

## Equity Roundtable Meeting #7

**Date:** March 19, 2024

**Time:** 11 a.m. – 12:30 p.m.

**Location:** Salem Public Library, 585 Liberty Street SE,  
Salem, OR, and Zoom

## ATTENDEES

### *Equity Roundtable Participants*

Amador Aguilar, Enlace Cross-Cultural Community Development Project

Kaiden Armstead, McKay High School

Irvin Brown, Salem-Keizer NAACP

Jennifer Colachico, Salem-Keizer Community Transition Program

Jimmy Jones, Mid-Willamette Valley Community Action Agency

Jackie Leung, Micronesian Islander Community

Renn Raska, Salem Capital Pride

Rhonda Wolf, United Way of the Mid-Willamette Valley

### *City of Salem Staff*

Keith Bondaug-Winn, Public Works Department

Julie Hanson, Public Works Development

Eunice Kim, Community Planning and Development Department

## MEETING OVERVIEW

The focus of this meeting was Cherriot's transit service and planning process as well as the City's Diversity, Equity, and Inclusion (DEI) Committee. The goals of the meeting were to:

- Share how Cherriots conducts its service planning process
- Discuss Cherriots Core Network
- Introduce and share information about the City's Diversity, Equity, and Inclusion (DEI) Committee and its role in advancing equity
- Discuss how the DEI Committee and Equity Roundtable can collaborate

## CHERRIOTS: Transit Service and Planning

Chris French, Cherriots' Service Planning Manager, gave a presentation about the service planning process for Cherriots, including its needs assessment, long range transit planning, and equity considerations. For example, he explained that Cherriots conducts a needs assessment every two years, and it has a Long Range Transit Plan that looks out 20 years. Chris also discussed the [Core Network](#), which are routes that Cherriots has committed to maintaining and increasing transit service. He explained that Cherriots aims to provide 15-minute service on the Core Network on weekdays and 30-minute service on weekends.

The Cherriots presentation is **attached**. The presentation was followed by questions, answers, and discussion among the Roundtable, City staff, and Chris. The discussions are summarized below.

## Cherriots: Group Discussion

- How many of the Core Network routes are meeting the service goals?
  - Only two routes are not meeting the 15-minute service goal on weekdays. Several more are not meeting the weekend goal of 30-minute service.
  - The main reason that routes on the Core Network are not meeting the service goals is lack of funding. More money is needed to meet the goals.
- Does Cherriots provide service that connects to other cities?
  - Yes. Cherriots provides regional service that connects Salem to outlying cities, including Wilsonville, Woodburn, Dallas, Turner, Stayton, Independence, and Monmouth.
  - Route maps are available on paper and [online](#).
  - Cherriots offers travel training where customer service representatives can help people learn how to ride the bus, navigate Cherriots routes, and ride with them on the bus. The Cherriots website includes information about this [free travel training service](#).
  - The Salem-Keizer Community Transition Program uses the service quite a bit, with students eventually becoming independent bus riders.
  - Cherriots provides presentations as part of the travel training program, and they happen throughout the day.
  - Cherriots offers translation services, but Chris will find out more about it.
- Who trains staff at Cherriots on equity-related issues and working with diverse populations?
  - It is not Chris, though he can connect the roundtable and City staff to those who do the training. Cherriots does provide new employee/operator trainings.
- How is the community engaged in transit planning/projects, and when was the last needs assessment completed?
  - Cherriots plans to start a needs assessment later this year. Chris will let City staff know when this work begins, so the information can be shared with the roundtable.
  - Cherriots does many surveys to inform the needs assessment, including rider surveys, but there are also ongoing surveys such as community perception surveys. Cherriots also does phone surveys to both land lines and cell phones.
  - Cherriots is looking to better engage youth and is seeking a youth to participate on its [Community Advisory Committee](#). Those committee meetings are open to the public.
  - Cherriots mainly provides information in English and Spanish, but people can call Cherriots and access information in their native language.
  - If there are only two main languages used by Cherriots, the perspective of some people in the community are missing.
  - To increase the accessibility of surveys, text-to-speech and read aloud services could help, particularly people with language needs.
  - Cherriots uses a mix of surveys and interactive exercises to get input from the community. The specific survey or exercise depends on what input Cherriots is seeking.
  - Generally, Cherriots receives consistent input that more transit service is needed in the community. Prior to the addition of Saturday service, that was a frequent request.

