Salem
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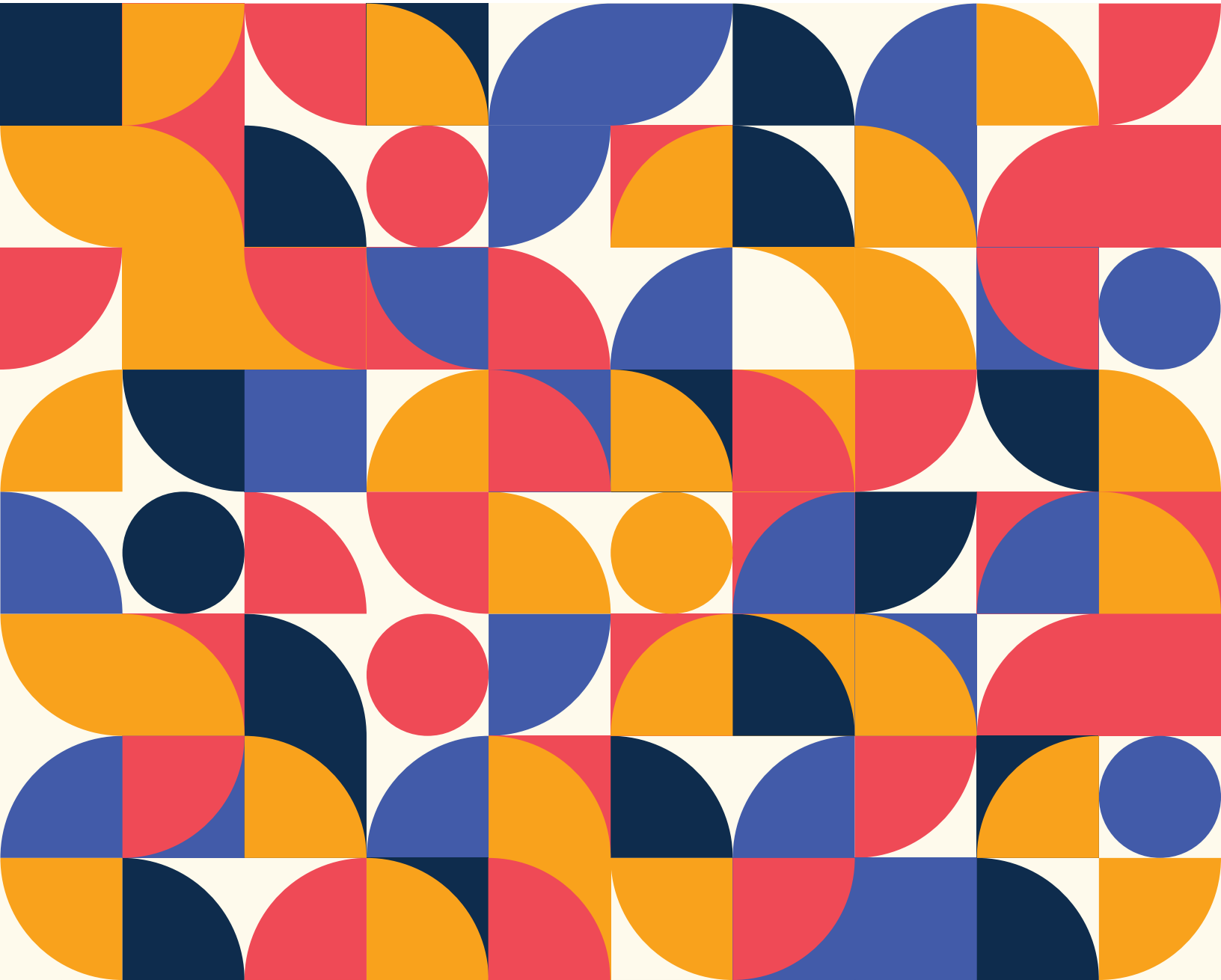
CITY OF SALEM
RACE EQUITY TASK FORCE REPORT



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MESSAGE FROM MAYOR DRISCOLL

In June of 2020, following on the heels of the murder of George Floyd, I convened a working group of community members to help determine how we could move forward to recognize and better confront systemic racial injustices that exist in our city.

This City of Salem Race Equity Task Force (CSRETF), chaired by Salem resident Shawn Newton, consisted of a broad range of stakeholders, including members of the City Council and School Committee, our state legislative delegation, several of the young people who have led or participated in demonstrations for racial justice and against police violence, and leaders of our city's healthcare, higher education, and cultural institutions. The CSRETF was formed to identify longstanding disparities that exist in community sectors from employment and public safety to healthcare and education. Our goal is to develop the core elements of a race equity strategy that can help guide work at the city level to tackle these inequities. The product of that year-long process is this document.

Ultimately, we want this initial work to galvanize even broader support in our community for confronting disparities, injustices, and discrimination, and to provide a forum for residents to listen, reflect, and act together to build a more inclusive future for Salem.

I am grateful to the members of the CSRETF and to Chair Shawn Newton and resident Jakari Griffith for their time and commitment to this critical work. This is an important moment in our city. The time to take action is now and a strategic, thoughtful approach to addressing inequities is key to our city's growth and prosperity. Our youngest residents, especially our Black and Latinx residents, are counting on us to do better. That is the promise reflected in the CSRETF and in this document, and it's a pledge for intentional action that we must continue to advance. I am so grateful to be able to join you in that pledge.

Best,
Mayor Kimberley Driscoll

MESSAGE FROM TASK FORCE CHAIR SHAWN NEWTON

It was an extremely humbling experience to serve on the Mayor's City of Salem Race Equity Task Force (CSRETF). Like how so many of you do in other ways, this provided me an opportunity to become engaged in the City that I have called home for many years. We are a vibrant and welcoming community, passionate on so many issues and determined to solve our community matters together. Racism was created by people and I truly believe that it could end by the will of the people, meaning us. I believe that Salem, Massachusetts can be a benchmark for communities across the USA of how to lay the foundation of addressing racial equity gaps that will one day lead to the end of racism all together.

I am truly grateful to all of my friends, family members, and colleagues, but specifically grateful to the members of the CSRETF who met regularly, determined to make one of the biggest contributions of their lives. I know that because of their collective and collegial work, I have come closer to understanding how racism impacts each and every one of us regardless of our race. We had an opportunity to learn who are as people, while not dismissing the obvious fact that we are beautiful human beings made up of physical characteristics meant to divide us, but in this case, brought us much closer together. It is equally important that I publicly thank Mayor Kimberly Driscoll for whom none of this would be possible. Every day, people in our country works towards equity and social justice in a variety of ways. Some include education in classrooms and others may involve speaking up and out for others. In this case, Mayor Driscoll showed true leadership by dedicating her time and energy to try and solve one of our country's greatest challenges. She utilized her networks to engage residents, business owners, community leaders, and public servants alike. This was a big endeavor and one that I hope gets noticed by other leaders like herself across our country.

Lastly, I am truly appreciative of the many community members that have participated in our endeavors. We have had an overwhelming response from Salem residents who would like to get involved. I apologize if you were not able to engage in ways that you would have liked, but this is just the beginning. I am certain that your energy and drive to end racism is welcomed both formally and informally. The work to close racial equity gaps and to end racism begins with us and the CSRETF is merely one means to address it. Let's continue to work together to end racism once and for all.

Best,
Shawn A. Newton
Chairperson, City of Salem Race Equity Task Force

INTRODUCTION

The City of Salem Race Equity Task Force (CSRETF) was originally charged by Mayor Kimberly Driscoll on carrying out a thorough review of City policies, services, and ordinances, as well as inequities in community systems and as a result of this work, the CSRETF has put together a report that outlines recommendations, including ways in which success will be measured. It is important to know that the Task Force merely laid the foundation of work that we hope is yet to come. With that being said, it is strongly recommended that a more permanent structure be put in place that will allow members of the community the opportunity to address racial inequities that will one day end racism in the City of Salem, Massachusetts. **It is recommended that the City creates a permanent commission which should be led by a Chief Diversity, Equity, and Inclusion Officer with the sole purpose of addressing racism in the City of Salem with the resources to support the mission, vision, and goals of this work.**

The Journey

For context, it is important to outline our overall process in order to better understand this report. As a Task Force, we understood our charge, but we needed to know how we should go about our work. Therefore, we identified and agreed on a strategic approach to our work that involved the following:

- Understanding the charge
- Getting to know one another
- Identifying common language
- Create sub-committees
- Research
- Community Input
- Assess research and community input
- Recommendations to the Mayor

Understanding the Charge

Mayor Driscoll convened the Task Force, detailed the reasons why she created it, and shared her vision of what she hoped to accomplished. This message was broadcasted to residents of the community and reiterated to the CSRETF:

- identify and quantify racial disparities within our community;
- establish support for a city-wide racial equity initiative/action plan;
- develop specific racial equity strategies for different city sectors, beginning with policing/law enforcement; and
- implement the strategy and track progress.

Getting to Know One Another

Before we began our work, it was important for us to break the ice. We spent a considerable amount of time getting to know one another beyond our official titles, experience, backgrounds, and the like. The one thing we had in common was our affinity with Salem, Massachusetts.

Identifying Common Language

Chair Newton utilized his experience of educating people on race and racism and knew that most people have a different understanding of what racism is. Typically, we often know the symptoms of racism, including the devastating impact that it has had on communities for years. As such, we the CSRETF spent time learning about what racism is and isn't. Joseph Barndt, a critical race scholar, articulates that "the way a problem is solved depends on how it's defined" and that if we do not have a shared understanding for what racism even is,

then it will be challenged at finding solutions for addressing it. For the purpose of the work and so we could be on the same page before moving forward, we utilized the following definition.

Racism = Race Prejudice + the Misuse of Power by Systems and Institutions*

Understanding that other definitions exist, Chair Newton introduced this definition as the foundation of understanding the challenging task of identifying racial inequities in order for the Task Force to agree upon solutions to address them. Additionally, this definition suits all forms of racism including individual and institutional. The Task Force decided to focus on institutional as we were charged with the specific task of identifying racial equity gaps within the City of Salem. We spent time understanding how racism was and is manifested and how it can be present without knowing it's there.

Creating Subcommittees

Made up of leaders from various sectors of our community, it was determined that we create subcommittees in order to more efficiently explore areas of inequity. As such, five subcommittees were created: Community Culture, Economics, Education, Health, and Public Safety.

Conducting Research

As part of this process, each subcommittee was tasked with determining how racism could manifest itself in their area of focus. Afterwards, preliminary research was then conducted by each subcommittee in order to identify whether or not racial equity gaps exist. Some of this research took the form of one-on-one interviews, scholarly research, and data gathering from public sources. It should be noted that the research conducted barely scratched the surface. Nonetheless, it was important to start a process that could be carried out over a period of time with the understanding that as a community we can address racism now.

Gathering Community Input

The CSRETF received several inquiries about how to get involved. It was difficult to process all of the overwhelming amounts of correspondence that included advice, volunteer inquiries, and more. The Task Force wanted to find ways to involve as many residents as possible and as a result, we decided to host an open forum. This data was used by the subcommittees to inform their work and to accentuate what was gleaned from the research. Again, this input is one of what we hope to be many opportunities to engage and our hope is that it will continue through a more permanent structure in place.

Assessing Research and Community Input

After the open forum, the Task Force spent several weeks assessing and analyzing information received thus far. This process ultimately led to preliminary recommendations by each subcommittee.

Making Recommendations to the Mayor

The Task Force concluded their preliminary work in just under a year and submitted our recommendations to the Honorable Mayor Kimberly Driscoll of the City of Salem.

**Barndt, J. (2007). Understanding & Dismantling Racism: The Twenty-First Century Challenge To White America. Fortress Press.*

COMMUNITY CULTURE SUBCOMMITTEE

Section I. Summary of Overall and/or Major Findings

Based on input in the surveys, culture was viewed as the least problematic space regarding social justice in Salem. Residents of Salem take great pride in the city's cultural offerings, especially those that provide opportunities to socialize and learn, as well as entertain. Of the various cultural programs in Salem, the majority of survey respondents expressed interest in museum exhibitions, festivals, concerts, cultural celebrations, and lectures. We interpret this as particular interest in a) the visual and performing arts, b) cultural celebrations and large-scale festivals, and c) educational lectures/presentations.

The majority of respondents felt that more culturally-inclusive programming would benefit their experience of living in Salem.

While the findings were generally positive in our sector, we must expand opportunities for intersectionality in this space through opportunities for cross-cultural interaction and engagement. We need to create a space of celebration and integration of Salem's diversity. We must diversify the speakers, performers, art exhibits, and cultural activities that take place in Salem in a way that uplifts marginalized communities and brings attention to previously underrepresented histories and identities.

Section II. Introduction—About the Subcommittee

Subcommittee members:

- Anyfern Gonzalez, Salem High School alum; Bentley University student (Co-Chair)
- Joan Lovely, State Senator for the Second Essex District (Co-Chair)
- Terrell Greene, Family and Student Engagement Director, New Liberty Innovation School; Head Mentor, Brothers for Success
- Siddhartha V. Shah, Director of Education & Civic Engagement and Curator of South Asian Art, Peabody Essex Museum
- Dr. Stephen Zrike, Superintendent, Salem Public Schools

We are interested in fostering an inclusive community that acknowledges, cultivates, and celebrates the unique experiences and talents of the people who make Salem such a rich and diverse city.

While there are multiple definitions of culture, for the purposes of our work in Salem, we have chosen to adopt one from the *New Oxford American Dictionary*: "the customs, arts, social institutions, and achievements of a particular nation, people, or other social group." In this vein, our general area of inquiry has been around building a collective community culture in Salem that embraces the various cultures and backgrounds of the citizens who inhabit our city. We are interested in fostering an inclusive community that acknowledges, cultivates, and celebrates the unique experiences and talents of the people who make Salem such a rich and diverse city. This inquiry has guided our conversations for months and has compelled us to encourage opportunities for residents to learn about the stories and perspectives of their brothers, sisters, and neighbors across our city. As such, our goals have been to:

- celebrate community leaders who contribute to the rich cultural landscape of Salem,
- educate the public about the long history of racial inequity in our city, region, and country through special programs and community conversations, and
- welcome residents to experience different cultures through a city-wide "Culture Fest."

Our process began with thinking about the complexity of the words "community" and "culture," both of which can be used with some specificity (i.e. the Dominican community or Dominican culture) or more broadly (i.e. the Salem community or dance, performing arts, and music as culture). We spent some time talking through these issues and thinking about how we wanted to acknowledge the uniqueness of different communities

and cultures in our city while also creating more opportunities for residents to get to know communities and cultures beyond their own. With this, we also agreed on the importance of paying homage to those past and present who have fostered a more diverse and inclusive sense of community in Salem. Through our regular conversations, we eventually settled on our short- and long-term goals which we hope will help build a greater sense of community in the city as a whole while beginning the process of making Salem a truly anti-racist city.

Section III. The Research Question

As a team, we were initially curious about how the people of Salem would describe their community culture, and we went on to ask **"What are the events that are already taking place that celebrate and promote the expansion of community culture?"** We thought about the difference in perspective that might influence one's response to the question **"How do you describe community culture?"** (i.e. elders vs. K–12 students vs. immigrants) From that point, we launched into the questions: "**Are there any events that help to bring the community together?" "What would such an event look like?"** and "**Who are the people in the community now that are doing work that adds to and promotes Salem's community culture?"**

Other questions that we worked with or considered include the following, which are not ranked or ordered in a particular way:

- How do we create more opportunities for residents to explore and learn about cultures and communities different from their own?
- How do we do this in a way that residents feel comfortable and safe?
- How do we empower minority communities and educate them about their rights, available resources, and services?
- How do we celebrate the labor and accomplishments of Salem residents in building a more racially just and inclusive city?
- How do we use cultural events to make Salem an anti-racist city?

The following questions were asked in the survey on behalf of our committee:

- What does community mean to you? And what does your community need?
- What do you want your community to look like in 10 years?
- What does culture mean to you? And how important is it to you and your family?
- What would make you interested in cultures different than yours?
- How do we get people of one culture to take interest in cultures different from theirs?
- How do we get members of one neighborhood to take interest in those of another?

Section IV. Methods

Much of the data we received that wasn't already obvious to find and came from the survey that was sent out to the public. This data helped us to gain a better image of what the community was seeing and what they were interested in most. Other information was more tangible and easier for us to reference (i.e. Salem United's Black Picnic, Dominican Independence Day, Pride Month, etc.).

A short-term goal recommendation is to hold local focus groups in order to better hear from the Salem community. The focus groups could include:

- family engagement facilitators;
- favorite cultural foods and/or fashion within one's family history; and
- ask about one's naturalization journey to this country.

Including the school community is also paramount. Some ideas to engage students and families include monthly culture celebrations in schools:

- themes for students to celebrate their individual backgrounds; and
- their families' journey to this country.

