review and revise Pre-K-12 curriculum to shift perspectives and be inclusive with regards to class, race, gender, LGBTQ, religion, etc.
- Create multi-faith organization
- Develop and recruit PTO leadership from diverse groups- help break-down idea that UA is/has been a certain way
- Mission statement for UA. Inclusive, creed, race, religion, etc. (Revise to be more inclusive)
- Establish minority alliance (cultural fair, champions all people)
- Spotlight residents from different backgrounds
- Improve diversity through curriculum in UA Schools
- Celebrations reflective of community
- Organize an annual “international” Festival
- Diversity cookbook

3. UA Welcome Wagon

In the Pre-Workshop Survey, one UA resident said the following: *“Our landscape is totally changing. Many new families are moving in, so it becomes imperative that they feel welcome.”* Another stated, *“How do we communicate who we are to new/prospective residents?”*

More than half of the workshop participants echoed this sentiment and called for a mechanism to be put into place through the UA City Council, to welcome new residents into the community. This should be a concerted effort that involves realtors, block club committees, UA schools and all who have the ability to identify new members to the community and assist them in their transition. (i.e. when is trash pick-up? where to go to exercise? (maybe the new community center!!), provide coupons to new residents for restaurants and services in the community, etc.) A “Welcome Wagon Committee” should be established to manage this process, but it should be coordinated by a liaison within the City government.

Comments and ideas from workshops on UA Welcome Wagon:

- Scout guide-menu of community offerings/welcome packet
- Community group that promotes and supports “Welcome Wagon”
- Welcome Table during July 4th celebration
- Official “welcome placard” in several languages
- New resident welcome program/Community integration
- Community grants to encourage neighborhood collaboration

4. Community Access and Socio-Econmic Status

During a spring UA Leadership meeting, one class member spoke about his experience of growing up in UA. He stated:

“People were unaware that at times, I would eat out of garbage cans. I did not come from wealth and struggled growing up in UA.”

The idea that Upper Arlington is an “affluent” community is both perception and reality, but clearly, not everyone would consider themselves as being “affluent.” The UA tax base allows for great schools; continued improvement to the City’s infrastructure; and great protection services. That’s reality. The perception is that everyone’s personal socio-economic status is nearly the same in UA, and yet some living in UA actually believe that there is also a difference between living North or South of Lane Avenue. In other words, UA is not unlike many communities in our country where some have more than others. The question is: How does UA make everyone feel welcomed?

Half of the workshop groups stressed the need for UA to address housing and access for those who want to live in UA regardless of their socio-economic status, race, religion, or sexual orientation. It was mentioned that real estate agents are on the frontline of identifying and welcoming new members to the community and can play a pivotal role in assisting in these efforts. People want to live in UA because of some of the advantages listed above: safety, great schools and location. While more needs to be studied to develop solutions for how to address access in UA, workshop participants created a roadmap of ideas and initiatives that could be implemented. The comments below will assist in starting the dialogue on how to approach this important issue; prevalent in many communities like UA.

Comments and ideas from workshops on access and socio-economic status in UA:

- Low-cost/no-cost after school programs
- Transportation for aging community
- Innovative approaches to housing for all
- Weinland Park- Integrated socio-economic housing

- Support for academic and financial intervention for families in need (sliding scale for “pay-to-play”)
- More money intentionally put toward supporting low-income community members (adults, elders, and students)
- Repurpose school lunches/snacks
- All-day kindergarten

5. Community Relations Board, Commission, Other?

The catalyst for the last “Big Idea” was the genesis for the community workshops. As mentioned earlier, EQUAL stressed the need for a community relations commission to the UA City Council. The question, however, was whether a commission was the right oversight vehicle for Upper Arlington. While this structure might be successful in other communities, it does not necessarily mean that it would be appropriate for UA.

The last exercise of the workshop, therefore, was a discussion among the various groups to determine what would be the right oversight structure for UA to pursue. In addition, it also became one of the “Big Ideas” generated. A Commission, Board, Director of Diversity, Equity and Inclusion or a hybrid of the two is clearly desired. In addition, the formation of such an organized structure would work with the City Council and be a “sounding board” for “Big Ideas” 1-4 and any additional ideas that are brought forth in the future.

Comments and ideas from the workshops on Commission, Advisory Board, Director of Diversity, Equity and Inclusion:

- A commission: Have to follow formal processes and rules. More limiting, appointed by City Council
- Have someone who is an expert and is responsible for accountability of progress
- A person who works w/ a 501(c) (3) and city puts “money where its mouth is”
- Is UA big enough to justify and support a Director of Diversity, Equity and Inclusion?
- If just a single person, other perspectives might get lost
- Single person requires significant resources; high risk
- Having a single person whose sole role is equity/diversity would mean they are 100% focused on these issues, can meet w/ many groups- could be higher reward
- Commission could be used to understand needs for staff position
- How do you select commissioners? -Voices that haven’t been heard
- Larger advisory board will draw on expertise in broader way
- Director of equity and inclusion would provide synergies with school district and close collaboration and engagement with groups like Equal UA
- Hybrid between a non-profit and the advisory board
- Pro-active body to look at opportunities and programming

- Board-advisory role but supported by City, provides multiple views/voices, gives voice to smaller groups- offers connection
- Want appointed community members who report to council, not just council members
- Formality and public meetings/records requirements could dissuade some people from coming forward.
- Have a community relations advisory board
- A public body w/ a paid city employee as pinpoint

VI. **Recommendation**

Please note that the recommendation below is just that, a recommendation. More discussion is encouraged to determine what is both practical and feasible for UA to accomplish. The job of deciding on the proper structure for Upper Arlington to assist the City Council in vetting important issues is not an easy task. The 85 UA citizens who participated in the workshops respectfully discussed a myriad of ideas, all of which had validity. The workshop participants gave objective and passionate views of the community. Keep in mind that although additional feedback from more community members may be required, at some point, City leadership should make the ultimate decision on when and how to move forward. Everyone in attendance at both workshops came with an open-mind and listened to others. Based on the feedback from the workshop participants, the City Council should consider creating a community advisory board supported by an assigned staff person.

This approach solves a couple of challenges:

1. It creates an environment whereby members of the community can be involved: An advisory board to the UA City Council will have term limits and represent the community on all issues related to the “Big Ideas” and any new initiatives that are presented to the UA City and/or advisory board. Prior to the commencement of this board, a charge of duties should be issued by the UA City Council for what the board is sanctioned to oversee and facilitate. These community members will be appointed by the UA City Council.
2. Having a staff person assigned to managing these initiatives will provide the City with a liaison between the advisory board and the City Council. In fact, this staff person could be the “Secretary to the Advisory Board” who works to schedule meetings with City Council and community members and act as the key contact for bringing issues forward to the advisory board. To be clear, this person does not need to be a new hire to the UA administration. However, it should be a person trained to handle diversity, equity and inclusion issues. This training could be accomplished through numerous certification programs and could also possibly be the same individual who works with the schools as suggested above.

VII. Conclusion

In conclusion, a few observations should be highlighted that reflect on the workshops in totality.

First, not all of the representation hoped for during these workshops was achieved. Of the 85 participants, for example, only two students in total attended the workshops and they attended on the June 5 date, following the end of the school year. It would have been advantageous to obtain more feedback from students on these important issues, particularly those issues that directly impact their well-being. A workshop with students alone, in fact, might have yielded additional insights. There could have also been stronger representation from clergy, teachers, realtors and business leaders, but this was not for lack of effort to get a more representative cross-section of the community involved.

Second, one participant mentioned that single mothers may have been excluded from participation as well, adding fuel to the idea that some members of the UA community feel excluded because of personal and socio-economic status. While this was obviously not the intent, available childcare may have helped to accommodate this important constituency. However, there is no available data to determine how many in this group, who wanted to attend, may have been impacted. This is mostly anecdotal.

What's clear is this: The "Big Ideas" that came from the 85 participants must be given serious consideration and study. With momentum of the new high school construction, infrastructure improvements throughout the city and a desire by many to live in UA, the community has the opportunity to capitalize on all of the "Big Ideas" that have been presented in this document. In the difficult days that we are living in as a country and state, the time for UA to act is now!

Passionate, caring, thoughtful and optimistic are words that can be used to describe all of the Upper Arlington citizens who participated in this exercise. UA is a proud community that recognizes its strengths and weaknesses. It is a community deeply rooted in the proud history on which it was founded. UA must find ways to include everyone and embrace a more culturally diverse, vibrant and productive community. While the names Thompson, Miller and McCoy are well known, Litchford is not. The process by which UA honors its past and pursues change will determine the future of UA for decades to come. While Upper Arlington is viewed by some to be unwelcoming to those who are not of European descent or influence, there was a common underlying belief during the workshops that this perception could be changed. The old proverb, "It Takes a Village" applies to UA, in that it will take all of the citizens working in concert to create positive change in the community whereby all people from all walks of life feel welcomed and safe regardless of age, race, sexual orientation, religion, disability or national origin. Some people see things as they are and say why, Upper Arlington should dream things that never were and say why not.

APPENDIX A: WORKSHOP AGENDA

UPPER ARLINGTON COMMUNITY RELATIONS ASSESSMENT WORKSHOP May 18, 2019 and June 5, 2019 8:00 a.m. – 1:00 p.m.

Purpose of the workshop: To assess and develop a plan that will assist Upper Arlington City Council in analyzing the needs for a standing public body, private body or an individual that will provide City Council direction on the appropriate approach on the advancement of the City at all levels. A roadmap will be created that will allow Upper Arlington to capitalize on its strengths and shore up areas of weakness. In addition, a stronger engagement of key internal and external constituencies will be created to increase Upper Arlington's overall advancement and inclusion of all current and future residents as a welcoming and thriving community. Two workshops will be conducted and consist of **60-100** participants for each workshop (**6 to 8 per table**).

8–8:30 a.m. Continental Breakfast

8:30 a.m. Welcome, Introductions and Overview
Floyd Akins, UA Community Member

8:45 a.m. Group Exercises (Relationships and UA Poll)

9:00 a.m. Part One: (30 minutes)

Two volunteers at each table are needed:

- A recorder, who will write up the group's ideas as requested below on easel paper.
- A reporter, who is willing to report back to the whole group throughout the work session.

Step I: Assessment- Using SWOT analysis, assess Upper Arlington's cultural environment.

Step II: Each table will develop their own list using SWOT.

Step III: Reporters will share suggestions from each table with entire group.

9:30 a.m. Step IV (45 minutes)

From what you learned from the SWOT analysis, what recommendations would have the biggest and most positive impact on advancing the Upper Arlington community?

Identify Key/Big Ideas

To begin: From earlier discussion, what are the top ideas Upper Arlington should consider immediately to increase the overall advancement of the community. Each group should develop a list of ideas that can assist in improving the Upper Arlington community. Each member will then vote on the top five ideas they would like to put forth through the group at-large.

Consider these criteria in making your choices:

- *What ideas will truly make a major impact on Upper Arlington's ability to be a more welcoming community for all people?*
- *What do other communities in the Columbus area have that Upper Arlington does not?*
- *Who should be involved in making decisions on how to move Upper Arlington forward as a community?*
- Collectively, what five recommendations would have the biggest impact on inclusion and equity in Upper Arlington.

10:15 a.m. Break (15 minutes)

10:30 a.m. Part II (45 minutes)

Read attached "Addendum" and discuss what communication vehicle (group and/or individual) should facilitate ideas and any future initiatives on behalf of the community.

The Recorder prepares an easel sheet with the following information:

- A short phrase that describes your decision (don't worry about wordsmithing!)
- REASONS WHY—up to 3 bullet points with reasons why your group feels strongly about this approach.
- The Reporter (aided by the group) prepares a brief (less than 5 minutes) report on your table's approach.

11:15 a.m. Pre-Survey Discussion and Open Forum

11:45 a.m. The Privilege Walk

12:10 p.m. Lunch Discussion (35 minutes)

At each pre-designated table, discuss what outside constituencies would say about Upper Arlington? The purpose of this exercise is for each community member to assume the role of non-UA residents and identify perceptions of the Upper Arlington community from a different lens.

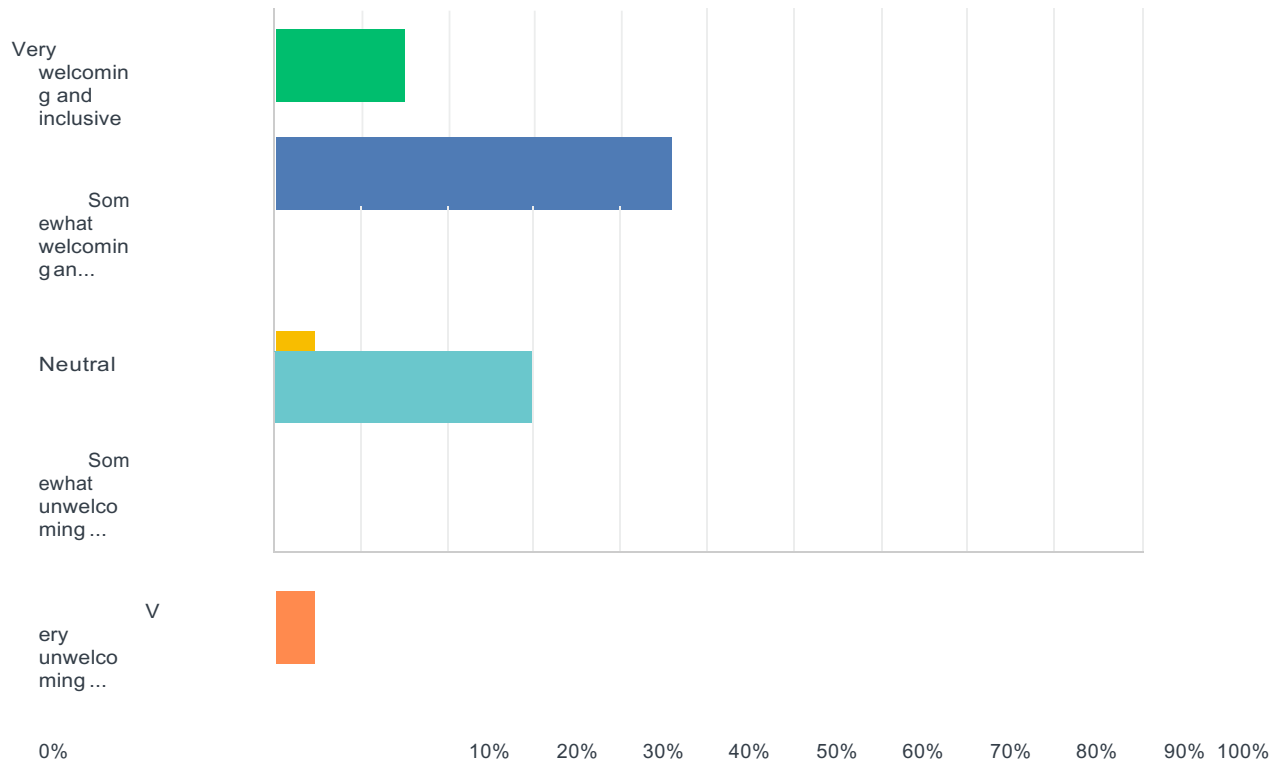
12:45 p.m. Wrap Up

APPENDIX B: PRE-WORKSHOP SURVEY

Q1 At what level do you feel that Upper Arlington is a welcoming and inclusive community to all?

Answered: 133

Skipped: 1



ANSWER CHOICES	RESPONSES	
Very welcoming and inclusive	15.04%	20
Somewhat welcoming and inclusive	45.86%	61
Neutral	4.51%	6
Somewhat unwelcoming and non-inclusive	30.08%	40

Very unwelcoming and non-inclusive

4.51% 6

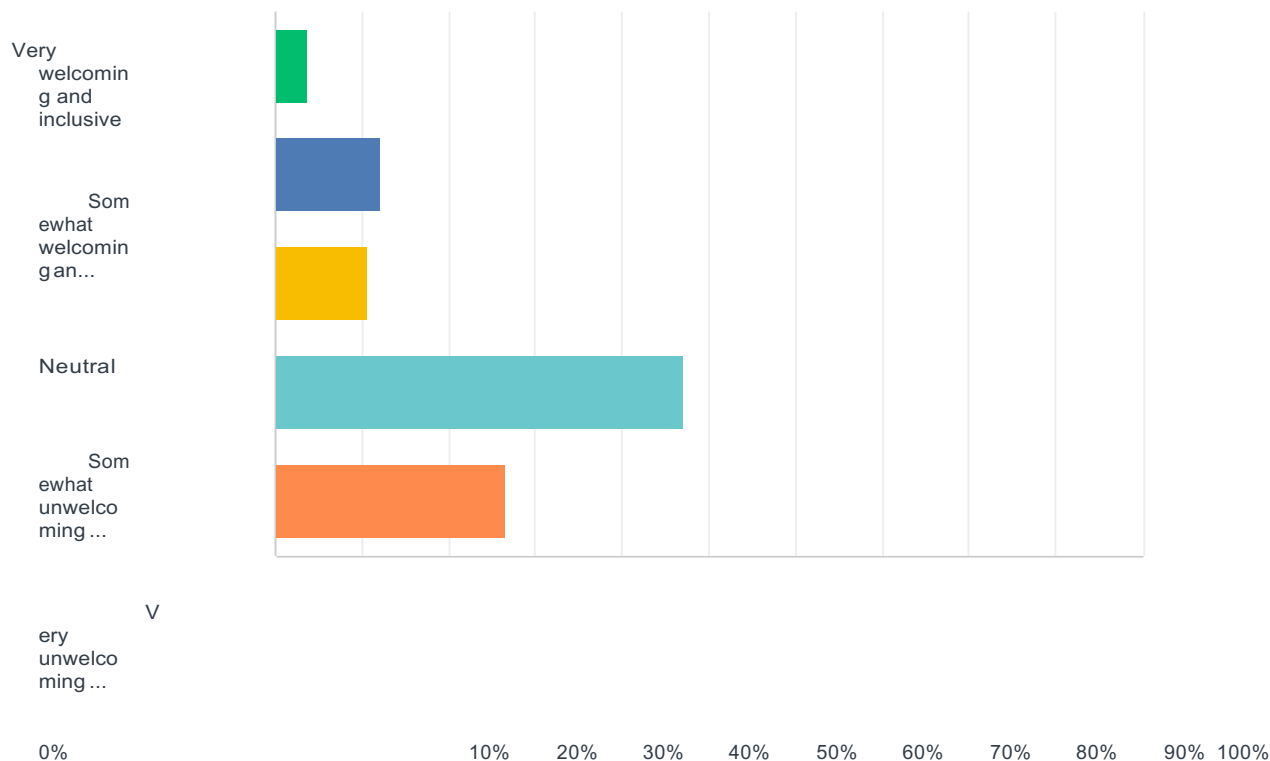
TOTAL

133

Q2 How do you think UA is viewed by the rest of the Central Ohio community?

