

## Equity Roundtable Meeting

**Date:** November 19, 2024

**Time:** 11 a.m. – 12:30 p.m.

**Location:** Hybrid (In-person and Zoom)

### ATTENDEES (In person and online)

#### *Equity Roundtable Participants*

Amador Aguilar, Enlace Cross-Cultural Community Development Project

Kaiden Armstead, McKay High School

Linder Asher, Oregon Marshallese Community Association

Irvin Brown, City Councilor elect

Lucy Escobar, Lucy Escobar Coaching and Consulting, LLC

Luke Glaze, Salem for Refugees

Kristin Kuenz-Barber, Northwest Human Services

Jackie Leung, Micronesian Islander Community

Jennifer Colachico, Salem-Keizer School District

Jimmy Jones, Mid-Willamette Valley Community Action Agency

Renn Raska, Salem Pride

Linda Nishioka, City Councilor Liaison

#### *City of Salem Staff and Consultants*

Lisa Anderson-Ogilvie, Community Planning and Development Department

Annie Fadely, Moss Adams

Julie Hanson, Public Works Department

Eunice Kim, Community Planning and Development Department

Tiffany Ottis, Community Planning and Development Department

Maria Stroth, Moss Adams

### MEETING OVERVIEW

This meeting focused on the City's Equity Assessment and how the City should advance equity in its work. Specifically, the Equity Roundtable discussed draft equity goals and objectives presented by consultants from Moss Adams. In addition, Luke Glaze gave the first cultural sharing presentation about Salem for Refugees.

### Equity Assessment – Next Steps

Maria Stroth and Annie Fadely from Moss Adams gave a presentation about Salem's Equity Assessment and the ongoing work to develop goals and objectives that the City can use to advance equity both internally at the City and externally in providing services to the community. The presentation is **attached**. Maria reminded the group that she had attended the Equity Roundtable's September 2023 meeting when the City was developing its [Equity Assessment](#).

Annie explained two draft equity goals and eight draft objectives. The first goal and associated objectives are aimed how Salem can advance equity externally, for example through provision of services and engagement with the community. The second goal and associated objectives focus on how the City can advance equity within the City organization. Annie asked roundtable participants to prioritize the objectives via dot voting. Participants were each given 5 sticker

dots, which were labeled 1 (higher) through 5 (lower), and they placed the dots on boards to indicate which of the 8 draft objectives they considered priorities. Below are the results of the exercise. Participants comments and discussions are also summarized below.

The equity goals and objectives will be finalized early next year. They will first go through the City’s leadership team and City Council.

Exercise Results: Prioritizing Equity Objectives

**Goal #1: Deliver services equitably, ensuring that all residents have fair access to opportunities, resources, and support to fully participate and thrive in an inclusive community.**

<b>Objective A.</b> Engage the community through inclusive, equitable, transparent, and collaborative processes to inform our decision-making so that policies and programs reflect the needs and priorities of residents.	1, 1, 1, 2, 4
<b>Objective B.</b> Clearly establish and widely share what equity and equity-led practices mean within our organization to ensure their effective implementation in all areas of external service provision.	1, 1, 1, 2, 2
<b>Objective C.</b> Develop and implement tools and processes that embed an equity lens into decision-making, program design, and service provision.	3, 3, 3, 3, 3
<b>Objective D.</b> Increase access to our services and decision-making processes for underserved residents.	2, 3, 4, 4
<b>Objective E.</b> Commit to continuous improvement so that we can adapt and evolve our practices to better serve the community and enhance our effectiveness in achieving our equity goals.	2, 2, 2, 4

**Goal #2: Create and maintain an equitable, inclusive workplace where all employees are valued, respected, and empowered to contribute meaningfully to decision-making and organizational growth.**

<b>Objective F.</b> Create a safe and welcoming environment that invites employee ideas and discussions by creating mechanisms for staff to share their experiences and feedback.	1, 3, 4, 4, 5
<b>Objective G.</b> Prioritize equity in our workforce by promoting fairness in hiring, retention, and promotions.	5, 5, 5
<b>Objective H.</b> Cultivate a culture of accountability by ensuring that leadership at all levels actively supports and advocates for equity initiatives.	4, 5, 5, 5