We did not have many challenges, if any, although one thing we were not sure how to obtain were the estimations of attendees at certain cultural events.

We created a city-wide survey that was sent out to the public. Many of the questions asked revolved around what the citizens of Salem would like to see more of. The objective of the survey was to gain the perspective of Salem's residents and to use that to guide our efforts to increase/sustain/create Salem's community culture. As mentioned later in this report, we need to determine how to reach other demographics, how to hear more from often marginalized communities, and what is the most effective way to do this.

We have not conducted any interviews yet, however there is some planning and communication in the works to have both representatives from Salem United, Inc. and Creative Collective come in.

Section V. Findings

We met two to three times a month to review information provided to us from the city-wide survey that Shawn and Jakari had presented to us as a whole.

A majority of the survey respondents expressed support for more opportunities to interact with and learn about cultures different from their own. For many, having connection to one's culture and community—and feeling that that culture and community is embraced by the city—is essential to having a genuine sense of belonging. Many also acknowledged Salem's long history of cultural diversity (the Black Picnic, Italian and Polish neighborhoods, etc.) but felt that more could be done city-wide to promote intercultural understanding and exchange.

We should also conduct general research on racial equity gaps to compare it to City of Salem.

- Would this mean naming a Chief Diversity Officer at City Hall?
- Is there a chief diversity officer for Salem Public Schools (SPS)? Or a team to support students in SPS?
- There may need to be several employees on a team because one person cannot get the job done.
- There needs to be a way to hold businesses (from our recommendations) and general stakeholders of our city accountable.
- We know Sean Bennett on our task force is Vice President of Diversity and Inclusion at Salem State University (maybe he can help).

Salem has found some success in its efforts to celebrate its array of cultures, but currently there doesn't seem to be a format or practice that brings together and celebrates all of the City's cultures as a whole.

Section VI. Suggested Recommendations

- We recommend highlighting and honoring the work of community members—past and present—who have contributed to the culturally diverse landscape of Salem and endeavored to make the City a place where people of all races/backgrounds are safe and feel they belong. By honoring these "Living Legends" in some way—through an awards ceremony, a website featuring their stories and accomplishments, perhaps a public display—we would demonstrate our support for their efforts and invite others to act similarly to make Salem a kinder and more inclusive city for all.

  "Living Legends" would acknowledge the work of our elders and predecessors to make Salem a more tolerant and inclusive city for all. This is important for bringing attention to the long history of diversity in Salem; continuing and supporting work that has already been started (i.e. the Black Picnic); and

encouraging our community to share the stories and efforts of members who are already doing this work. There would need to be a website where nominations could be submitted. We could create the "Salem 400," possibly honoring 400 "Living Legends" who are residents of Salem.

- We recommend that the city of Salem host an annual "Culture Fest" that brings together local businesses, institutions, and community organizations such as Peabody Essex Museum, Salem State University, The House of the Seven Gables, North Shore Community Development Coalition (North Shore CDC), etc. to celebrate our city's many cultures and communities. We envision this as a festival that incorporates food, performances, exhibits, and entertainment while also providing educational opportunities for the public through workshops, clinics, and classes related to immigrant rights, foreign languages, cultural competence, and sensitivity, etc.

  "Culture Fest" attends to the many comments we received in support of more festivals and celebrations that bring people of various backgrounds together. Our city's residents represent so many different cultures and communities—our work now is to bring those various cultures and communities together in a way that honors the uniqueness of each while creating opportunities to share, learn from each other, and unite around an anti-racist mission.

- We call on local businesses, organizations, schools, and community centers to host/sponsor a program (lecture, film, discussion, book reading, or training) that attends to the aims of this Task Force. Examples include: hosting an unconscious bias workshop; screening a documentary or film related to the civil rights movement; holding a conversation between historians and activists to learn from the past and guide our future; offering a program in Spanish; reading and discussing a book about black or brown history; etc. The more opportunities we as a city provide to our residents to stay informed about racial injustice and anti-racist initiatives, the closer we will move towards being a truly anti-racist city.

  By asking businesses and organizations to host just one social justice/anti-racist program per year, we attend to the feedback we received through the surveys that Salem residents enjoy lectures and educational presentations, are looking for opportunities to learn about cultures and identities different from their own, and are keen to make Salem a place where people of all backgrounds feel that they belong. This is a relatively "low lift," and the more educated that Salem residents become about racial inequity and what to do about it, the closer Salem gets to being an anti-racist city.

- We would like to the City of Salem to offer:
  - more inclusive identity and advocacy events and workshops to further educate Salem citizens (i.e. Sage Shaw at Open Door Immigration Services, Voces, etc.);
  - more workshops, educational lectures, and hands-on learning;
  - opt-in text messaging/call services to inform all of the community about upcoming events focusing on racial equity; and
  - more learning opportunities and resources for immigrants.
- Data around racial equity concerns that is not currently being collected but we think would be helpful to the City could be gathered through public forums, town halls, or focus groups representing:
  - Salem Public School students
  - Minority-owned businesses
  - Essex County Community Organization
  - Council on Aging
  - Salem State University
  - North Shore Community Development Coalition
  - North Shore Alliance of LGBTQ Youth
  - Amplify Latinx

    - Point Neighborhood Association
    - Latino Leadership Coalition
- We also thought the House of Seven Gables might serve as an immigration history resource.

Section VII. Narrative of the Subcommittee

While serving on this subcommittee, we learned that there is more that the City can do for its people to increase inclusivity among all races and ethnicities and that the people are open to it. We also learned that there are many people doing work for the community who are not well known or receiving their proper recognition and that people want to honor these individuals for their contributions.

We need to find a way to survey other demographics so that the common majority does not continue to power through the unheard.

We had trouble obtaining data about the likelihood of people attending said cultural events. We want to gather support in order for these recommendations to occur—both short-term and long-term goals. For example, engaging Salem United for the history behind the Black Picnic.

Section IX. Acknowledgments

- Dr. Stephen Zrike for his idea of Salem 400 Living Legends;
- Community Culture Subcommittee for the idea of a Culturefest; and
- Community Culture Subcommittee for the idea of monthly culture events in schools.

ECONOMICS SUBCOMMITTEE

Section I. Summary of Overall and/or Major Findings

"Not everything that is faced can be changed, but nothing can be changed until it is faced."
—James Baldwin

Our work as the economics subcommittee thus far has yielded a host of opportunities for growth among the Black/Brown and Indigenous people of color (BIPOC) community in Salem. As we know, the success of any city or state relies on the economic success and wellbeing of its constituents. For this reason, we believe that Salem is positioned to do just that for its BIPOC community. Data suggests that Black and Brown communities in Salem will benefit from improved economic conditions and that one of the best ways to do so is by the economic support and inclusion of Salem's BIPOC community at different levels of City policy and decision-making. Together we can create real, tangible economic change for Salem's BIPOC communities. Our findings suggest our BIPOC communities would benefit from the following:

Data suggests that Black and Brown communities in Salem will benefit from improved economic conditions and that one of the best ways to do so is by the economic support and inclusion of Salem's BIPOC community at different levels of City policy and decision-making.

- policy reviews to address barriers to BIPOC business owners and entrepreneurs, active education and resources for professional development and training;
- a commitment to diverse talent pools in hiring or contractual arrangements;
- further collaboration with Salem University's Bertolon School of Business for resources, education, and mentoring opportunities;
- greater involvement of BIPOC businesses in Halloween festivities;
- access to small business loans for BIPOC businesses; and
- more economic investment for neighborhoods like The Point.

Section II. Introduction—About the Subcommittee

Subcommittee members:

- Cristina Machuca, MBA student; local activist; DEIJ specialist (Co-Chair)
- Jude Zephir, Graduation/Academic Services Representative, Salem State University; social advocate (Co-Chair)
- Dr. Sean Bennett, Vice President, Office of Inclusive Excellence, Salem State University
- Domingo Dominguez, Regional Sales Manager, IDT Corporation; City Councillor at Large

Our area of inquiry is economics. We understand that the topic of economics is vast with many layers coinciding with racial equity. For the City of Salem, it is our hope that we will be able to identify and address areas of racial inequity at various levels across different communities in Salem. We understand that the history of racial economic inequities spans generations and is deeply embedded in the structure of our modern-day society. Dismantling and reassembling these structures does not start or end with our task force committee but we are honored to play a small role in what is an ever-evolving process towards racial economic equity. Knowing this, our hope as a subcommittee is that we will be able to address Salem's racial wealth gap and create opportunities of growth and advancement for minority-owned businesses.

Section III. The Research Question

As a whole, we understand that research questions alone do not solve problems. Instead, they help guide us towards actionable solutions that lead to tangible change. The research questions we want to address are:

- **How do we build genuine, two-way relationships with minority-owned businesses?**

  It is naive to assume that anyone would be willing to participate in research or surveys with a group

whose intentions and members are unknown to them. We hope to build mutual trust among minority-owned businesses so that we may gain raw knowledge about their true needs and concerns. We believe that this is the key, foundational piece in beginning our work and hope that we will soon be able to initiate our contact with minority-owned businesses.

- **What resources can we create or provide local minority-owned businesses with in order to help them compete among the larger business community in Salem? Consequently, how can we help them feel part of the larger business community?**

  Our relationships with minority-owned businesses will allow us to learn what these communities need in terms of resources. Do they need better access to small business loans, business partnerships/ mentoring opportunities, etc.?

Section IV. Methods

Methodologically, the Economics Subcommittee relied upon multiple sources of data to create this report. The team explored reports that had previously been contracted by the City of Salem and census reporting data to establish longitudinal perspective for the conditions within the community. Convenient links to the data have been added to the appendix for review.

Additionally, we reviewed reports from the region, state, and nation, where similar investigations of equity have been undertaken. These reviews helped identify both the challenges encountered by BIPOC communities and best practices that might foster improved economic inclusion within Salem.

To obtain the current voice of Salem residents, a survey was created by the CSRETF. While the survey was not designed to exclusively focus on the issues of a single subcommittee area, important insights were gained. Several of the survey response areas alluded to economic challenges being among the most significant concerns on the minds of residents.

While all members of the committee acknowledge the urgency of this moment, with national cries for justice commanding headlines, it is important to document the challenges associated with pursuing this work in an environment overshadowed by COVID-19. Social distancing requirements established to protect the health of the community potentially create new barriers to connection for the BIPOC community. Our connections to the community were, necessarily, established through email, Zoom conferences, electronic surveys, and calls. Unfortunately, we were not as effective as we would have liked in populating the report with quotes from BIPOC members of the community. Under other circumstances, we might have undertaken a door to door/ boots on the ground approach to obtaining BIPOC residence voices that was not possible under the given circumstances. This challenge further highlights the precarious economic circumstances encountered by some members of the community. The most vulnerable members of communities often serve as essential workers with confining work schedules. Moreover, families experiencing these challenges are not guaranteed to have equal access to internet connectivity.

Finally, as our Subcommittee investigated resources that might elevate and empower members of the BIPOC community, we met with the dean of Salem State's Bertolon School of Business to discuss pathways for collaboration between the City and communities within the City that might be unaware of the opportunities for growth and inclusion provided through the University. We will discuss this further in the suggestions section of the report.

Section V. Findings

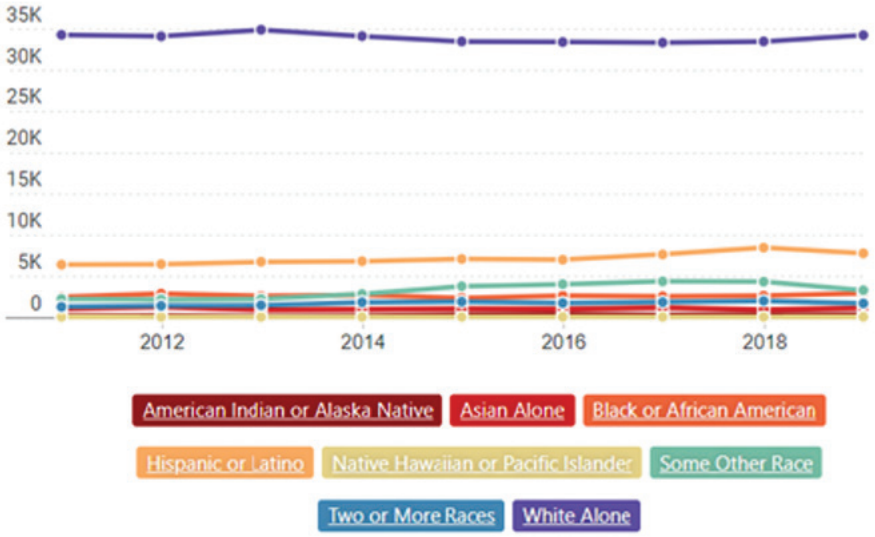
It is important to recognize that this report is not separate from the holistic work the City of Salem is perpetually involved with related to economics. Salem, like any other city in our nation, thrives or fails based on the economic success of its constituents. This report is different in that it more narrowly focuses on the conditions encountered by the BIPOC community. More specifically, we were interested in learning whether

the BIPOC community is having a divergent economic experience from most of the population and how to help increase a sense of economic inclusion and belonging where it is required. Together, we initiated the process by trying to understand:

- Representation of BIPOC in Salem and
- The economic circumstances of Salem's BIPOC community.

To understand this information, we began with reported census data between 2011 and 2019. The data between these years is captured in the visual below.

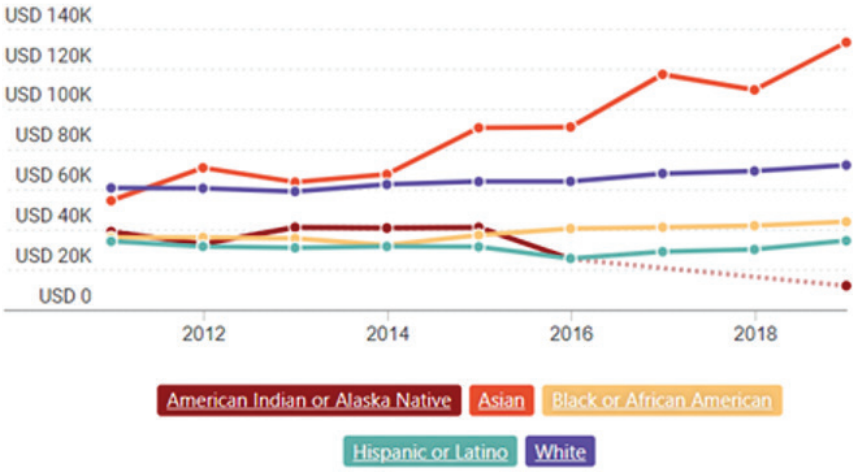
Population By Race in Salem



Data from census.gov

Although the Hispanic or Latinx population is the largest constituent of the BIPOC community, it is just one of the communities that contributes to the cultural mosaic that is Salem, MA. Population is relatively steady and the most significant recent surges in the population can be attributed to individuals who do not self-identify as white but some other race. Approximately 30% of the city's population identify as a member of a "diverse" community so efforts to improve their economic circumstances have potential to meaningfully improve conditions for Salem in aggregate. As we took a closer look at median household income, by race, we noticed several very interesting phenomena. The census data suggests that all of Salem's BIPOC residents are not having the same economic experience. Although the Latinx community is the largest constituent of the BIPOC community, their median income ranks among the lowest of all earners in Salem. The Asian, White, and Black communities all have median income that exceeds the median income of the Latinx community.

Median Household Income By Race in Salem



Data from census.gov (dotted line denotes missing data)

The reasons why differences in median income exist are complex. A multitude of factors contribute to median income variances across a population. Sample size, education, citizenship, language, and types of employment are just a few of the factors. Sample size may be particularly insightful here as the Asian population represents less than 3% of Salem's BIPOC community. Given the relatively small net Asian population, a few high-income earners may skew the overall median.

Given our Subcommittee's desire to provide suggestions that might lead to more immediate support and relief, we elected not to drill more deeply into the census statistics. A future committee may elect to consider these factors more closely. In aggregate, the data suggest that there is an opportunity to improve economic conditions for Black and Brown communities in Salem.

The census data supporting the need for intentional efforts to economically bolster Black and Brown communities is also supported by feedback gleaned from members of the community via the CSRETF survey (completed 2021). When asked to select three of five factors that most accurately capture their reasons for enjoying Salem residency, jobs/economy were chosen least. Further, affordability and housing also rested near the bottom of the results. Factors like Arts/Culture and Recreation/Outdoor opportunities were nearly five times more popular responses.

Although BIPOC respondents were underrepresented in the survey's results, a clear pattern of response supported a need for economic support and inclusion for Salem's BIPOC community. When asked to rank the most significant social justice issues facing the community, educational equity and economic equity were the most prominent responses. On a more granular level respondents shared the following themes:

- neighborhoods like The Point seem to have less visible economic investment;
- the City, businesses, and organizations do not have a representative employee base;
- an absence of small loans for BIPOC businesses;
- Salem becoming less affordable to individuals working in the city; and
- not enough employment opportunities.