Answered: 132

Skipped: 2



ANSWER CHOICES	RESPONSES	
Very welcoming and inclusive	3.79%	5
Somewhat welcoming and inclusive	12.12%	16
Neutral	10.61%	14
Somewhat unwelcoming and non-inclusive	46.97%	62

Very unwelcoming and non-inclusive

26.52% 35

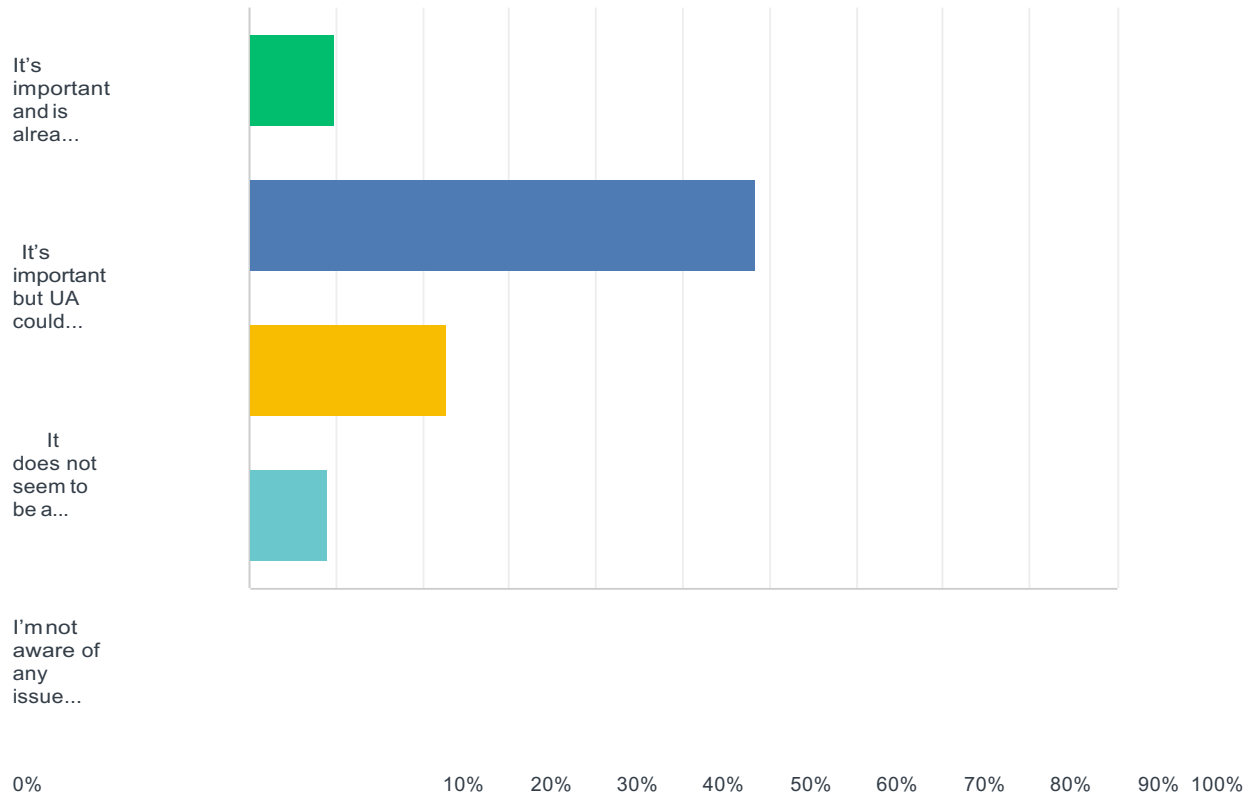
TOTAL

132

Q3 What are your thoughts on the presence and importance of diversity, equity and inclusion in UA?

Answered: 132

Skipped: 2

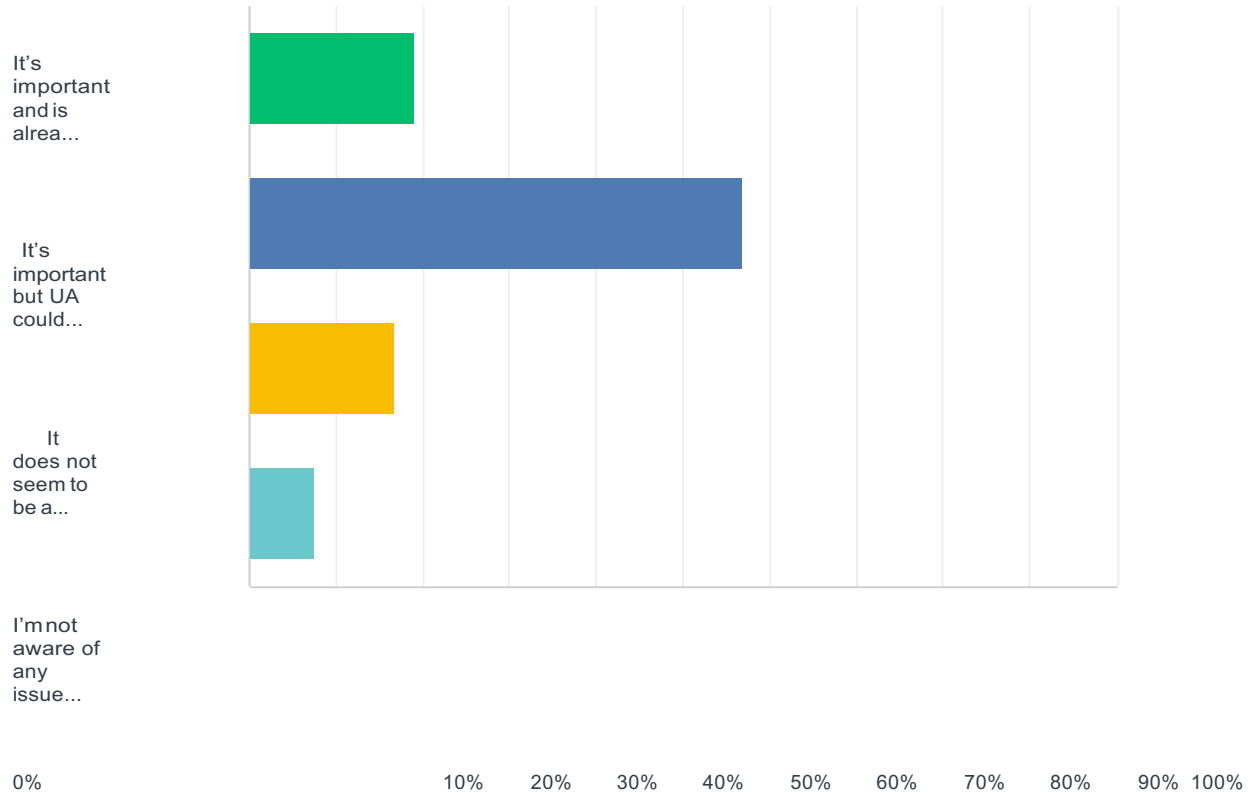


ANSWER CHOICES	RESPONSES	
It's important and is already a community priority	9.85%	13
It's important but UA could do more	58.33%	77
It does not seem to be a priority	22.73%	30
I'm not aware of any issues that should make this a priority	9.09%	12
TOTAL		132

Q4 What are your thoughts on the presence and importance of diversity, equity and inclusion in the UA School System?

Answered: 132

Skipped: 2

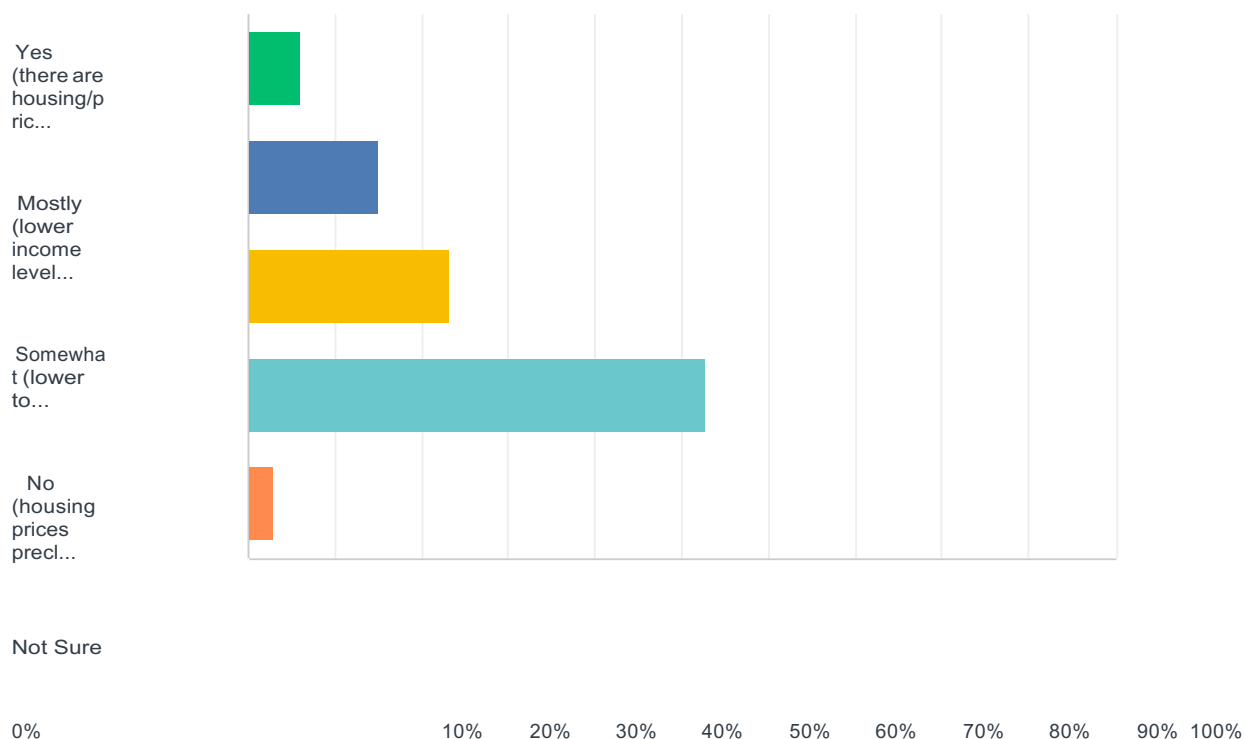


ANSWER CHOICES	RESPONSES	
It's important and is already a priority in the Schools	18.94%	25
It's important but UA could do more	56.82%	75
It does not seem to be a priority	16.67%	22
I'm not aware of any issues that should make this a priority	7.58%	10
TOTAL		132

Q5 Is housing in Upper Arlington affordable for all income groups?

Answered: 133

Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes (there are housing/pricing options for all income levels)	6.02%	8
Mostly (lower income levels are priced out of UA)	15.04%	20
Somewhat (lower to lower-middle income levels are priced out of UA)	23.31%	31
No (housing prices preclude many income levels from being able to live here)	52.63%	70

Not Sure

3.01% 4

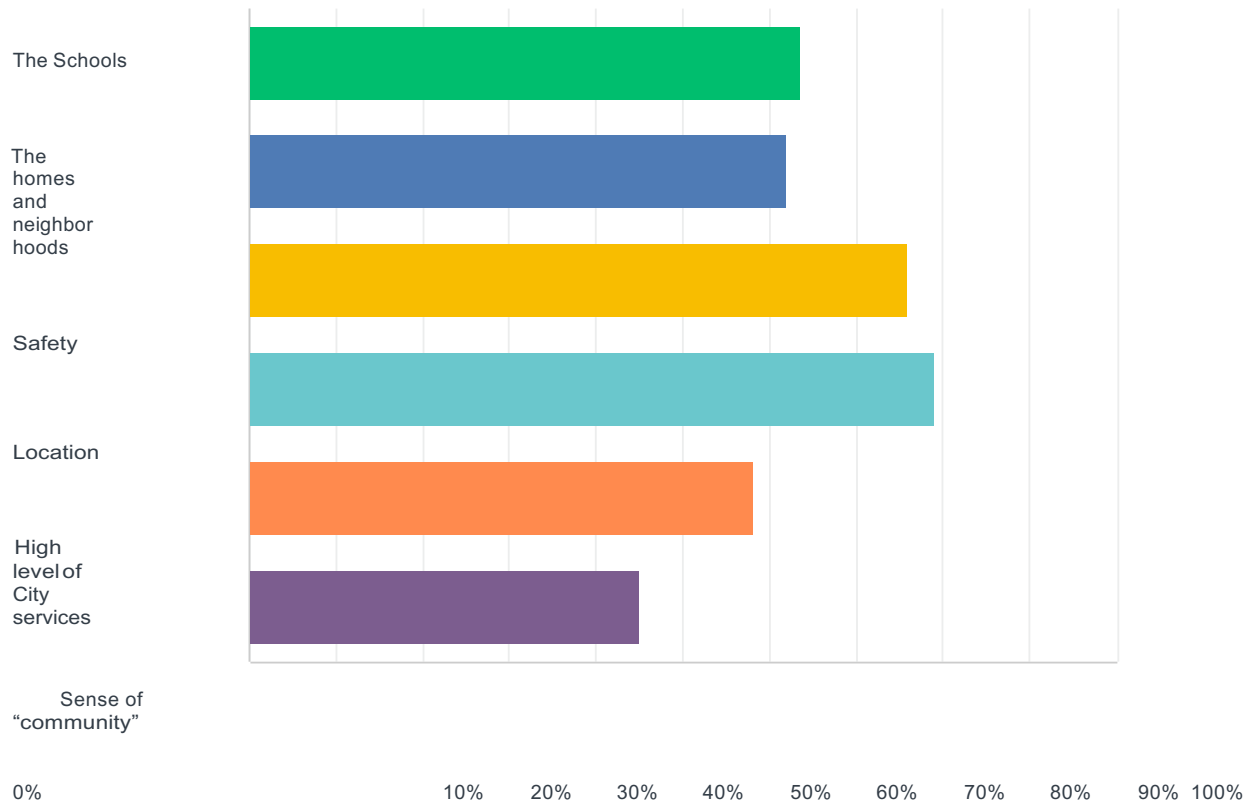
TOTAL

133

Q6 What do you enjoy most about living in UA? (Check all that apply)

Answered: 129

Skipped: 5



ANSWER CHOICES	RESPONSES	
The Schools	63.57%	82
The homes and neighborhoods	62.02%	80
Safety	75.97%	98
Location	79.07%	102
High level of City services	58.14%	75
Sense of "community"	44.96%	58
Total Respondents: 129		

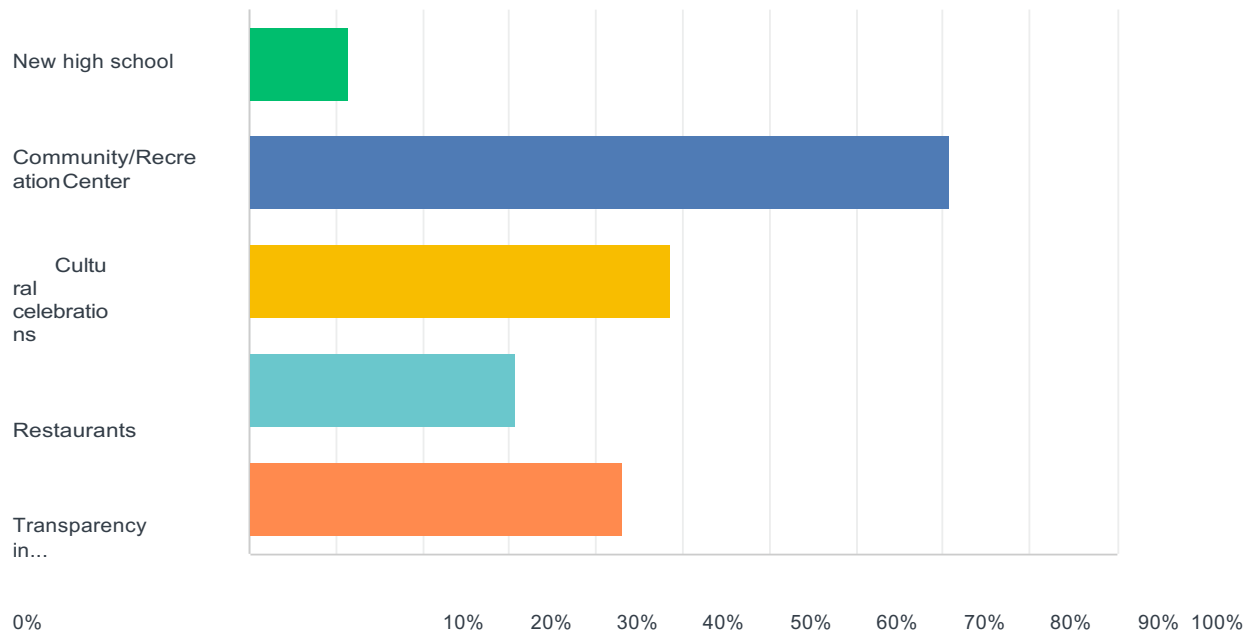
Q6 Other

- Libraries
- I don't live in UA, I just work here.
- Parks
- As a real estate agent, I think that UA has so many wonderful services available to residents. I serve on the UA Education Foundation, and I love how we are able to collaborate with teachers to provide additional grant money for our students. I do believe there is a sense of community, but I also know how many feel excluded for a variety of reasons.
- The diversity of experience and generosity of community members.
- Close to OSU, not much strip mall development, neighborhood streets nice for biking and walking, lots of parks, and it looks nice.
- My neighbors
- The combined pride in our community.
- The amount of green space for a suburb so close to downtown and the University, the parks and the ease of everyday living with convenient shopping
- Parks and able to walk everywhere!
- Opportunities for professional growth and development.
- I grew up here and moved back.
- Our particular neighborhood is walkable to shops, gym, restaurants. But it's still been hard to make friends with our neighbors.

