Equity Resource Navigator

Survey Questions

The questions listed below are the full set of questions in the Equity Resource Navigator Survey. We recommend reviewing the list, preparing responses for the applicable questions, and gathering any information needed prior to completing the Navigator survey.

In the About You section, users will specify the focus areas for which they are interested in receiving resources. Please note the survey will *only* populate questions and resources for the focus areas selected. The Internal Infrastructure section is required. Additional helpful guidance for completing the survey can be found in the [Equity Resource Navigator User Guide](#).

Questions or multiple-choice items that end in "**More Information**" include a dialogue box with additional guidance for understanding and responding.

For survey questions or multiple-choice items that include "Other" "N/A" and "Unsure" answer options, please follow this guidance. Select:

- **"Other"** when the answer options do not reflect an option that fits your agency. If you select this answer, please write in your response. Please note that "Other" responses will not result in a resource since the Navigator is not able to automatically code written responses and connect them to our resources. Although these responses won't feed into the creation of the personalized resource lists users will receive upon completing the survey, these responses will be useful to our team as we consider potential refinements or future iterations of the user survey.
- **"N/A"** when the question is not relevant to your agency's function.
- **"Unsure"** when you do not know whether your agency does the work referenced in the question.

About You Section (Required)

Name: _____

Email: _____

Work Title: _____

Agency/Department/Office: _____

City/County/State: _____

What resources are you interested in today? *(Please note the section on Internal Infrastructure is required.)*

☐ Staff Capacity Building

☐ External Communications

☐ Procurement and Contracting

☐ Budgeting and Financial Management

☐ Data Collection and Analysis

☐ Community Engagement

☐ Policymaking

Quick links to Focus Area survey sections:

- Staff Capacity Building
- External Communications
- Procurement and Contracting
- Budgeting and Financial Management
- Data Collection and Analysis
- Community Engagement
- Policymaking

Internal Infrastructure (Required)

This section is about understanding how your agency approaches equity work at an organizational level. Through your responses, we hope to understand the institutional supports available to you and your team, how these supports are prioritized, and how your agency keeps itself accountable to staff and community members.

1. Our institution has a shared understanding of what it means to embark on and conduct equity work, including a shared definition of equity.

    ☐ a. Strongly Agree

    ☐ b. Agree

    ☐ c. Neither Agree nor Disagree

    ☐ d. Disagree

    ☐ e. Strongly Disagree

2. Our institution centers racial equity, emphasizing correcting the historical and structural racial inequities caused by government systems and programs.

☐ a. Strongly Agree
☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

3. What does your institution have in place to support your equity-focused work? Select yes or no for each.
    a. We have one or more leaders, working groups, teams, and/or offices dedicated to equity work *as all or part of their formal job description.*
        ☐ Yes
        ☐ No
    b. We have one or more leaders, working groups, teams, and/or offices dedicated to equity work *outside the scope of their formal job description.*
        ☐ Yes
        ☐ No
    c. We have an equity plan or framework that helps guide our activities and work.
        ☐ Yes
        ☐ No
    d. Other: _____

4. Our institution has set clear and measurable goals for advancing equity.
    ☐ a. Strongly Agree
    ☐ b. Agree
    ☐ c. Neither Agree nor Disagree
    ☐ d. Disagree
    ☐ e. Strongly Disagree

5. Our accountability practices, such as regular measurements and evaluations of our progress toward equity, are driven by the following (select yes or no for each):
    a. Equity metrics
        ☐ Yes
        ☐ No
    b. Equity goals/targets
        ☐ Yes
        ☐ No
    c. Equity action plans
        ☐ Yes
        ☐ No
    d. Equity audits/impact assessments
        ☐ Yes

☐ No

e. Other: _____

6. We make improvements to our internal equity practices if our accountability practices determine we are insufficiently advancing equity or are perpetuating inequity.
    ☐ a. Always
    ☐ b. Often
    ☐ c. Sometimes
    ☐ d. Rarely
    ☐ e. Never
    ☐ f. N/A
    ☐ g. Unsure

7. We disseminate updates about our equity goals, as well as outcomes and impacts resulting from our equity-focused work, to the general public.
    ☐ a. Always
    ☐ b. Often
    ☐ c. Sometimes
    ☐ d. Rarely
    ☐ e. Never
    ☐ f. N/A
    ☐ g. Unsure

Staff Capacity Building
This section is about understanding how your agency equips its staff to conduct and prioritize equity work, what internal resources and mechanisms are available to enhance staff's ability to conduct equity work, how your agency evaluates this progress, and if steps are taken toward continuous improvement.