## Discussion on Objectives

### *Goal 1*

- **Objective A.** Engage the community through inclusive, equitable, transparent, and collaborative processes...
  - Not everyone can access information or surveys online, including older adults. It is important to engage the community in a variety of ways.
- **Objective B.** Clearly establish and widely share what equity and equity-led practices mean...
  - If staff internally are on the same page and understand what equity means, then they can serve the community better. Staff will feel empowered in their work.
  - Not all staff are outward-facing, so it is important to get them involved, and let them know how their work impacts the community.
- **Objective C.** Develop and implement tools and processes...
  - This is the pre-work that should occur before staff engages the community. If staff is only given training but is not given meaningful tools, then it is easier to fall into old habits. Tools create accountability.
- **Objective D.** Increase access to our services and decision-making processes for underserved residents.
  - Increasing access to services for adults with disabilities and other underserved populations is critical. These populations are inequitably impacted now due to a lack of communication or one-sided communication.
- **Objective E.** Commit to continuous improvement...
  - It is important to keep improving and to build upon what we have now. That is how you keep moving forward.

### *Goal 2*

- **Objective F.** Create a safe and welcoming environment...
  - If the City models equity well, it will be contagious. It will then be easier to go out and promote equity in the community.
- **Objective G.** Prioritize equity in our workforce...
  - If the workforce is more equitable, it will be a more appealing place for people to work. It is also visible if the City's workforce is equitable, and people of different backgrounds can bring their experiences and perspectives to City work.
- **Objective H.** Cultivate a culture of accountability...
  - The City should seek partnerships to increase equity in the community.

### *Questions and Additional Ideas*

- How does staff feel about doing extra work? How does equity work fit into workflows? What are the tradeoffs? This should be taken into consideration.
  - As part of the Moss Adams work, each action will be assigned to an owner, at least the first year of the action plan. It is important to have resources to carry out the work.
  - Resources go beyond people and include money and technical expertise. It is expensive to publish legal notices in the newspaper. The City has switched to the Salem Reporter to save money. Are there then resources that could be used to more effectively reach people?
  - Is there budget set aside to do this equity work? It would be helpful to have a DEI coordinator, who could be a resource to other City staff. That position no longer exists.

- It is important that staff aren't asked to do more and more. That is a big concern. While it is important to reach out to the community, staff needs more support internally.
- This Equity Roundtable could be involved in evaluating equity tools (Objective C). Other organizations may have similar tools and could help the City step up and use the tools.
  - The City could also reach out to other cities to see if there are partnerships that could be formed in advancing this equity work.
  - There is power in networking.
- This Equity Roundtable could continue helping the City engage the community (Objective A). The group has talked about going out into the community to listen to the broader community.

### **Cultural Sharing Presentation – Salem for Refugees**

Luke gave a presentation about Salem for Refugees. It was the first cultural sharing presentation that has been given by an Equity Roundtable participant. The aim of these presentations is to help participants get to know each other better and work together more. His presentation provided an outline for future cultural sharing presentations. It is **attached**.

Luke's presentation about Salem for Refugees is **attached**. Below are some highlights from the presentation.

- **Services:** Salem for Refugees provides comprehensive services, including assistance with housing, employment, healthcare, and school enrollment. For example, the organization helps refugees find housing, furnish their places, and move in.
- **Diversity:** In fiscal year 2024, more than 300 refugees settled in Salem, and nearly 90 settled in Corvallis. The refugees who move to Salem come from a variety of countries, including Afghanistan and the Democratic Republic of Congo, and they speak a variety of languages, including Dari, Pashto, and Swahili.
- **Challenges:** Challenges facing refugees in Salem include finding affordable housing, securing employment, and addressing language barriers. For example, there can be families that move to Salem with 8 or more people, and there are not many affordable housing units on the market that can accommodate these larger families.
- **Successes:** Staff at Salem for Refugees speak 12 different languages, and more than half of the staff came to the organization as refugees themselves. In fiscal year 2024, 90 cases were housed, with four families finding housing at two affordable housing complexes in South Salem. The organization also offers sports to refugees – such as soccer and volleyball – as a way to connect and bring people together.