Q7 What new opportunities could make UA a more welcoming community? (Check all that apply)

Answered: 130

Skipped: 4



ANSWER CHOICES	RESPONSES	
New high school	11.54%	15
Community/Recreation Center	80.77%	105
Cultural celebrations	48.46%	63
Restaurants	30.77%	40
Transparency in communication	43.08%	56
Total Respondents: 130		

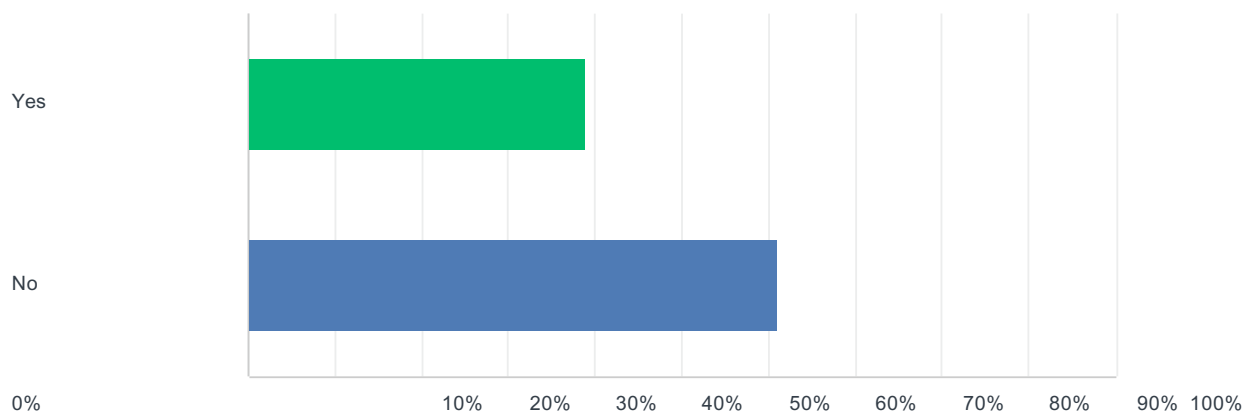
Q7 Other

- Friendlier neighbors; city making diversity and equity a top priority
- More civility Less tolerate of bullying Better planning and scheduling
- Opportunities for organizations and businesses in UA to be a part of community activities
- more diverse events
- Make things like the pools affordable to all. Improve transportation within the city, a community center that is for all members of the community. If things are for the community, they need to be available to all
- "Welcome Wagon" concept for new residents
- Sub-neighborhood group
- New Residents' activities/programs available for the first 2 years a family/couple/individual move into UA (sort of a Welcome Wagon approach)
- A reformation of the teacher's/leaders priorities, (their tolerance of certain views/opinions to be precise), as well as the issue of some teachers bringing their personal views into the classroom.
- Library open hours could be extended
- Removing clearly hostile indicators of "outsider" unwelcome.
- Improve Senior center
- nothing
- Lower property taxes. I have heard many people who refuse to consider home purchase in UA due to property tax level.
- Affordable housing for seniors
- Laws that prevent discrimination based on sex, race, religion Ending Community sponsored activities that are related to Christian holidays.
- People not maintaining properties including landlords. Mildred Rd has gone downhill because of people not mowing, junk beside houses, trash bins left in front of garages. There's no pride of ownership. Enforcing codes and letting people know they affect property values when they allow trash and items to set by their houses. Rentals look like rentals in lower class areas.
- Hiring of public/city employees needs to be more diverse. Diversity in leadership positions throughout the schools, government and other public institutions.
- Walkable activities - movie/performance theater, more concerts in green spaces across UA, brewpub w/ food trucks, more outreach by library @ local venue/businesses such as trivia nights at bars or how-to demos at senior center, more access for community in schools such as computer/maker space training and use of technology for adults
- upper Arlington needs an indoor recreation center!! Kingsdale where Macy's was would be perfect location!!
- Honestly address the racist past: The Thompson brothers and the shameful Title Documents that are attached to our properties. Look for a way to reissue clean titles for every property that scrubs out the racist language (priority).
- Hiring teachers and city employees of color, supporting diversity, teaching in the schools about white privilege.
- Resources and programing for underserved ethnic groups.
- Services specifically for older adults 55+
- I checked the HS only because I see opportunity in highlighting the Litchford story.
- Sidewalks through our neighborhoods. Its crazy to me that we don't have sidewalks. It makes us uncompetitive with our peer communities like Bexley, Grandview, Dublin, Worthington, Hilliard, Westerville, etc...
- Good luck to the City Council on pressing the Community Center!
- Explicitly reaching out to underrepresented groups for leadership roles. Serious push in UA schools for more diverse hiring. Hiring of a chief equity officer for the schools.
- Affordable housing, culturally sensitive and competent schools, change in disciplinary methods in schools to restorative model, more social support, nonheteronormative and nonbinary health education, more community less cliques/status quo.
- Communication that reaches everyone. Some seniors do NOT have email and many do NOT participate in Social Media sites. Shopping venues for clothing, and household furnishings.

Q8 Do you feel that UA has an effective tool for citizens to connect?

Answered: 126

Skipped: 8



ANSWER CHOICES

RESPONSES

Yes No

TOTAL	126
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61.11%

77

Q8 Other

- Web site is a bit clunky... not the easiest to navigate...
- I have always found the city administration accessible and willing to discuss community needs.
- Library is great resource. Can be difficult to find connection when one is not involved in school activities or have children in ua schools
- social media postings
- Facebook alone is not adequate to reach all.
- Not allowed to speak to council and so many more problems to mention.
- I'm not sure what tools exists currently.
- I think if people look and use social media, there are ways to connect - an annual event geared towards connection could be a great opportunity
- And no. The best way to connect are the many community groups and volunteer opportunities in the community. But, many people are not aware of them and some have an associated cost that is not accessible for everybody. The discussion forums have some value for connection but more often become a vehicle for negativity, bad behavior and the spread of incorrect information.
- I am not really aware of a tool for us to connect
- No local newspaper
- UA discussion page on fb.
- I have never lived anywhere with so many community meetings! If you want to be involved and have a say, there is certainly opportunity to do so.
- We live close to Northam Park so this is a fun place to connect with neighbors. Some of the summer and winter celebrations are also a great way for the community to gather.
- Social media groups could be more robust

- Outside of our neighborhood email list and other similar services (Next Door), there seem to be few ways for newer members of the community to get to know others. A community center (like Worthington's -- VERY impressive) could really help. There's no one place for UA residents to gather -- especially in the winter. The Senior Center does a great deal in the way of senior programming, but the facility is terrible.
- I don't know. There are lots of neighborhood events but most people don't seem interested in meeting anyone they don't already know
- I think that social media and community newsletters allow for effective large-scale and small-scale communication.
- Names and contact information for city and elected officials.
- -nesters;
- Connect how? This is too broad to be clear. The UA FB group connects a lot of people but not always in the best ways. Alternatively, the "Buy-Sell-Trade" pages connect people better. Alternatively, there's no way to connect some people with common interests/goals.
- Senior citizens are being priced out of U.A. due to the increased school taxes. When this issue was under discussion, absolutely no attempt to give senior citizens a discount or other accommodation was made. We felt and continue to feel that we do not matter.
- city employees answer complaints
- Through first-responders and their services, libraries, celebrations, this magazine, etc.
- Other than the Facebook group "Upper Arlington Discussion Forum", I'm not sure of other structured ways for citizens to connect
- There are a number of publications, and online sites that keep people informed about what's going on from the city, the schools, the Civic Association, the libraries, the historical society, the civic organizations, etc. Anyone that feels left out is not trying.
- Although the communication from the city via Facebook, Twitter, & mail is excellent, there's no publicized city-sponsored & monitored forum for community members to post questions or comments about schools, library, or city that I know of. Just the closed Facebook group that has entirely too much gossip & inappropriate content.
- Council meetings...
- Lots of community groups, libraries, schools
- Equal UA has been a group that when I thought about leaving UA gave me hope for a brighter future. But I think the group needs support for local officials and private companies to provide more access, resources, and programming.
- We are so limited in field and recreation space. We really need a great App that would allow coaches and community leaders to easily reserve field space, tennis courts, shelter houses, gymnasiums, etc....
- Yes, if you are already connected with neighbors, in the school, or grew up here but if you are new to the area and not well connected, it is challenging to be heard.
- I'll share at the round table.
- I just don't know...
- I use Facebook and the City's website to find out what I need to know about the city. I also receive emails from the city and other UA organizations.
- I am on NetworkUA. Pretty good program to meet new people and learn about programs

Q9 What are the challenges that you see facing UA in the coming years?

- Landlocked
- Encroachment of OSU at Lane avenue resulting in increased traffic and uncertain safety issues. Attracting revenue generating businesses in a competitive market.
- Continuing to be an open friendly community to all residents, particularly those that do not have U.A. legacy.
- the same things that are facing people across America - racial tensions, substance abuse, affordable healthcare, affordable housing
- Rise of property values and lack of affordable housing.
- Not seeing UA leadership representative of a diverse community
- Aging population Losing unique flavor
- Accommodating a diverse community. Its proximity to OSU will only make UA a more diverse community and if diversity is not embraced, the community will not longer be
- Maintaining the high quality of living it offers.

- I am a lifelong resident of UA, and I love living here. However, I think that Upper Arlington needs to first own its history as a city that was built to effectively exclude people of color, minorities and non- Christian religions. We need the history of redlining and deed restrictions and the work of the Northwest Association to be well-understood by residents so that we are aware of why we look like we do today. There are too many residents who believe the city is mostly white because the people here worked harder than "others." They believe UA is "safe" because we are mostly white. And the attitudes of racism are only scratching the surface. We need to look at the systems that we take for granted that perpetuate racism, sexism, homophobia, etc. This includes, but is not limited to, how we teach our children and the curriculum we use (what information we choose to include and what we choose to gloss over or skip altogether), proactive crisis prevention and response (to address events that center around socio-economic, racial, gender, sexual, etc. differences), training to effectively learn how to communicate civilly across lines of difference, a community group or board or commission dedicated to providing resources around topics of DEI, such as providing trained facilitators to have community conversations about hard topics. We need to look at how our real estate agents are directing certain people to live in certain areas and hold them accountable to equability and inclusiveness. We need to look at what government housing we provide and ensure that it is not marginalizing residents along lines of race and socio-economic distinctions. We need to ensure that our police force is held responsible for disproportionately targeting people of color while also holding residents responsible who unnecessarily call on the police when they see a POC in the neighborhood. We need to be open about the problems in the community and talk about the incidences that happen every day instead of sweeping them under the rug in the name of upholding an image. Only then can UA be as authentically great as it appears on the surface.
- increased property tax
- Generational differences, income divide
- Missing out on cultural, economic, and retail advancements over other areas of the city bc we are outdated and out of touch and not diverse.
- Young adults addicted to substances, growing up in a community where alcohol abuse is not considered a problem but is a pillar of every community celebration -Young adults not able to cope because their parents have overindulged them that they feel entitled to happiness and a concierge lifestyle -
- Affordable housing and being able to age at home.
- Sense of entitlement Lack of awareness / respect of other races and cultures
- Bringing all people together. Kindness and love.
- As UA continues to grow, I think that there will be several challenges including diversity and equity, cost of housing, traffic congestion, school classroom sizes, and access to social and community resources.
- As we have younger residents moving in, they are noticing the lack of diversity and wondering If this is the right place to raise their children. We cannot maintain our reputation of being An exclusive and monochromatic community without long term cost. Diversity and welcome makes communities stronger. Excluding people just leaves you with people who like to exclude others.
- making sure we are not seen as a snobby community. Attracting different families and remaining affordable so we can have diversity in income and race.
- Lack of space for community engagement, arts, entertainment
- UA will be facing a juggernaut of problems from decisions made by attempting to regain lost tax revenue, created by poor decisions made by former Council members. Now trying to recover monies lost by selling out to developers who are destroying the unique character of our gateway streets, erecting soulless structures that violate zoning ordinances, and allowing a few (UA Foundation) to operate like a shadow government. Density of population is not what the community wants or was the ever intended by the founders. As a life-long resident, I am very discouraged with the city government and intend to move to a neighboring community.
- Maintaining new school buildings without raising taxes.
- growth, transparency, civility in leadership, welcoming community from schools to the aging community. having a community center
- Welcoming new families to the area.
- We are losing good people who just do not feel like they belong. Minorities and LGBTQ+ feel isolated as well and we're making it so minorities (like my family) aren't always as welcome as they could be. When we try to get involved often we feel like we're being ignored.
- Growth
- Housing prices too high Lack of diversity unwillingness of many to accept change and progress

- Infrastructure, lack of sidewalks, lack of pedestrian and biking friendly roadways, major lack of water/storm drains
- There seems to be a large focus by some on diversity in terms of our differences instead of focusing on what we all have in common as kind, welcoming, empathetic human beings. I want my children to be taught to focus on finding ways to connect and find common ground w those who are different than them, not taught to seek out and focus on the differences. Obsessing over diversity for diversity's sake only continues to divide us.
- Aging population, lack of public transit, housing affordability
- competing demands between age groups
- My fear is lack of affordable housing. Having watched the condos built on Tremont, years ago, the monstrously large Compass homes taking over the community, the plans for Lane Ave, the proposed plans for Riverside and Fishinger, my concern is our community is employing "snob zoning" resulting in economic and racial segregation. I fear local laws and ordinances that effectively exclude or discourage poor and working-class people from moving into our community, keeping this area primarily the domain of the white and wealthy. Where are the builders willing to build smaller units? Housing remains the major unfinished business of the civil rights movement. Going forward, how will U.A. rise above what is happening in so many other towns?
- Lack of diversity; racial, religious and economic, empty nesters. (no place for us to live), elitism, lack of transportation, lack of sidewalks, lack of support service for single parents, lack of respect from city administration and school administration, this is off the top of my head.
- Newly built "modern" homes changing the character of the city - Affordable housing & lifestyle for our seniors
- Infrastructure - Finding our city's "center" - what's our hub to attract leisure \$ from residents and visitors
- I believe with the raising home values and taxes some families will need to move out because of the financial strain.
- We have such a great location and beautiful neighborhoods. I'd love to see a community recreation facility.
- Lack of diversity in regards to cultural backgrounds and awareness, helping all members to be more educated and open.
- Maintaining what little socioeconomic diversity it already has. As we watch small starter homes being torn down to have bigger, more expensive homes replace them, there are fewer and fewer opportunities for lower dollar home buyers. We'll become more and more elitist. Blending, not eliminating, economic levels raises everyone up.
- Affordable housing; school competitiveness as compared to other districts; public transportation
- Demographic shifts including an influx of residents that are not 2nd generation UA. Newer residents will want new types of amenities
- Development vs. quality of life in/near residential neighborhoods; aging population; walkability (lack of street lights and sidewalks)
- I definitely think that while the construction of new schools is absolutely necessary, I believe that the methods which the city is using to do so and the design of these schools could and already are posing problems for the future, both among the students and the teachers.
- Having a great senior citizen faculty.... we need one with MORE parking, one where they do NOT share a parking lot with students, and a building that is user friendly. The city should have purchased the old Lazarus building and converted it. It was large enough, had 2 stories, had an elevator, and an escalator, and BIG areas to accommodate many difference services / games, etc for the senior population, plus it was large enough to have a kitchen to prepare meals for the seniors and the parking lot was large enough to park cars. The senior center should lease out their kitchen space to various restaurants on a monthly basis so their is a variety of food. Many seniors do not cook for themselves, and this is the only hot meal they get one day a week. If you leased it to various restaurants, say on a monthly basis, they could prepare a variety of hot meals to be served. It
- Kroger's lack of interest in the Kingsdale Property. Maintaining balance of growth in property development without losing the community feeling.
- land locked community, affordable housing challenges, challenges in maintaining an adequate funding stream to maintain a high quality infrastructure
- Our low density roads seem to be coming to an end.
- PS AS A SENIOR, I PUT MY TRASH OUT ONCE EVERY 4-6 WEEKS. MY NEIGHBOR PUTS OUT 3-4 CANS A WEEK. WE PAY THE SAME COST, ?????