8. We have established core equity competencies or skills for staff.
    ☐ a. Strongly Agree
    ☐ b. Agree
    ☐ c. Neither Agree nor Disagree
    ☐ d. Disagree
    ☐ e. Strongly Disagree

9. We provide all staff with guidance, trainings, and/or other resources on how to advance equity across *internal* culture, policies, and practices (such as hiring and retention).
    ☐ a. Strongly Agree

☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

10. We provide all staff with guidance, trainings, and/or other resources on how to advance equity across *external* processes, policies, and practices (including collaboration with communities and programmatic work).
    ☐ a. Strongly Agree
    ☐ b. Agree
    ☐ c. Neither Agree nor Disagree
    ☐ d. Disagree
    ☐ e. Strongly Disagree

11. We regularly use established performance evaluation processes to assess staff competencies and skills around advancing equity in their work.
    ☐ a. Strongly Agree
    ☐ b. Agree
    ☐ c. Neither Agree nor Disagree
    ☐ d. Disagree
    ☐ e. Strongly Disagree

12. We make improvements to our staff capacity-building strategy and related practices if it's determined they are insufficiently advancing staff equity competencies.
    ☐ a. Always
    ☐ b. Often
    ☐ c. Sometimes
    ☐ d. Rarely
    ☐ e. Never
    ☐ f. N/A
    ☐ g. Unsure

External Communications
This section is about understanding how your agency embeds equity in its approach to creating and disseminating public-facing materials, how representative those communications materials and strategies are of community members' needs and voices, how your agency evaluates its communications efforts, and if steps are taken toward continuous improvement.

13. We have set clear and measurable goals for embedding equity in our communications work and related strategies.
- ☐ a. Strongly Agree
- ☐ b. Agree
- ☐ c. Neither Agree nor Disagree
- ☐ d. Disagree
- ☐ e. Strongly Disagree

14. We have identified communication methods that are culturally responsive to our community residents and partners, including languages most frequently used and preferred mode(s) of receiving information, and incorporate them into our external communications strategies.
- ☐ a. Strongly Agree
- ☐ b. Agree
- ☐ c. Neither Agree nor Disagree
- ☐ d. Disagree
- ☐ e. Strongly Disagree

15. We regularly use established processes to ensure that our communications materials accurately depict the culture and history associated with our community residents and partners. **[More Information]**[1]
- ☐ a. Strongly Agree
- ☐ b. Agree
- ☐ c. Neither Agree nor Disagree
- ☐ d. Disagree
- ☐ e. Strongly Disagree

16. We regularly use established processes to assess how well our communications materials are embedding equity.
- ☐ a. Strongly Agree
- ☐ b. Agree
- ☐ c. Neither Agree nor Disagree
- ☐ d. Disagree
- ☐ e. Strongly Disagree

17. We make improvements to our communications if it's determined they are insufficiently advancing equity or are perpetuating inequity.
- ☐ a. Always

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[1] Question 15 - More Information: Communications materials should use language that conveys respect for the individuals and groups discussed and avoid language that reinforces stereotypes about groups that have been marginalized or underserved. Some ways to do this include: contextualizing data on disparities with information on historic and current inequities, committing to using respectful and inclusive language and images (e.g., 'people-first' language), and elevating marginalized voices and perspectives in public events and outreach.

☐ b. Often
☐ c. Sometimes
☐ d. Rarely
☐ e. Never
☐ f. N/A
☐ g. Unsure

Procurement and Contracting

This section is about understanding how your agency is advancing equity through its procurement and contracting policies and practices. Through your responses, we hope to understand how your agency thinks about advancing equity through your procurement and contracting strategies, how your agency tracks and evaluates whether its efforts are advancing equity goals, and if steps are taken toward continuous improvement.

18. We have set goals for advancing equity through our procurement and contracting policies and practices.
    ☐ a. Strongly Agree
    ☐ b. Agree
    ☐ c. Neither Agree nor Disagree
    ☐ d. Disagree
    ☐ e. Strongly Disagree

19. We collect and affirmatively use demographic information (particularly race/ethnicity) about _____ to inform our procurement and contracting goals. Select yes or no for each.
    a. Our vendors' and contractors' leadership and/or ownership
        ☐ Yes
        ☐ No
    b. Populations served by our vendors and contractors
        ☐ Yes
        ☐ No

20. We have developed and are implementing equitable procurement and contracting policies and practices. **[More Information]**[2]