- Cherriots reaches out to the black community, faith leaders, veterans, and gay/queer community members, but Chris will verify that.
- How diverse is the Cherriots board?
  - It is fairly diverse. The board members can be found [online](#). The board members are appointed by the governor, and there are 7 board members.
- Has ridership gone up in the last 18 months?
  - Ridership has steadily increased after Covid.
  - The need for transit – and more transit service – is extremely important now, as the cost of housing has increased, and transportation is a major cost for people. More and more people are in need of rental assistance, and the amount of discretionary funds people have is declining. Cherriots' next needs assessment will be the most important one, as people need a way to get to their jobs and other destinations.

## DEI Committee

Keith Bonndaug-Winn, who facilitates the City's DEI Committee, provided an overview of the DEI committee's work as well as the history of resources the City has had related to equity work. He walked through the DEI Committee's four priorities: Training, Resources, Partners, and Belonging. The information Keith provided is **attached**. The roundtable participants and City staff discussed the DEI Committee's work as well as broader City initiatives. The discussion is summarized below.

### DEI Committee: Group Discussion

- Who is on the DEI Committee?
  - The committee includes City staff from every department, including Public Works, Community Planning and Development, Police, and Fire.
  - The DEI Committee members could be invited to attend a future roundtable meeting.
- Can the DEI Committee provide meeting minutes from previous meetings?
  - The DEI Committee can look back at its last meetings to provide summaries, but meeting minutes have not been taken or kept.
  - The DEI Committee can share its draft strategic plan and calendar.
- Did the previous DEI Coordinator create an equity lens?
  - No, the DEI Coordinator position was a limited duration two-year position. That coordinator focused, in part, on internal policies and procedures related to equity.
- The City is going to hire a new limited duration two-year DEI /Community Violence Reduction Coordinator.
  - That person is expected to be housed in the City Manager's office.
  - Once the Coordinator is hired, that person can be invited to attend a roundtable meeting to meet everyone. The City's new Communications Officer could also be invited.
  - There are concerns among roundtable members about the ability and capacity of one person to work on both citywide DEI and Community Violence Reduction in the community. There are also concerns that the two focuses – DEI and community violence reduction – could at times be contradictory or competing issues/interests, particularly if the community violence reduction work takes a law enforcement approach. How do we ensure that the person is set up for success and also is held accountable?

- The DEI Committee plans to continue its work even if the DEI/Community Violence Reduction Coordinator does not have a lot of capacity to work on DEI.
- The Human Rights Commission and previous Mayor's International Council has lists of people who participate or used to participate, and that might be useful to the DEI Committee.
- Is a City Councilor part of the DEI Committee?
  - No, a councilor is not. The DEI committee wants to create a communications plan that includes communication to the Council and accountability. The DEI Committee just started having a member of the City's Leadership Team, which includes department heads, participate in DEI Committee meetings. This position will rotate every six months.

## **Public and Participation on Equity Roundtable**

Eunice talked to the roundtable about whether roundtable meetings should be open to public. She explained that there has been some interest from people to either attend roundtable meetings or join the roundtable. She sought input on how the roundtable participants wanted to move forward. Eunice also mentioned that the City is doing a study of all boards and commissions, which includes the Equity Roundtable, and recommendations from that study are expected back in five or six weeks. She will share the results when they are available.

- Should the public be invited to attend or participate on the roundtable?
  - It depends on why people want to attend meetings. Is there a perspective or organization that is missing at the table? This is a safe space where roundtable participants can ask questions and express concerns. The preference is for people to only join if they want to have a long-term commitment versus one-time attendance.
  - It is good to have allies, but the roundtable should be cautious about not being open to just anyone. Some people could disrupt the group, throw it under the table, or have ill intentions.
  - It is also important that the roundtable not get too big.
  - Roundtable members do not want to become a "check the box" but also do not want to be gatekeepers.
  - There is general agreement that the roundtable should hold off on making decisions related to its makeup or public participation until after the City's study on boards and commissions makes its recommendations, as those recommendations could result in changes to the roundtable. The study could look to create more structure around the roundtable.

## **UPDATES AND NEXT STEPS**

The next Equity Roundtable meeting will be **Tuesday, May 21 from 11 a.m. to 12:30 p.m.** at the Salem Public Library, Anderson Room A.