- Based on all of the Diversity, Equity and Inclusion meetings that I have attended through the group at Jones MS, I have learned that there is overt racism happening every day in UA and also a general feeling of a "closed, members-only" community. Until we find a way to create a more open, welcoming atmosphere for both new residents and minority groups - I don't think that UA will be able to overcome it's negative perception throughout greater Columbus and beyond. I also think we are doing our kids a dis-service by not modeling what the real world looks like by perpetuating our history of racism. I feel like the first step in overcoming this would be to acknowledge our racist roots and for there to be complete transparency. I think that city government leaders need to do a better job in communicating our desperate need for change and why.
- MEMBERS OF THE POLICE ARE BULLIES. THEIR "MANUAL" APPROVES ALMOST ANY ACTION. NOT WELCOMING TO SENIORS...UNLESS THEY ARE RICH. THE SENIOR CENTER REMINDS ME OF A TRAILER PARK. MOVING ASAP!
- We need a community center to connect and engage through athletics and activities. We need a venue to find common ground with our neighbors.
- Expanding housing opportunities for empty nesters and developing community center for all
- The 50's can't last forever. Safety is good but exclusiveness and exclusion are not. Trying to break these clear barriers is a big challenge. There are two Upper Arlingtons. One for people from here that is generational. The other, kept on the periphery, are not generational and include people of color, first gen/recent immigrants, and transplant white families or singles.
- Getting a city manager that is paid less than the mayor of Columbus and less than the governor of Ohio.
- Residents don't take pride and care of homes in certain areas
- Our landscape is totally changing. Many new families are moving in so it becomes imperative that they feel welcome. As we are land locked, we need to find innovative ways to generate income to help us be sustainable in the future. In our digital world, things are changing at a rapid pace, so our community needs to be ready (and willing) to meet the challenge by best preparing our future "residents" for the future.
- Same old, same old; nothing new. The parents are teaching their children to be little snits.
- Land locked; commercial tax base; competitive school system; keeping real estate taxes and housing affordable; type of home available for price;
- Change in demographics may create more conflicts with existing residents
- none
- Maintaining infrastructure in light of other demands on resources.
- We really need to lower our property taxes. I believe that to be an urgent priority.
- High property taxes making it more difficult for diversity in housing options and cost.
- Maintaining infrastructure and rising property taxes
- Real estate prices
- The glaring lack of utilization of and access to neighboring City of Columbus Griggs Reservoir Park in the shadow of Dublin's Bridge Park.
- Maintaining an excellent school system; Losing its sense of community & history.
- and-locked, aging population, lack of support for a rec center
- Making sure we are welcoming all to our community. I see less opportunities for people of color, LGBTQ, and other religions to share in the opportunities UA can and should provide. We need to separate church and city. I think we should have a city wide acknowledgement of Pleasant Litchford, who apparently was an important part in the history of UA. Renaming Northam Park to Litchford Park would be a good start.
- Property taxes!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- Commercial growth at the expense of established homes
- Maintaining property values of smaller homes and not having as many houses become rental properties that the owners don't maintain. Enforcing codes and people taking advantage of putting trash at a distance from the street that is outside code boundaries.
- UA is experiencing dramatic growth and with it will come the loss of the personalization that UA is proud of. It will need to think ahead about how to serve a growing population, their expectations and maintaining services. With this growth, our schools, public institutions and government staffs will need to expand. If the city expects the city to run as it always has, with the same number of people, the community (students, the elderly, families) will suffer.
- increasing diversity while maintaining affordable housing
- Infrastructure maintenance. Roads are worse than I have seen in 40 years. Sidewalks are not well-maintained.

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- UA is landlocked and has limited space for increasing the tax base. Increasing cost of services will require increased taxes, which are already high and can discourage people from moving to this community. This will likely have some effect on housing prices. Also, there are limited senior living options for people who would like to age in the community.
- Growing the city through commercial & residential buildings that are multistory, while satisfying the objections of NIMBY residents. Maintaining and building housing that all economic levels can afford. Attracting a diverse population. maintaining the high level of services while keeping taxes manageable.
- Need recreation center!
- Cost of housing. A certain elitism.
- UA will never be considered a welcoming place for diversity as long as our historical title documents contain the racist language that is currently therein. This needs to be addressed asap.
- Increasing diversity in our nation as a whole. Resistance to this reality by some in our community. The “we’ve always done it this way” response to change.
- Lack of racial diversity, lack of science and math extracurriculars in elementary and middle schools.
- The children being raised in this primarily all white community are not growing to love and appreciate the diverse experiences. Arlington is strangely not keeping up with the rest of the world.
- The children being raised in this primarily all white community are not growing to love and appreciate the diverse experiences. Arlington is strangely not keeping up with the rest of the world.
- Aging population, Aging infrastructure, non car related transportation, Vocal few are not open to new development
- Affordable housing crisis, transparency with race relations in America, the opioid crisis as well.
- Addressing our needs of an aging population.
- New Developments as well as urbanization within the community due to the close proximity to OSU campus and downtown. Lack of (racial,ethnic,gender,sexuality, etc,)diversity within the community. Developments and policies relating to the UA school district, such as the rapidly changing student experiences and safety/technology policies at the high school. Loss of a sense of community within the younger generations and gaps between older and younger generations.
- Lack of diversity - people of color do not necessarily feel safe here. Extraordinarily expensive housing stock - it shuts out lower income families. Not enough effective communication between city and residents, as evidenced by the acrimony of recent years.
- Encouraging spiritual and racial diversity is a big opportunity for UA. - Sidewalks to connect us - Activate the river by improving access to this wonderful resource - Have great parks and meeting spaces, including year round restrooms. We are so limited in this area that what we do have should be the best in the city - Make MSC a welcoming place. Activate the front patio and the indoor foyer outside counsel chambers. Give it some more energy (the art is great and thank you for the new carpet!)
- There is a perception (and rightly so) that UA is not an inclusive community and it is unappealing to minorities. Since so many people do not move away, there are less opportunities for "outsiders" to move in and continues to keep that exclusive attitude. I've lived here since 2005 and still am made to feel like what I have to say has less value because I didn't grow up here.
- Increasing density and development pressures from the evolution of Ohio State's West Campus, and the desirability of an inner-ring suburb that is very close to a lot of urban amenities.
- Affordability, Facilitating community needs, Maintaining and continuing our current image as a premier suburb, Business retention and development
- Maybe issue of people being priced out. Tension and elitism of south Arlington and areas like river ridge maybe? I understand house omg prices rising is a good thing though. I wonder if there could be a bubble with the insane Arlington mansions and baby boomers downsizing and getting ride of giant homes. Just thoughts in my head. Not based off any experience.
- expanding
- Transitioning from a suburban bedroom community to an urban neighborhood. Maintaining its sense of community and architectural unity in the face of changing preferences for housing & community assets. Currently, housing is being reconfigured inconsistently with the sporadic demolition of modest mid-century residences and replacement with incompatible luxury new-builds that breaks up the feel and sense of unified community, and is clearly in violation of existing city codes. This fragments the community and reduces its character. What UA needs to do is to put the emphasis on its existing unique characteristics rather trying to complete with newer communities in central Ohio that are not land-locked. By trying to follow this model haphazardly, UA will always be behind, and will eventually become a less desirable community, which will

impact property values, especially when the market is dominated by millennials, many of whom are active seeking more modest homes, but want to live in communities with excellent schools, but are also close to revitalized urban centers.

- In order to have progress, more existing structures (homes and businesses) will need to be replaced or remodeled to meet current needs. There seems to be a subset of residents that are against progress that involves too much change.
- aging infrastructure, balancing incursion of commercial property into neighborhoods vs. need for income tax revenue
- Acknowledgement of faults and mistakes while still moving forward to be a better more supportive community for everyone, not just those who already feel comfortable here
- Keeping a good mix of young and old; multi ethnicities; affordable housing (really affordable;\$1500 a month does NOT constitute affordable); transportation for non-drivers
- Balancing the goal of being a residential community while maximizing the tax revenues of the current commercially zoned property.
- People disconnecting. Housing outpricing people who grew up here.
- I would like to see more music programs that feature inter generational participation. Making music together is a great way to create community

APPENDIX C: OVERSIGHT VEHICLES FOR COMMUNITY RELATIONS

A. City Commission

(This would be a public body subject to open meetings laws and public records)

A **City Commission** is a form of municipal government in which individually elected officials serve on a small governing board, called a **commission**, that exercises both legislative and executive powers to govern the municipality. The **commission** contains a specified number of members, often five or seven. Community members would be allowed to submit ideas and initiatives to be considered for implementation.

B. Community Relations Advisory Board Members (Appointed by the City Council)

(This would be a public body subject to open meetings laws and public records)

The function of an advisory board is to provide guidance to enterprises with anything from equity and inclusion; marketing and managing; and human resources to influencing the direction of the organization. Advisory boards are composed of accomplished experts offering innovative advice and dynamic perspectives and would be appointed by the City Council. Meeting quarterly or biannually, boards can provide strategic direction, guide quality improvement, and assess program effectiveness.

Possible Roles and responsibilities of advisory board members:

- Provide “wise counsel” on issues
- Provide unbiased insights and ideas from a third point-of-view (not involved in the operation of the organization)
- Encourage and support the exploration of new ideas
- Act as a resource for executives
- Encourage the development of a governance framework that enables sustainable growth of the community
- Impose challenges to directors and management that could improve the community

C. Director of Equity and Inclusion (City Position)

A Director of Equity and Inclusion would act as the point of contact for any group or organization to present ideas and facilitate appropriate initiatives for City Council to consider. This would be a qualified person with experience in working in diversity, equity and inclusion (DEI) as well as one who has experience of working in large organizations. This person would provide the following:

- Advice and counsel to City Council and other City officials on a wide range of policy issues affecting equity and inclusion.
- Thought leadership and strategic partnership on equity and inclusion.
- Serve as the administrative liaison between the City and the community; and facilitate all meetings with groups such as EQUAL UA.
- Work collaboratively with City Council on inclusion and equity strategies designed to enhance community diversity.

- Work with human resources to develop and implement a comprehensive strategy to educate the community and drive cultural awareness, competency and understanding.

D. UA 501(C)(3) Organization (Non-Profit)

(This group would most likely be able to seek funding through the City's grant application process)

Upper Arlington could authorize utilize a 501 © 3 organization to assist in providing the UA Community on direction and goals that would assist UA in creating a more equitable and inclusive community. In this case, it would be a cooperative service organization that invest assets contributed by members of the organization, community, outside entities or, in this case, the UA City Council. This group would be dedicated to furthering equity and inclusion or advocating for any shared point of view. This group would be a nonprofit that is tax exempt or charitable, meaning they do not pay income tax on the money that they receive for their organization. In the case of UA this group would operate as a sounding board for the City Council and they would be accountable to the citizens of Upper Arlington.

E. Ombudsperson (City Council Appointment/Contract)

Under the Ombudsperson model, an official would be charged with representing the interests of the community by investigating and addressing complaints of maladministration or a violation of rights. "The typical duties of an ombudsperson are to investigate complaints and attempt to resolve them, usually through recommendations (binding or not). Ombudspersons sometimes also aim to identify systematic issues leading to poor service or breaches of people's rights." (Wikipedia)

APPENDIX D: WORKSHOP PARTICIPANT SURVEY

May 18, 2019 Community Relations Assessment Workshop Participant Survey Data

Attendees of the May 18, 2019 Community Relations Assessment Workshop were asked to complete a brief survey at the end of the workshop. The following summarizes the feedback received.

How would you describe your main reason for attending?

"Wanting to see increase in diversity/inclusion in UA and leadership."
"Positive! The fact that the city is doing this is a positive. Appreciate different views."
"I want to be proud of my community-how we treat others, how welcoming we are, etc."
"Encouraging discussion, problem-solve potential issues related to lack of inclusion or ways to encourage inclusion in UA, promote diversity."
"Community involvement, diversity, inclusion."
"As a long-time resident and employee of the UA school system, I have been interested in seeing Upper Arlington become a more welcoming, diverse community."
"I felt the focus could inform my work in outreach for my organization."
"I wanted to hear more about other community members' experiences in UA. I am interested in what's next for the city as we discuss issues of equity and diversity."
"I want to help increase diversity in the city and make it a better place for all of us to live. I also want to tackle <u>hard</u> topics."
"To support UA being a welcoming community for all."
"Interest in my life-long community. Did not know what to expect."
"Directed by supervisor."
"To get voices heard that always are not being heard."
"I want to be a part of Arlington becoming more diverse and more welcoming."

Do you have any suggestions for improvement?

"Find more ways to get this meeting out to more people. If I had not been involved, and knew to ask, I wouldn't have known to come."
"Need eggs and fruit- fewer carbs. Need to have an evening meeting and an afternoon weekend meeting (this was too early on a Saturday). The coffee was luke warm."
"Share summary/review of today's workshop with future groups. Encourage participation by youth and senior citizens."
"This was great- exceeded expectations! I wish I could have met more of the attendees."
"Clarify distinction between option A & B in addendum."
"Include the voice of some of UA's larger employers. If they are unwilling or unable to participate, share the outcome or progress of community relations in UA."
"Facebook live that allows people to view and participate in the conversation."
"I would work through how we could plot our "voting stickers" on 5 options across <u>all</u> options across groups. Some teams had fabulous ideas that I would have "voted" on outside of our group. On the slide that showed "implicit" and "explicit," I think there is a spelling error."

Do you have anything else you wish to share with us at this time?

"A good, thoughtful discussion."
"Thank you for creating a space for conversation."
"Excellent program, very positive and hopeful for action-oriented progress for change."
"These are great steps to start the process."
"I was glad to have the opportunity to participate."
"Seeing the trends of the pre-workshop survey was helpful."
"Thank you!"
"I am proud to call UA home because of the people who care so much about our community."
"Voices are still not being heard. We have people who are left out."

Satisfaction

	Very Satisfied	Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Date	6	5	1	1	
Location	11	3			
Workshop Length	7	6	1		
Workshop Content	9	4	1		

How did you hear about the Community Relations Assessment Workshop?

Email invitation	5
City promotions (newsletters, social media, advertising)	4
Word of mouth	4
Direct invitation by an associate/friend/family member	2
Other	3

June 5, 2019 Community Relations Assessment Workshop

Participant Survey Data

Attendees of the June 5, 2019 Community Relations Assessment Workshop were asked to complete a brief survey at the end of the workshop. The following summarizes the feedback received.

How would you describe your main reason for attending?

"I'm interested in local politics and economics and I figured this would be a generally interesting discussion."
"To promote diversity into the community to reduce bias and discrimination."
"Provide a city employee perspective. Clarify role of law enforcement in the community if necessary."
"Helping to shape the future of UA."
"I am a resident and interested in seeing the residents of UA becoming more inclusive. As a leader of a community organization I am open to ideas for my organization becoming part of the solution."
"To better connect with the community."
"Commitment to making UA a better place to live and a more welcoming community."
"As a person of color, I would like to see more diversity in our leadership and visible in our community."
"To be involved in making our community even more welcoming and inclusive."
"Learn more about how to make UA more welcoming."
"Interested in being a part of conversations about inclusive practices in UA."
"I am a member of the DEI group at Jones M.S. I am very interested in raising children that are sensitive to diversity and inclusion to ALL people. I want to help in any way possible to push UA in this "open" and "welcoming" way."
"Interest in learning and growing together as a community."
"Representing the Stand Project, I'm a minority, have children with minor disabilities, and want to make UA a better place for all- especially those who are marginalized."
"Interested in process, hoping for some opening in community, changes in programming, education, support for minorities."
"Want to help community to continue and grow and be the vital community it should be."
"Would like to see a more inclusive and diverse UA."
"Contribute to new and continuing conversations regarding the community, specifically regarding diversity and inclusion, and gauge change/progress."
"I am a teacher in UA schools and believe making a change begins at home and school. Also, I used to live in UA but moved because of a lack of feeling included. I don't want other people feeling that way."
"I have a strong desire to become informed about all of the different people and groups in UA that are concerned with diversity and equity issues. I hope to be a part of this important work as UA moves forward."
"I represent the school district and hope to partner and support the City's goal to address diversity and inclusion."
"Curious about the process. Interested in the outcome."
"Interested and passionate regarding this topic."

"Wanted to bring forward voice from the community based on experiences I've had in the diversity realm over the past years, particularly with families in the school district."
"As a resident of the community and employee for the library, I am extremely interested in understanding the needs of the community. I am also very interested in ways to improve inclusivity in our community- both because I value people and hate when people feel excluded and also because it comes up in my work. So, this experience was valuable to me on multiple fronts."
"I love this community and felt that its vitally important that we stretch ourselves to become a community that is a comfortable, welcoming and inclusive place for all. And I think it's important to model this type of behavior for the children in our community."
"I am deeply committed to and interested in issues of equity and inclusion, structural racism, transgender, sexuality, and language and how those areas of great concern reverberate and are reinforced through our local community and abroad."
"How do I help make my community a better place, can UA become more diverse and accepting."
"I am a person of color so many issues of inclusion are inherently of interest. I moved to UA over 4 years ago and want to help make the community the best place to live. I have a son, 8 yrs old, who I want to feel as comfortable as possible as he grows up here. I feel we ALL benefit from living in a community that is welcoming and inclusive."
"My family and I moved to UA a little over 4 years ago and we sometimes feel like outsiders. I think some of it has to do with socio-economic differences and some of it has to do with the color of my and our son's skin. I'd like to help improve the community so myself and others feel more welcome and comfortable here."
"I'm interested in making UA a more diverse, welcoming place."