### Questions and Discussion on Salem for Refugees

- Is Salem for Refugees connected at the federal level?
  - There are 10 resettlement agencies in the country. Salem for Refugees is affiliated with one of those agencies, World Relief, but it operates locally as its own nonprofit organization with its own board of directors.
- What are other keys to success?
  - The organization has formed strong partnerships in the community, including with the YMCA and a local church. It would be great to incorporate more art and music into the organization. There is a kids' choir – Uhuru Kids Choir - that performs and is available for events.
- How does the organization educate people to reduce displacement from other counties in the first place?

- The organization holds monthly meetings where speakers come and talk about their experiences, including specific conflicts. The organization works to create more understanding of global conflicts. The 10 resettlement agencies work to advocate on the national level.
- How long has Salem for Refugees been around?
  - Salem for Refugees started eight years ago, but for the first five years, it was not a nonprofit. There were just two staff members and many volunteers. An agency in Portland began to send refugees to Salem as a pilot project, and Salem for Refugees became an official resettlement agency three years ago. That is when Luke joined the agency as the executive director.

## **NEXT MEETING**

Eunice will send out a calendar invitation for the next Equity Roundtable meeting. The meeting will be held at the Salem Public Library, 585 Liberty Street SE.



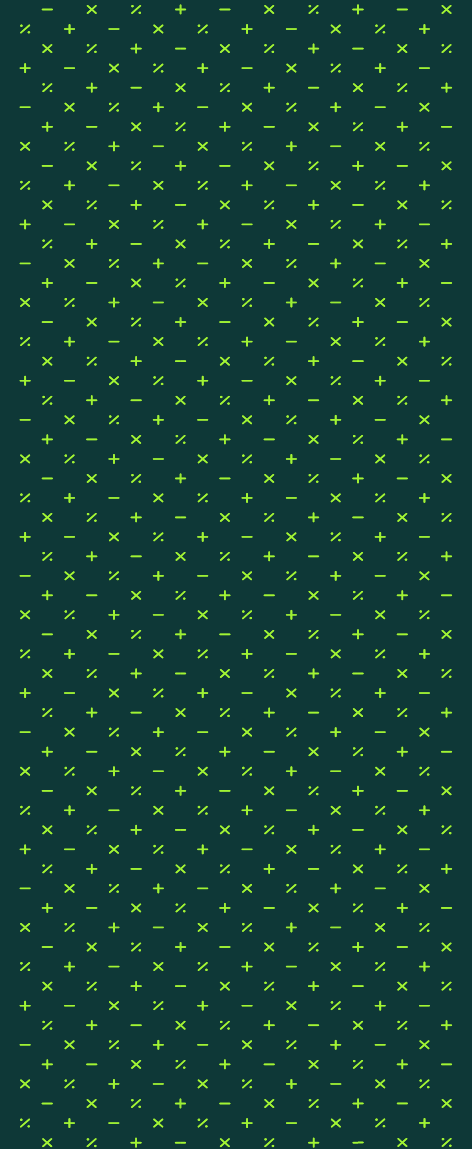
MOSSADAMS

CITY OF SALEM

# Equity Roundtable Meeting

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November 2024



# With You Today

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**Maria Stroth**  
*Consulting Senior  
Manager*



**Annie Fadely**  
*Consulting Manager*





# Agenda

01 PROJECT INTRODUCTION

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02 REVIEW EQUITY-RELATED GOALS AND OBJECTIVES

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03 PRIORITIZATION EXERCISE

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04 ADDITIONAL FEEDBACK

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# Project Scope

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To assist with implementation of the recommendations included in the equity assessment, Moss Adams **will help facilitate the development of clear Citywide goals, objectives, and performance measures related to equity** to establish priorities for the organization and support equitable, data-driven decision-making.