# Salem Equity Roundtable

March 19, 2024



# Presentation Overview

- Cherriots Service Planning Process
  - Performance Evaluation
  - Needs Assessment
  - Plan Development
- Core Network

# Cherriots Service Planning Process

- Performance Evaluation
  - Performance Goals
    - Productive
    - Efficient
    - Reliable
    - Comfortable
    - Safe

# Cherriots Service Planning Process

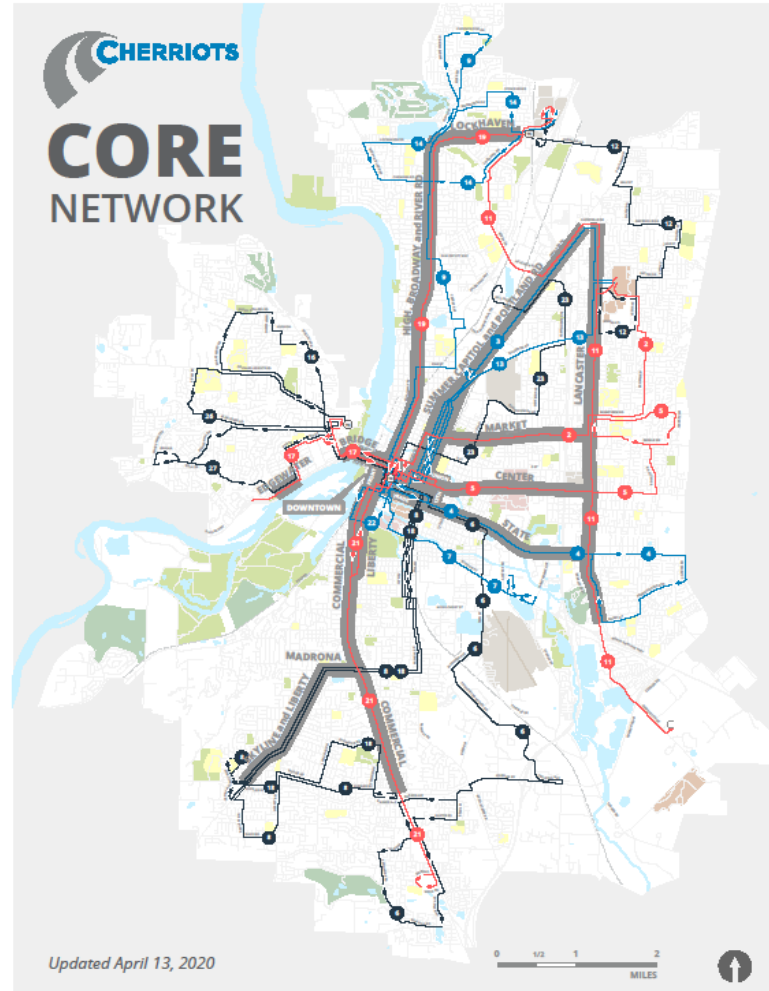
- Needs Assessment
  - Analysis of population and travel patterns
  - Engage with riders
  - Engage with front line employees
  - Community partners
  - Identify unmet needs



# Cherriots Service Planning Process

- Plan Development
  - Look at alternatives
    - Long Range Transit Plan
    - Needs Assessment
  - Service Change Types
    - Maintain
    - Optimize
    - Expand
    - Reduce
  - Equity
    - Title VI policy
    - Major service change policies

# Core Network





**\*\*Strategic Priority #1 – Training:\*\***

**\*What the City's DEI Committee is Doing:\***

The DEI Committee is actively working to establish ongoing, foundational training for DEI Committee members and City leadership. This includes researching existing training materials, providing regular, required training sessions for staff, and reinforcing the City's commitment to cultural competency through annual DEI workshops.

**\*Questions for Equity Roundtable:\***

1. How can the Equity Roundtable support the DEI Committee in identifying and accessing high-quality training resources or experts in equity-related concepts?
2. Are there any successful training models or initiatives within the Equity Roundtable's network that the DEI Committee could learn from or collaborate on?
3. How can the Equity Roundtable assist the DEI Committee in ensuring that training initiatives are inclusive and address the diverse needs of City employees?
4. Are there any opportunities for joint training sessions or workshops between the DEI Committee and the Equity Roundtable to enhance cross-sector learning and collaboration?

**\*What the DEI Committee Can Do for Equity Roundtable:\***

The DEI Committee can offer its expertise in developing and implementing training programs focused on diversity, equity, and inclusion. This includes sharing best practices, providing guidance on effective training methodologies, and collaborating on joint training initiatives to enhance the capacity of Equity Roundtable members in promoting equity within their respective organizations and communities.