Do you have any suggestions for improvement?

"It was a good effort. I felt a little surprised by the number of city staff and others connected to council, commissions, etc. who were present. The invitation for this conversation sounded like it would be a broad range of citizens, but the attendance was heavily city staff. (I would guess about half city staff.) I took off work for this workshop, and part of me felt like I was participating in a city staff development day. That was a little frustrating to me. I was expecting different voices to come forward to inform the initiatives being discussed and decisions that will be made in the near future. I do appreciate the attendance from several civic group representatives, i.e. UAEP, etc. It just felt like there were a lot of city voices in the room. Those are the people *already* making decisions for UA, and to whom this workshop was meant to inform. That caught me off guard."
"I thought it was a great conversation and a lot of important content came out of it. I think it might have been helpful to be more explicit up front about the topic. When I read the purpose of the workshop statement, it made it sound like this was a very general feedback session - sort of like a strategic plan for UA. But by the end, it seemed clear that the real topic was diversity, equity and inclusion (based on the sheet of options to discuss and the privilege walk). Personally, I find those topics to be extremely important and was happy to engage in them but the early part of the conversation went in a lot of different directions. I think, given the relatively short timeframe for an important topic, it would have been helpful to focus in on those issues right up front."
"Perhaps the next series of workshops, building off the initial two workshops, will be able to delve more deeply into the kinds of intentional programming and community outreach and how those two broad areas can begin to or evolve into positive, noticeable change in our community and its culture."
"None at this time."
"Offering healthier and vegetarian option for the breakfast and lunch. Please keep offering weekend options for those of us who work full-time during the week. I think the pre-workshop questionnaire we took could be useful if its opened to the entire community and not just those who plan to attend the workshop."
"Offer childcare option."
"Focusing more on the issue of inclusion involving intellectual diversity, not just diversity by appearance."
"Try to reach out to people who would not attend these meetings and do not believe that there is a need for change."
"The SWOT exercise seemed to leave me feeling a little sad about UA- obviously excellent to shine a light on all of that, but wondering if we could have better connected SWOT to ideal situation- sorry, not a specific suggestion, but I will think about it!"
"Hope to see the results of meetings in our community."
"Have some shorter sessions- evenings, etc. to involve more people."
"Microphone for all speakers for accessibility. Another way for groups to share out SWOT that didn't take so much time/repetition. Child care!"
"Make sure to keep people on topic- overall, facilitator did a good job of keeping people focused and productive, not bickering."
"Childcare."
"Include a more diverse participation."
"More dates, better times, "bring a friend" style, more conversation from affected groups."
"This workshop served its stated purpose well."

"Set out a specific time for personal testimonies. Help paint a better picture of an issue and educate others on its importance and how to best deal with them."

Do you have anything else you wish to share with us at this time?

"I would recommend revisiting your approach to outreach. I intend to stay connected to this work, and clicked below that I'd like to, though I will have to consider giving this amount of time going forward until I truly understand the purpose of my attendance."
"I got a lot out of the conversations and felt energized by them. I left with new perspectives and ideas and I believe there are many ways that the library can support this effort."
"I thought it was a great experience and conversation. I'm so pleased that the city is engaging in these types of conversations. It's encouraging to see the city responding to these types of community issues. I was initially concerned that the 5 hours would drag but I thought that it flew by and I'm grateful to have been given the opportunity to participate."
"A warm "Thank You!"
"Not at this time."
"Some minority kids face bullying and discrimination at school that they don't report. Teachers too need to have training to be more sensitive to D/I issues."
"Excellent facilitation. Nice to stay on time and remain focused."
"I'm happy to have participated."
"Floyd Akins did a great job."
"Floyd did a great job of facilitating! Lots of wonderful information and ideas generated!"
"Thank you for all you're doing to get these conversations going and making positive change in Arlington!"
"Thank you so much for holding this workshop, it means so much to feel valued."
"Thank you for leading this and the work you are doing."
"This is a valiant effort."
"Thank you!"
"Collaboration between City and schools would be much appreciated."
"Please be sure 'diversity' includes more than just physical—newcomers vs. lifers, religious vs. non-religious, etc."
"This was a great experience I really enjoyed being there. Definitely I would love to stay involved, this topic is so dear to my heart."
"Please congratulate yourself and your colleagues. I was intrigued and challenged by the presentation especially because we were talking and thinking about UA for the next twenty to fifty years. I feel as if I am on the vanguard of a truly necessary and rewarding effort."
"First of all, thank you for such a nice discussion and session yesterday. I think it says a lot to be engaging the community on how to improve our community. Thank you for the effort you and others put forward to make it a success."

Satisfaction

	Very Satisfied	Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Date	17	9	7		
Location	22	9	2		
Workshop Length	14	12	3	2	
Workshop Content	14	15		2	

How did you hear about the Community Relations Assessment Workshop?

Email invitation	17
City promotions (newsletters, social media, advertising)	8
Word of mouth	2
Direct invitation by an associate/friend/family member	11
Other	1

Thursday, July 23, 2026 | 4 pm

Lower Level Meeting Room, Municipal Services Center, 3600 Tremont Road
The meeting can also be attended via Teams

The Community Relations Committee (CRC) welcomes comments from the public specific to items on the agenda. Input from community members is encouraged and the CRC wants residents to be heard, however, the body will not engage in a discussion when receiving public comments. When necessary, City Staff will follow up with community members after the meeting to help direct their concern or issue to the appropriate entity or to connect them with resources. A Speaker Slip should be completed and provided to the Secretary in advance of the agenda item. All speakers will be afforded a three-minute time limit.

[JOIN THE MEETING](#)

Meeting ID: 253 685 952 803 06 | **Passcode:** ZX3tu6DJ

1. **Welcome**
 - CRC Member introduction
2. **Approval of June 18, 2026 Meeting Minutes**
3. **City & Affiliate Organization Updates**
 - New Schools Liaison – Denise Lutz
4. **Incoming CRC Member Orientation, Bylaws Review**
5. **CRC Strategic Plan**
 - 2026/2027 Priorities/Goals
 - Possible Working Groups:
 - o Youth Engagement
 - o Liaisons Program
 - o Grant Program
 - o Welcome Series (annual events schedule)
 - CRC Liaisons – Assignments & Roles
6. **2026 Programs & Events Planning**
 - Rainbow UA Pride Review
 - Porch Parties Update
 - UA Farmers Market Community Booth (3-6 pm, Wednesday, August 26)
 - Upper Arlington Labor Day Arts Festival (10 am-5 pm, Monday, September 7)
 - Navratri & Diwali Celebration (Saturday, November 14)
 - Beehive Alliance Youth Mental Health Fair Update (March 2027)



7. August 27, 2026 Agenda Items

- Welcome/Approval of Meeting Meetings
- City & Affiliate Organization Updates
- 2026 Programs & Events Schedule
- CRC Liaison Updates
- September 24 Agenda Items

ADJOURNMENT

Group photograph | New member welcome reception/volunteer activity follows the meeting



Community Relations Committee BYLAWS

Adopted November 20, 2025

Creation and Purpose

Creation and Amendments Summary

- **Ordinance 39-2020** created the Community Relations Committee (CRC).
- **Ordinance 55-2020** expanded the number of members from seven to nine (update to Chapter 160 of Upper Arlington Codified Ordinances).
- **Ordinance 36-2025** transferred the selection of a Chair and Vice Chair from the Council President to members of the CRC (update to Chapter 160 of Upper Arlington Codified Ordinances).

CRC Purpose

- To support Upper Arlington as a welcoming community and to promote understanding, mutual respect and a sense of belonging among all residents to affirm the value of each individual and to foster a continued culture of shared community.
- To nurture Upper Arlington's sense of community and neighborliness through activities designed to further enhance understanding, appreciation, communication and mutual respect for all members of the community.
- Work to enhance the vision of Upper Arlington as a community that actively welcomes, supports and treats all people with integrity, fairness and respect.

Membership and Terms

- Nine members, all of whom must be residents of Upper Arlington.
- CRC members are appointed by City Council.
- Members serve four-year terms.
- All members appointed by City Council are voting members.
 - o A simple majority of the voting members present at a meeting is required to pass an item under consideration.
 - o CRC members may not vote if they are attending a meeting remotely.
- Ex Officio Members (non-voting):
 - o City Manager
 - o Community Affairs Director – also serves as Secretary
 - o Human Resources Administrator
 - o City Council Liaison
- Community Liaisons (non-voting):
 - o Upper Arlington Schools
 - o Upper Arlington Library
 - o Tri-Village Chamber Partnership

Attendance

- CRC members should notify the Chair, City Manager or Community Affairs Director of any upcoming absence from a meeting.
- The CRC will formally excuse the absence of any members at each meeting.
- Absence from three consecutive meetings or three meetings in a calendar year without being authorized/excused by the CRC will cause the member's term to be vacated.
- Absences will be noted in the meeting minutes.

Resignation of Members

- Written resignation should be provided to the Chair and City Manager or Secretary.
- The letter of resignation will be provided to the City Clerk's Office. The City Clerk will notify the Council President.

Organization and Officers

- A transition in leadership will take place annually at the June CRC Meeting, enabling any outgoing members to participate in the selection process and ensuring the Chair and Vice Chair positions are filled by tenured members.
- The selection/transition process will be initiated at the May CRC Meeting.
- The nomination and selection process will be determined each year by the members and will be developed in keeping with the spirit of the CRC's welcoming goals and supportive principles.
- Some basic guidelines for the nominating process include:
 - A member may "self-nominate" if interested in serving as Chair or Vice Chair, OR one or more CRC members may nominate a candidate, after seeking their permission.
 - If more than one nomination for a leadership position is received, the CRC will hold a roll call vote to identify the preferred candidate.
- Should a Chair or Vice Chair vacancy occur, the process for selecting a replacement will be initiated at the next CRC Meeting, unless the vacancy occurs between the April and June CRC meetings – at which time the normal selection schedule will be followed.
- In the interests of supporting a progression in leadership, members can serve up to two years as Chair for each four-year term served.
- While not a requirement, the preference is for a member to serve a minimum of one year as Vice Chair before assuming the role of Chair.
- In the interests of supporting a progression in leadership, CRC members interested in serving as Chair are encouraged to fill supporting leadership roles within the CRC, to include:
 - CRC Innovation Grant Program
 - CRC Welcome Series
 - CRC Liaison Program
 - Participating on planning committees for key events
- The immediate Past Chair may be asked to share insight and leadership advice to the current Chair – and the CRC as a whole – even if they are no longer a CRC member.

Role of Chair

- The Chair presides over CRC meetings.
- The Chair works with the Vice Chair, City Manager and Community Affairs Director to determine meeting agendas.
- The Chair fulfills other obligations as requested by the Board, City Council or City Manager.

Role of Vice Chair

- The Vice Chair assumes the obligations of the Chair in their absence.
- The Vice Chair handles other duties as requested by the Chair.

Secretary/Community Affairs Director

- The Community Affairs Director serves as Secretary.
- The Secretary is responsible for the coordination of meeting agendas and minutes.
- The Secretary works with the City Clerk's Office relative to publishing/retaining CRC documents.

Responsibilities of CRC Members

- Be informed about the CRC mission, policies and programs.
- Attend CRC meetings.
- Participate fully in CRC meetings and actions.
- Participate in CRC activities/events/programs outside the monthly meetings.
- Adhere to the CRC's Unifying Principles (part of 2020 Committee Framework).
- Refer issues from the public to the Chair or Secretary.
- Understand that CRC members act in an advisory capacity to Staff.
- Declare any conflicts of interest with a CRC position or program and decline to vote or participate when a conflict of interest exists. Conflicts of interest include:
 - o Financial/business interest
 - o Personal interest

CRC Working Groups

- Temporary working groups may be formed to perform special assignments.
- Membership will be determined by the Chair with input from CRC members.
- Such groups should not exceed four CRC members and may include other participants from the community.

Meetings

- The CRC will establish their annual meeting schedule by the last meeting of the previous year.
- A majority of the filled seats must be in attendance in person at a meeting to reach a quorum in order to conduct any formal business.
- The schedule of meetings will be shared publicly – at a minimum via the City website's Public Meetings Portal.
- Meetings will occur at 3600 Tremont Road. If the meeting location is to change, a minimum seven-day public notice of the change will be provided.

- An agenda planning meeting will occur a minimum of one week prior to the meeting.
 - Primary Attendees: Chair, Vice Chair, City Manager, Secretary
 - Up to two additional, randomly selected CRC members will be invited to participate.
 - All CRC members will be invited to submit agenda suggestions prior to this meeting.
- Meeting agendas and packets will be shared with CRC members and publicly posted via the City's website Public Meetings Portal on the Friday before the meeting (or a minimum of two days prior to the meeting).
- The Chair or City Manager may call special meetings of the CRC, with notice provided to and its receipt affirmed by each member.
 - In such instances, the meeting notice and agenda/packet will be shared via the usual means a minimum of 24 hours prior to the meeting.
- The Chair or City Manager may cancel a scheduled meeting.
 - Notice will be shared with CRC members and liaisons, the City Clerk's Office, and the City's website Meeting Calendar liaison.
 - The City Clerk, CRC Secretary and website calendar liaison will share notice of the cancellation to the public via the usual means.

Public Participation

- All CRC meetings are open to the public.
- The public may provide comments to be shared with the CRC via the website or by email to the Secretary at any time.
- The agenda planning team will determine if any input received merits inclusion on a future CRC meeting agenda.

Process for Requesting Agenda Items

- The public may suggest future agenda topics to the CRC via the website or by email to the Secretary.
- Suggested agenda items will be considered at the next agenda planning meeting.
- The Secretary will notify the requestor of the CRC's decision.

Statement Addressing Public Comments

- Prior to receiving public comment, the Chair will read a statement summarizing the CRC's process and reasoning for accepting public comment, to include:
 - The CRC is comprised of community volunteers seeking to advance UA as a welcoming community at the local level.
 - The CRC is not a dispute resolution body, nor does it become involved with issues that fall outside its skillset and purpose.
 - Input from community members is welcome and encouraged and the CRC wants residents to be heard, however, the body will not engage in a discussion when receiving public comments.
 - When necessary, City Staff will follow up with community members after the meeting to help direct their concern or issue to the appropriate entity or to connect them with resources.

Process for Receiving Public Comments at CRC Meetings

- Public comments will be limited to agenda items.
- The Chair will read the statement on the CRC's process and reasoning for accepting public comment in advance of inviting meeting attendees to speak to an agenda item.
- Public comments will be accepted once the CRC's discussion of an agenda item has been completed.
- Attendees wishing to speak must complete a speaker slip indicating which agenda item they wish to address and present that to the Secretary. The speaker slip will be provided to the Chair prior to inviting public comment.
- Each speaker will be limited to three minutes.
- The number of speakers allowed will not be limited.

Public Communication with CRC Members

- Due to Ohio Public Meetings requirements:
 - o CRC members should not include a majority of other CRC members when communicating with members of the public on CRC topics.
 - o CRC members should not communicate with a majority of CRC members on CRC topics.
- Any communication between a CRC member and the public that is pertinent to their role on the CRC should be forwarded to the Secretary to be maintained as a public record under the Ohio Sunshine laws.

Bylaws Adoption & Amendments

- The adoption of and updates to the CRC Bylaws require a majority vote of the voting members.
- Adopted bylaws will be published on the CRC website.
- Adopted bylaws will be provided to the City Clerk's Office.
- The CRC bylaws will be shared and discussed at the first meeting following the transition in terms.

Memorandum

To: Floyd Akins
Farida El-Hennawy

From: Steve Schoeny, City Manager

CC: Emma Speight, Community Affairs Director; Jared Nyhart, Community Affairs Manager

Date: February 6, 2021

RE: Community Relations Committee Work Categorization and Prioritization

One of the keys to moving the Community Relations Committee (CRC) forward will be prioritizing and focusing. Part of that process can be categorizing the work. Below is a strawman categorization to help the CRC figure out where it wants to focus its work and how the City staff can be helpful in that process.

It is important to note that each of these categories interrelate and overlap. If the CRC breaks into working groups on these issues, each group will need to return that work to the whole committee to ensure that those interactions are understood and leveraged.

I would ask that members of the committee not get bogged down in how I have labeled these categories. They are not intended to morph into official titles, but are intended to give members an intuitive understanding of what could go in each category. Once we get the contents of each “bucket” right, we can refine the name.

Internal Operations

Government operations can be important catalysts to social change, and this has been particularly important in diversity, equity and inclusion efforts. Conversely, government action or inaction can cement inequities.

Within the City of UA, the committee could focus on working with the City Administration to measure and report on diversity within the City workforce and supplier base. With that baseline data, the committee could help guide the City on ways to attract and support more diverse employees and suppliers.

A separate subcategory within the City Administration is law enforcement. UAPD can work with the CRC to explain our current policies and practices, and explore any areas of concern.

Improving from the Inside

There are many opportunities to improve UA by leveraging and supporting the diversity that we already have in Upper Arlington. That can take the form of:

- Exploring ways to lift up and celebrate the diverse communities and traditions that exist in UA today.
- Identifying and understanding the experience of individuals and families who have not felt welcome or safe in UA. From this we can look for ways to systematically reduce the chance of that happening in the future.