Overall, the data suggests that there is a need for the City of Salem and its partners to unite in economic support of the BIPOC community. The voices of citizens and the objective data agree. In our research, we were not able to identify any formal or consistent reflective practices that challenge the City and its business partners, to ask critical questions about:

- the impact of business decisions on BIPOC communities;
- ways to infuse new projects with opportunities for the BIPOC community; and
- the commitment to diverse talent pools in hiring or contractual arrangements.

These thoughts lead to the suggestions we will discuss in the next section of the report.

Section VI. Suggested Recommendations

While there are many areas of need, the Economics Subcommittee has focused on three areas of impact based on our analysis. With these three categories, there is work that might begin immediately.

- **Initiate policy review to address barriers impeding BIPOC business owners and entrepreneurs**

  The phrase, "what gets measured, gets done", is a powerful reminder as we consider ways to economically lift Salem's BIPOC community. Measurement can be falsely characterized as quotas or handouts to the unqualified but that is not what we mean here. Given our nation's well documented history of excluding people who look, sound, dress, or worship differently from the dominant population, we encourage the city to regularly take a snapshot of representation in its staffing, contractual relationships, and investments. Are members of communities like The Point consistently represented and/or considered?

A positive recent step by Salem, and partners across the North Shore, to aid this effort is the creation of a catalog capturing information for BIPOC and women owned businesses for municipal and community contracts. The Catalog's impact will be limited, however, if municipalities do not turn the mirror on themselves to check their practices. Salem must reflect on its economic "muscle memory" to determine the efficacy of its actions.

In addition to contracts, the committee suggests the city look at the positioning of BIPOC businesses during major events like the annual Halloween Celebration. Is there a practice in place to assure that BIPOC businesses are not consistently relegated to suboptimal locations?

- **Actively educate the BIPOC community about resources, professional development, and training**

  Although the conditions are exacerbated by COVID-19, the low BIPOC response rate on the CSRETF survey advises us to reflect on the strength of our connections within the BIPOC community. What are our connections to those spaces and how can we leverage a stronger sense of welcoming and belonging? Communities that feel they have been excluded from investment and growth rightfully question the commitment of a committee like this one.

  The City should consider opportunities to amplify its physical presence in the BIPOC community (virtually during COVID). This might include a business and employment center within the community or pop-up services that occur monthly. In addition to bringing needed services in closer proximity to the community, these services will make the community aware of the services available through units like the Salem Office of Planning and Community Development. Hopefully, these efforts will increase the number of BIPOC businesses taking advantage of the services that are currently available.

- **Collaborate with Salem's leading employers and contractors to expand employment opportunities for members of Salem's BIPOC community**

  Salem's top four employers are Salem Hospital (formerly North Shore Medical Center), the City of Salem, Salem State University, and the Commonwealth of Massachusetts. The effort to improve conditions for Salem's BIPOC community must be a collaborative one. These organizations must create pathways for communication and become comfortable challenging/learning from one another. Most importantly, there should be intentional efforts that prepare community members to take advantage of employment opportunities. How might we use technology or professional development programs to create a pipeline of communication about vacancies to the communities in greatest need? A robust partnership across Salem business entities (including contractors) may help BIPOC residents connect with critical resources that range from employment to tax advice and legal aid.

  In our conversations with the faculty from Salem's Bertolon School of Business, we learned that they had recently taken the initiative to change the name of their Center for Entrepreneurship to the Center for Inclusive Entrepreneurship to amplify their efforts to make their work more inclusive. Through our time with the faculty, we learn that there are a range of potential partnerships between Salem State, the City of Salem, and BIPOC residents that are worthy of further exploration. In addition to the obvious opportunity to earn a degree, there are faculty actively engaged in research that might inform the City's efforts at inclusion. Those faculty can often find students with synergistic interest that aid the momentum of this work.

Section VII. Narrative of Subcommittee

It would be dishonest of us not to admit that the current state of our planet's pandemic has played a major hindrance in the proposed approach to our work. We hope that as restrictions lift and more people become vaccinated, we will be able to visit with and meet minority-owned businesses to begin face-to-face conversations on what their needs and concerns are. However, we have been grateful for the local connections we have been able to make through our platform as a subcommittee. Specifically, we would like to thank Dean Luther of Salem's Bertolon School of Business along with many of its faculty and staff for providing us with

many resources, meaningful conversations, and guidance on how we might best serve Salem's minority-owned businesses. We look forward to working with them and creating opportunities for change in Salem with them.

Section VIII. Appendix

Data Commons: Salem Equity Data

Salem Downtown Retail Action Plan (December 2017 Report)

City of Salem Planning and Community Development Department—Studies and Reports

City of Salem's Top Employers

Data USA: Salem, MA Diversity Demographics

The Government Alliance on Race and Equity's Racial Equity Action Plans: A How-To Manual

The Government Alliance on Race and Equity's Racial Equity: Getting to Results

Section IX. Acknowledgments

We would like to extend our deepest gratitude towards Dean Luther of the Bertolon School of Business for her guidance and commitment to the education and advancement of BIPOC communities. Additionally, we would also like to thank her staff and faculty including, Don White, Jian Gu, and Saverio Manago for their innovative suggestions and commitment to inclusive entrepreneurship.

EDUCATION SUBCOMMITTEE

Section I. Summary of Overall and/or Major Findings

The Education Subcommittee, in alignment with Salem Public Schools (SPS), focused on three distinct areas worthy of deeper exploration:

1. Diversity of faculty and staff
2. Expanding/embedding culture and diversity into the curriculum
3. Student and family engagement

These three areas impact the outcomes of all students in general but more specifically, underserved students. If we are to close the equity gap, we must resolve to:

- recruit and retain faculty and staff who represent the populations served in the SPS;
- promote tolerance, understanding, and acceptance by embedding a more robust curriculum that recognizes and celebrates the many contributions made by our BIPOC and Asian American and Pacific Islanders; and
- take inventory of the ways we currently attempt to increase families' involvement and find new ways to "meet them where they are."

Section II. Introduction—About the Subcommittee

The Education Subcommittee is a five-member committee with experience that spans from K–12 to higher education. Further, subcommittee members have been active in the City of Salem for many years as they have served on numerous boards and committees that have addressed topics such as opportunities for Salem's youth, economic development, access and equity, and travel and tourism.

Subcommittee members:

- Dr. Nate Bryant, Interim President, North Shore Community College (Co-Chair)
- Manny Cruz, Advocacy Director, Latinos for Education; Salem School Committee member (Co-Chair)
- Kim Driscoll, Mayor, City of Salem
- Gwen Rosemond, Dean and faculty member, Salem State University (retired)
- Paul Tucker, State Representative, Essex County (former Police Chief)

The scope of our work aims to identify and address those salient issues that can positively impact academic progression, student satisfaction, and personal growth and development of our BIPOC.

The scope of our work aims to identify and address those salient issues that can positively impact academic progression, student satisfaction, and personal growth and development of our BIPOC. As members of this committee, our shared interest and recognition of the importance of education for SPS students, families, and the community, has propelled us to efficiently and effectively narrow the scope of our work so that it identifies a) areas that can positively impact SPS schools in multiple ways and, b) measurable outcomes that can be evaluated and assessed routinely. Moreover, the depth and breadth of the Subcommittee's educational knowledge and experiences allowed for thoughtful and robust discussion.

Section III. The Research Question

The primary research question guiding the Education Subcommittee's report was: **How can SPS improve the academic achievement and student engagement for BIPOC?**

Supporting questions designed to identify and unpack systemic challenges included:

- What strategies can be implemented to recruit and retain BIPOC faculty and staff?
- In what meaningful ways can SPS expand/embed culture and diversity into the curriculum?
- What are some of the initiatives that have proven to increase student and family engagement in communities with high percentages of BIPOC?

Section IV: Methods:

The Education Subcommittee felt that it was important to learn about the work currently underway in SPS. To that end, the Subcommittee met with members of the SPS Equity Matters Team. The Equity Matters Team is comprised of representatives of the SPS, including senior administrators, educators, and students. The Equity Matters Team is responsible for leading and implementing a series of high leverage initiatives aimed at addressing systemic racism. Our initial meeting was with the two members of the Equity Matters Team—Dr. Steven Zrike, Superintendent of Schools, and Kate Carbone, Assistant Superintendent. Through the usage of a Panorama Survey, the Equity Matters Team was able to identify several areas of focus that could positively impact the educational attainment of BIPOC. The three areas (research questions) that the Subcommittee identified for further exploration were confirmed and aligned with the work of the Equity Matters Team. These areas informed the questions that were part of the CSRETF Salem Community Survey.

The Equity Matters Panorama Survey served as our existing data.

Additionally, the Education Subcommittee submitted three questions as part of the CSRETF Community Survey:

- How important is it that the Salem Public Schools work towards diversifying the number of educators, principals, school committee members, and district leaders?
- How important is it that the Salem Public Schools offer a diverse K–12 curriculum, books, and materials that reflect the racial, linguistic, cultural, and ethnic diversity of the student populations they serve?
- Our family has constructive and meaningful conversations with our children in our home about the state of race relations in our city, state, and country.

The objective of the three survey questions was an attempt to validate the findings of the Equity Matters Team and the Subcommittees' work around the issues impacting educational attainment and engagement of BIPOC.

The Salem community survey garnered a total of 742 responses. Of the 742 responses, 464 (63%) identified their racial ethnicity. The racial breakdown is as follows:

- White—328 (70%)
- Black or African American—31 (6%)
- American Indian or Alaska Native—7 (1%)
- Asian—10 (2%)
- Native Hawaiian or Pacific Islander—1
- Hispanic/Latino(a)/Latin(x)—61 (13%)
- Other—26 (5%)

Section V. Findings:

The Subcommittee discussion about the data was less on the findings and more on the number of participants, particularly of our BIPOC community. The data itself were helpful in determining to what extent our research questions were important to not only our BIPOC community but our Salem community in general.

In terms of data analysis, there were no surprises or outliers relative to the responses from the community at large. The following information is a breakdown of the results for each question.

Question 1: How important is it that the Salem Public Schools work towards diversifying the number of educators, principals, school committee members, and district leaders?

Out of the 463 responses, 85% believed that SPS work around diversity staff is important, with 52% selecting Extremely Important.

Question 2: How important is it that the Salem Public Schools offer a diverse K–12 curriculum, books, and materials that reflect the racial, linguistic, cultural, and ethnic diversity of the student populations they serve?

Out of the 462 responses, 85% believed that offering a diverse K–12 curriculum is important, with 62% selecting Extremely Important.

Question 3: Our family has constructive and meaningful conversations with our children in our home about the state of race relations in our city, state, and country.

Out of the 443 responses, 94% reported to have meaningful conversations around race relations, with 51% selecting Strongly Agree.

It is important to note the racial breakdown of the participants, as representative samples can be called into question. See the breakdown for all racial groups below:

- White—328 (70%)
- Black or African American—31 (6%)
- American Indian or Alaska Native—7 (1%)
- Asian—10 (2%)
- Native Hawaiian or Pacific Islander—1
- Hispanic/Latino(a)/Latin(x)—61 (13%)
- Other—26 (5%)

The survey responses confirmed the belief of the Subcommittee. That is, increasing diversity of teachers and staff, intentionally embedding a diverse curriculum, and increasing students and family engagement, are factors that can positively impact educational attainment and engagement of BIPOC.

Section VI. Suggested Recommendations:

It has been confirmed that the district is looking at ways to address the three survey questions, thereby improving the academic and social development of SPS students. To that end, we attempt to offer recommendations that seek input from a larger sample size that is better reflective of the ethnic diversity of the residents of Salem and its K–12 students:

- Consider targeted focus groups based on ethnicity, gender, and grade.
- Consider targeted surveys to BIPOC parents.
- Consider targeted surveys by age. It is important to note that when examining the age range for those who participated in the CSRETF survey, the breakdown was:
    - Ages 18–24; 4.6%
    - Ages 25–34; 17.3%
    - Ages 35–45; 21%

- Ages 45–54: 20.4%
- Ages 55–64: 18.3%
- Ages 65–74: 12.1%
- Ages 75–84: 5.7%
- Ages 85 and older: 0.26%

An argument can be made that the experiences between and among the different age groups are varied, particularly given the recent racial events that have happened in the last five years.

Please see the outcomes and targets that the SPS has set for itself, many of which speak directly to these recommendations, in the Appendix.

Section VII. Narrative of the Subcommittee

The Subcommittee is pleased that its concerns and recommendations appear aligned closely with the goals and objectives of SPS and its leadership. We are also pleased that the SPS senior administration, led by Superintendent Zrike, are creating systems and structures to address diversity, equity, and inclusion at all levels. The Education Subcommittee vows to continue its support of SPS and this very important work. We look forward to following the district's progress in these efforts.

Section VIII. Appendix

- As part of Salem Public Schools' efforts to assess the climate in the areas of diversity, equity, and inclusion, the Equity Matters Team used the Panorama Equity and Inclusion Survey (PEIS). The PEIS endeavors to provide schools and/or districts with an assessment of how students, teachers, and staff feel about diversity, equity, and inclusion as it relates to school. Moreover, the survey aims to track the progress of equity initiatives; identify strengths and areas for opportunity; and reaffirm the importance of diversity, equity, and inclusion and their impact on family, schools, and community. Information about the survey can be found by accessing the following link: Equity Matters Panorama Survey.
- Salem Public Schools Outcomes & Targets
  - Increase percentage of educators and staff who represent the racial, ethnic, and linguistic diversity of students from:
    - 6% to 9% (teachers)
    - 11% to 15% (as reported by Race/Ethnicity and Gender Staffing Report)
  - Increase the percentage of proficient and exemplary educators who are retained annually from 78% (2019–20) to 82% (new baseline, new goal)
  - Increase the number of three- to four-year-olds in high quality pre-K seats across the Salem Public Schools from 87 students (2019¬–20) to 185 students
  - Decrease student chronic absenteeism from 25.1% (2018–19) to 21%
  - Decrease the number of suspensions and close the gaps in disproportionality of suspensions based on race and student disability
  - Reduce the disproportionality of suspensions or days of suspension by subgroup as compared to the district average by 50% per year (i.e., if the baseline is 2x, reducing by 50% is 1.5x and following year is 1.25x)
  - Increase how often students learn about, discuss, and confront issues of race, ethnicity, and culture in school from:
    - 43% favorability to 55% favorability (grades 3–5)
    - 38% favorability to 50% favorability (grades 6–12)
  - Increase the percentage of Salem residents who attend the Salem Public Schools from 76% to 80%

- Decrease the high school dropout rate from 4.5% (2018–19) to 3.7%
- Increase the four-year high school graduation rate from 80.5% (2018–19) to 85%
- Increase the percentage of high school students accessing advanced coursework from 44.4% (2018–19) to 60%
- Improve overall performance as measured by MCAS by increasing:
  - Grades 3–8 ELA Growth from 49.3 (2018–19) to 52
  - Grade 10 ELA Growth from 41.5 (2018–19) to 48
  - Grades 3–8 Math Growth from 49.1 (2018–19) to 52
  - Grade 10 Math Growth from 33.4 (2018–19) to 40
  - the percentage of SPS schools who meet 75% or more of their Accountability targets from 14% (2018–19) to 42%

Section IX. Acknowledgments

Addressing issues of diversity, equity, and inclusion can be an uncomfortable and difficult challenge. Addressing this topic citywide is courageous. There are so many who are worthy of acknowledgment. First and foremost, our Mayor, Kim Driscoll. Mayor Driscoll deserves the utmost praise for her willingness to take on this monumental task and challenge the City of Salem to confront it head-on. The Mayor also deserves credit in identifying the community members who are fully embedded in the community, are influencers, and appreciate how tolerance, acceptance, and understanding benefits us as individuals, as families, and as a community.

We are also indebted to Shawn Newton and Jakari Griffith. Shawn's ability to make an uncomfortable topic easier to bear is no small feat. Not to mention his ability to keep us all on task, to "check our egos at the door", and learn to be comfortable with being uncomfortable. To Jakari, thank you for lending your time and talent to this important initiative. It's the behind-the-scenes work that often goes unnoticed but is just as important in keeping us on track and allowing us to focus on the hard work.

To all CSRETF members, thank you for lending your time and talent as well. The laser-focus in which you went about the work was quite impressive. This was not the typical committee where you show up, listen to someone give a report, ask a few questions, and then go home. We all rolled up our sleeves and dove in head first into the work. The collegiality and commitment that was displayed should stand as an example of what deep and pervasive committee work looks like.

HEALTH SUBCOMMITTEE

Section I. Summary of Overall and/or Major Findings

In 2020, the public health crises of COVID-19 and structural racism and discrimination brought to the forefront a need to focus on addressing the root causes of inequity and improving the social determinants of health for communities of color and other marginalized groups, such as the LGBTQ+ community.