**\*\*Strategic Priority #2 – Resources:\*\***

**\*What the City's DEI Committee is Doing:\***

The DEI Committee is working to develop and maintain resources to support City employees in their DEI efforts. This includes establishing a DEI website, publishing a DEI newsletter, and implementing a DEI Committee Communications Plan to ensure effective dissemination of information to stakeholders.

**\*Questions for Equity Roundtable:\***

1. How can the Equity Roundtable contribute to the content development and maintenance of the DEI website to ensure it serves as a comprehensive resource hub for City employees?
2. Are there any communication strategies or channels that have been particularly effective for the Equity Roundtable in engaging stakeholders and disseminating information that the DEI Committee could adopt or adapt?
3. How can the Equity Roundtable assist the DEI Committee in identifying and accessing relevant resources or expertise to support DEI initiatives within the City?
4. Are there opportunities for collaboration between the DEI Committee and the Equity Roundtable on resource development or dissemination efforts to amplify impact and reach a broader audience?

**\*What the DEI Committee Can Do for Equity Roundtable:\***

The DEI Committee can share its experience and knowledge in resource development and communications planning with the Equity Roundtable. This includes providing guidance on creating effective communication strategies, sharing best practices in website development and content management, and collaborating on joint initiatives to disseminate resources and information on equity-related topics to a wider audience.

**\*\*Strategic Priority #3 – Partners:\*\***

**\*What the City's DEI Committee is Doing:\***

The DEI Committee is focused on identifying and engaging community partners to address barriers to entry and onboarding for underrepresented employees. This includes working with Neighborhood and Community Services to identify relevant groups and developing a citywide list of community partners.

**\*Questions for Equity Roundtable:\***

1. How can the Equity Roundtable support the DEI Committee in identifying potential community partners or organizations that align with the City's equity goals and priorities?
2. Are there any existing partnerships or networks within the Equity Roundtable's membership that could be leveraged to enhance collaboration and engagement with underrepresented communities?
3. How can the Equity Roundtable assist the DEI Committee in developing effective strategies for engaging community partners and fostering meaningful relationships to support equity initiatives within the City?
4. Are there opportunities for joint initiatives or projects between the DEI Committee and the Equity Roundtable to engage community partners and address equity challenges collaboratively?

**\*What the DEI Committee Can Do for Equity Roundtable:\***

The DEI Committee can offer its expertise in community engagement and partnership development to the Equity Roundtable. This includes sharing best practices in identifying and engaging stakeholders, providing guidance on effective partnership strategies, and collaborating on joint initiatives to advance equity within the broader community served by the Equity Roundtable.

**\*\*Strategic Priority #4 – Belonging:\*\***

**\*What the City's DEI Committee is Doing:\***

The DEI Committee is focused on providing ongoing support for affinity groups within the City. This includes establishing policies and procedures for affinity groups, fostering engagement between employees and affinity groups, and promoting a culture of inclusion and belonging within City operations.

**\*Questions for Equity Roundtable:\***

1. How can the Equity Roundtable support the DEI Committee in establishing policies and procedures for affinity groups to ensure they receive adequate support and guidance?
2. Are there any successful strategies or initiatives within the Equity Roundtable's network for fostering a culture of belonging and inclusion that the DEI Committee could learn from or collaborate on?
3. How can the Equity Roundtable assist the DEI Committee in integrating equity considerations into City operations and programs to promote a more inclusive workplace?
4. Are there opportunities for joint initiatives or events between the DEI Committee and the Equity Roundtable to promote belonging and inclusion within the broader community?

**\*What the DEI Committee Can Do for Equity Roundtable:\***

The DEI Committee can share its experience and expertise in promoting belonging and inclusion within organizational settings with the Equity Roundtable. This includes providing guidance on establishing affinity group policies and procedures, sharing best practices in fostering a culture of belonging, and collaborating on initiatives to advance equity and inclusion within the broader community served by the Equity Roundtable.

# DEI Committee Strategic Plan – Draft February 5, 2024

## Strategic Priority #1 – Training

Foster a shared understanding of the connection between a diverse, equitable, and inclusive culture to employees and employee success.