Improving from the Outside

We all have anecdotal experiences that lead us to believe that UA has a reputation for being homogenous and unwelcoming to those who don't fit the stereotype of UA. That belief has led many of us to conclude that we can only make so much progress, unless we dive into that reputation and work to change it. Activities in this bucket could include:

- Helping to guide a study of perceptions of UA. That study should include surveys and focus groups with non-residents.
- Working to develop an outreach program to relocation and real estate professionals so that diverse communities are actively encouraged to consider UA.
- Developing formal or informal systems to support diverse residents when they choose UA.
- Exploring models to foster different housing models and price points within UA to ensure help preserve the underappreciated income diversity that exists today in the City. (Note: I don't know that housing really fits in this bucket, but I thought that it was the best fit for now.)

Next steps

I encourage the committee to think about adopting this approach or some other categorization. Once that is done, I would suggest that City staff work with a few members to help evaluate the potential impact, difficulty, time and cost of various initiatives so that the CRC and City staff can plot an action plan.



CRC Workshop Next Steps Outline

Updated September 30, 2024

SEPTEMBER MEETING

- General discussion: impressions of workshop, review of workshop notes
- Review, suggest adjustments, and reach consensus on frameworks for the three working groups:
 - o Liaisons Roadmap
 - o Grant Program Role
 - o Decision-making Checklist
- CRC Elevator Pitch Exercise
 - o Referring to CRC Mission/Vision, members to work on, discuss and develop a draft elevator pitch about the CRC (50-200 words) – what does the CRC do?

OCTOBER MEETING

- Finalize the CRC Elevator pitch
- Decision-making Checklist – test the checklist by applying to existing programs
- 2025 Grant Program
- CRC Infrastructure review, to include:
 - o Onboarding process
 - o CRC member roles, defined responsibilities (to include):
 - Co-Chairs/leadership structure
 - Events & Programming
 - Grant Program
 - Liaisons Oversight
 - o Agendas – any changes to standard agenda, process for setting agendas
 - o New programs

NOVEMBER MEETING

- Finalize CRC infrastructure
- 2025 Grant Program rollout
- 2025 Priorities
- What else do we need to work on? Identify and schedule

MAY 2025 MEETING

- Mid-Year Review

NOVEMBER 2025 MEETING

- One-Year Review

Facilitated Workshop Notes

August 24, 2024

ACCOMPLISHMENTS

CITY OPERATIONS

3 mentions: Recruitment improvements	UALL (employee DEI group)
Diverse staff/hiring	Updating our website
Collaboration with the Police	Diversity within City operations
Supplier diversity	

IMPROVING FROM WITHIN

6 mentions: Welcome Series	5 mentions: Grant Program
5 mentions: Presence/awareness at events	2 mentions: Education series
Partnerships: Partnering with other orgs like Library and Historical Society	
2 mentions: Partnership with the Schools (hUmAn Connections Festival)	
Culture & Artisans Fair	Neighbors Night Out
Collaborations	
CRC Events: Raising flag for Pride	Black History Month
Juneteenth	Iftar Dinner (Ramadan)
Liaison Program	Believe
Willingness to talk and listen to others' ideas	Teamwork
Opened different opportunities	Can do more!
Has people thinking more about each other	Community Center
Police Division citizen presentation	Facilitating inclusive programming
Presenting to Council about the work of the CRC	
Supporting groups that create diverse experiences for the community	

IMPROVING FROM THE OUTSIDE

Bringing cultural awareness	Columbus Monthly Special Section
Baseline data (survey, etc.)	Helped to make UA a better place to live
Booths at events showing where residents are from	
Collaboration with other organizations (Historical Society, UA Schools)	
Joining with other established organizations	
Cherry Blossom Celebration – first City event to honor the AAPI community	

HOPES

- Know others/goals
- Come up with great ideas
- Focus/meeting expectations
- Continue to make UA great
- Learn
- Focus on things that make UA more inclusive
- Creating achievable goals
- Finding next steps
- Bring inspiration and enthusiasm back
- Support CRC with City Council
- Sustainability and growth plan – stop, start, continue

THINGS TO CONSIDER

- Communications
- Resources/people needed to do the work
- Clarity of definition
- Leverage collaboration

BREAK OUT SESSIONS

GROUP A

- Q1** Liaison Program
Enabler
Education
- Q2** Yes
Yes
?
- Q3** Continued commitment from CRC with more direction and purpose
Rethink the grant program
Education: What will it take to make it more effective?

GROUP B

- Q1** Making internal changes with organization
Working within subcommittee to hire personnel with DEI background
Making external communication more welcoming and inclusive (website more welcoming)
Collaborating with Schools and Police
Creating new cultural events (Cherry Blossom, Ramadan Dinner)
- Q2** Reaching out to other cities and collaboration
Keeping energy and momentum (even during hard discussions)
Continuing to focus on inclusive events
- Q3** More effective meetings/leaving with actionable items (meeting with intention)
Getting to create better sense of belonging amongst the group
Team building activities

GROUP C

- Q1 & 2** Focus and prioritize
What are the duties for these roles:
 - Ambassadors
 - Liaisons
 - Facilitators
 - Connectors
 - Influencers
 - Funders
- Q3** Develop a feasibility checklist
 - Define what success looks like
 - Is it inside of mission
 - Define buckets, evaluate
Prioritize
Goals:
 - Define success
 - What does it look like?
 - Achieve it
 - Hot Wash (review) – Stop, Start, Continue
- Big Idea** Community Center
 - Ongoing discussions with Community Center team, viewed through the “diversity lens (classify what this is)
 - Where else does the lens need to be applied?

DEFINING CORE AREAS

- 1 Liaison Groups
 - a. Behavior
 - b. Welcome Series
 - c. Subcommittees did not work
- 2 Roles to prioritize:
 - a. Expectations for continued support of community organizations
- 3 Sustain/Enhance
 - a. Clear expectations/definitions of CRC roles/responsibilities
 - b. Training: onboarding process/ outside/education
 - c. Scope of practice for present and new members/realistic
 - d. Approach to sensitive topics, difficult discussions, differing opinions
 - e. Sharing leadership roles (rotating co-chairs) what is the role?
 - f. Funding

BREAK OUT/WORKING GROUPS

LIAISON ROADMAP

What makes a CRC member?

- 1 Onboarding
 - Learn about organizations we've partnered with
 - More info about organizations we want to partner with
 - i. Vetting process needed for new connections
 - Share takeaways during CRC meetings from engagement with other orgs
- 2 Reporting
 - Metrics and expectations?
 - What are our goals for communication?
 - i. Emails
 - ii. Calls
 - iii. Events attended
 - iv. Do we have time (expectations)?
 - How is your info provided to the team?
 - i. Liaison report
 - ii. Seeking involvement/engagement
 - What do we do when the connections are made?
 - i. Continuing presence in the community

- ii. Attending meetings and events
- iii. Bringing education back

- 3 Liaison Pillars
- Aging/Senior Center
 - Schools/Education Foundation
 - Religious/Culture
 - LGBTQ+
 - Local history
 - Civic Association
 - Disability Awareness
 - Environment

What groups do we want to partner with based on our mission?

How do we add a DEI component to these connections?

GRANTS ROLE

- 1 In the application process, dig deeper on education
 - a. What is the message that you want participants to take away from your program?
 - b. Will that message be direct or indirect?
 - c. Will you continue to engage with participants after the program?
- 2 Can the City provide free/discounted services for grant program graduates?
- 3 Connect new and past grantees for mentoring

DEVELOPING A DECISION-MAKING CHECKLIST

Develop a decision tree, scoring rubric, weighted scale

A: CRITERIA

- Does it meet our mission/vision? (who to go deeper, more objectivity)
- If yes, is there a need?
- What is the goal/intended outcome?
- Who is it for and why?
- Do CRC members support it? (simple quorum?)

- A+** Is it controversial? Are we equipped to handle? (this needs more work)
- What are other ways to facilitate/direct?

B: RESOURCES

- Are there resources?

- What else is going on? Do we have capacity?
- Location? Logistics?

B+ Is it being done already?

- ie, maybe we don't need to do it
- Can we help enhance it?

C: IMPLEMENTATION

- Who will do the work?
- What should we measure? What constitutes success? What's our review process? Is it sustainable?
- What's the timeframe?
- What's the sustainability plan? Is this one time or annual?
- What are we not doing (should something else stop so that this can happen?)

D: AFTER ALL THESE STEPS, DO WE STILL SUPPORT THIS?

WRAP UP SHEET

- Incorporate education pieces into this
- Use existing events as jumping off points for education
- Educational purpose as part of this
- Give nuggets of info where they are

- 1 Liaison Role
- 2 Grant Role
- 3 Checklist
- 4 What is the message we want to communicate? (frequency of refinement)
- 5 Infrastructure
 - a. Onboarding
 - i. Scope of practice for current and new members
 - b. Co-Chairs
 - c. Decisions – how they are made
 - d. Conflict
 - e. How are people a part? Replacements
 - f. Roles and responsibilities
- 6 Future planning
 - a. Checkpoint
 - b. City survey

NEXT STEPS

SEPTEMBER

- Changes that we made and confirmation

OCTOBER

- Go through existing program using the checklist (Stop, Start, Continue)
- Start working on infrastructure:
 - o Prioritize
 - o Work on it

NOVEMBER

- Roll out of grant program

2025

- Events season talking points

Messaging/what we want people to know.

DRAFT MEETING MINUTES

June 18, 2026 | 4 pm

Members Present

Jason Sayat, Chair	Eric Hutchison, Vice Chair	Elaine Alicea
Megan Potts	Joanne Strasser	Monica Lee
Brent Theaker	Sumia Mohamed	

City Staff & Others Present

Emma Speight, Community Affairs Director	Tara Allinger, Communications & Marketing Specialist	Jen Faure, Upper Arlington Library
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1. Welcome

- A motion was made to excuse the absences of Joanne Strasser, Jason Sayat, Brent Theaker and Sumia Mohamed at the May 20 meeting, and the absence of Deborah Carvalho at the June 18 meeting.

Motion: Elaine

Second: Monica

Motion Approved

- The City's new Communications & Marketing Specialist, Tara Allinger, was introduced to the committee.

2. Approval of April 23, 2026 Meeting Minutes (attached)

Motion: Elaine

Second: Megan

Minutes Approved

3. City & Affiliate Organization Updates

- There were no updates but several members reported that they had been contacted by a research firm undertaking a survey in Upper Arlington. It is likely to be a survey associated with the Schools pending ballot issue.

4. CRC Appointments

- Elaine Alicea and Sumia Mohamed have both been reappointed by City Council to serve second terms.
- Teresa Temu will be the new CRC member.
- Jason Sayat did not apply for another term. As a founding member of the CRC, Jason has been a critical part of the Committee's evolution since 2020. All members and staff expressed their sincere gratitude for his exceptional service.

5. CRC Chair and Vice Chair Selection

- The CRC leadership positions elicited the interest of two candidates for each position:
 - Vice Chair – Elaine Alicea, Monica Lee
 - Chair – Eric Hutchison, Sumia Mohamed



- A voting slip and one-year look back at each member's meeting attendance, and their participation in CRC planning and volunteer activities was shared (revised version attached to reflect two members for each of the two seats). Members had also been asked to prepare and read a statement detailing their reasons for seeking a leadership role and their goals for helping to advance the CRC.
- Members then marked their preferred candidates for each position. The anonymous votes were counted by Emma and re-checked by Jason.
- Monica Lee was selected as the new CRC Vice Chair.
- Eric Hutchison was selected as the new CRC Chair.
- The group and staff opined that having several members show interest in the leadership roles is a great problem to have, speaking to the passion and commitment to the committee's work. All agreed that as the committee revisits its strategic plan progress and future priorities, there will be additional leadership opportunities for these members.
- Some of the goals shared by the candidates are noted here, for future consideration by the committee:
 - Continue to explore new and better ways to connect with the community.
 - Support existing programming, while continuing to innovate and explore new opportunities.
 - Establish measurable goals for expanding awareness and participation in CRC activities and programs
 - Develop an annual CRC impact report.
 - Expand opportunities for youth and young adults to become engaged.
 - Refine how ideas are brought to the CRC grant program – more open, possibly year-round application schedule, revisit how grants are reviewed.
 - Establish the CRC as a community partner that listens and responds.
- Some possible working groups to be formed at the July meeting include:
 - Youth engagement
 - CRC Liaisons
 - CRC Grant Program

6. **Prospective 2027 Event – Beehive Alliance's Mental Health Fair for Youth**

- The committee worked through a Decision Making Checklist focused on the Mental Fair for Youth event (version with notes attached).
- The CRC is in favor of partnering with the Beehive Alliance in support of the 2027 event.
- There was some discussion about the best location for the Fair – Bob Crane Community Center or the Tremont Library. Emma will schedule a small meeting with Beehive Alliance members, the Library and some CRC members to discuss the best option and to determine a planning schedule, level of involvement, and responsibilities.

7. **CRC Grant Program**

- With no grants awarded for 2026, members agree it's time to revisit the program for possible adjustments/enhancements. A working group will be convened at the July meeting.
- Some initial ideas for improvement include:
 - Have several deadlines for accepting grants throughout the year – possibly each quarter
 - Simplify the application form
 - Develop a presentation/overview explaining the purpose of the grant program and parameters for successful applications

8. **2026 Programs & Events Planning**

- The Pride Month and Juneteenth ceremonies were both successful.
- The volunteer schedule for Rainbow UA's Pride event was discussed.



- The Porch Parties planning is on track. Members will be asked to help prepare the Porch Party bags following the July 23 CRC Meeting.
- Volunteers will be needed for the August 26 UA Farmers Market – which will promote/solicit Porch Party participation.

9. Liaison Updates

- Jason shared that Equal UA has decided to dissolve its non-profit status, but will continue to exist.

10. July 23, 2026 Agenda Items

- Approve Meeting Minutes/Excuse Absences
- Incoming CRC Member Orientation and Bylaws Review
- CRC Strategic Plan Check-In/Working Groups
 - i. CRC Grant Program
 - ii. Youth Engagement
 - iii. CRC Liaisons
 - iv. Other?
- 2026 Programs & Events Schedule
- August 27 Agenda Items
- Group Photograph

ADJOURNMENT

The meeting was adjourned at 5:45 pm



MEETING MINUTES
April 23, 2026 | 4 pm

Members Present

Jason Sayat, Chair	Eric Hutchison, Vice Chair	Elaine Alicea
Megan Potts	Joanne Strasser (remote)	Monica Lee
Deborah Carvalho (remote)	Sumia Mohamed (remote)	

City Staff & Others Present

Emma Speight, Community Affairs Director	Nic Fortkamp, City Council	Jen Faure, Upper Arlington Library
Kayla Toon, Upper Arlington Library		

1. Welcome

A motion was made to excuse Brent Theaker's absence at the April 23, 2026 meeting.

Motion: Megan

Second: Deborah

Motion Approved

2. Approval of February 26, 2026 Meeting Minutes (attached)

Motion: Eric

Second: Elaine

Minutes Approved

3. City & Affiliate Organization Updates

- **Arbor Day Ceremony** – This year's ceremony was held April 23 at Sunny 95 Park, with Greensview students helping to plant four native Chinquapin Oak trees that will become part of a grove of 17 trees to commemorate Ohio's place as the 17th State to join the Union in 1803, as part of UA's America 250-Ohio celebrations.
- **Spring Fling** – this year's event is scheduled for Saturday, May 9, from 11 am-3 pm. At the start of the event, there will be a History Trail dedication for new signs about the origins of the Amelita Mirolo Barn, as part of UA's America 250-Ohio celebrations.
- **Master Plan Update** – a steering committee of resident volunteers has met for the first time to help guide the Master Plan update process. Watch for opportunities to participate in a survey, and a fall community meeting.
- **Electric Aggregation** – a new rate has been set for the City's program, and current participants and eligible residents and small businesses should be receiving letters informing them about the program, the rates, and their options.
- **E-Bikes and E-Scooters** – in response to the increased use of these motorized devices in the community, City Council will be considering a proposed program that would require residents to register (for free) their e-bikes, e-scooters and/or e-skateboards with the City. Anyone without a valid Ohio driver's license would also be required to attend and pass a free safety class. The review process begins in May, and will include a survey for residents. Council will begin consideration of the proposed legislation in June, the summer recess will allow for additional research and input, and



then Council is expected to vote on the proposed program by early fall. If approved, the program would take effect January 2027.

- **Library Updates:**

- **Sustainability Fair** – this year’s fair was busy with more than 1,000 visitors and active participation in various recycling/reuse opportunities.
- **Summer Reading Program** – this annual favorite runs June 1-July 31.
- **STEAM Bash** – 3:30-5:30 pm, Friday, May 1. This popular program for kids celebrates the sciences and arts with hands on learning opportunities.
- **Language Learning Activities** – the Library is increasing its number of foreign languages conversations groups, due to increasing demand.
- **Cultural Festival** – this new event is planned for August 15, from 11 am-1 pm for residents to share insight on their different cultures. The CRC would be welcome to have a table at this event. A working list of participation ideas will be developed to discuss at the May meeting.