# Timeline

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## September → December

### *September*

- Begin holding work sessions with City staff to develop draft equity goals, objectives, activities, and performance measures

### *October/November*

- Continue to facilitate work sessions and review drafts with City staff
- DEI Committee meeting
- Equity Roundtable meeting
- Finalize equity goals, objectives, activities, and performance measures

### *December/January*

- Review drafts with ELT
- Presentation



# Goal for Today

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- Understand the Equity Roundtable's priorities among the proposed equity-related City-wide goals and objectives
- Collect feedback on any additional ideas or priorities



# Draft Equity-Related Goals and Objectives Review

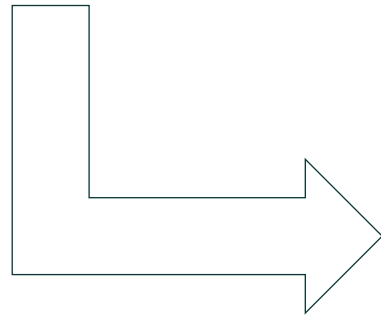
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# Defining Goals & Objectives

## Goal

A broad and long-term outcome that the City is striving toward



## Objective

A tangible and shorter-term aim that supports a broader goal



# Draft Goals

1. Deliver services equitably, ensuring that all residents have fair access to opportunities, resources, and support to fully participate and thrive in an inclusive community.
2. Create and maintain an equitable, inclusive workplace where all employees feel valued, respected, and empowered to contribute meaningfully to decision-making and organizational growth.



## Goal #1

**Deliver services equitably, ensuring that all residents have fair access to opportunities, resources, and support to fully participate and thrive in an inclusive community.**

- A. Engage the community through inclusive, equitable, transparent, and collaborative processes to inform our decision-making so that policies and programs reflect the needs and priorities of residents.
- B. Clearly establish and widely share what equity and equity-led practices mean within our organization to ensure their effective implementation in all areas of external service provision.
- C. Develop and implement tools and processes that embed an equity lens into decision-making, program design, and service provision.
- D. Increase access to our services and decision-making processes for underserved residents.
- E. Commit to continuous improvement so that we can adapt and evolve our practices to better serve the community and enhance our effectiveness in achieving our equity goals.

## Goal #2

**Create and maintain an equitable, inclusive workplace where all employees feel valued, respected, and empowered to contribute meaningfully to decision-making and organizational growth.**

- F. Create a safe and welcoming environment that invites employee ideas and discussions by creating mechanisms for staff to share their experiences and feedback.
- G. Prioritize equity in our workforce by promoting fairness in hiring, retention, and promotions.
- H. Cultivate a culture of accountability by ensuring that leadership at all levels actively supports and advocates for equity initiatives.



## ACTIVITY & DISCUSSION

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Review the draft goals and objectives.

Using the sticky dots, rank the top five priority objectives from your perspective.





# Additional Feedback

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Is there anything missing?

Is there anything that should be removed?

Are there any areas of this work that this group would like to be involved in going forward?



# Next Steps

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- Finalize goals and objectives, develop performance measures
- Assign work owners
- Leadership team approval



▶ **THANK YOU**



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# Outline for Cultural Sharing Presentations

## 1. Introduction (3 minutes)

- Brief introduction of presenter
- Brief introduction of the organization (mission, key programs, and services offered)
- Acknowledge the diversity within the community served and clarify that the perspectives shared are not representative of all voices or experiences within the community.

## 2. Overview of the Community Served (4 minutes)

- General demographics of the community (where they come from or how the community has been historically rooted in Salem area, languages spoken, Ethnic background, key cultural aspects)
- Focus on the current pulse of the community (e.g., recent growth, changes in demographics)
- Common Cultural Practices or Norms, Religious Diversity, Food/Music, Etc. (Again, being clear that no community, culture, or ethnicity can be defined in a single experience. This is just a taste, to create interest in further learning and exploration.
- Highlight the diversity within the community itself (different experiences, cultures, or subgroups within the larger community)

## 3. Current Challenges (4 minutes)

- Discuss pressing issues being faced by the community (e.g., housing, employment, healthcare, language barriers) - **Employment, Affordability, Language Access/Barriers, Potential Impacts to Resettlement.**
- Share specific examples of barriers or struggles that have emerged recently
- Acknowledge systemic challenges and gaps in services

## 4. Successes and Strengths (4 minutes)

- Highlight recent successes and positive developments within the community (e.g., families finding housing, youth programs, employment successes)
- Share stories or examples of how the community is building resilience and supporting one another
- Emphasize the strengths of the community and the ways they are contributing to Salem's larger cultural fabric
- Highlight a success story from the community that we can all celebrate. (highlight an entrepreneur, community leader, youth achievement, athlete, etc.)



