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CITY OF SALEM

Equity Assessment Report Update

FEBRUARY 2024



Project Scope

Equity Assessment Report:

- Assess the DEI maturity of a sample of community-facing services and programs, including identification of gaps and recommendations for improvement
- Development of recommended DEI-related performance measures

Equity Assessment Tool:

- Develop a toolkit that can be used by City staff to assess DEI maturity of community-facing services and programs and identify opportunities for improvement to policies, practices, procedures, and/or outcomes

Equity Planning Tool:

- Develop a tool that can be used by City staff to incorporate equity considerations into the planning of new projects, programs, or services



Assessment Themes

Overall, we found:

- The City is in the beginning stages of operationalizing equity in its programs and services.
- Some programs are considering and addressing equity, but there is not a shared understanding of equity across the City and there are many opportunities for the City to more meaningfully incorporate equity into its programs and services.
- Lack of clear goals and limited resources (funding and staffing) to support this work has created significant challenges.



Assessment Results

Our recommendations focus on:

- Developing a shared understanding of equity across City staff and leadership
- Establishing clear equity-related goals and strategies
- Incorporating equity into standard City decision-making by utilizing the tools or other processes
- Building capacity for pursuing equity initiatives by allocating funding and increasing staffing support
- Developing Citywide policies and procedures to advance equity
- Continuing efforts to increase the diversity of the City's workforce
- Creating a unified approach to community engagement
- Developing a process to regularly assess efforts



➤ NEXT STEPS



Acting on Findings:

Focus for 2024

1. **Develop shared understanding of equity across City staff and leadership**
 - *Staff DEI Committee* recommends training program to Leadership Team
2. **Continue efforts to increase diversity of City's workforce**
 - *Enterprise Services – Talent Acquisition* recruits and retains diverse candidates for job openings
3. **Develop shared understanding of equity across City staff and leadership**
 - *Chief Communications Officer* – provides guidance for enterprise-wide community engagement
 - *Staff DEI Committee* continues developing trusted relationships, in collaboration with Equity Partnership Roundtable



Acting on Findings:

Focus for 2024 and beyond

4. Establish equity-related goals and strategies (2024)

- *Assumes limited duration position*, recommend goals and strategies to City Council

5. Assess efforts regularly (2024)

- *Assumes limited duration position*, recommend performance measures to Leadership Team

6. Incorporate equity into all decision-making, policies and procedures (2024-25)

- *Assumes limited duration position*, execute equity assessment for existing programs and services; deploy equity framework for new; and prepare policies and procedures to meet Council-established goals

7. Build capacity for equity initiatives (2025-26)

- *Assumes limited duration position*, future revenue



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