4. **2026 Programs & Events Planning**

The CRC spent the rest of the meeting focused on working through plans for:

- Pride Month Flag Raising (outline attached)
- Juneteenth Flag Raising (outline attached)
- Porch Parties (outline attached)

5. **Liaison Updates**

- None

6. **May 20, 2026 Agenda Items**

- 2026 Programs & Events
- Prospective 2027 Event – Beehive Alliance’s Mental Health Fair for youth
- Liaison Updates
- June 18 Agenda Items

ADJOURNMENT

The meeting was adjourned at 5:10 pm



2026 Pride Month Flag Raising Ceremony

Updated April 20, 2026

Event Details

4:30-6 pm, Monday, June 1, 2026

Municipal Services Center Front Plaza

(Concourse Gallery in the event of rain)

Proposed Program Outline

Detail	Lead	Time
Start of Library Activities	Kayla Toon	4:30 pm
Arrival/Networking/Refreshments/Library Activities		4:30-5:15 pm
Welcome	Ukeme Awakessien Jeter	5:15 pm
Guest Speaker	_____	5:20 pm
Presentation of Proclamation	Ukeme Awakessien Jeter	5:30 pm
Flag Raising	Ukeme, _____	5:35 pm
Group Photos/Networking/Refreshments/Library Activities		5:40 pm-end

Guest Speaker Ideas:

- Tim Cook, Bitty & Beau's (suggested by Rainbow UA)
- _____
- _____

Example Themes for 2026 Pride Programming

- New York – "For All of Us"
- Chicago – "Free to Be Proud"

Invitees

Email invitation sent week of May 11:

- City Council, City Staff
- Community Relations Committee / other Boards and Commissions
- Network UA members
- Rainbow UA; Equal UA
- UA School Board and Schools Admin
- UA Library Board and Library Admin

Logistics

- Pride flag
- Mayoral Proclamation
- Pop up tent (Parks & Rec to provide)
- 15-20 chairs
- Podium, podium flag
- PA system, camera
- Tables/chairs for Library activities
- Refreshments table, City tablecloth

Refreshments

- Cookies from Core Café/Bake Me Happy - @ \$200
 - o Contact: Wendy Miller Pugh – wendy@bakemehappygf.com
 - o plan for 60 attendees (ask for smaller versions of cookies to increase quantity)
 - o Include rainbow/pride cookies
- Fruit punch and infused water
- Buy supplies Sunday, prep Monday afternoon
- Napkins (weights/holder for napkins)

Activities for Kids Ideas

- Rainbow zebra sign craft (\$10.99 for 12 signs): https://www.orientaltrading.com/rainbow-zebra-sign-craft-kit-makes-12-a2-14241407.fltr?rl=PRODUCT_DETAIL_PAGE&m=Customers+Also+Bought&rt=RECOMMENDED_ITEM&rp=4&rs=14241613&filter=
- Temporary tattoos (\$7.49 per pack of 72): https://www.orientaltrading.com/bulk-72-pc--humankind-and-diversity-temporary-tattoos-72-pc--a2-13969069.fltr?sku=13969069&BP=PS544&ms=search&source=google&cm_mmc=GooglePLA-_-23486035144-_-190633346583-_-13969069&utm_medium=pla&utm_source=google&utm_id=23486035144&utm_content=13969069&utm_term=190633346583&utm_campaign=23486035144&tw_source=google&tw_adid=793633210693&tw_campaign=23486035144&gad_source=1&gad_campaignid=23486035144&gbraid=0AAAAAD5Vzxw2dxothTgGYhsa3V5PC2wo2&gclid=EAlaIqobChMI05jbw8b_kwMV-bDCCB31IAgHEAQYBCABEGkZjvD_BwE
- Rainbow scratch bookmarks (\$7.99 per 30 bookmarks): https://www.lakeshorelearning.com/products/arts-crafts/craft-kits/rainbow-scratch-books/TS526/?utm_source=google&utm_medium=ppc&utm_campaign=OG_SEM_NB_GOOG_SHOP_performancecmax_LOWER_MAIN_NC_BAU&utm_content=OG_SEM_NB_GOOG_SHOP_performancecmax_LOWER_MAIN_NC_BAU|General|&gad_source=1&gad_campaignid=232301720718&gbraid=0AAAAAD39dlT83p5SGYsF9BL827eDz6KEO&gclid=EAlaIqobChMI05jbw8b_kwMV-bDCCB31IAgHEAQYDiABEGjvrrfD_BwE

Promotions

- City Website:
 - o Community Calendar listing
 - o News Flash (blog) on homepage – May 27
- May/June UA insight Print Newsletter – included in event calendar
- City Insight eNews – May 22, 29 (promote event); June 5 (event photos)
- Social Media – FB event, various posts on all platforms
- Tri-Village Chamber Partnership eNews – mid-May
- Flyer to share with Network UA, Library, UA Schools Flyer Connection

2026 Juneteenth Flag Raising Ceremony Outline

Updated April 20, 2026

Event Details

4:30-6 pm, Monday, June 15, 2026

Municipal Services Center Front Plaza

(Concourse Gallery in the event of rain)

Proposed Program Outline

Detail	Lead	Time
Start of Library Activities	Kayla Toon	4:30 pm
Arrival/Networking/Refreshments		4:30-5:15 pm
Welcome	Ukeme Awakessien Jeter	5:15 pm
Guest Speaker	_____	5:20 pm
Presentation of Proclamation	Ukeme Awakessien Jeter	5:30 pm
Flag Raising	Ukeme, _____	5:35 pm
Group Photos/Networking/Refreshments/Library Activities		5:40 pm-end

Guest Speaker Ideas:

- **Michael Coleman** (former Mayor of Columbus – Steve suggestion in 2025)
- **Hasan Jefferies:** Professor at OSU: Expert in Civil Rights (Ukeme could contact?)
- **Meredith Lawson-Rowe**, served as a member of the Reynoldsburg City Council and was involved in the founding of Juneteenth for the city.
- **Derrick Clay**, President and CEO of Columbus Chamber of Commerce
- Artists: **April Sunami** or **Lance Johnson**
- **Kwesi Kambon**
- **Barbara Smoot:** CEO of WELD

Example 2026 Themes

- National: “Juneteenth brings balance to America’s Celebration of Freedom”
- Buffalo: “Honoring the past, serving the present, and inspiring the future”

Invitees

Email invitation sent week of May 25:

- City Council, City Staff
- Community Relations Committee / other Boards and Commissions
- Network UA members
- Rainbow UA; Equal UA
- UA School Board and Schools Admin
- UA Library Board and Library Admin

Logistics

- Juneteenth flag
- Mayoral Proclamation
- Pop up tent (Parks & Rec to provide)
- 15-20 chairs
- Podium, podium flag
- PA system, camera
- Tables/chairs for Library activities
- Refreshments table, City tablecloth
- Tongs for cookies
- Trash container

Refreshments

- Cookies from Core Café/Bake Me Happy - @ \$200
 - o Contact: Wendy Miller Pugh – wendy@bakemehappygf.com
 - o plan for 60 attendees (ask for smaller versions of cookies to increase quantity)
- Fruit punch and infused water
- Buy supplies Sunday, prep Monday afternoon
- Napkins (weights/holder for napkins)

Activities for Kids Ideas

- Fold up activity sheets (\$6.79 for 24 pieces): https://www.orientaltrading.com/juneteenth-fold-up-activity-sheets-24-pc--a2-14241613.fltr?sku=14241613&BP=PS544&ms=search&source=google&cm_mmc=GooglePLA--23486035144--190633346583--14241613&utm_medium=pla&utm_source=google&utm_id=23486035144&utm_content=14241613&utm_term=190633346583&utm_campaign=23486035144&tw_source=google&tw_adid=793633210693&tw_campaign=23486035144&gad_source=1&gad_campaignid=23486035144&gbraid=0AAAAAD5Vzxw2dxothTgGYhsa3V5PC2wo2&gclid=EAlaIqobChMI2Pf9hrD_kwMV44bCCB3NSjfuEAQYAiABEglzDPD_BwE
- Silicone bracelets (\$13.99 per pack of 10 bracelets): <https://www.positivepromotions.com/black-history-is-american-history-2-sided-silicone-bracelet-pack-of-10/p/sb-131f/>
- Bookmarks (\$12.29 per pack of 50): https://www.positivepromotions.com/juneteenth-remembering-our-history-celebrating-our-future-bookmark-pack-of-50/p/km1119v/?utm_source=google&utm_medium=cpc&utm_campaign=Shopping_Juneteenth_T2&utm_term=&gad_source=1&gad_campaignid=23760746536&gbraid=0AAAAAD_WnCQEa4_q-eHJALenoCvZESmcC&gclid=EAlaIqobChMI2Pf9hrD_kwMV44bCCB3NSjfuEAQYByABEgKqwPD_BwE

Promotions

- City Website:
 - o Community Calendar listing
 - o News Flash (blog) on homepage – June 10
- May/June UA insight Print Newsletter – included in event calendar
- City Insight eNews – June 5, 12 (promote event); June 19 (event photos)
- Social Media – FB event, various posts on all platforms
- Tri-Village Chamber Partnership eNews – early June
- Flyer to share with Network UA, Library, UA Schools Flyer Connection

2026 Upper Arlington Porch Parties

A Community Relations Committee Welcome Series Event

Updated April 21, 2026

Program Partners

- Community Relations Committee
- Porch Party founders at Equal UA
- Upper Arlington Community Foundation
- Upper Arlington Library
- Utilize materials available through Columbus Foundation's Center for Human Kindness?
- Upper Arlington Historical Society? (UA history activity cards)
- Other prospects?

Program Goals

- Facilitate a minimum of 100 Porch Parties across UA, connecting upwards of 1,000 residents with their neighbors.
- Encourage neighborhood-level gatherings that bring neighbors together socially, with a focus on connecting new residents, and reconnecting longtime residents with their local neighbors.
- Nurture a sense of belonging and safety for all residents
- Encourage stronger neighborhood networks

Timeline

Detail	Dates	Responsibility
Determine/order supplies	June/July	_____
Design promotional materials	June	_____
Distribute Porch Party kits to Libraries and BCCC	July 27-31	_____
Online Porch Party registration opens	August 1	_____
Porch Party registration closes (if program not full)	September 25	_____
Recommended timeframe for hosting Porch Parties	August 15-October 18	
Distribute survey	Week of October 19	
Survey deadline	November 1	

Notes

- Registration must be completed online to pick up a Porch Party pack
- Require contact information of the resident registering for a Porch Party pack
- Encourage photographs from Porch Parties
- Follow up survey and/or phone calls

Porch Party Packet (many items listed were from 2024)

- Reusable canvas bags
- Yard signs (not popular)
- Invitations
- Candy, popcorn, lemonade
- Napkins (black and gold)
- Colored chalk
- Other kids activity ideas?
- Door hanger
- CRC resources

Promotions

- City website:
- News Flash (blog) on homepage – late July
- UA Insight print newsletter – promote in July/August issue
- City Insight eNews – begin promotions mid-July, run through September 25
- Social media
- Flyers distributed via Network UA, Libraries, Community Center, Schools Flyer Connection

CRC Chair and Vice Chair Voting Slip
Prepared for June 18, 2026 CRC Meeting

VICE CHAIR CANDIDATE	Elaine Alicea	☐
NOMINATION STATUS	Self-Nominated	
MEETING ATTENDANCE (July 2025-May 2026)	8 in person; 1 remote	
PLANNING COMMITTEE PARTICIPATION	2025 & 2026 UA Arts & Culture Fair 2025 Navratri & Diwali Celebration 2026 Pride Month Flag Raising 2026 Juneteenth Flag Raising 2026 Porch Parties	
VOLUNTEER SHIFTS (June 2025-May 2026)	2025 Arts on Arlington 2025 Farmers Market 2026 UA Culture & Artisans Fair	
OTHER PARTICIPATION	_____	

VICE CHAIR CANDIDATE	Monica Lee	☐
NOMINATION STATUS	Nominated by Eric Hutchison	
MEETING ATTENDANCE (July 2025-May 2026)	7 in person; 1 remote; 1 absent	
PLANNING COMMITTEE PARTICIPATION	2025 Navratri & Diwali Celebration 2026 Cherry Blossom Celebration 2026 Pride Month Flag Raising 2026 Juneteenth Flag Raising	
VOLUNTEER SHIFTS (June 2025-May 2026)	2025 Arts on Arlington 2025 Farmers Market 2025 Labor Day Arts Festival 2026 Black History Month	
OTHER PARTICIPATION	_____	

CHAIR CANDIDATE

Eric Hutchison



NOMINATION STATUS

Nominated by Monica Lee

MEETING ATTENDANCE (July 2025-May 2026)

7 in person; 1 remote; 1 absent

PLANNING COMMITTEE PARTICIPATION

2026 Cherry Blossom Celebration
2026 Pride Month Flag Raising
2026 Porch Parties

VOLUNTEER SHIFTS (June 2025-May 2026)

2025 Labor Day Arts Festival
2026 Black History Month

OTHER PARTICIPATION

Emcee for 2026 Black History Month
Emcee for 2026 Pride Flag Raising
Review of CRC Grant Program

CHAIR CANDIDATE

Sumia Mohamed



NOMINATION STATUS

Self-Nominated

MEETING ATTENDANCE (July 2025-May 2026)

4 in person; 3 remote; 1 absent

PLANNING COMMITTEE PARTICIPATION

Iftar Dinner

VOLUNTEER SHIFTS (June 2025-May 2026)

OTHER PARTICIPATION

DECISION-MAKING CHECKLIST

EVENT/PROGRAM NAME		2027 Youth Mental Health Fair (Beehive Alliance)
LEVEL A CRITERIA		
Does it meet our mission/vision?	YES	NO (end review)
If yes, is there a need?	YES	NO
What is the goal/intended outcome?	Mental health support for kids and their families. Connecting kids with others. Reducing stigmas about mental health.	
Who is it for and why?	All youth and their family/friends	
Do CRC members support it? (simple quorum)	YES	NO (end review)
LEVEL A+ CRITERIA		
Is this a need/issue the CRC is equipped to handle?	YES – it won't require many CRC resources to participate/support	NO (end review)
What is its community impact?	Helps build community awareness and support for mental health. Event open to anyone. Provides connections and resources to help youth manage their mental health.	
Are there other/external resources or groups better equipped to address?	YES – and CRC would partner and enhance the event	NO
If yes, who?		
LEVEL B CRITERIA		
Are there the necessary resources?	Yes – promotions support, free use of facility	
What else is going on? Do we have capacity?	Tentatively scheduled for early March, should avoid Spring Break.	
What are the event/program details (location, logistics, etc.)?	Saturday event, half day, at BCCC or Tremont Library (tbd)	
LEVEL B+ CRITERIA		
Is something like this being done already	YES – this would help to enhance the scope and impact of the event.	NO
If yes, does this mean we don't need to do it?	(end review if we don't need to do it) NO	
Can we help enhance it, and if yes, how?	Expanded promotions for event through Network UA and city/community channels.	
LEVEL C: IMPLEMENTATION		
Who will do the work?	Beehive Alliances plans and implements event. CRC would help promote.	
What should we measure?	Participation, where attendees are from. Include an event survey. What metrics does Beehive Alliance use?	
What constitutes success?	TBD	
What's our review process?	TBD	
Is it sustainable? One time or annual?	Potential annual support/partnership	
What's the timeframe?	Start plan/involvement 6 months out (September). Event in early March.	
Should we let go of something else to do this?	Not necessary	

LEVEL D:		
After all these steps, do we still support this?	YES	NO (proposal not pursued)

Community Relations Committee Framework

Updated December 23, 2020

Definition of Community Relations in UA

Community relations is how we define ourselves, present that to the world and evolve, by taking an active interest and role in fostering the wellbeing of all in Upper Arlington.

Mission

The Upper Arlington Community Relations Committee will promote understanding, mutual respect and a sense of belonging among all residents by fostering positive human relations, communication and addressing discrimination, while serving as a source of information and community collaboration.

Vision

Upper Arlington is an inclusive community of opportunity for all people.