# Diversity Round Table

CULTURAL SHARING - LUKE GLAZE

# **1. Introduction (3 minutes)**

Brief introduction of presenter

Brief introduction of the organization (mission, key programs, and services offered)

Acknowledge the diversity within the community served and clarify that the perspectives shared are not representative of all voices or experiences within the community.

# Who is Salem For Refugees (SFR)?

## Mission:

To bring people & resources together to empower refugees to thrive.

## Vision:

To see all refugees in Salem as valued, thriving, contributing members of our community.

## Distinctives:

- Mutually Transformative Relationships
- Empowerment
- People of Faith & People of Goodwill



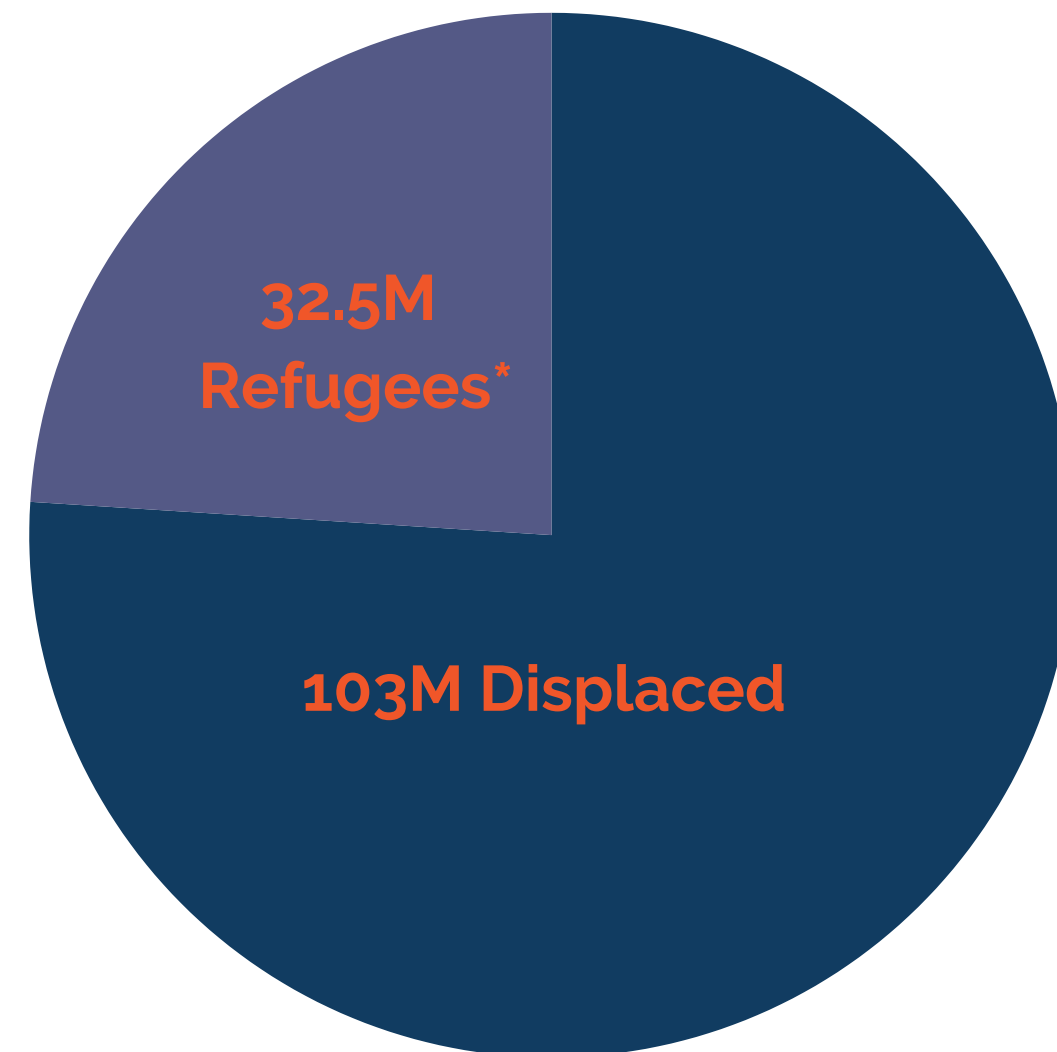


# Who are refugees?



# Global Refugee Crisis

A refugee is someone who has been forced to flee his or her country because of persecution, war or violence. A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion or membership in a particular social group.