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[2] Question 20 - More information: Equitable procurement and contracting policies help ensure that minority-owned business enterprises (MBE; defined as a business that has its day-to-day operations at least 51 percent owned, managed, and controlled by one or more minority persons) and disadvantaged business enterprises (DBE; defined as a business that has its day-to-day operations at least 51 percent owned, managed, and controlled by one or more people of color, women, and/or other economically disadvantaged groups) have equitable opportunities to access contract opportunities. Equitable contracting and procurement policies acknowledge and account for the structural barriers MBEs and DBEs face, which often keeps them smaller, less resourced, and less politically connected than their nonminority-owned counterparts. Some strategies cities can implement include: streamlining certification processes,

☐ a. Strongly Agree

☐ b. Agree

☐ c. Neither Agree nor Disagree

☐ d. Disagree

☐ e. Strongly Disagree

21. We regularly use established processes to assess how well our procurement and contracting policies and practices are advancing equity.

☐ a. Strongly Agree

☐ b. Agree

☐ c. Neither Agree nor Disagree

☐ d. Disagree

☐ e. Strongly Disagree

22. We make improvements to our procurement and contracting policies and practices if it's determined they are insufficiently advancing equity or are perpetuating inequity.

☐ a. Always

☐ b. Often

☐ c. Sometimes

☐ d. Rarely

☐ e. Never

☐ f. N/A

☐ g. Unsure

Budgeting and Financial Management

This section is about understanding how your agency advances equity through its budgeting, actual expenditures, and processes for determining both. Through your responses, we hope to understand how your agency plans, tracks, and evaluates its budgeting and subsequent spending with respect to equity and if steps are taken toward continuous improvement.

23. We have set goals for advancing equity through our budgeting and financial management policies and practices.

☐ a. Strongly Agree

☐ b. Agree

☐ c. Neither Agree nor Disagree

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breaking up large contracts into several smaller contracts, helping subcontractors grow into prime contractors, and removing onerous financial burdens for subcontractors.

☐ d. Disagree
☐ e. Strongly Disagree

24. We have developed and are implementing the following equitable budgeting and financial management practices (select yes or no for each):
   a. Equity plan or framework
      ☐ Yes
      ☐ No
   b. Regular data collection on equity impacts
      ☐ Yes
      ☐ No
   c. Budgeting equity impact assessments and/or analyses
      ☐ Yes
      ☐ No
   d. Spending equity impact assessments and/or analyses
      ☐ Yes
      ☐ No
   e. Participatory budgeting **[more information]**[3]
      ☐ Yes
      ☐ No
   f. Affirmatively make decisions based on analysis
      ☐ Yes
      ☐ No
   g. Affirmatively make decisions based on community input
      ☐ Yes
      ☐ No
   h. Other: _____

25. We have developed and are implementing strategies for advancing equity when assessing, prioritizing, and responding to federal, state, philanthropic, and other funding opportunities.
      ☐ a. Strongly Agree
      ☐ b. Agree
      ☐ c. Neither Agree nor Disagree
      ☐ d. Disagree
      ☐ e. Strongly Disagree

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[3] Question 24 Answer Choice E – More Information: Participatory budgeting is an established process through which residents decide how to allocate all or part of a municipal or public budget through a process of democratic deliberation and decisionmaking. Ideally, the participatory budgeting process will proactively seek to engage historically excluded residents and community members from underserved groups.

26. We regularly use established processes to assess how well our budgeting, spending, and related processes are advancing equity.
   - ☐ a. Strongly Agree
   - ☐ b. Agree
   - ☐ c. Neither Agree nor Disagree
   - ☐ d. Disagree
   - ☐ e. Strongly Disagree

27. We make improvements to our budget, spending, and related processes if it's determined they are insufficiently advancing equity or are perpetuating inequities.
   - ☐ a. Always
   - ☐ b. Often
   - ☐ c. Sometimes
   - ☐ d. Rarely
   - ☐ e. Never
   - ☐ f. N/A
   - ☐ g. Unsure

Data Collection and Analysis

This section is about understanding how your agency embeds equity in its data collection and analysis and how data are used to advance equity in decisionmaking. Through your responses, we hope to understand how your agency uses data to assess, frame, and address key issues, to what extent you use community voices and perspectives, how your agency evaluates your data collection and analysis efforts, and if steps are taken toward continuous improvement.