In 2020, the public health crises of COVID-19 and structural racism and discrimination brought to the forefront a need to focus on addressing the root causes of inequity and improving the social determinants of health for communities of color and other marginalized groups, such as the LGBTQ+ community.

We have learned during our research and conversations that actions can be taken as a community to help break down these existing systemic structures. These actions include:

- Providing members of our community with better access to information related to their healthcare, such as a list of bilingual providers in our local medical institutions. This list should include the providers' areas of expertise.
- Forming a stronger partnership with Salem Hospital (formerly known as North Shore Medical Center) to learn about services they provide that improve equity among their patients, such as their interpreter services. We also respectfully request training to help staff understand the difference between a person's gender identity and their sexual orientation, as well as a way to provide them with feedback on services provided.
- Focusing our City housing planning needs on the removal of barriers around equitable housing faced by people of color—such as addressing restrictive zoning laws and providing more affordable ownership opportunities.
- Working to communicate with all constituents about their rights as tenants, especially what can be done regarding inadequate and unsafe or unsanitary housing situations.
- Creating a directory of city agencies and resources (i.e. food, housing, healthcare, schools) to be distributed to all residents of Salem as well as thinking creatively about delivery of and communication about these resources such as flyers, mailers, in-person events (e.g., Family Tech Nights at schools) etc.

Section II. Introduction—About the Subcommittee

Subcommittee members:

- Ana Nuncio, Manager, Community Partnerships, The House of Seven Gables; Salem School Committee member; board member, Latino Leadership Coalition (Co-Chair)
- Megan Riccardi, Director of Sales Operations, Solidifi; City Councillor, Ward 6 (Co-Chair)
- Graysen Ocasio, publisher, *The Rainbow Times* newspaper; Co-Executive Director, Project Out, Inc.; board member, Latino Leadership Coalition; board member, Salem No Place for Hate
- Dr. David Roberts, President, Salem Hospital

Other community partners included Health Agent Dave Greenbaum and Salem Board of Health member Sara Moore. Members of the Salem Board of Health have had a standing item on their agendas focusing on Health Disparities and Race Equity. A new subcommittee member has recently joined us, Alphonse V. Wright, Diversity and Inclusion consultant with a background in mental health who currently serves on Salem's No Place for Hate Committee.

Our general area of inquiry was quite large: Health & Healthcare. This topic included discussions around:

- COVID-19 and its impacts
  - » Disproportionate COVID-19 infections and hospitalizations for people of color; limited access to testing, vaccine distribution its effects on mental health

- Lack of affordable and safe housing, especially for people of color and transgender people, and the effects of these stressors on their health
- Access to healthcare for the marginalized community
- LGBTQ+ health and care at local hospitals/clinics
- High incidence of mental health issues in Latino families due to the disproportionate impact of COVID-19 on this community

The Health Subcommittee decided to put their focus in two areas:

- Health and housing—specifically, the effect of housing inequities on the health of low-income people of color, including immigrants, and other marginalized residents of Salem
- Health disparities among marginalized populations, including the LGBTQ+ community

As the COVID-19 outbreak has progressed, it's only become clearer that people of color are bearing a disproportionate amount of the virus' burden. While COVID-19 was in the forefront of the minds of many, existing health inequities were also reviewed, including access to mental health care, translation services, and healthcare accessibility. While all LGBTQ+ people can face discrimination and bias in accessing healthcare, transgender people face particularly high barriers. A 2015 study of transgender people in Massachusetts revealed that 31% of transgender people seeking medical care had negative experiences ranging from refusal of care, harassment of all types, misgendering (using incorrect pronouns) and deadnaming (using a transgender person's name given at birth) and the need to teach providers about how to care for transgender people.

In order to tackle these items, the Subcommittee decided to meet together weekly outside of the regular CSRETF meetings, via Zoom, to get to know each other and create an open space for free communication. In these meetings, the members got to know each other and shared their experiences and expertise. Each member was drawn towards a specific focus related to health and healthcare. The Subcommittee members focused on tackling the issues at hand with the understanding that each member brought a specific professional level of expertise to be able to immediately delve into, invite, share, and discuss the findings that were the focus of the Subcommittee.

In an effort to organize and tackle the issues of health and housing in the community, data from the Metropolitan Area Planning Council (MAPC) and the City of Salem was utilized. Also, the Board of Health and Health Agent were brought into the conversations early on, as well as other professionals who specialized in serving our community. We used their expert opinions and other information to address issues that could yield tangible results for Salem.

Also, during the process, Graysen researched information about the LGBTQ+ community with an emphasis on the most marginalized within that community—the transgender people of color community, due to the high mortality incidence, which is in turn due to lack of acceptance and lack of treatment and/or mistreatment in health care settings. Graysen met and spoke with community leaders from North Shore Alliance for GLBTQ Youth (nAGLY) and the North Shore CDC who belong to the community themselves. Through Q&A sessions with these leaders, he arrived at findings that consistently showed that many of Salem Hospital's hands-on health care professionals lack the training and knowledge to properly care for transgender individuals, from the time they walk into the health care center. The interviews showed that there was a high incidence of misgendering people who are transgender (through wrong pronoun usage) and deadnaming (use of a person's former name or name given at birth). This is especially true for transgender people of color.

Section III. The Research Question

The Subcommittee submitted their questions for the CSRETF survey, including:

- What are your barriers to being truly healthy?
- What is one change in your life that would have the greatest impact on improving your health?
- How confident do you feel about your ability to cope with things in life that worry or cause you stress?

We were also curious about the actual housing stock available in the city that could be categorized as "affordable," related to the actual needs of our residents.

With regard to expanding residents' knowledge of tenants' rights related to unsafe and unsanitary conditions in buildings that have a high density of tenants, we needed to know about the availability of translated Spanish materials and whether there are regularly occurring information sessions held on-site at locations such as Loring Towers and/or Pequot Highlands.

Research question: Does the Salem Board of Health offer bilingual informational sessions, and how frequently, at building sites with a high density of Spanish- or Portuguese-speaking residents?

Research question: What resources does the Salem Board of Health need to be able to offer such regularly occurring information sessions regarding tenant rights, so that non-English speaking tenants can report unsafe or unsanitary living conditions?

One of the researched questions was: how did Salem Hospital, the largest hospital in Salem, treat members of the LGBTQ+ community when said members visited the institution for physical or mental health circumstances? The research questions were not ones that came directly from the group, but from questions and medical treatment that had been reported in clinical settings nationwide. Through the use of national surveys and reports conducted by credible sources/organizations dealing with LGBTQ+ health care, direct questions were developed and transgender and LGBQ+ members of the community participated in the informal Q&A sessions about their experiences with local hospital health care providers. Also of concern was transgender discrimination in housing settings (looking for, keeping and/or being wrongfully evicted from dwellings due to gender identity discrimination or sudden transitioning). As stated by the National Center for Transgender Equality, "one in five transgender people in the United States has been discriminated against when seeking a home, and more than one in ten have been evicted from their homes because of their gender identity."

The research questions for the LGBTQ+ health care part were just like the questions asked in national surveys of LGBTQ+ health care disparities, with special emphasis on the transgender people of color community and LGBTQ+ youth. The questions also were born out of conversations with Dr. Roberts about transgender-specific training and transgender-specific care at Salem Hospital on specific transgender and LGBQ+ care at the hospital, especially when transgender people go to the to the ER or have to undergo medical procedures there.

National surveys have yielded various reports on this topic. The Human Rights Campaign Foundation's 2019 report, *Dismantling a Culture of Violence: Understanding Anti-Transgender Violence and Ending the Crisis*, outlines six areas where denial of opportunity prevents transgender people's full participation in society. Two of those areas include exclusion from health care and social services. Based on this and similar reports, along with interviews with young and older members of the LGBTQ+ community locally (nAGLY, North Shore CDC, Project Out, Inc., etc.) we found that the most critical needs within the community were those of the transgender community and the treatment they claimed to have received at the local hospital. The same HRC report states that "LGBTQ+ youth face a range of health disparities, many stemming from factors such as bullying, family rejection, and bias in the healthcare system." And, according to The National Center for Transgender Equality (NCTE), "transgender people's health care is both widely stigmatized and misunderstood."

In terms of housing discrimination for the transgender community (youth or adult), homelessness continues to exist as a critical issue for transgender people searching for inclusive housing and/or trying to find adequate shelters that accept and have a specific set of guidelines to follow when allowing trans people in their facilities. The NCTE reports that "one in five transgender individuals have experienced homelessness at some point in their lives. Family rejection and discrimination and violence have contributed to a large number of transgender and other LGBQ-identified youth who are homeless in the United States—an estimated 20–40% of the more than 1.6 million homeless youth. Unfortunately, social service and homeless shelters that work with this population often fail to culturally and appropriately serve transgender homeless people, including denying

them shelter based on their gender identity; inappropriately housing them in a gendered space they do not identify with; and failing to address concurrent issues facing transgender homeless adults and youth."

Section IV. Methods

The Health committee leaned on the community survey completed by the larger Race Equity Task Force, as our means for another forum were very limited.

The majority of our research methods were based around reading existing studies and reports, and speaking with those in our community who are most impacted, or who are serving the community.

Methods used by the Subcommittee to explore the research questions around the topic of unsafe or unsanitary conditions at buildings with high concentrations of tenants in Salem included calls to the management offices of such buildings and interviews with present and former tenants of those buildings.

Challenges regarding the options available to non-English speaking tenants of public housing buildings included the management office failing to return our phone calls. This is likely due to varying schedules of in-person staffing at the management offices of such buildings during the current COVID-19 pandemic.

Methods used for the LGBTQ+ health topic were informal survey questions (all via email and various messages, in some cases to protect confidentiality), research from reputable/credible organizations and medical journals. Methods used for the trans and LGBQ+ homeless (whether due to finances or eviction due to anti-trans bias) and lack of housing available to trans individuals used was found through current and past reports by reputable transgender and LGBTQ+ national and state organizations.

Challenges for the LGBTQ+ health component were lack of data collected by the medical institutions on health care provided to the LGBTQ+ community due to the fact that most members of this community do not reveal they belong to the community for fear of mistreatment, abuse, or fear that they'll receive lack of adequate care, especially when they have been the subjects of such maltreatment themselves. Also, the fear to come forward and thus "be outed" to others also became an issue.

Data was collected from Movement Advancement Project (MAP) 2020, Massachusetts Equality Profile.

Data regarding the mental health of Latinx adults and children was collected from a July 2020 Survey conducted by the national organization, Latinos for Education. Additional data related to the health of Latinx populations throughout the U.S. was collected from multiple articles appearing on the website slaud-america.org, as well as an electronic biweekly newsletter entitled *Dominicanos COVID-19.*

Data was collected from the National Center for Transgender Equality, the Transgender Law Center, the Human Rights Campaign, Project Out, Inc., and *The Rainbow Times*.

The City of Salem Housing Needs Assessment, which was completed in October of 2020, was used for local housing data.

We need help collecting and creating health data specific to Salem Latinx and transgender populations.

Outside of the greater Race Equity Task Force Community Survey, we didn't use surveys at this time.

Related to housing questions in high-density buildings, we interviewed one person, the manager of the office at 135 Lafayette Street by phone. This property, managed by Peabody Properties, is fairly consistent in posting advisories to its tenants in multiple languages (mainly Spanish) in the bulletin board that's located in the community room, and also on the walls of its elevators. However, the community room has been closed since the pandemic was officially declared in March 2020.

We also spoke with Dave Greenbaum, Salem's Health Agent, who provided us with the background to the "Certificate of Fitness" which is in Salem's zoning ordinances. The Certificate of Fitness is used for rentals in Salem and should be completed whenever a new tenant moves in, or every three years. Agent Greenbaum recommended a review of the Certificate of Fitness and a campaign to make sure that tenants are aware and should ask for the completion of the Certificate of Fitness.

Interviews also took place with nAGLY, North Shore CDC members, and other members of the transgender and LGBQ+ populations. The purpose of the interviews was to find out feedback from LGBTQ+ community members living in Salem, who had (at one point or another) gone to Salem Hospital in search of services, whether for procedures or to visit the Emergency Department. The questions used were open-ended and those responding were able to freely answer and go in more detail about their experiences with health practitioners at the hospital. Due to the trans and LGBTQ+ stigma, only 5-6 interviews were conducted. Some were one-on-one, and others came from nAGLY's Executive Director, Steve Harrington, who asked specific youth and volunteers about their experiences when going to the hospital. Another came from a young trans woman of color—a highly regarded community member—who once attended the hospital herself and wasn't treated well, then went with a friend to seek emergency services, and her friend—another trans woman—was also misgendered (using someone's wrong pronouns, after being asked to use proper pronouns) and deadnamed (using a transgender person's former name, whether official or not). A final interview came from a Latinx Trans man, who ended up in the ER and was deadnamed and misgendered more than 10 times in a period of 5–6 hours in the ER. There were approximately 10 interviews sought. Only 5–6 came to fruition. Others transgender people did not want to participate due to fear or concern of being "outed" by others.

Section V. Findings

We are still at an initial phase that concentrates on discussion and sharing of information.

Dr. Roberts has not been able to attend most of our meetings, which has caused limited information around the services provided there. We are working to connect with the new leader of the Diversity, Equity, and Inclusion office. One former member, Glady's Muñoz, left our Subcommittee early on during the pandemic; a new member, Alphonse V. Wright, joined us recently on March 20, 2021.

As a subcommittee, we had many hours of conversation around these topics.

It's too early to describe detailed findings at this time. It's very necessary to interview people in person; this is especially the case with marginalized populations such as the Latinx and transgender residents of Salem. The ideal interview settings would be institutions that are familiar and accessible to them, such as the Family Health Clinic at Shetland Park on Congress Street.

Our findings that we do feel comfortable in reporting are around the existing environment, or current conditions. Specifically, one finding that includes a limited inventory of affordable housing. To best convey the connection of housing with health, we would like to share a response from the CSRETF survey that was a common theme in the open-ended responses: *"More affordable housing would cause me less stress and anxiety about whether or not I'll be homeless month-to-month. It is causing me to become physically sick."*

The open-ended responses from the survey also gave us pause and shone light on areas where further research is needed, such as this response: *"As a nurse, I see racial inequality all the time, and I would bet it's daily in the emergency room."*

There were also common themes related to mental health care, and lack of accessibility, such as this response when asked about barriers to healthcare: *"Availability. I tried getting counseling once and it was like playing phone tag. They're so busy."*

One aspect that became clear does relate to findings in general, which states that "policy advocacy is about influencing those who make decisions," as stated by the Transgender Law Center (TLC) in its 2012 report *Organizing for Transgender Health Care: A Guide for Community Clinic Organizing and Advocacy.* It was clear to the TLC that policy advocacy does not only pertain to and involves policy makers, city councilors, state legislators or other elected officials, but it also fundamentally includes "government agencies, non-profit organizations that operate community clinics, homeless shelters, and other social services" that render services to other populations.

Another determination—reached by the Human Rights Campaign study, *A National Epidemic: Fatal Anti-Transgender Violence in America in 2019*—demonstrates what has been used by model processes in place in the medical field, explaining that "health care and social work professionals must increase their skills to offer welcoming, inclusive and up-to-date services, which includes abiding by the National Association of Social Workers Code of Ethics and the LGBTQ-inclusive policy recommendations already published by the American Medical Association."

Section VI. Suggested Recommendations

In response to the research question: What resources does the Salem Board of Health need to be able to offer such regularly occurring information sessions regarding tenant rights, so that non-English speaking tenants can report unsafe or unsanitary living conditions?

The City needs more vigorously inclusive hiring practices with regard to diversifying staff (versus reliance on Spanish-speaking volunteers) for community outreach to the Latinx community of Salem.

To some degree, sustainability of some suggested recommendations is only achieved by a dismantling of existing systems, even if this dismantling takes time.

The Subcommittee's options or actions for change that should be considered by the City of Salem are:

- We must request from our medical institutions on the North Shore a list or directory of mental health providers with whom they are affiliated who are Spanish- and/or Portuguese-speaking, along with a description of their areas of expertise or specialties, and the age ranges of the population they serve.
- We need clarification from Salem Hospital whether it has an on-site Interpreting Department, or whether it only contracts with translators and interpreters as independent contractors. Who manages that division or department? And, what language services are offered?
- We must request training for Salem Hospital staff regarding the use of pronouns for transgender people, and training to help staff understand the difference between a person's gender identity and their sexual orientation.
- We must include in our housing planning needs a focus on the removal of the barriers faced by people of color towards equitable housing—such as restrictive zoning laws, considering creating Community Land Trusts and provisioning more affordable ownership opportunities.
- We must work to communicate with constituents about their rights as tenants, especially what can be done regarding inadequate and unsafe or unsanitary housing situations.
- We need to work to create a directory of agencies and resources (food, housing, healthcare, and schools) within the city that can be distributed to all residents of Salem, and we must think creatively about delivery of the resources and messages, such as in person delivery, flyers, mailers, in person events (ie. Family Tech Night), etc.
- We would also recommend that the City should consider establishing a partnership with school administration staff to gather information on a consistent basis about how many families leave Salem as a result of the lack of affordable housing as Salem (their own stated reasons). We need to quantify how many of the families who leave yearly are people of color.