Unifying Principles

- Enjoy the Journey and be Patient with the Process
- Deep Listening – Respond Thoughtfully
- Respectful Tone
- Don't Shy Away from being Self-Critical
- Humility
- Stay Grounded
- Honesty – or Straight Talk
- Be Optimistic, Open and Curious
- Be FOR Each Other
- Be Willing to Take Risks
- Presume Innocence
- Ensure People Feel Valued, Safe and Empowered
- Have Empathy
- Challenge AND Support – Balance Risk Taking with Our Circle of Safety



Makeup

- 9 at-large representatives
- UA Staff Support – City Manager, Community Affairs Director, Community Affairs Manager

Framework

- **Terms** – 4 years, staggered appointments (5 / 4)
As entity is formed, use lottery to determine which 4 members would serve 2-year terms
- **Selection Process** – appointed by Council President, subject to the approval of City Council
- **Member representation** – consider mix of representation, to include but not limited to:
Cultural/ethnicity/gender diversity, youth, new resident, civic involvement, businesses, schools, library
- City Council to finalize the Committee’s formal charge/role (what the body is/is not), to include:
 - o It is not a policy forming entity
 - o It is not a dispute resolution body
 - o It does not serve as an ombudsman

Affiliated Groups Encouraged to Participate

The Community Relations Committee shall welcome and encourage meeting attendance, support and participation in initiatives developed by the Committee from representatives and civic entities that are also working to further Upper Arlington as a place that is welcoming through diversity, equity and inclusion initiatives, education and training opportunities, community programs and events. These groups include but are not limited to:

Equal UA	Upper Arlington Schools
Upper Arlington Library	Faith leaders
Realtors	The Stand Project
Senior Center	Police
Fire (CARES)	Upper Arlington Civic Association
Asian American Community Services	Upper Arlington and Tri-Village Rotary clubs
Kiwanis Club of Northwest Columbus	Tri-Village Chamber
Leadership UA	UA Education Foundation
UA Community Foundation	Wellington School, Metro School
St. Agatha & St. Andrew’s Schools	Syntero/Northwest Counseling

Meeting Frequency & Attendance Requirements

- **Regular Committee Meetings** – start monthly, reassess annually
- Open to all community members who are interested, and members of affiliated groups welcome and encouraged to attend
- Meeting room logistics to be welcoming



Proposed Goals

- Council, along with the entity, will finetune goals once formed
- Subcommittees could form in pursuit of each category

Welcome | Connect | Belong

Objectives

- Develop programs to welcome new and existing community members
- Develop community initiatives to promote belonging and connections
- Facilitate creation of an online “one stop” tool for connecting residents with desired resources

Educate | Inform | Enlighten

Objectives

- Create new and support existing programs designed to educate, inform and raise awareness (speaker series, etc.)
- Launch a community initiative themed around “we all belong” (or similar)
- Promote UA regionally to change perceptions and present UA as a welcoming environment
- Establish aspirational core values that support respectful dialogue
- Provide training opportunities for community organizations

Gather | Share | Celebrate

Objectives

- Plan and implement activities and events that provide opportunities to gather in support of the mission
- Provide opportunities for community members to gather and share experiences and ideas
- Build on existing community events and programs to create invitations, connections and opportunities to celebrate
- Celebrate and share stories about UA’s diverse residents and groups

Possible Implementation Strategies

Short-Term – Years 1 & 2

- Listening Tour / Speakers Bureau
- Program Development
- Initial Program Implementation – could include Welcome Wagon, training, children’s author visit, new resident components for Fourth of July, etc.
- Measure Success / Reevaluate Entity Structure
- Report Back to Council – Progress / Next Steps / Funding Needs

Medium Term – Years 3-5

- Identify Next Steps, Priorities and Programs
- Implement Programs
- Measure Success / Reevaluate Entity Structure
- Plan Next Steps
- Report Back to Council – Progress / Next Steps / Funding Needs



Funding & Programs

- **Year One** (program startup) – suggested range of \$15,000-\$20,000
- **Year Two** – TBD
- **Years Three-Five** – TBD
- Funding needs reviewed/determined annually as part of budget process
- Pledge to work with businesses for support funding, to seek grants, etc.
- No need for part- or full-time position

Anticipated Expenses Could Include:

Start Up Expenses

- Welcome Wagon program development and materials
- Online resource tool
- Workshops

Annual Expenses

- Start up and subsequent support of Speaker Series
- Training grants
- Promotional campaign
- Giveaways



Public Records and Open Meetings

Guidelines for Board, Commission & Committee Members

Prepared October 2020

An Advisory Board, Commission or Committee of City Council is a “public body” and is therefore subject to Ohio’s Public Records and Open Meetings “Sunshine Laws,” giving residents access to government meetings and records. This document provides a brief overview of these requirements for residents serving on a public body. For further clarification or to address a specific issue or concern, contact the City Attorney’s Office, at 614-583-5020 or city.attorney@uaoh.net.

Open Meetings

- Public bodies should not meet without advance notice and the meeting agenda being provided to the public via the City Clerk’s Office.
- Meetings are open to the public.
 - In certain circumstances, the body can meet in executive session without the public. The City Attorney’s Office will provide guidance on these exceptions.
- All items considered at a public meeting should be listed on the meeting agenda.
- A quorum of the public body is required for action to be taken at a public meeting.
- Action cannot be taken by a public body outside a formal public meeting.
- Members are not permitted to engage in discussions about the public body with a majority of its members outside a public meeting. This includes:
 - Emails or discussions with a majority of or all members of the public body. A recommended practice is to refrain from replying to all recipients of an email to the public body, but to only respond back to the Chair, Vice Chair and/or members of staff.
 - “Round Robin” emails or discussions on the same topic with smaller groups of the public body.
 - Use of social media for discussions if a majority of members engage on the same platform.
- To avoid the appearance of impropriety, we recommend that to the extent possible, a majority of members of the public body avoid meeting outside of the public meeting even if the members do not discuss any public business.



Public Records

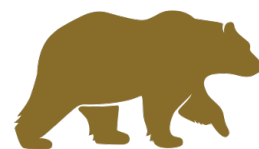
- Members of a public body are required to keep all public records associated with the body on which they are serving, in accordance with the City's records retention schedule.
- The following schedules will cover many of the typical records you will encounter:
 - Correspondence (which can include email) – 4 years
 - Transient correspondence (conveys information of temporary importance such as reminders and appointment notices) – Until no longer of administrative value
 - Drafts – Until no longer of administrative value. This is typically when a new draft or a final draft is issued.
- Public records may be requested by members of the public and the City has a legal obligation to respond and provide the requested records in a timely manner.
- The following recommendations will assist in effective and timely management of this requirement:
 - Keep emails, texts and documents in folders named for the public body on which you are serving.
- In some instances, correspondence of a legal nature from/with the City Attorney's Office is confidential in nature—and therefore not a public document—and will be marked accordingly, with directions on the appropriate way to handle them (i.e. "Do not reply all," "Do not retain," etc.)



Perceptions Assessment

Key Themes &
Recommendations

**April
2022**



City of Upper
Arlington®



Project Overview

In order to foster a community that is inclusive, equitable and supports the diverse needs of its residents, the City of Upper Arlington sought to understand the RAMA Consulting was engaged to conduct a series of focus groups to gather data and insights that could be used to build strategies focused on making Upper Arlington a welcoming and accessible community.

The Upper Arlington Perceptions Assessment process was designed to provide insights into the perceptions and experiences of non-majority Upper Arlington stakeholders. Throughout this process, our focus was to gather perspectives of the City's current and future opportunities and challenges for fostering a welcoming and supportive environment for everyone who lives, works, or plays in Upper Arlington. The following learning questions were used to guide the process and uncover stakeholder needs, priorities, and opportunities.

- What are the primary motivators for people considering to live in Upper Arlington? What are the primary barriers?
- What do people love about Upper Arlington? Where are we falling short?
 - What should we change for the future? What should we retain?
- How can Upper Arlington attract more diversity to the community?
 - How can we ensure Upper Arlington's ability to be a more welcoming community for all people?
- Is the city fair and equitable in how they treat people?

Stakeholder Engagement

To adequately assess Upper Arlington's community and stakeholder perceptions of the city, RAMA conducted 9 focus groups and 10 individual interviews. The chart below summarizes the target audiences engaged. Specific protocols were developed for each stakeholder group and can be found in the appendices.

Stakeholder Group	# of participants
Local Businesses	4
Residents of Color	9
Other Non-Majority Residents	4
Parents of Non-Majority Children	5
UA High School Students	3
New UA Residents (<3 years)	3
LGBTQIA Residents	3
Faith Leaders	4
Real Estate Agents	6
Total	41

Though participation in the focus groups was limited, the consistency of repetitive themes across all groups indicates that this research achieved an appropriate level of saturation. Overall, the most distinct differences in perceptions and experiences were seen between white participants and participants of color, even when factoring in other non-majority status.

Additionally, confirmation bias appears limited because participants were spread

across several sessions and motivations for attending were mixed – while some participants came to share challenging experiences, others came specifically to share their hopes and optimism for their community. Focus group participants were largely appreciative that the City sought out their opinions and are holding conversations around this topic.



Key Themes & Recommendations

The following key themes represent the synthesis and analysis of aggregated data obtained from stakeholder interviews and focus groups. Included in this summary are recommendations for tangible actions Upper Arlington can implement, based on participant feedback and strategies identified from other cities seeking to build a diverse and inclusive community.

WHAT WE LEARNED: KEY THEMES

1. Families choose Upper Arlington because of the schools and community amenities.

The primary draw for Upper Arlington is the school system. This was the top benefit of the community identified by all focus group participants, and particularly emphasized by parents with special needs children and current high school students. Other benefits identified were the location and proximity to Columbus amenities, safe and attractive neighborhoods, and the parks/recreational amenities available within the city.

When asked what other communities were considered by participants, Dublin, Worthington, and Grandview were named. Schools and proximity to central Columbus were noted as the features that made Upper Arlington a more attractive option.

Businesses noted proximity to central Columbus as a benefit as well but noted some challenges for their workforce. Lack of public transportation was frequently cited, as well as a lack of access to major thoroughfares for their employees with cars. Two employers also noted that unless the business is located near Lane Ave, there are not a lot of walkable food/retail options for employees. All businesses shared positive experiences with the Upper Arlington community and city leadership, noting a strong culture of collaboration and support. However, due to the small size and land-locked nature of Upper Arlington, many companies felt there were limited expansion opportunities available.

2. Upper Arlington is a tight-knit community, but this makes it difficult for newcomers to feel included.

Upper Arlington was consistently noted as a close community with a strong sense of identity due to families remaining or returning to the city through multiple generations. While this was noted as a strength of the community, it was also consistently the top challenge identified for new residents. These close ties and familial history can feel exclusionary to new residents, though parents noted the schools were effective in reaching out to new families in their system. However, all focus group participants, regardless of non-majority status, felt that they were treated differently once it became known they were not a “generational” resident.

One example of how this is communicated to residents is the practice of placing asterisks next to a student’s name to denote how many generations of families have graduated from the school. This was felt as exclusionary to several residents and further cements the idea that some people “belong here” as opposed to others.

While residents of color felt they were more quickly identified as “new”, a majority of focus group participants also noted deep class divisions within the community, particularly between the northern and southern sections of Upper Arlington, separated by Lane Avenue. This led to the perception of further stigma (if you don’t live in the “right” parts of the city), as well as the perception that city government favors a vocal minority in the southern portion of Upper Arlington.



3. Level of community diversity was a factor for families in considering moving to Upper Arlington.

Focus group participants of all races noted they had concerns about the lack of diversity when deciding to move here, a perception created by word of mouth or through internet research. This was echoed by real estate agents who work primarily with people of color. Nearly all participants stated these concerns were confirmed upon arriving in the community. Some parents of non-majority children indicated they take their children to Worthington or Dublin for recreational activities, so that their children would have opportunities to interact with other children of color. Real estate agents noted that even though the schools are known for being excellent, lack of diversity among teachers and school staff was a deterrent for families of color. All high school participants stated they did not think they would return to this community after graduation due to the lack of diversity.

LGBTQIA+ participants did not report similar concerns or experiences of discrimination as the participants of color. The majority of focus group participants felt significant strides had been made in inclusion of the LGBTQIA+ community. Rainbow Upper Arlington, the Pride Parade, and the recent community conversations regarding gender neutral bathrooms were all cited as examples of the community progressing and becoming more inclusive of this group.

4. People of color are less likely to engage in Upper Arlington civic and community forums.

Participants of color shared various stories of microaggressions they had experienced, such as being questioned while walking in their neighborhood or comments made when they spoke their native language. While most people of color noted their experiences in Upper Arlington were not necessarily more significant or atypical compared to their experiences in the broader population, these experiences have contributed to hesitation in sharing their opinions in public forums. Participants spoke of a vocal minority that can dominate school board or council meetings, uncertainty that their voice would be heard/valued, and general confusion over the public meeting protocols. Some participants stated that they had tried to get family/friends who were people of color to participate in these focus groups, but those individuals did not feel that any action would come from this use of their time.

5. People are optimistic about the future of Upper Arlington.

Despite the challenges identified by focus group participants, the majority expressed optimism about Upper Arlington's future as a welcoming, inclusive community. Increased diverse representation in city government, the school board, and other community leadership groups, and a notable shift in community awareness of diversity issues were all cited as signs of progress. Nearly all participants felt that representation and visibility among city, community, and school leadership are important, both to attract and retain new residents and workers.



Suggested Actions & Recommendations

Based on the key themes identified through this project, we have identified suggested priorities and potential strategies for Upper Arlington to ensure long-term viability and attractiveness as a dynamic and supportive community.

Though this report was commissioned by the City of Upper Arlington, it is important to note that an inclusive and welcoming community requires participation from all levels of public and private stakeholders. Therefore, the city and/or appointed committees will need to recognize and play various roles depending on the need and effectiveness of government to achieve the strategy. Possible roles could include:

Leader: The city will lead and execute the activities necessary to accomplish strategies.

Convener: The city will be the facilitator in helping external stakeholders to connect with networks and resources.

Funder: The city will fund and financially support programs and initiatives.

Advocate: The city will engage with appropriate entities necessary to influence projects and investments that help accomplish strategies.

Increase perceptions of Upper Arlington as a welcoming and inclusive community.

Most focus group participants who were new residents stated that basic research about Upper Arlington indicated a largely affluent, homogenous community and this perceived lack of diversity was a factor in their decision-making. Therefore, it is critical for Upper Arlington to highlight diverse stories and experiences to improve this perception and demonstrate a welcoming and inclusive environment.

Strategies to achieve this goal:

- **Upper Arlington Lived Experiences Campaign:** A campaign highlighting personal stories from all different types of residents could help illuminate the breadth of diverse experiences in the community, as well as help improve understanding between neighbors about different backgrounds, cultures, and experiences.
- **Community Inclusion Toolkit:** When people are researching a city, they are looking at restaurants, businesses, and all the amenities that form the basis for their community experience. Therefore, these community institutions are also important players in how the Upper Arlington community is perceived. A Community Inclusion Toolkit could provide local businesses and organizations with resources, tips, and tools to incorporate diversity into their messaging materials as well as ensuring a welcoming and inclusive environment.
- **Inclusion Awards:** Honor businesses, organizations, or groups who are implementing innovative practices in diversity, equity, and inclusion.
- **Racially-restrictive Property Deeds:** The deed restrictions that exist in Upper Arlington were noted by some real estate agents as a deterrent for many individuals of color. Since this language cannot be removed (only during a deed transfer can individuals add a denouncement), this is an opportunity to acknowledge this history and provide education through educational collateral provided to real estate agents or included in welcome packets for new residents.



Be intentional about attracting diverse residents, businesses, and workers to Upper Arlington.

It was widely acknowledged by focus group participants and business interviews that attracting new residents, workers, and businesses to the city is limited by the available housing and public transportation options. The perception is that Upper Arlington housing is expensive and hard to come by (due to limited turnover) and limited in type/size. Additionally, businesses cited lack of public transportation options as the largest challenge for operating in Upper Arlington. While assessing if and how Upper Arlington can address these barriers is a longer-term conversation, there should be a continuous focus on exploring emerging and innovative strategies to increase representation among businesses and workers.

Strategies to achieve this goal:

- Connect with peer cities to learn from best practices; invite guest speakers to share emerging strategies and data trends.
- Continue to assess city incentives, supplier diversity goals, and other strategies to attract more diverse businesses and contractors.
- Continue to implement targeted diversity recruitment strategies for city employment and share best practices with local businesses.
- Continue to explore targeted public transportation options, such as shuttles, to connect business centers with COTA lines.

Ensure new residents are welcomed and included in the Upper Arlington community.

Efforts towards attracting new residents must be coupled with efforts to actively include them into the Upper Arlington community. This includes everything from providing information about how to access key community resources through creating a community culture that is welcoming and supportive of new and diverse members.

Strategies to achieve this goal:

- Resident Ambassador Program: Established community members are connected to new residents to help involve them in activities, connect them with resources, etc.
- Facilitated gatherings for new residents to connect with their neighbors and learn about community resources.
- Community Training Opportunities: Most residents want to create a welcoming community but are unsure how to be helpful. Targeted trainings are an opportunity to help individuals learn tools to be a good ally and connect with new residents. One example of a potential training is Bystander Intervention, which provides individuals with the skills to interrupt and stop acts of discrimination or microaggressions when witnessed in public settings. This training has proven effective in helping create strong and supportive allies in various communities throughout the world.
- Educational and Cultural Events: Offering events designed to increase education and awareness and promote conversations among neighbors was suggested by many focus group participants as a useful strategy to create a welcoming community. This could include family activities, webinars, art exhibits, or facilitated community conversations. It is recommended that these opportunities for cultural education be aligned with or incorporated into existing programs and events, to ensure broad participation and impact.



Appendix: Stakeholder Engagement Protocols

Interview Questions – Real Estate Agents

1. Let's begin by talking about the strengths of the Upper Arlington community. What do you enjoy most about working within this community?
2. What are some of the challenges of working within this community?
3. What are the perceptions of Upper Arlington you have heard from your clients and/or coworkers?
4. Is Upper Arlington welcoming to visitors and/or new residents from marginalized groups? How?
5. When working with clients from marginalized groups, what other communities have they looked at?
 - a. What have they noted as the pros/cons of these communities compared with Upper Arlington?
6. In your opinion, what is one thing Upper Arlington could do to increase diversity among residents and/or businesses?
7. Would you recommend living or working in Upper Arlington to your friends/family?

Interview Questions – Businesses & Employers

1. Let's begin by talking about the strengths of the Upper Arlington community. What do you enjoy most about working within this community?
2. What are some of the challenges of working within this community?
3. What are the perceptions of Upper Arlington you have heard from your customers and/or coworkers?
4. Is Upper Arlington welcoming to visitors and/or new residents from marginalized groups? How?
5. In your opinion, what is one thing Upper Arlington could do to increase diversity among businesses/workers?
 - a. What have been your challenges/barriers for attracting/retaining a diverse workforce?
6. Would you recommend working in Upper Arlington to your friends/family?

Focus Group Protocol

1. Please tell us your first name and how long you have lived/worked in Upper Arlington.
2. Let's begin by talking about the strengths of the Upper Arlington community. What do you enjoy most about living/working here?
3. Why did you choose this community? What were the biggest factors in your decision?
 - a. Did you look at other communities before deciding on Upper Arlington?
 - b. Were there aspects of Upper Arlington that you found less desirable?
 - c. **Student-specific question:** Do you plan on staying/returning to Upper Arlington to live?
4. What are the perceptions of Upper Arlington you have heard from your friends/family?
5. What are some ways the Upper Arlington community works to be welcoming to new residents?
6. What are some of the challenges new residents may experience in this community?
7. Do you feel like your feedback/opinion is welcome/valued as input to the City?
8. Would you recommend living or working in Upper Arlington to your friends/family?