28. We have set goals for embedding equity in our data collection and analysis work.
   - ☐ a. Strongly Agree
   - ☐ b. Agree
   - ☐ c. Neither Agree nor Disagree
   - ☐ d. Disagree
   - ☐ e. Strongly Disagree

29. We use qualitative and quantitative data to advance equity in our work. **[More Information]**[4]

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[4] Question 29 – More Information: Qualitative data are descriptive and quantitative data are numeric. Quantitative approaches to research emphasize the use of variables, numbers, and statistics. These methods can include the use of countable or numeric survey and/or administrative data, secondary datasets (data that has already been collected), and experiments. Qualitative approaches aim to describe social phenomena in great detail and typically, up close. These methods can include the use of text or audio data collected through in-depth interviews, focus groups, surveys with a write-in option, or observations of human behavior or places.

☐ a. Strongly Agree
☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

30. We collect and disaggregate data based on race/ethnicity. **[More Information]**[5]
☐ a. Always
☐ b. Often
☐ c. Sometimes
☐ d. Rarely
☐ e. Never
☐ f. N/A
☐ g. Unsure

31. We collect and disaggregate data by multiple variables *simultaneously* (e.g., data on Black women; data on queer Latinx communities). **[More Information]**[6]
☐ a. Always
☐ b. Often
☐ c. Sometimes
☐ d. Rarely
☐ e. Never
☐ f. N/A
☐ g. Unsure

32. We use data about disparities to inform the following (select yes or no for each). **[More Information]**[7]
a. Resource allocation decisions

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[5] Question 30 – More Information: Disaggregating data refers to separating data into smaller units so that they can be viewed in smaller more detailed subgroups, subcategories, or subpopulations than are available in the overall dataset. It can help show disparities or differences across various groups in a dataset.

[6] Question 31 – More Information: Intersectionality is a theoretical and analytical framework that encourages one to consider and report on the experiences of marginalized groups as a product of overlapping and intertwined systems of oppression and domination. Originally conceived by Kimberlé Crenshaw, this term describes how aspects of identity, such as race, class, gender, and so on, interact both in a person's daily life experiences as well as in structural aspects of society. This interaction can compound the experiences of oppression and marginalization. Intersectional analyses examine the ways that racism interacts with patriarchy, heterosexism, classism, and xenophobia to produce overlapping forms of oppression and experiences. Without including intersectional analyses, policy research, writing, and action risks excluding or erasing the true realities of marginalized groups and thereby reinforcing harmful power hierarchies. *(Adapted from Urban Institute's internal guide on equity definitions.)*

[7] Question 32 – More Information: Data about disparities measure differences between subgroups of the population and show gaps between different groups by one or more characteristics such as race, gender, age, ability, sexual orientation, or income level. These disparities are often the result of historical and/or systemic barriers.

☐ Yes
☐ No

    b.   Decisionmaking related to policies

☐ Yes
☐ No

    c.   Decisionmaking related to programs

☐ Yes
☐ No

    d.   Assess or evaluate progress toward established equity goals

☐ Yes
☐ No

    e.   Demonstrate accountability to community members and stakeholders

☐ Yes
☐ No

    f.   Other: _____

33. We use qualitative and quantitative data to tell stories that highlight root causes of inequity, frame community issues, and/or demonstrate the impact of our equity work.

☐ a. Strongly Agree
☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

34. We incorporate lived experience as part of our data collection and analysis efforts. **[More Information][8]**

☐ a. Strongly Agree
☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

35. We regularly use established processes to assess how well our data collection and analysis practices are advancing equity.

☐ a. Strongly Agree
☐ b. Agree

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[8] Question 34 – More Information: Lived experience refers to the knowledge, perspectives, and insights that individuals can have based on their identity or community membership. Valuing lived experience centers those who have first-hand experience within a given community or system, and not just professional or administrative expertise, in the process of assessing and improving policies and programs. It is especially important to value lived experience of people with experiences at the margins of structures and systems (for example, people who experience misogynoir, the intersection of anti-Black racism and sexism) because their experiences are underrepresented in decisionmaking.

☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

36. We make improvements to our data collection and analysis practices if it's determined they are insufficiently advancing equity or are perpetuating inequities.
☐ a. Always
☐ b. Often
☐ c. Sometimes
☐ d. Rarely
☐ e. Never
☐ f. N/A
☐ g. Unsure

Community Engagement

This section is about understanding how your agency partners with community members in your work, especially those who are members of underserved groups. Through your responses, we hope to understand whether your agency's collaboration with community members, when possible and appropriate, moves beyond community participation toward community co-creation and ownership, how your agency evaluates these efforts, and if steps are taken toward continuous improvement.

37. We have set goals for embedding equity in our community engagement work.
☐ a. Strongly Agree
☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

38. We have identified community groups that have in the past or are currently experiencing disparate outcomes, including as a result of our policies and programs.
☐ a. Strongly Agree
☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree
☐ e. Strongly Disagree

39. When considering creating a new policy, program, or other intervention, we proactively partner with community residents and groups from marginalized and underserved communities.