Section VII. Narrative of the Subcommittee

We were pleasantly surprised by the overall positive outlook and comments from the general public at our previous public forum on February 22, 2021. We were concerned that people might feel frustrated by not hearing about significant accomplishments (or steps forward) in the areas of equity and racial justice. Luckily, Shawn Newton framed the issue correctly, as one that needed patience, steady work, determination, and the long view of history.

As a result of our work, we feel it would benefit the city to further explore a larger partnership with Salem Hospital and their Diversity, Equity & Inclusion Council.

Also, we realized that a lot of the work required not only must come from the political leaders and local and state government, but from organizations and companies themselves incorporating the necessary training and following existing non-discrimination laws and regulations that have been in place to better insure inclusion and a system that works for all, and not just some populations.

Section VIII. Appendix

Metropolitan Area Planning Council (MAPC)

The Human Rights Campaign Foundation's 2019 report, *Dismantling a Culture of Violence: Understanding Anti-Transgender Violence and Ending the Crisis*

Movement Advancement Project (MAP) 2020, Massachusetts Equality Profile

The Commonwealth of Massachusetts Commission on Lesbian, Gay, Bisexual, Transgender, Queer & Questioning Youth Report (2020). Retrieved from https://bit.ly/36UWEHO.

National Center for Transgender Equality. (2017). 2015 U.S. Transgender Survey: Massachusetts State Report. Retrieved from https://bit.ly/3tDXl1T.

The Rainbow Times LGBTQ+ Newspaper. (2018). "Transgender No Longer Classified A Mental Disorder." Retrieved from https://bit.ly/3ryifhd.

Williams Institute

National Center for Transgender Equality. (2019). "Final HHS Regulations on Health Care Discrimination: FAQ." Retrieved from https://bit.ly/3lGVxll.

Transgender Law Center. (2012). "Organizing for Transgender Health Care: A Guide for Community Clinic Organizing and Advocacy." Retrieved from https://bit.ly/2OOiDup.

Latinos for Education, July 2020 Survey Results

salud-america.org, Article entitled "19 Ways to Ensure Health Equity Among Latinos During (and After) COVID-19"

Building Towards Racial Equity in Health: A Call to Action

The White House "Memorandum on Redressing Our Nation's and the Federal Government's History of Discriminatory Housing Practices and Policies"

Salem-specific "Housing Needs Analysis" https://www.salem.com/planning-and-community-development/files/housing-needs-assessment-october-2020

Dominicanos COVID19—electronic newsletter in Spanish for the Dominican communities of the eastern United States, principally in New York, New Jersey, Connecticut, and Rhode Island

Section IX. Acknowledgments

David Greenbaum and Sara Moore of the Salem Board of Health

PUBLIC SAFETY SUBCOMMITTEE

Section I. Summary of Overall and/or Major Findings:

- Additional training, especially concerning cultural diversity sensitivity, is required;
- The public has a generally favorable perception of the Salem Police Department (SPD);
- Conclusions from SPD rank-and-file interviews:
  - » Members feel unsupported by most, but not all, civic leaders.
  - » Officers work collaboratively and respectfully together across racial, ethnic and sexual orientation lines.
  - » Officers are reluctant to share their profession when interacting with the public on their own time. This was a sentiment that was prevalent across groups interviewed and represents something of a change over the past year, especially for Caucasian officers.
  - » Officers were generally dissatisfied with current salary levels noting that, without detail-related compensation, no one would ever do the job.
  - » Officers interviewed did not object to a Citizen Oversight group, though were vocal regarding makeup of members of said group—i.e., experience and/or knowledge of law enforcement.
  - » White officers need to undergo more culturally diverse training to deal with other officers or color and LGBTQ+ officers and in terms of the community, to understand the realities of living life as a member of a marginalized group (women, POC, the elderly, disabled people, members of the LGBTQ+ community, etc.).
  - » SPD should be provided the proper budget for the implementation of body cams that cannot be tampered with to show the efficacy of the training and the bias that may remain in others. This will help to protect officers and community members alike.
- No overt racial bias apparent within the SPD. (Note: This is not intended to state that no racial bias exists.)
- Instances of racial/ethnic lack of knowledge/training were observed, but they were minor, albeit, but not wholly absent.

Section II. Introduction—About the Subcommittee

Subcommittee members:

- Thomas MacDonald, retired Director of Sales, Hawthorne Hotel (Co-Chair)
- Joe Riley, President, Salem Partnership; Executive Vice President, Salem Five (Co-Chair)
- Lucy Corchado, Staff Assistant, Salem State University; President, Point Neighborhood Association; former Ward 1 City Councillor
- Dennis King, Acting Chief of Police, City of Salem
- Graysen Ocasio, publisher, *The Rainbow Times* newspaper; Co-Executive Director, Project Out, Inc.; Director, Latino Leadership Coalition; board member, Salem No Place for Hate
- Conrad Prosniewski, retired Captain, Salem Police Department; board member, Salem No Place for Hate; Councillor at Large, City of Salem

The Subcommittee was tasked with assessing issues of public safety within the Salem community. We determined to focus solely on the SPD and, more specifically, on composition, tactics, performance, and public perception.

The Subcommittee met regularly throughout the later summer, fall, and winter of 2020–2021. Meetings were held as breakout sessions of the full CSRETF meetings as well as separately as needed to further assess information and issues.

It was determined that a more focused, detailed approach to specific issues, e.g. SPD force composition, recruitment, use of force, racial, ethnic and sexual orientation sensitivity, would prove more beneficial than a superficial evaluation of a great many public safety issues.

A number of topics were considered for study. It was determined that a more focused, detailed approach to specific issues, e.g. SPD force composition, recruitment, use of force, racial, ethnic and sexual orientation sensitivity, would prove more beneficial than a superficial evaluation of a great many public safety issues.

What Salem Police Operations Look Like and What We Do.

Mission: Provide for the safety and welfare of the citizenry with a community policing philosophy. Yearly training in implicit bias, procedural justice, Use of Force and de-escalation. Crisis Intervention Team (CIT) Officers respond to mental health calls when available (increasing the number of officers trained in CIT). A mental health clinician works two days per week on follow-ups and real-time mental health service calls; seeking additional funding for a full-time clinician, with the goal of creating a team of clinicians for greater coverage. The statewide Use of Force curriculum is being modified to comply with the Criminal Justice Reform legislation and our trainers are being taught these changes.

Diversity of SPD: 9 Latinx, 3 African Americans & 3 Asians = 16% non-white (SPD is comparatively more representative of all City of Salem departments by census.)

Community Impact Unit and Victim Service Officer are supported by Civilian Specialists (mental health clinician; substance use disorder outreach worker; homeless outreach worker & victim services advocate) all work specific outreach programs.

Use of Force Community Forum: outlined our policies, and statistics on the Use of Force by an officer, and answered questions from the community on topics related to police brutality and disparate treatment.

Data Analysis

- Looked at Race Equity Task Force and Police Surveys.
- Looked at traffic stop data for the "hands free driving" law that became a narrative to identify inequities in written warnings vs. citations by city/town.
- Looked at SPD complaints and discipline for 2020.

Section III. The Research Question

During the course of our interviews with SPD officers, the Subcommittee was careful to formulate questions designed to elicit in-depth feedback. As a result, questions were generally open-ended. Additionally, while interviews were held separately with Caucasian, non-Caucasian, and LGBTQ+ officer representation, the questions were, for the most part, the same. Furthermore, questions were not shared beforehand with the officers nor were they shared with SPD leadership.

Feedback from the citywide race equity survey was evaluated by the Subcommittee. Quantifiable data was evaluated to determine findings and themes in totality and by racial and ethnic groups. Qualitative feedback provided by respondents in the form of addendum questions were reviewed and discussed within the Subcommittee.

The questions were not shared with Sub-Committee members who had worked in the past with the SPD nor who currently work for the SPD, to ensure unbiased and real-time reactions to the questions asked.

Section IV. Methods

Surveys were conducted by the Task Force in order to gather data on public perceptions of the issues. This was considered the most effective and direct manner to gather this information.

The national and state narrative around police brutality, racial bias and defunding the police formed the tasks of the Subcommittee.

We had to determine the current climate in Salem to come up with actions best suited for Salem.

State Criminal Justice Reform was formalizing a response to many of the calls for change, including use of force, de-escalation, identifying inequities due to race, certifying police officers, creating a statewide complaint database, and increasing transparency and accountability for police actions.

We wanted to know what the community felt about these issues as it relates to SPD. We provided questions to the CSRETF survey that tried to capture these feelings, hoping to identify areas in need of improvement.

Our initial look at traffic and arrest data showed that SPD was not found to be disparate in how it treated those of different races, specifically people of color.

The Subcommittee was interested in learning the sentiments and insights of the SPD rank-and-file. Interviews were considered the most effective means by which to gather that feedback.

An individual interview was conducted with retired SPD Chief Robert St. Pierre to gather his insights on the issue of diversity and inclusion as it pertains to the SPD operating environment.

Time was the biggest challenge. Coordination of interviews takes time. Aside from interviews of members of SPD, we also wanted to have similar sessions with members of the community, particularly our communities of color for their perspective/impression.

The COVID-19 pandemic was another challenge. It was difficult to invite members of our communities of color to forums/interview sessions. Need to work with organizations who have “boots on the ground” to engage residents and learn what their perspectives are regarding interactions with SPD.

As questions arose with regard to SPD performance, Acting Chief King provided available demographic data, e.g. traffic stops, dispositions.

Community surveys were dominated by Caucasian respondents. Feedback was evaluated in totality and by demographic components resulting in an ability to surface issues but an inability to draw conclusions based upon limited data.

Existing datasets examined: Salem Police Community Survey for 2020, CSRETF Survey, RMV Records for 2020, Salem Police Department citizen complaints and administrative inquiries for 2020

2020 Citizen Complaints and Administrative Inquiries

Date	Incident	Finding
01JAN20	Use of Force*	Unsubstantiated
11JUN20	Discourtesy*	Substantiated
15JAN20	Conduct Unbecoming, Violation of R&R	Substantiated
02OCT20	MVA Hit & Run*	Unfounded
22JAN20	Conduct Unbecoming*	Unfounded
23NOV20	Incompetence etc.	Substantiated
27APR20	Licensing Complaint*	Substantiated
07JUL20	Discourtesy*	Substantiated
31JUL20	Discourtesy*	Substantiated
22OCT20	Policy Violation	Substantiated
13JAN20	Policy violation	Substantiated
21FEB20	Rudeness*	Unsubstantiated
18JUN20	Incompetence*	Unsubstantiated
07JAN20	Prejudice*	Unsubstantiated
25MAR20	Rudeness*	Unfounded
12AUG20	Favoritism*	Unfounded
16JUN20	Prohibited Conduct	Substantiated
22JUN20	Prohibited Conduct	Substantiated
02OCT20	Violation Rules & Regulations x3*	Substantiated
11MAR20	Rudeness*	Unfounded
17MAR20	Rudeness*	Unsubstantiated
13OCT20	Violation R&R (ECW probe)	Substantiated
11MAR20	Rudeness*	Unfounded
09MAR20	Rudeness*	Unsubstantiated
13JAN20	Policy Violation	Substantiated
15JAN20	Use of Force*	Unsubstantiated
24APR20	Detail issue	Substantiated
18SEP20	Bias*	Unfounded
13MAR20	Rudeness*	Unsubstantiated
01JUN20	Conduct Unbecoming etc.	Substantiated
17JUN20	Rudeness*	Substantiated
13MAR20	Rudeness*	Unsubstantiated
01JUN20	Conduct Unbecoming etc.	Substantiated
17JUN20	Rudeness*	Substantiated

**Citizen Complaints (21)*

Incidents resulting in inquiries or investigations:	31
Substantiated:	16
Unsubstantiated:	08
Unfounded:	07

Departmental Complaints

Date	Complaint	Notes
27FEB20	Open Fox messages (Dispatch)	IT issue—resolved
06JUL20	Ongoing domestic issue complainant unsatisfied with SPD	Documented in Departmental Complaint file
10AUG20	Incompetence—dog park issues	Unsubstantiated
19DEC20	Departmental misconduct—various issues by complainant	Unsubstantiated

Salem Police Community Survey for 2020

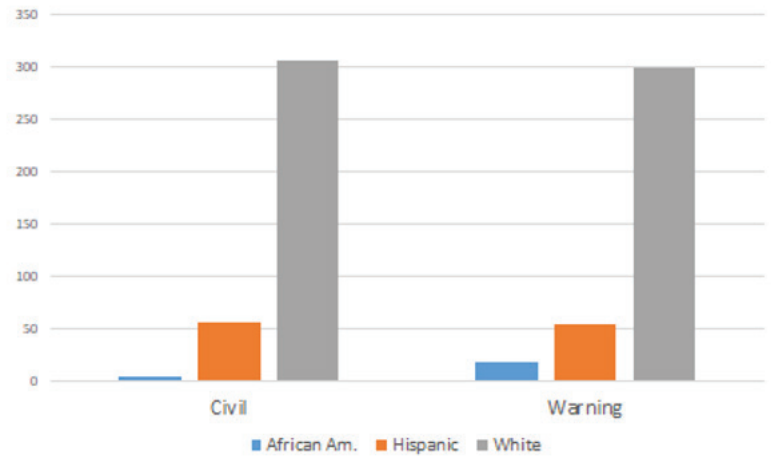
Results are generally positive on the department's performance. Comments will be looked at for themes to improve upon or recognize. Example: Areas like notifying the public in times of emergency need to get better.

RMV Records for 2020

Salem Police Traffic Stop Data for Hands Free Law

- Of the 388 warnings issued: 77% white, 14% Hispanic, and 5% African American
- Of the 380 citations issued: 80% white, 15% Hispanic, and 1% African American
- We had one arrest identified of an African American male. (This would have to be from another offense such as unlicensed vehicle operation as hands free is not an arrestable offense.)
- We had 4 criminal complaints identified: 2 white males and 2 white females.
- People of color in the city were issued more written warnings by percentage than white drivers when compared to the number of actual citations issued.

02/27/20–12/30/20 Hands Free Violations



Created Data: See Appendix in Section VIII

Section V. Findings

The Subcommittee members evaluated available data individually before coming together as a group to discuss interpretations. Subcommittee findings resulted from those discussions and subsequent group votes. See Section I above.

The Subcommittee incorporated the knowledge and experiences of all members representing a considerable amount of input acquired over many years.

Section VI. Suggested Recommendations

- The members of the SPD need more one-on-one training to better work with Salem residents who are members of non-white communities, and the LGBTQ+ community as well.
- Based on officers' responses, it was clear that the SPD could also use cultural sensitivity training internally, to address minor cultural and LGBTQ+ microaggressions, and the understanding of others and their values from all perspectives (white, POC and LGBTQ+ officers alike).
- SPD should be provided the proper budget for the implementation of body cams that cannot be tampered with to show the efficacy of the training and the bias that may remain in others. This will help to protect officers and community members alike.
- Further training in de-escalation techniques and there should be incentives to recognize those who either use them or encourage other colleagues to do so in the heat of the moment.
- There needs to be the creation of a Civilian Oversight Group, which some officers were in favor of, if created with civilians who have a degree of knowledge of policing, and members of the force. This is a critical step to ensure that there is a system of check and balances and an opportunity for growth from both the police and the community as a whole.

Section VII. Narrative of the Subcommittee

- One of the more valuable supplemental and unexpected benefits of this work was the development and/or enhancement of interpersonal relationships of Subcommittee members.
- The work's experience supported the value achieved through free and open sharing of thought. This is especially noteworthy given the times. Our Subcommittee members evidenced a mutual respect for one another, and, as a result, our conversations went more deeply into sensitive issues than is unfortunately the case today in general society.
- The feedback from the SPD officers, both Caucasian and non-Caucasian, as to their sense of abandonment was unexpected insofar as its depth and consistency across the officers interviewed.
- The degree to which public perception of the SPD was favorable was a pleasant surprise and interesting given the officers' sentiments mentioned in the preceding bullet.
- Few civilian complaints with top complaint being rudeness by some officers.