**\*50% Under the Age of 18**







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## 2. Overview of the Community Served (4 minutes)

General demographics of the community (where they come from or how the community has been historically rooted in Salem area, languages spoken, key cultural aspects)

Focus on the current pulse of the community (e.g., recent growth, changes in demographics)

Common Cultural Practices or Norms, Religious Diversity, Food/Music, Etc.  
(Again, being clear that no community, culture, or ethnicity can be defined in a single experience. This is just a taste, to create interest in further learning and exploration.)

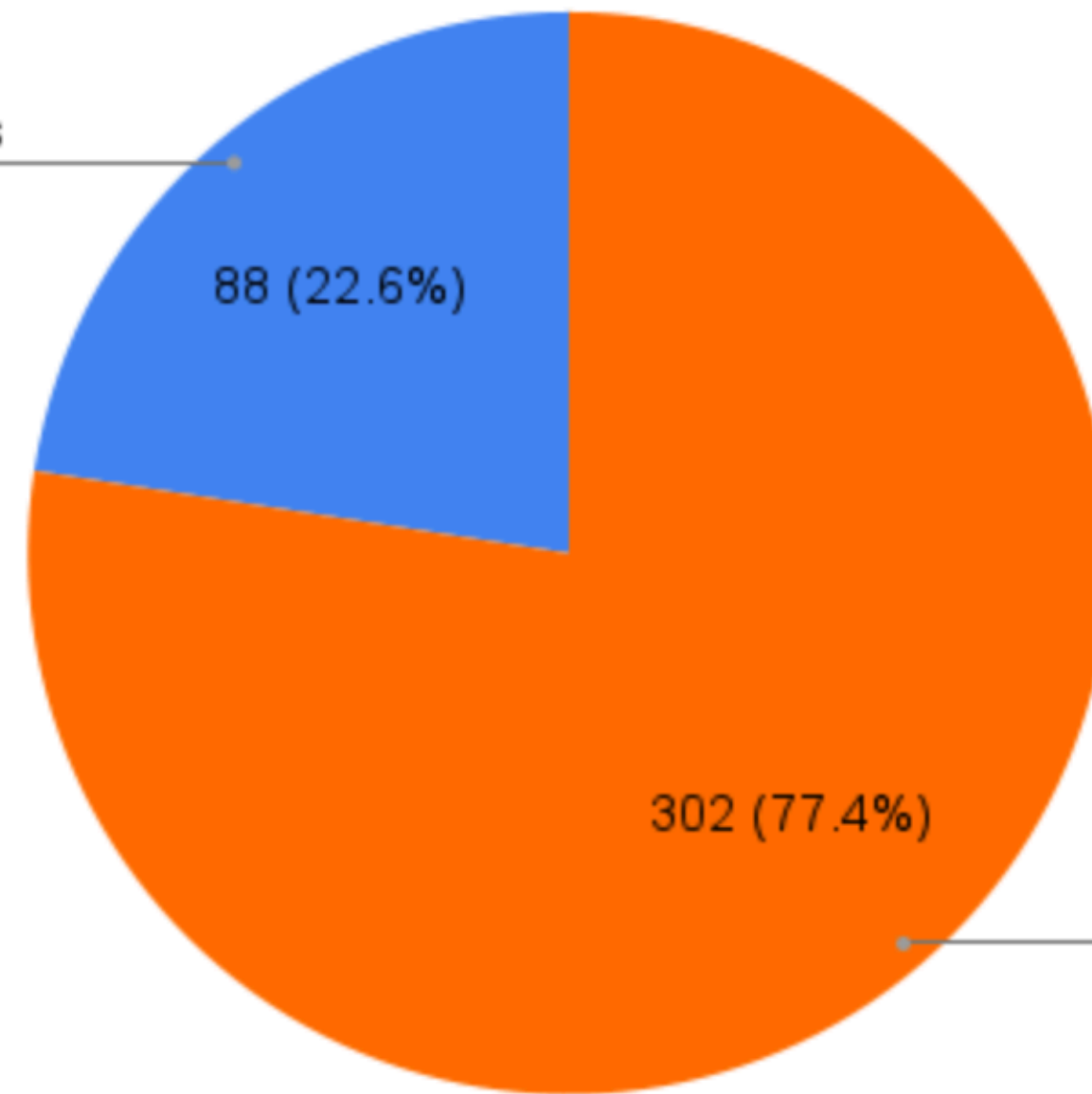
Highlight the diversity within the community itself (different experiences, cultures, or subgroups within the larger community)