- I. **Objective A** – Create a diverse, equitable, and inclusive workforce
  - a. **Strategy A1** – Establish ongoing, foundational training for DEI Committee members and City leadership
    - i. **Task 1** – Research existing training materials from contracted work which is already available to City employees
    - ii. **Task 2** – Provide regular, required training to staff about equity and equity-related concepts, including training specific to the City’s institutional history related to equity and the specific environment the City operates within (e.g., the policy environment, area demographics, etc.)
  - b. **Strategy A2** – Establish a city-wide leadership group to determine the minimum requirement for base trainings for all city employees and volunteers
    - i. **Task 1** –
  - c. **Strategy A3** – Create and implement an annual DEI workshop required for all City employees to reinforce the City’s commitment to cultural competency, set organizational expectations, and grow shared understanding of cultural competency
    - i. **Task 1** –

### Moss-Adams Recommendations Related to Training:

Designing goals and strategies/building capacity: Establish clear Citywide goals and strategies related to equity to set priorities for the organization.

#### **What Should DEI Committee Commit To?**

We should confirm with the Leadership Team that the four goals in the 2019 DEI Plan are indeed the City’s DEI goals. We should also confirm that the Leadership Team agrees that we should pursue our DEI Committee work plan and the strategies within it .

### Moss-Adams Recommendations Related to Training:

Implement methods to consistently build awareness of equity that goes beyond training and supports a culture where equity is top of mind for staff providing City programs and services.

#### **What Should DEI Committee Commit To?**

This seems to fit into the DEI Committee’s work plan related to training and communications. Some of this work will also need to be done by others like the Leadership Team, but the DEI Committee should continue doing this work.

# DEI Committee Strategic Plan – Draft February 5, 2024

## Strategic Priority #2 – Resources

Supported by research and data, transform training and development practices, communications, learning resources, learning outcomes, and learning environments, both inside and outside of formalized training to authentically support, respect, and serve our diverse employee population.

- I. **Objective A** – Develop a resource repository for city employees
  - a. **Strategy A1** – Establish and maintain the DEI website
    - i. **Task 1** – Create and maintain the DEI committee email account
    - ii. **Task 2** – Emails are sent directly to City staff notifying them of updated changes to the website, including but not limited to new and updated website resources.
  - b. **Strategy A2** – Publish a DEI Committee newsletter
    - i. **Task 1** – Model the DEI newsletter after the Wellness newsletter
    - ii. **Task 2** – Emails are sent directly to City staff notifying them of new DEI newsletter publications
  - c. **Strategy A3** – Develop and implement a DEI Committee Communications Plan to stakeholders
    - i. **Task 1** – Send bi-monthly email updates to Deputy City Manager (Krishna) and CMO (Courtney) to update them on the DEI Committee’s progress on implementing its strategic plan, so they can, in turn, update the Leadership Team.
    - ii. **Task 2** – Coordinate DEI efforts with the Communications Officer within the City Manager’s Office.

### Moss-Adams Recommendations Related to Resources:

Determine what resources and staffing are necessary and available to advance equity efforts.

#### **What Should DEI Committee Commit To?**

It seems like we have started doing this already, and if the Leadership team agrees that the DEI committee take on some work – and other work be delegated to others – that seems like a good first step.



# DEI Committee Strategic Plan – Draft February 5, 2024

## Strategic Priority #3 – Partners

Identify and engage partners for recruitment and retention, particularly for underrepresented and underserved employees.

- I. **Objective A** – Increase awareness of community partners and organizations to address barriers to entry and onboarding for underrepresented and underserved employees.
  - a. **Strategy A1** – Identify community partners
    - i. **Task 1** – Work with Neighborhood and Community Services to identify groups within the community with which to engage
  - b. **Strategy A2** – Create and maintain a list of community partners, organizations, and resources to be shared with City employees
    - i. **Task 1** – Develop a citywide list of community partners

### Moss-Adams Recommendations Related to Resources:

No recommendations specific to Partners.

# DEI Committee Strategic Plan – Draft February 5, 2024

## Strategic Priority #4 – Belonging

Finding strategic methods to make all employees feel included through providing support and showing value in each employee.

- I. **Objective A** – Provide ongoing support for Affinity Groups
  - a. **Strategy A1** – Establish affinity group policies and procedures
    - i. **Task 1** – Research policy and procedures for affinity groups
    - ii. **Task 2** – Affinity groups to provide quarterly reports to the DEI committee
  - b. **Strategy A2** – Foster engagement between employees and affinity groups
    - i. **Task 1** –

### Moss-Adams Recommendations Related to Belonging:

Integrate equity into City operations and normalize conversations around equity by establishing leadership’s commitment to equity, encouraging ongoing discussions around equity through a variety of communication channels, and creating mechanisms for staff to share their experiences and feedback around equity issues.

#### **What Should DEI Committee Commit To?**

This seems to largely focus on leadership’s role in promoting equity. The DEI Committee could help implement this recommendation, and this could include our work around “Belonging” and affinity groups.