Areas the City should explore further:

- Cultural diversity training for all
- Proactive support of civic leaders for SPD officers
- Increased recruiting efforts of candidates of color
- Emphasis on community policing
- Advocacy for funding of body cams for officers
- Exploring the creation of a Civilian Oversight Board
- Increased efforts towards transparency by sharing complaint and use of force data
- Continuing the groundwork started here to assess equity in Salem Fire Dept and any other public safety-related department

Section VIII. Appendix

- https://patch.com/massachusetts/across-ma/white-drivers-punished-less-under-ma-distracted-driving-law
- https://www.itemlive.com/2020/10/24/lynn-residents-make-case-for-police-reforms/
- https://www.wbur.org/news/2020/12/16/boston-police-oversight-office-approved
- Criminal Justice Reform Caucus
- Public Records Request for "RMV data for the Salem Police Department for the periods April 1, 2020 – Dec. 31, 2020 specifically the Hands Free Driving Law. I am also requesting the calendar year 2020 total citation breakdown by race for the Salem Police Department." Our Reference No.: P000314-022421
- Questionnaire to Salem PD Officers below:
  Interviews with Salem Police Department Officers*
  Conducted on Saturday, January 16, 2021
  SPD Auditorium / Zoom

  Interviewing In Person: Thomas MacDonald (Chair), Joe Riley (Co-Chair), and Lucy Corchado (Member)
  Interviewing via Zoom: Graysen M. Ocasio (Member)
  Excused: Dennis King & Conrad Prosniewski (Members)

Questions for Non-White Officers*

What inspired you to become a police officer?

[It started] From when I was a young boy. My brothers were always getting into trouble.

Always thought police job interesting. I like being part of people's lives. No one in my family is a cop.

Always wanted to be a police officer. Family had prior experience (arrests?) with police.

[People in my family have] a career as a lawyer, Doctor or engineer; [it] was always instilled in my family but I felt that police were more familiar with youth/kids. Worked in Boston with kids and that sealed the deal. Has a cousin who is a member of the state police dept.

Has the reality of being a police officer differed from your perspective prior to joining the force? If so, how?

My friends have changed their attitudes towards me. Somewhat. A lot has changed since 2008 to now. Friends act differently. [There is a] lack of respect, [which is] understandable, given some actions.

It's what I expected.

Three good and three bad experiences. Wife doesn't like law enforcement. [The] job has changed. [The] Respect [for the profession/job] has gone down.

People try to find every type of scapegoat to throw it anywhere (make officers look bad at the end of the day).

How have your experiences within the community changed over the past year? And how have you and your peers responded to those changes?

Some indicated that the past year has created more pressure for them as they fulfill their policing responsibilities. In some cases, that additional pressure was considered significant. Other respondents were quick to note that they rarely, if ever, tell anyone of their occupation when in social situations. To the extent that members of their community become aware of their role as a police officer, the conversations can become challenging.

Do you feel that the SPD treats you and promotes you, as a person of color, in the same way, that they treat Caucasian officers? Please explain.

The general consensus was that treatment within the force was consistent throughout the ranks with fairness and equitable treatment of officers the norm, although some officers remained quiet when the question was asked.

To what extent do you think that there is bias in the Salem PD whether it is toward POC officers or POC stops/arrests?

White officers tend to see being a cop as honorable. Black officers tend to express apprehension.

Feedback from the officers who spoke was that there was no overt, latent bias within the force. Some officers agreed that occasionally there is what they considered playful banter between co-workers but nothing that raises concern, said the officers who considered it as such. An officer did note that the police force is an amalgam of personalities, and not everyone is going to "mesh" from a personality perspective. It was further noted that there are some more difficult personalities, but that, too, was not of concern to those expressing this perspective, as it was described that these more difficult personalities are known to most and marginalized from a social interaction perspective. As for interacting with the public, some officers did not note that there was any notable bias from the public to officers of color.

Some officers noted that when dealing with citizens of a similar ethnic background, trust comes more quickly and easily. One officer did note what he perceived as inconsistent views from some Caucasian members of the public from neighboring towns, e.g., Marblehead, who avow support for the Black Lives Matter movement while previously being suspect of a POC traveling in or through their town.

What is your perception of the support that the SPD receives from SPD senior leadership? Civic leaders, e.g. Mayor, City Council?

Feel some support from SPD leadership. There is always a political agenda. Find little to no support from city officials. There are salary issues for example. Pay is too low. I feel under appreciated.

Have some support. A lot of decisions are based on political agendas. [There is] little to no support from other folks in the City. Lowest paid but higher number of calls. Deal with a lot of shit.

It's the worst time to be a cop. Very political. Politicians are not supportive—some have a hidden agenda.

The majority of the officers expressed that they are well supported by SPD leadership. Regarding civic leaders, the reaction was more mixed with comments across the spectrum of support. Many officers noted that they believe some civic leaders tend to "grandstand" so as to be perceived as "woke" and aligned with popular groupthink of the moment. That said, they were quick to point out members of the City Council who they believe are highly supportive of the work being done by the police.

Is the top perceptive to your work?

Being a POC officer, what a worst f#cking time to be a cop. Everyone hates you. BLM is offensive to me… a lot of this is politically motivated. The politicians outside are not very supportive. When someone does something good, like Tim Flynn recognizing us, it's pretty bad, blue lives matter and then you have every liberal white female, who are trashing him. You have people who have hidden agendas waiting for you to screw up.

I feel like we have some support. But a lot of the city has a political agenda.

[We receive] little to no support from the highest people who are in the city. They respect us but I feel like they say, "they're supposed to do their work." They make you look at all of the cost, we are almost at the lowest or the lower paid in the North Shore. We deal with a lot of $hit.

How would you describe your relationship with Caucasian members of the SPD?

Some of the non-Caucasian officers indicated that their relationship with Caucasian SPD officers was generally good and mutually supportive. It was noted that there are isolated instances of challenging personalities as could be expected in any larger work group.

In your opinion, how well are minority communities represented by the current composition of the SPD?

A majority of non-Caucasian officers responded that they were satisfied with the current demographic composition of the force.

To what extent are your interactions with members of the community, Caucasian and non-Caucasian, similar to those of your Caucasian peers? Dissimilar?

My community (Latinx) expects me to be lenient.

My community (Latinx) feels more comfortable talking to me versus a white officer.

I had an incident where at an accident site I went first to the person who appeared to be in the wrong but also seemed to have been injured. That person happened to be of color. The white driver who appeared to be in the right was upset with me because I spoke to the black motorist first upon my arrival at the scene.

Being a minority, if we go to a call and then there are three or four Caucasian officers along, they're going to come more to us because they relate to us, if you're Hispanic. That's a huge advantage. It likely is a lot harder to get closer to white officers. It feels different when you deal with white people. It hasn't happened a lot (dealing with white people). I can't say yes. White officers saying to them "you're going to give them a break!"

Most non-white officers expressed that their experience was, for the most part, similar to their Caucasian counterparts. It was noted that trust is more quickly realized when interacting with citizens that are culturally similar.

To what extent, if any, did you experience overly aggressive policing prior to becoming a police officer? If you have had such experiences, how have those experiences shaped your approach to policing?

The abuse of power. Let us see. It clearly happens. You have poor decision making in every profession. If you mess up, you should be held accountable. We're good. Can we be better? Absolutely. We do what we have to do to protect the service and the citizens. I'm protecting people's lives.

Not experiences. Trying to learn the job. I know they say it's changed, but for me nothing has changed.

A few of the non-Caucasian officers indicated that they did not have any experiences involving police aggressiveness. However, they noted that they had family members who had experiences with police to include arrests.

What are your professional expectations for your future with the SPD? How have those expectations changed over the past year?

Don't see racial issues in SPD. Reform bill has good aspects. Officers should be held accountable if they do wrong.

Plowing through. Nothing has really changed. Still learning the job. Challenging because people in the City ask for breaks because they know me or I know them.

The law is changing; there isn't an expectation of the future. Law enforcement will still be good.

How equitably are non-Caucasian police officers treated by their Caucasian counterparts?

Different than with minorities, different perspective in history too. [There is a] perception of officers who are bad guys to the community. When I was part of the Black Picnic event. Black people painted me as if I didn't work with them, favored white people. When you go to white people's families or neighborhoods, it's different.

Always proud to say is a police officer before. Now, there's a shade to it. I feel like I have to explain what kind of police officer I am.

I'm Asian, but because of my (Hispanic) last name and how I look, I've never been seen as part of the Asian community.

How does your position affect relationship with friends and family given perceptions?

Girlfriend questions police and training. How they handle things/situations.

Proud to be a police officer.

Different between minority and white: When white—big badge of honor. Minorities are more reluctant—perceptions are bad. Double standard.

What is your general perception regarding racial harmony within the ranks of SPD?

13 years ago there were only three other officers of color. Today [there] is more diversity now, which is good.

I feel pressured to be amiable despite attitudes that some of the white officers have. I don't expect to be invited by white officers to their social events even though we are colleagues on the force.

Good relationship with other officers. Not seeing race an issue. Does see that sometimes not understanding of culture—learning more. (Example: Latinx showers/baptisms/birthdays often run late and into the night)

Political spectrum has changed. BLM—people saying they are all terrorists. Take political opinions out.

The political spectrum has changed and puts a lot of stressor on things. We have a president [Trump] but your indirect way you address things has a certain undertone. To me there's no racial thing amongst each other. Like with family, you may not like someone, but I find conflict and confusing when you support someone like Trump. When I say we support law enforcement, it feels like me selling out. You have to stop saying you support this guy, because you put me in a bad place. The BLM, my cousin has been in the protests, not burning or anything, and someone say they're terrorist, I say they're not.

What are your perceptions regarding hiring and promotional opportunities within SPD?

I have been a sergeant for two years. I didn't feel there was any hesitancy in getting promoted. I was happy to have the many years of experience before I got promoted. I feel it makes me a better sergeant.

Got a couple of promotions. See no issue. Applied and got it. Got support from superior officers. Top of the list.

I'm glad to see people get promoted. In 13 years I've become a Sergeant. As a Sergeant that's a lot of responsibilities.

My approach is, I want to learn the job before I get promotions. I feel I've got support from my superior officers.

Hiring process fair.

What do you think about a Public Safety Citizen's Oversight group?

It's going to be tough.

Sitting in their 'echo chambers' it would be like having a tainted jury.

Good luck with that. Might help. Depends who is on the group.

Civilian oversight. Not tainted jury.

I'd say good luck. It's hard to train people. Would it help? Maybe. It doesn't hurt to try. It'll be hard, especially with people watching TV, etc.

The officers who spoke expressed some degree of concern for people untrained in policing tactics assessing the appropriateness of those tactics.

What are one or two biases you have witnessed personally within the SPD and what has been done to address those biases to prevent them from interfering in your duties as a police officer?

I found it was easier to talk to (former Chief) Mary than to (former Chief) Paul. Mary had an 'open door' policy so you felt it was easier to get her attention to a matter. Paul was more formal in the way he ran the department. You had to go through the layers and rely on your superiors to help get your issue heard.

Never had any issues with someone being gay or lesbian. Some jokes regarding being on PR time. Never felt disrespected or racial.

No. Jokes, but nothing offensive.

That I'm not enough Puerto Rican. [They're] not trying to be malicious.

We joke around, not offensive or anything like that. [There was] motivation to be there, when Mary was there. You don't have any females. [It's] a different kind of style, Chief Tucker you have to do the protocol. Mary, you come in talk to us. Paul was more formal; Mary more casual.

What happens when you stop a Caucasian woman (optically to you) and she answers your questions in a male-sounding voice and she seems not to want to show you her driver's license? First, has that happened to you? If not, then can you answer how you'd proceed with the original question and how do you address her from that point on, if she hands you a DL that shows a male name and photo that does not coincide with her actual presentation?

I try to get them to relax and smile. Then I deal with why I have stopped them.

I go by the license for my report but during the encounter I use whatever name they prefer.

It's very important for me to check that the ID presented is correct.

Stopped because of their actions not who they are. ID does not phase me.

People usually say what they want to go by.

Will ask what they prefer but will go with whatever is on ID. Will apologize.

If she says ma'am, then I call her ma'am. But the report has to be given using the information on the ID.

**To maintain the anonymity of participants, responses are provided as stated by the unidentified, individual respondents or are summarized.*

Questions for Caucasian Officers*

What inspired you to become a police officer?

My father was an officer then became Chief of Police. I majored in Criminal Justice. It's my lifestyle.

Always wanted to be a cop. Grew up in Salem and watched Paul Tucker and Bob St. Pierre.

Culture I grew up with. Father, brother in SPD. Criminal Justice in College. Worked in Essex County Sheriff's Dept. Respect for job working in jails. Good role models.

Several officers noted that policing was something of a "family business" to which they gravitated. In one such case, the officer noted that he ended up choosing policing as a career despite a firm conviction in his youth to take another path away despite family role models who were police.

Has the reality of being a police officer differed from your perspective prior to joining the force? If so, how?

I no longer have social media. Although I do get overwhelmed when people say 'thank you' to me.

I left social media. When anything would happen, shocked by people thinking they were the same. Still talk to people. Treated with respect. Have a job to do.

I find most people appreciate my job.

Try to avoid getting into politics. Respect my beliefs and I'll respect yours.

Lost some friends but majority ok.

Here to serve community. Grew up different from others—understand privileges while others may not have.

Perception of law enforcement has made job more difficult and challenging to do.

Pandemic has changed culture. [It's an] ever changing landscape. This has got to get better.

Job has definitely changed. Dealing with a lot of social (homelessness) and mental issues.

How have your experiences within the community changed over the past year? And how have you and your peers responded to those changes?

Similar to the non-Caucasian officers, [many members of] this group communicated that they do not divulge their profession when in social circumstances. Furthermore, they acknowledged that their job has been made meaningfully more difficult by the events of the past year. One officer remarked, "there is never anything to worry about if you follow policy and procedure." In response to that, we asked if all felt similarly to that statement, most of the officers indicated that they did not feel similarly and had concerns for their jobs if an incident occurred or was alleged even if they followed proper protocol.

Do you feel that the SPD treats officers of color in the same way that they treat Caucasian officers? Please explain.

Most believed that treatment of officers within the SPD was fair and equitable.

How would you describe the relationship between Non-Caucasian officers with Caucasian members of the SPD?

The majority of the officers indicated that all members of the SPD were treated with respect regardless of ethnicity, gender or sexual orientation.

We work all well together.

I didn't grow up the same as they did. I have white privilege. Their life experiences are a lot harder to get where they are, because of my name. I don't have the same life experiences as anyone else.

In your opinion, how well are minority communities represented by the current composition of the SPD?

Most non-Caucasian officers responded that they were satisfied with the current demographic composition of the force.

To what extent do you think that there is a bias in the SPD whether toward POC officers or POC stops/arrests?

The majority of the officers did not communicate any sense of bias within the SPD.

What is your perception of the support that the SPD receives from SPD senior leadership? Civic leaders, e.g. Mayor, City Council?

I feel there is support.

Supportive emails, updates. Great relations with other services such as Fire Dept.

(Acting Police Chief) Dennis is doing a great job supporting. City Councilor Tim Flynn vocally supportive.

Full support from superiors. Communication is great. Feels support is favorable.

Most indicated that they thought that SPD leadership and civic leaders were fully supportive.

What are your views on Police response from the Capitol and the Black Lives Movement?

Definitely saw differences in responses. Probably would have been different if it were the BLM doing what the Capitol rioters did.

How do you feel about the racial relationships with community?

I get a lot more waves from folks in the Point. On the other hand, I would get questioned by residents in white neighborhoods asking what was going on—why were we there?

Work well together. Brotherhood and sisterhood. Always room for improvement.

I acknowledge my white privilege and that not everyone has had the same experiences.

There is a lot of homelessness in Salem. Community Impact team has helped a lot and do a great job giving them information.

Kids on corner are not all selling drugs. In the Point neighborhood many of the youngsters don't have a patio or porch to sit outside in the good weather. So they have no choice but to meet each other on the street for a 'visit.'

Building relationships.

Different culture. Took a while to understand. Had perception of kids hanging in corners.

Some don't live there. Got accustomed to neighborhood.

Riding in the 22 car. Got respect from the kids.

What type of LGBTQ+ training does the SPD participate in and, if it does, how much training have you received?

Yes, in the academy. In-service training as well.

Not much, other than what is done in the academy.

What happens when you stop a woman of color (optically to you) and she answers your questions in a male-sounding voice and she seems not to want to show you her driver's license? First, has that happened to you? If not, then can you answer how you'd proceed with the original question and how do you address her from that point on, if she hands you a DL that shows a male name and photo that does not coincide with her actual presentation?

I ask questions as politely as possible. I address them as they request. Of course in training we learn to respect the person in front of us, and how they present themselves.

When stopping someone with ID that is not what we see. Comes with dialogue. Asking questions. Understanding their situation. Personal interaction.

Most white officers responded that they would interact politely with the person being stopped and would refer to that person by their chosen name and the gender to which they identified. None of the officers indicated that they had such an experience in their career.

Why did you choose to participate in this interview?

I wanted to share my experiences.

I wanted to contribute.

I feel it is important.

Experience and wanted to shed the light. Been through roles—patrol and detective. Always put in for things that open up.