☐ a. Always
☐ b. Often
☐ c. Sometimes
☐ d. Rarely
☐ e. Never
☐ f. N/A
☐ g. Unsure

40. We proactively partner with community residents and groups, particularly those from underserved communities, when evaluating the impact of a current policy, program, or other intervention.

☐ a. Always
☐ b. Often
☐ c. Sometimes
☐ d. Rarely
☐ e. Never
☐ f. N/A
☐ g. Unsure

41. We affirmatively make changes to current and proposed policies, programs, or other interventions based on input from members of underserved communities.

☐ a. Always
☐ b. Often
☐ c. Sometimes
☐ d. Rarely
☐ e. Never
☐ f. N/A
☐ g. Unsure

42. We have developed and are implementing a community engagement strategy and/or plan that moves us from community participation to community ownership.
[More Information][9]

☐ a. Strongly Agree
☐ b. Agree
☐ c. Neither Agree nor Disagree
☐ d. Disagree

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[9] Question 42 – More Information: Community engagement practices can vary in the degree to which community members have voice and power. Community engagement can range from the most modest approach of community participation, where community members provide input on policies, programs, or other interventions, to more rigorous and impactful forms where community members are project leaders and key decisionmakers on policies, programs, and interventions that impact their lives. While there are benefits to all engagement levels, the ideal is to move toward community ownership and co-creation to support equity.

   ☐ e. Strongly Disagree

43. We regularly use established processes to assess how well our community engagement strategy and related practices are advancing equity.
   ☐ a. Strongly Agree
   ☐ b. Agree
   ☐ c. Neither Agree nor Disagree
   ☐ d. Disagree
   ☐ e. Strongly Disagree

44. We make improvements to our community engagement strategy or related practices if it's determined they are insufficiently advancing equity or are perpetuating inequities.
   ☐ a. Always
   ☐ b. Often
   ☐ c. Sometimes
   ☐ d. Rarely
   ☐ e. Never
   ☐ f. N/A
   ☐ g. Unsure

Policymaking

This section is about understanding how your agency centers equity in the legislative and administrative policymaking processes, from the conceptualization of a policy to its implementation and subsequent evaluation. We want to learn how central equity is to your policymaking process, whether your agency routinely evaluates approved policies, and if steps are taken toward continuous improvement. **[More Information]**[10]

45. We have set goals for advancing equity through our policymaking process, which includes establishing desired policy outcomes related to equity.
   ☐ a. Strongly Agree
   ☐ b. Agree
   ☐ c. Neither Agree nor Disagree
   ☐ d. Disagree

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[10] Policymaking – More Information: Legislative and administrative policymaking differ in several key ways. The legislative policymaking process begins with elected officials, involves the creation of laws, policies, and resource allocation decisions, and is conducted through 'formal' decisionmaking processes, such as debate, voting, and parliamentary procedure. Administrative policymaking refers to the rules and regulations that describe how a law or policy will be implemented and enforced, but it can also be a catch-all term referring to any policymaking that happens outside of the legislative process, such as through advocacy. Administrative policymaking may begin with government agencies/offices, explains how laws, policies, and resource allocation decision will be implemented, and occurs through 'informal' processes like executive orders, rulemaking, and public comment periods.

☐ e. Strongly Disagree

46. We regularly use established processes to assess equity implications (positive and negative) of proposed policies before they are enacted.
    ☐ a. Strongly Agree
    ☐ b. Agree
    ☐ c. Neither Agree nor Disagree
    ☐ d. Disagree
    ☐ e. Strongly Disagree

47. Whether a proposed policy is enacted/advances depends in part on how robustly it might advance equity.
    ☐ a. Always
    ☐ b. Often
    ☐ c. Sometimes
    ☐ d. Rarely
    ☐ e. Never
    ☐ f. N/A
    ☐ g. Unsure

48. We regularly use established processes to assess equity impacts (positive and negative) of implemented policies.
    ☐ a. Strongly Agree
    ☐ b. Agree
    ☐ c. Neither Agree nor Disagree
    ☐ d. Disagree
    ☐ e. Strongly Disagree

49. We make improvements to proposed policies, as well as adopted policies and how they are implemented, if it's determined they are insufficiently advancing equity or are perpetuating inequity.
    ☐ a. Always
    ☐ b. Often
    ☐ c. Sometimes
    ☐ d. Rarely
    ☐ e. Never
    ☐ f. N/A
    ☐ g. Unsure