## DEI Committee Strategic Plan – Draft February 5, 2024

### Phase 2 – Assessing City Services and Programs for Equity (When a DEI Coordinator is Hired)

- I. **Objective A** – Develop citywide equity performance measures
  - a. **Strategy A1** – Engage Department Directors in identifying equity performance measures
    - i. **Task 1** – We should think through each of our DEI Committee work plan items and see if there are equity performance measures that we can tie to them or their overarching themes (e.g., training, partners, belonging). That way, we can track progress. We should talk with Josh or others to determine how to incorporate any equity performance measures into the performance measures that the City already tracks.
    - ii. **Task 2** – In terms of other Citywide equity performance measures, we might want to compile a list of any existing equity performance measures that are being used in the City. The DEI Committee could take the lead on developing new performance measures, but we might want to tackle that in phase 2 of our work.
  - b. **Strategy A2** – Implement the Equity Assessment Toolkit
    - i. **Task 1** – Require staff to assess their programs on a regular basis and take action based on the results. As noted in the report, this can be done in a phased approach by selecting a sample of programs each year.
    - ii. **Task 2** – Support programs in developing program-specific equity goals and strategies
    - iii. **Task 3** – Support programs in identifying procedures, tools, and resources that should be developed to improve equitable service provision.
  - c. **Strategy A3** – Determine which citywide policies should be implemented to advance equity and implement the identified policies.
    - i. **Task 1** – We have policies related to equity in the Comprehensive Plan and likely other plans. As a starting point, we could look at existing policies as well as our DEI Committee work plan to see if there are citywide policies that we should focus on, elevate among City leaders and staff, or update with more detail.
  - d. **Strategy A4** – Develop and implement processes to regularly assess achievement of identified Citywide performance measures and use results to make improvements.
    - i. **Task 1** – If the DEI Committee ends up coming up with a few equity performance measures, we should assess them at least annually.
  - e. **Strategy A5** – Develop a regular reporting structure on equity measures and consider opportunities to integrate equity reporting into staff reports to Council.
    - i. **Task 1** – Any new equity performance measures should be included in any reporting that the City does on other performance measures.

## DEI Committee Strategic Plan – Draft February 5, 2024

### Moss Adams Equity Assessment Results

Recommendations	Lead Anticipated Action	Anticipated Timeframe
1. Developing a shared understanding of equity across City staff and leadership	<b>DEI Committee</b> Recommend to Leadership Team <b>training program</b> to ensure shared understanding of equity throughout organization	2024
2. Continuing efforts to increase the diversity of the City’s workforce	<b>Enterprise Services – Talent Acquisition</b> Recruit and retain diverse candidates for job openings	Ongoing
3. Creating a unified approach to community engagement	<b>Chief Communications Officer</b> Develop clear guidance for approach to community engagement to ensure broad and diverse range of voices are included in decision making, considering stipend or other tactics to reduce barriers and recognize the value of participation	2024
	<b>DEI Committee</b> Continue to explore and develop trusted relationships and recognized partners, in collaboration with Equity Partnership Roundtable	
4. Establishing clear equity-related goals and strategies	<b>Limited duration position</b> , pending February 12 City Council decision <b>Recommend to City Council</b> goals and strategies for equity in community-facing services and programs After Council approval, DEI Committee owns	2024
5. Developing a process to regularly assess efforts	<b>Limited duration position</b> , pending February 12 City Council decision, in collaboration with the <b>DEI Committee</b> Recommend to Leadership Team performance measures to meet intent of goals and strategies approved by City Council	2024
6. Incorporating equity into standard City decision-making by utilizing the tools or other processes	<b>Limited duration position</b> , pending February 12 City Council decision Deploy equity assessment of existing programs and services and make adjustments, where necessary to improve equity outcomes of existing programs and services Deploy equity framework as we develop new programs and services to serve our community	2024-25
7. Developing Citywide policies and procedures to advance equity	<b>Limited duration position</b> , pending February 12 City Council decision, in collaboration with <b>DEI Committee</b> and <b>Chief Communications Officer</b> Prepare guidance in Administrative Processes and Procedures to meet goals, strategies and measures established by City Council	2025-26
8. Building capacity for pursuing equity initiatives by allocating funding and increasing staffing support	<b>Limited duration position</b> , pending February 12 City Council decision, in collaboration with the <b>Leadership Team</b> Pursue sustained resources for this program, pending Revenue Task Force outcome	2025-26