Asked by Chief. Served 8 years as police officer. Experience in dealing with different cultures.

I was asked by the Chief.

What do you think about a Public Safety Citizen's Oversight group?

I have no problem [with it]. There is a lot of science behind policing. They (civilians) must get up to speed with all of the science and procedures that are mandated during our training.

No problem with that. Good thing. Depends on knowledge of the folks in the Oversight Group. Transparency on both sides. Best interest of everyone involved.

No problem with that. Standards are different anywhere else. If it's composed of people who are pro-police and others who aren't, then that sounds good.

Most members of this group held much the same opinion as did most members of the non-Caucasian group, i.e. concern over the average citizen's understanding of policing tactics and the adverse impact that a lack of understanding could have.

What type of cultural awareness training does the SPD have for the Latinx and Black communities specifically? What protocol does the SPD have for Spanish-language speakers to ensure there is no communication barrier during an interaction/stop?

There is a lot of training that we receive in how to interact with POC.

A lot of it depends on experience.

Some training—can't remember name of training.

Our job is more experience. Should reflect.

A lot of time our job is pretty experience driven. We have training but we kind of learn as you go. A sensitivity and culture training would help.

Most of the officers noted that most cultural awareness education occurred "on the job" and through interactions with other officers of color.

Can you tell us what you know about the BLM movement?

I'm a white male. I need to understand black issues. I understand that it is a movement that is looking for positive change.

Black community has not had their fair share. Can understand frustration and build up. Open discussions with girlfriend—understand BLM looking for equality.

Way of bringing attention to social injustices experienced through the years. I see no issue with it.

Understand movement—I grew up with a mother and father, with money. Not everyone has had same opportunity. Don't agree with folks looting and shooting during BLM movement [protests].

Think it's awesome. Unfortunately, always have extremists jumping in. Great movement. Voice for all. Make known issues that exist.

Their culture, they just haven't had their fair share; like their first black mayor in Boston. How old is Boston? Representation, in the community. I can understand the frustration. It's a topic I talk about a lot at home. Black Lives Matter is not that it matters more, but it's essentially looking for equality.

It brings attention to the injustices that have happened for so many years. It's only a few bad apples that try to take the whole movement to a certain spot. I see no issue with it.

The original movement, it's great, for the racial inequalities. I can't relate to it. I grew up with a mother and a father both with good paying jobs. I have to understand black males, Hispanics, I think their movement is a good cause.

[I have a] girlfriend in the medical field. My girlfriend is very up on BLM and LGBTQ issues and concerns. She's questioning how the police do things. Like someone mentioning shooting them [men of color, people they shoot] in the leg, etc. I have to explain to her, what we can do, what's possible. She questions how we handle things.

Most of the officers noted that the BLM movement was an honorable one meant to emphasize and bring light to issues of inequity that have long impacted communities of color.

Do you have any suggestions on how to positively interact with community members? How do you deal with the crime and not the race as best as you can?

One officer relayed his experience when he was shot at (and hit non-fatally) by a black kid. The officer said he feels lucky that no one got killed during that incident. It would have been a shame for there to have been a loss of life.

Officer involved in shooting. Perpetrator was a black man—held gun to officer's head. Saw it as good guy vs. bad guy [situation]. What would have happened if it was the other way around?

Another officer gave example of stopping a driver in a Porsche that was speeding. Driver was black. Gave officer attitude and was uncooperative. Demanded name of officer's supervisor. Was able to talk and process and understood what he may have felt.

Try to be reasonable with everyone.

**To maintain the anonymity of participants, responses are provided as stated by the unidentified, individual respondents or are summarized.*

Questions for LGBTQ+ Officer*

Is there training for assisting LGBTQ+ citizens?

No, [there is] nothing aside from outside training for different issues. I would like to see more training. The more training the better, as the city is a huge melting pot. Everyone knows each other.

Majority of SPD officers grew up in Salem. I have not heard many micro-aggressions from other officers. It's a more professional environment here.

To my knowledge officers are addressing domestic issues the same [way] regardless of sexual identity.

What are one or two biases you have witnessed personally within the SPD and what has been done to address those biases to prevent them from interfering in your duties as a police officer?

I've heard some say, "that is so gay."

Does the SPD treat you and show that they will promote you as equally as they have promoted non-LGBTQ+ people within the force? Yes or no and explain.

Yes, a lot of people would argue that they'd love to see me go for a promotion.

Do you think that SPD officers would treat domestic violence between a same-sex couple as they would with a heterosexual couple?

It's a really good question. I think they would. If it was a same-sex male couple they might see one as a female. However, regardless they're going to go after the aggressor.

Have you heard other officers use anti-LGBTQ+ language, even if as something they consider a "joke" like saying, "that's so gay!" regarding something done by anyone? Please explain.

Yes, but they then get that it was out of line and then correct them.

Would you say there are people in the SPD that are openly supportive of the current president's mentality, especially with regards to extremism, BLM?

I feel there are mixed attitudes regarding the issues. Also, towards violence that could happen and has happened.

What happens when you stop a woman of color (optically to you) and she answers your questions in a male-sounding voice and she seems not to want to show you her driver's license? First, has that happened to you? If not, then can you answer how you'd proceed with the original question and how do you address her from that point on, if she hands you a DL that shows a male name and photo that does not coincide with her actual presentation?

Will use [the] name she gives her. Would hope that everyone in SPD would do the same.

Why did you choose to participate in this interview?

I went to Boston Academy and was the only gay cadet. I wanted to help here today in any way I can.

What inspired you to become a police officer?

My sister died in a car accident when I was in high school. At that time if the officers had done their job correctly, my sister probably would not have died.

This officer noted that she wanted to make a difference in her community and, through her role as a community liaison.

Has the reality of being a police officer differed from your perspective prior to joining the force? If so, how?

At first it's a happy and exciting time. Over time the realities of the job begin to set in. Things happen. The vibes from the news are dramatic.

Police are public enemy #1 now. Getting from both sides (ex. Capitol riot).

At first take, the job was exciting and new but it does start to wear on you. Times are different now. The divides, anti-law enforcement, went from first responders to being looked down upon.

I helped a single mom with three kids who were made homeless. It took six hours but I felt good that I was able to help them. I presented gifts to kids. It was like hitting the reset button.

Would like to see the CIU, Community Impact Unit, expanded. Expand attendance at neighborhood meetings.

How have your experiences within the community changed over the past year? And how have you and your peers responded to those changes?

In discussing the impact that the past year has had on policing, this officer noted some concern that police officers may be more hesitant to act so as to avoid scrutiny should outcomes of citizen interactions become the subject of controversy.

What advantages exist for you as a member of the LGBTQ+ community in fulfilling your policing responsibilities? Disadvantages?

I feel it's very useful as people can relate to and be open to me.

How supportive do you believe SPD senior leadership is of your status as a member of the LGBTQ+ community? Civic leaders, e.g. Mayor, City Council?

I think I probably have more support (not directly) from the City Officials in the aspect of me being a lesbian. I think the City would probably support more becoming police officers. Sometimes, I feel a lack of support in some aspects, that's nationwide right now. But here, I think Acting Chief Dennis King is probably one of the best people I've known. He knows my fiancée.

What type of cultural awareness training does the SPD have for Latinx and Black communities specifically? What protocol does the SPD have for Spanish-language speakers to ensure there is no communication barrier during an interaction/stop?

Bias training—more would be great. Besides on-line training [I] would like to see more in-person training. It's tough when you're doing your training on-line.

What do you think of Public Safety Citizen's Oversight group?

Would have some reservations. Took her 6 months to learn from academy what she knows. Need to be a mix folks with experience and civilians. Some with law enforcement experience otherwise Monday morning quarterbacking. If you do everything right, you don't have to worry about anything. Not like TV shows.

What enhancements to SPD policies and procedures would be beneficial in serving the LGBTQ+ community?

Harassment policy didn't go through HR in the City. There are seven females on the force. Currently recruitment is down. Base pay is low and officers depend on getting details to enhance their income. However, details tend to be filled by officers with seniority first, but everyone can sign up.

What if gay male officers joined? Would there be jokes behind their backs? What if senior officers were put with gay officers?

I don't think any officers would not want to work with them. They would not mind.

I'm sure there would be jokes. Likely behind the person's back but not to the person's face. I don't think there would be derogatory comments?

I don't think they would be with the intent to be degrading. However, I don't think that person wouldn't be invited to go to beers at the end of the night.

In lieu of what happened in Capitol Hill riots and the attempted coup that happened on the 6th, people have questioned how the police response was to the riots and the responses to the BLM protests, what is your take on it?

If that had been a BLM movement, there would've been more police than that. Because it's Trump they didn't have that response.

How do you feel about the BLM and what do your fellow officers feel?

Training and education comes to mind. BLM tries to educate the world. It's not perfect. There are mixed feelings on the force.

None of us want to see a mob come at us. We just want to go home at end of shift. More educated officers have different type of response—not use of force.

What about pay?

Not enough on salary. The money is made on details.

You can get a couple of details per week. If you took away details from police officers, they probably wouldn't keep the job.

What would you do that would have some positive and unlimited resources on how policing is perceived?

Expand Community Impact Unity, CIU, and neighborhood meetings. I'd put in more monies for this. I had to step in to help the woman with three children find a place to stay, as HAWC couldn't assist.

**To maintain the anonymity of participants, responses are provided as stated by the unidentified, individual respondents or are summarized*

Section IX. Acknowledgments

Our subcommittee would like to thank:

- the 10 officers who participated in the interview,
- former Police Chief Robert St. Pierre,
- Interim Chief King for data analysis and information, and
- residents who participated in the survey and forums.

APPENDIX I: CITY OF SALEM COMMUNITY SURVEY QUESTIONS

The City of Salem Racial Equity Task Force (CSRETF) would like your input in this very important survey. The purpose of the information you provide will help the Task Force learn more about how the City of Salem can better address racial inequities in our community. Your individual participation in this survey is voluntary and confidential. Do not write your name anywhere on this survey. There are no wrong or right answers. Please answer each question by marking the space that best represents you and your attitudes, beliefs, feelings, or behaviors. You must be a City of Salem resident in order to participate**

- ❍ I AGREE to participate
- ❍ I DO NOT agree

The next few questions focus on your experiences as a resident in the City of Salem.

What are the three things you like most about living in Salem?

- ❍ Arts/Culture
- ❍ Jobs/Economy
- ❍ Recreation/Outdoor
- ❍ Affordability/Housing
- ❍ Safety/Comfort
- ❍ Family/Friends
- ❍ Other (please describe) _____

What do you think are the most significant social justice issues facing the community? (Please choose one)

- ❍ Educational Quality
- ❍ Public Safety
- ❍ Culture
- ❍ Public Health
- ❍ Economic Opportunity
- ❍ Other (please describe) _____

What racial equity issues should the City of Salem be focusing on? (Please share your opinion below).

_____

_____

_____

The next few questions focus on your experiences with public safety in the City of Salem.

In the past two years, if you have had an encounter with the Salem Police Department, would you describe the incident as (check all that apply):

- ❍ Traffic Stop
- ❍ Arrest

- ❍ I called for help
- ❍ I was at a call where police responded
- ❍ I encountered the police during a medical/mental health crisis
- ❍ Voluntary
- ❍ Involuntary
- ❍ I have not had an encounter with the police within the past two years.

In your encounter with the officer(s) of the Salem Police Department did you feel racial or ethnic discrimination was a factor?

- ❍ Yes
- ❍ No
- ❍ Not applicable

Please describe the officer(s) behavior...

- ❍ Professional
- ❍ Satisfactory
- ❍ Poor attitude upon initial approach
- ❍ Sexist
- ❍ Homophobic/Transphobic
- ❍ Dismissive
- ❍ Excessive force
- ❍ Other (please describe) _____
- ❍ Not Applicable

The next few questions focus on your experiences with healthcare and your overall wellness in the City of Salem.

What are the greatest barriers to you and your family being truly healthy (physically and emotionally)?

- ❍ High Prices/Costs are barriers
- ❍ Transportation Challenges/Issues are barriers
- ❍ Personal Scheduling/Availability are barriers
- ❍ Finding Providers and/or Health Information are barriers
- ❍ Insurance Limitations are barriers
- ❍ Covid-19 Concerns are a barrier
- ❍ Other (please describe) _____

Have you ever received culturally insensitive, disrespectful or biased health care services based on your race, ethnicity, sexual orientation or gender identity?

- ❍ Yes
- ❍ No

What is one change in your life that would have the greatest impact on improving your health?

_____

What (if any) have kept you from seeking care (mental or physical) at your local institutions, especially as such care relates to your sexual orientation (same-sex relations) and gender identity care (trans/nonbinary/GNC)?

_____

_____

Have you ever been purposely denied care because of your sexual orientation and/or your gender identity status as a member of the LGBTQ+ and BIPOC (Black, Indigenous, People of Color) communities?

- ❍ Yes
- ❍ No

Do you feel your home is negatively impacting your health? (If yes, please describe below).

_____

_____

How confident did/do you feel about your ability to cope with things in life that worry or cause you stress?

- ❍ Excellent
- ❍ Good
- ❍ Average
- ❍ Poor
- ❍ Terrible

Do you have coverage or insurance to access behavioral healthcare providers?

- ❍ Yes
- ❍ Maybe
- ❍ No

Do you know who can help you apply for Medicaid?

- ❍ Yes
- ❍ No
- ❍ I do not use/need Medicaid.

The next few questions focus on your experiences with the Salem Public Schools.

How important is it that the Salem Public Schools work towards diversifying the number of educators, principals, school committee member and district leaders?

- ❍ Extremely important
- ❍ Very important
- ❍ Moderately important
- ❍ Slightly important
- ❍ Not at all important

How important is it that the Salem Public Schools offer a diverse K–12 curriculum, books, and materials that reflects the racial, linguistic, cultural, and ethnic diversity of the student populations they serve?

- ❍ Extremely important
- ❍ Very important
- ❍ Moderately important
- ❍ Slightly important
- ❍ Not at all important

Our family has constructive and meaningful conversations with our children in our home about the state of race relations in our city, state, and country.

- ❍ Strongly agree
- ❍ Somewhat agree
- ❍ Neither agree nor disagree
- ❍ Somewhat disagree
- ❍ Strongly disagree

The next few questions focus on your cultural experiences in the City of Salem.

How many cultural events (festivals, etc.) have you participated in within the past 3 years?

- ❍ 0
- ❍ 1–3
- ❍ 4–6
- ❍ 6+

When you attended cultural events in the past, what were your main reasons for doing so? (check all that apply)

- ❍ Entertainment
- ❍ Learning
- ❍ Socializing
- ❍ Shopping
- ❍ Other (please describe below)

What kinds of cultural events are you most likely to attend?

- ❍ Festivals
- ❍ Musicals/Concerts
- ❍ Plays/Theater
- ❍ Cultural Celebrations
- ❍ Speakers/Talks
- ❍ Museums/Exhibits
- ❍ Other (please describe below) _____

When you attended events in the past, have you ever felt unwelcome because of your race, culture or ethnicity?

- ❍ Yes
- ❍ No
- ❍ Don't know/Prefer not to say

Do you feel that your race/culture/ethnicity is adequately represented in cultural programming throughout the city?

- ❍ Yes
- ❍ No
- ❍ Don't know/Prefer not to say

Would the addition of more culturally inclusive programming make living in Salem a more enjoyable experience for you and your family?

- ❍ Yes
- ❍ No
- ❍ Don't know/Prefer not to say

What types of cultural programs, if any, would you like to see in the future? (please list in order of importance)

_____

_____

What does culture and community mean to you and your family?

_____

_____

The next few questions focus on your experiences as a business owner in the City of Salem.

If you own a business in the City of Salem, how would you rate the communication relayed to your business by the city?

- ❍ Excellent
- ❍ Good
- ❍ Average
- ❍ Poor
- ❍ Terrible
- ❍ Not Applicable/Does Not Apply/Exit this section

Are you aware of any programs available from the city that might help improve your business?

- ❍ Yes
- ❍ No

Has your business experienced any form of discrimination based on your race, ethnicity and national origin?

- ❍ Definitely yes
- ❍ Probably yes
- ❍ Might or might not
- ❍ Probably not
- ❍ Definitely not

How easy was it for you to start your business in Salem?

- ❍ Extremely easy
- ❍ Somewhat easy
- ❍ Neither easy nor difficult
- ❍ Somewhat difficult
- ❍ Extremely difficult

Are you aware of any city programs that could help your business during this time of COVID-19?

- ❍ Yes
- ❍ No

What is your age?

- ❍ Under 18
- ❍ 18–24
- ❍ 25–34
- ❍ 35–44
- ❍ 45–54
- ❍ 55–64
- ❍ 65–74
- ❍ 75–84
- ❍ 85 or older

Which City Ward do you currently live in?