# Our Statistics



## Individuals Resettled in FY24

Corvallis For Refugees  
22.6%



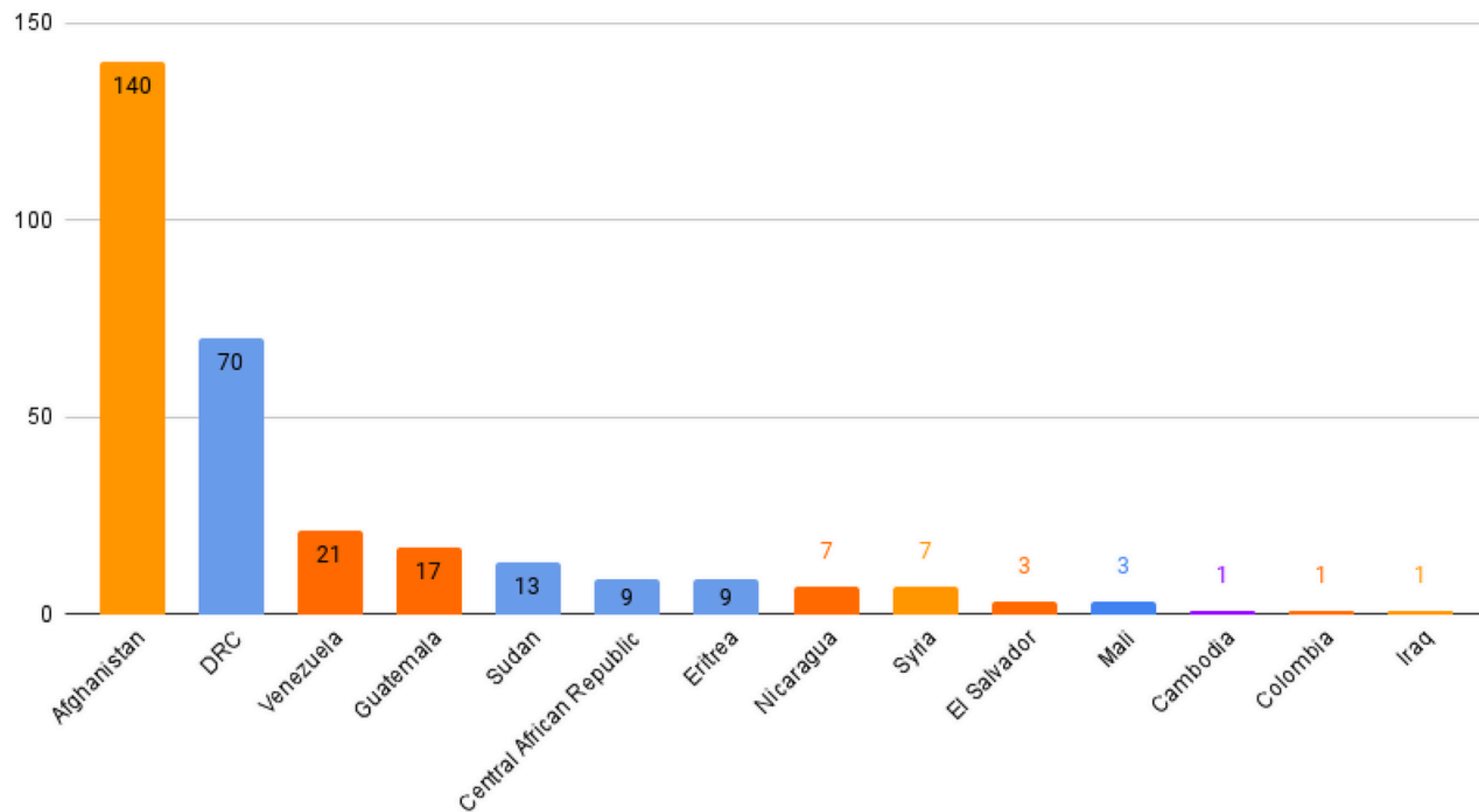
Salem For Refugees  
77.4%





# Our Statistics

Countries of Origin (Salem)



Languages represented in Salem FY24 Arrivals

- Dari
- Pashto
- Swahili
- Spanish
- Kinyarwanda
- Arabic
- French
- Sango
- Kibembe
- Tigrinya
- Khmer



### 3. Current Challenges (4 minutes)

Discuss pressing issues being faced by the community (e.g., housing, employment, healthcare, language barriers)

Share specific examples of barriers or struggles that have emerged recently

Acknowledge systemic challenges and gaps in services

# Housing Challenges in 2024

- Finding affordable housing for our singles and couples - there currently aren't many 1-bedroom apartments available at affordable housing complexes.
- Finding housing for our families with 8 people or more - there aren't many houses on the market that can accommodate larger family sizes.
- Finding property management companies that will be flexible on screening requirements - specifically the need for credit or rental history in the United States.



## **4. Successes and Strengths (4 minutes)**

Highlight recent successes and positive developments within the community (e.g., families finding housing, youth programs, employment successes)

Share stories or examples of how the community is building resilience and supporting one another

Emphasize the strengths of the community and the ways they are contributing to Salem's larger cultural fabric

Highlight a success story from the community that we can all celebrate. (highlight an entrepreneur, community leader, youth achievement, athlete, etc.)



# Meet our Case Managers



Nasirullah Safi



Sediqa Amiri



Abdul Qader Safi



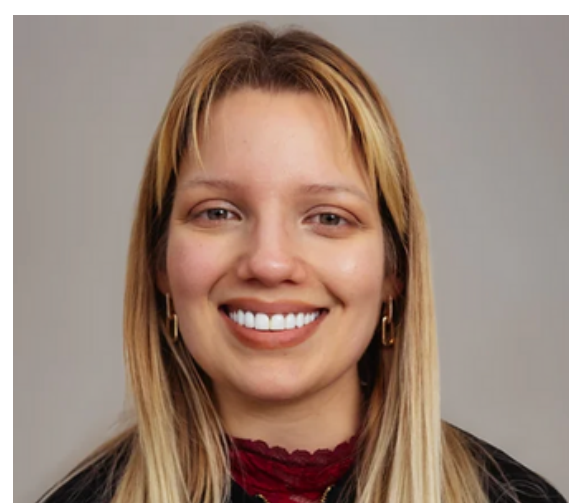
Jules Lipanda



Sifa Kipanga



Khamael Khaleel



Heberlyn Rincon

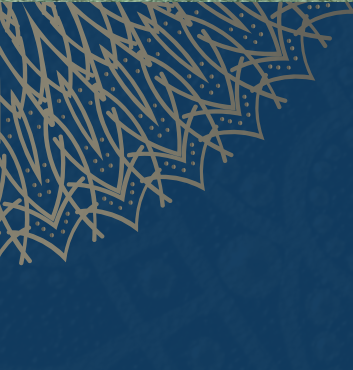


# Housing Successes in 2024

- 40 families across 2 affordable housing complexes in south Salem were housed this fiscal year.
- 90 cases were housed in fiscal year 2024.
- We now have refugee families in every single region of the Salem-Keizer area.
- SFR now owns a dedicated host home, affectionately known as The Taylor House.





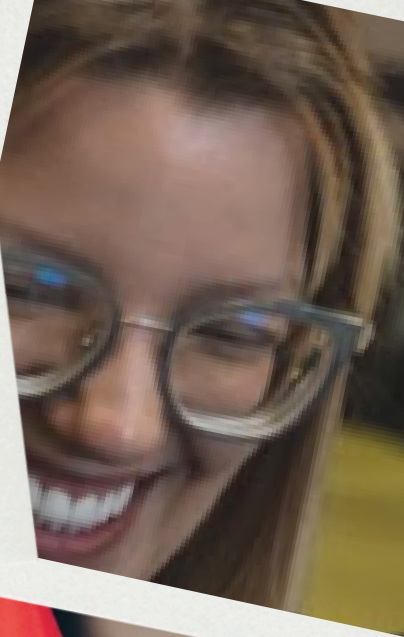






Thank you  
for listening!





# Q&A Time