- ❍ Ward 1
- ❍ Ward 2
- ❍ Ward 3
- ❍ Ward 4
- ❍ Ward 5
- ❍ Ward 6
- ❍ Ward 7
- ❍ I don't know

What is your gender?

- ❍ Male
- ❍ Female
- ❍ Transgender
- ❍ Non-Binary/Non-Conforming
- ❍ Prefer not to say
- ❍ Other

What is highest year of education completed?

- ❍ Some primary/elementary

- ❍ Some high school
- ❍ High school graduate
- ❍ Some college
- ❍ 2-year degree
- ❍ 4-year degree
- ❍ Professional degree
- ❍ Doctorate

What is your US racial identity?

- ❍ White
- ❍ Black or African American
- ❍ American Indian or Alaska Native
- ❍ Asian
- ❍ Native Hawaiian or Pacific Islander
- ❍ Hispanic/Latino(a)/Latin(x)
- ❍ Other

What is your current marital status?

- ❍ Married
- ❍ Widowed
- ❍ Divorced
- ❍ Separated
- ❍ Never married
- ❍ Prefer not to say

What is your employment status?

- ❍ full-time employed
- ❍ part-time employed
- ❍ student
- ❍ retired
- ❍ not employed at all
- ❍ Prefer not to say
- ❍ currently furloughed

What is the language you most often use at home?

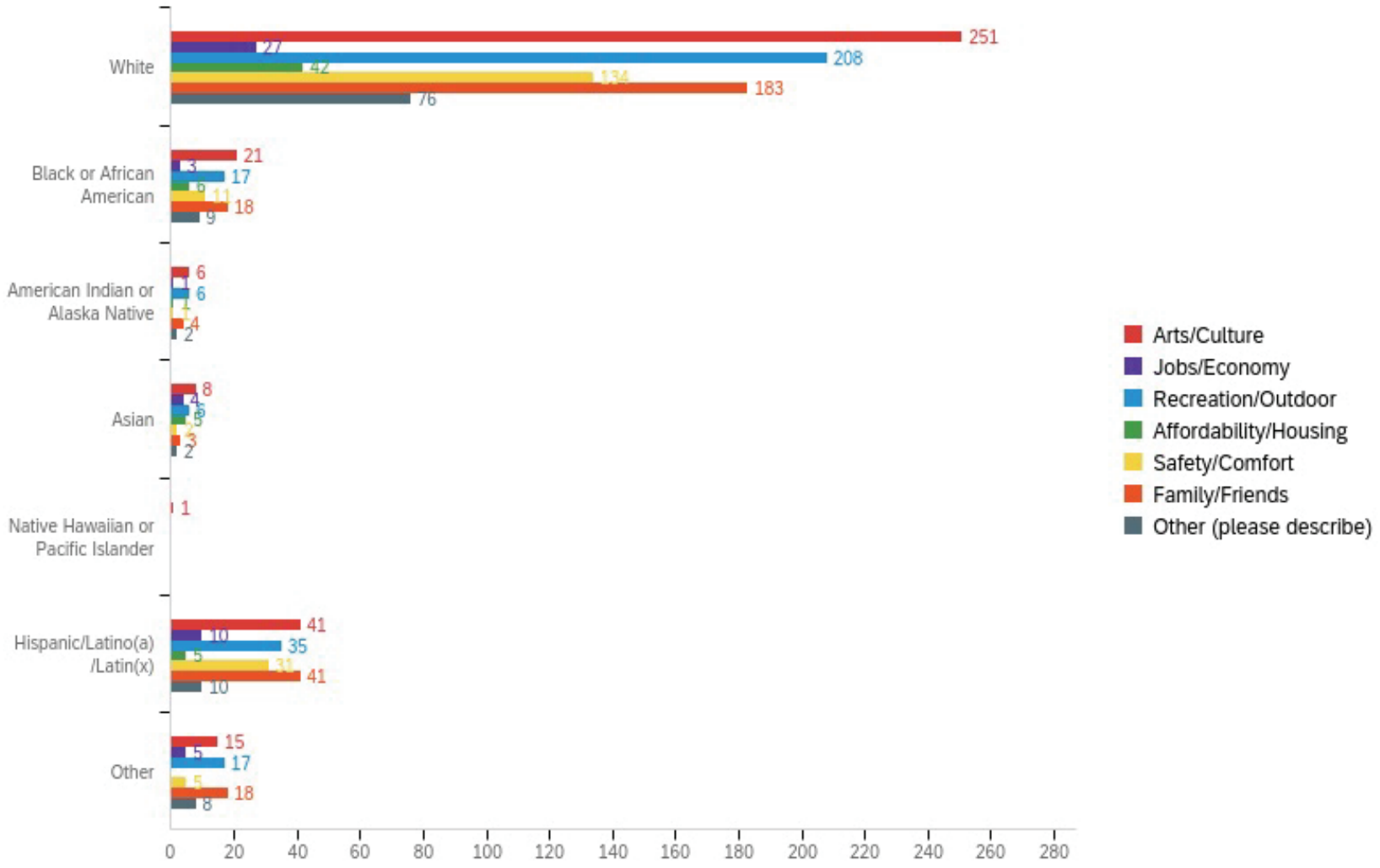
- ❍ English
- ❍ Spanish
- ❍ another language _____

We thank you for your time spent taking this survey.

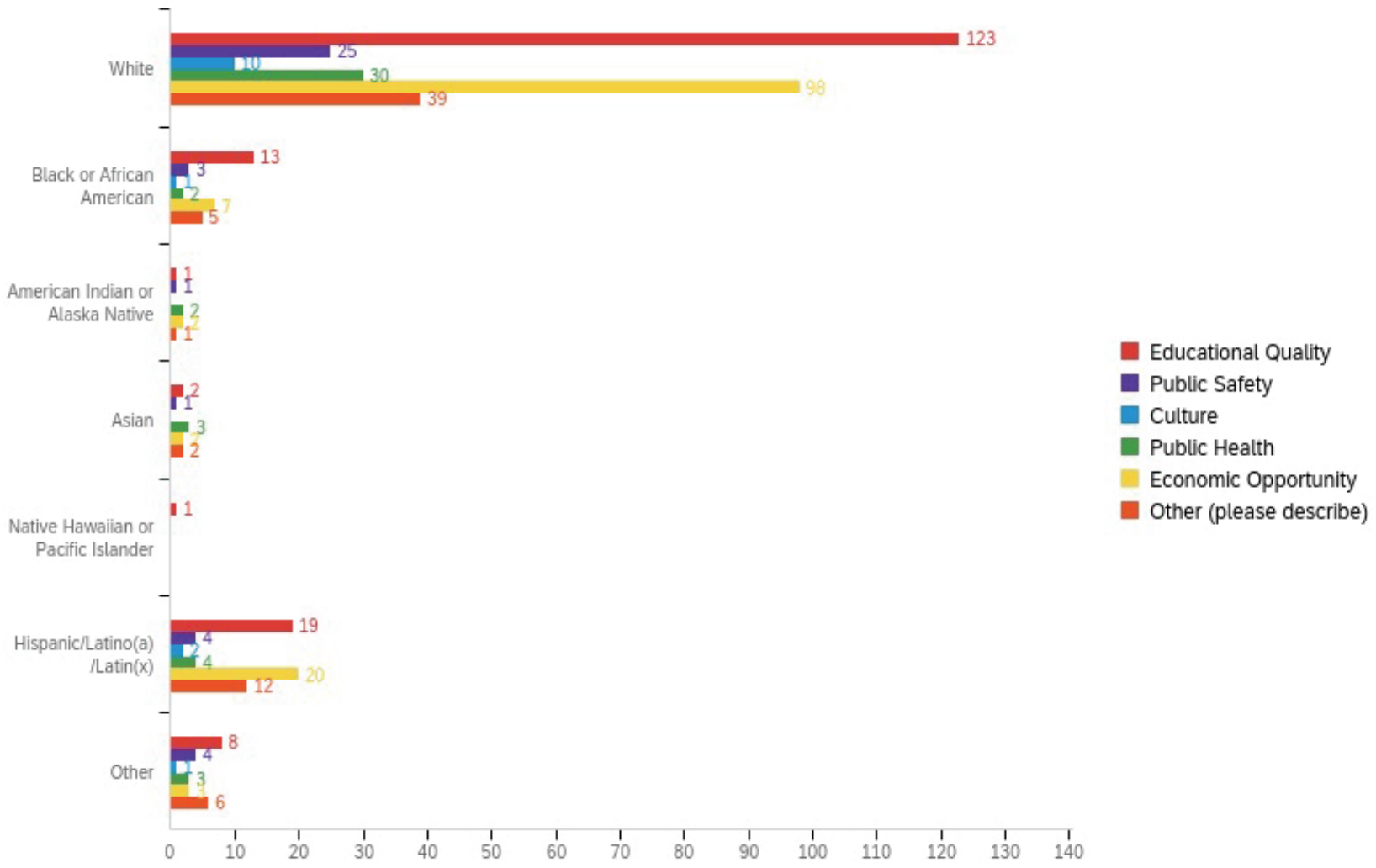
APPENDIX II: RESPONSES TO SELECT SURVEY QUESTIONS

On the following pages, aggregate survey responses to select questions—broken down by racial identity—are provided. The full set of survey responses can be found at https://www.raceequitysalem.org.

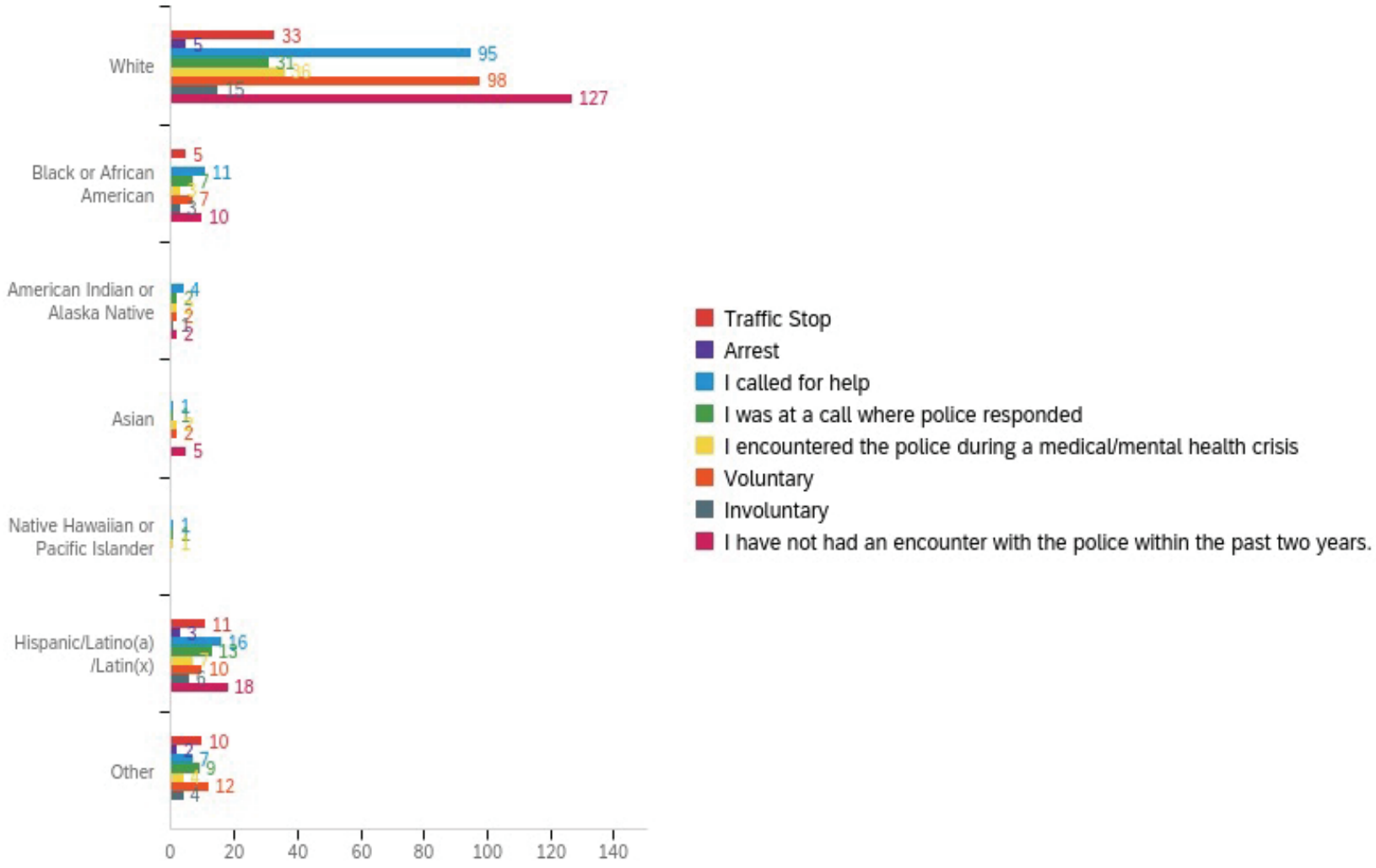
What are the three things you like most about living in Salem?



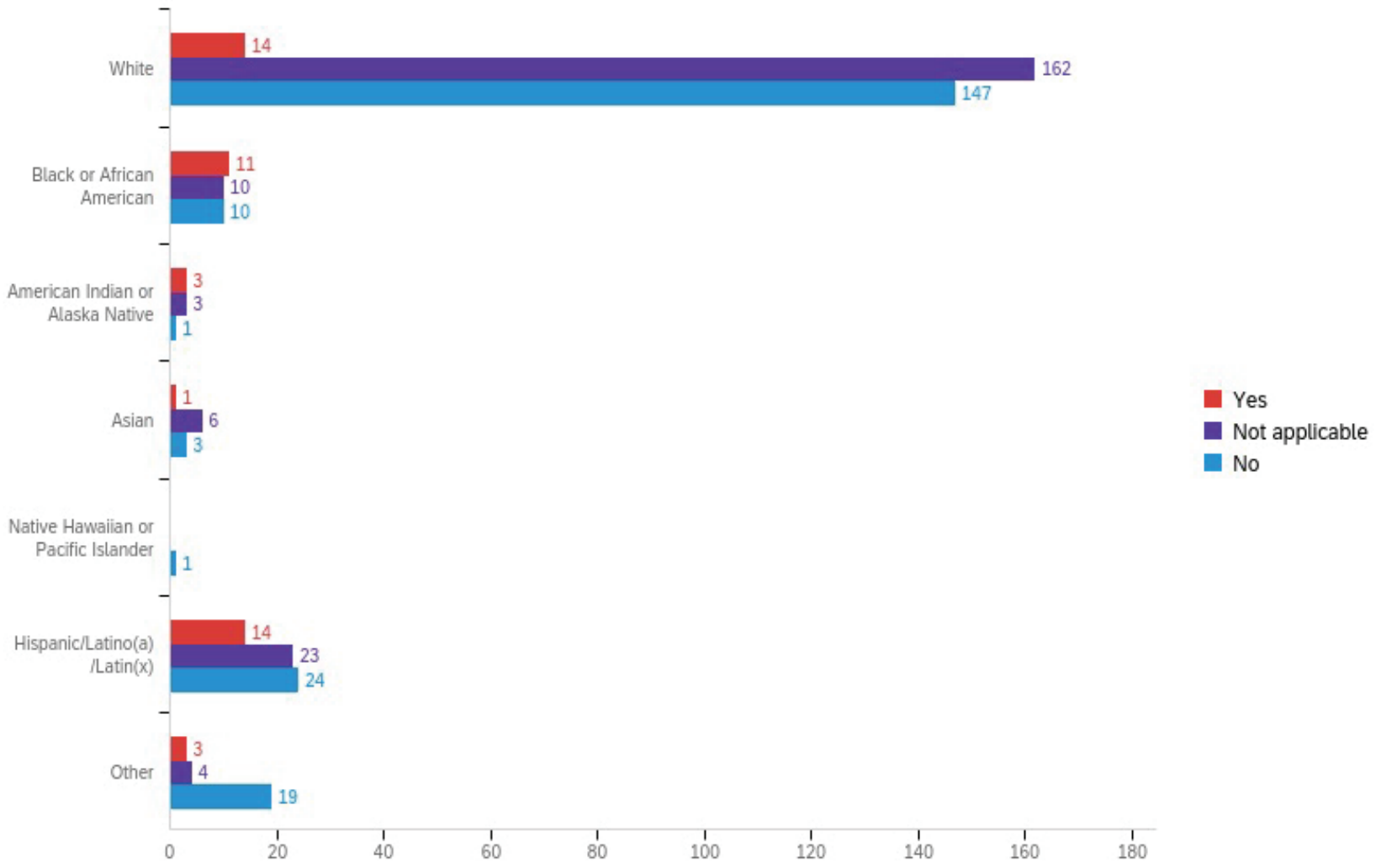
What do you think are the most significant social justice issues facing the community? (Please choose one)



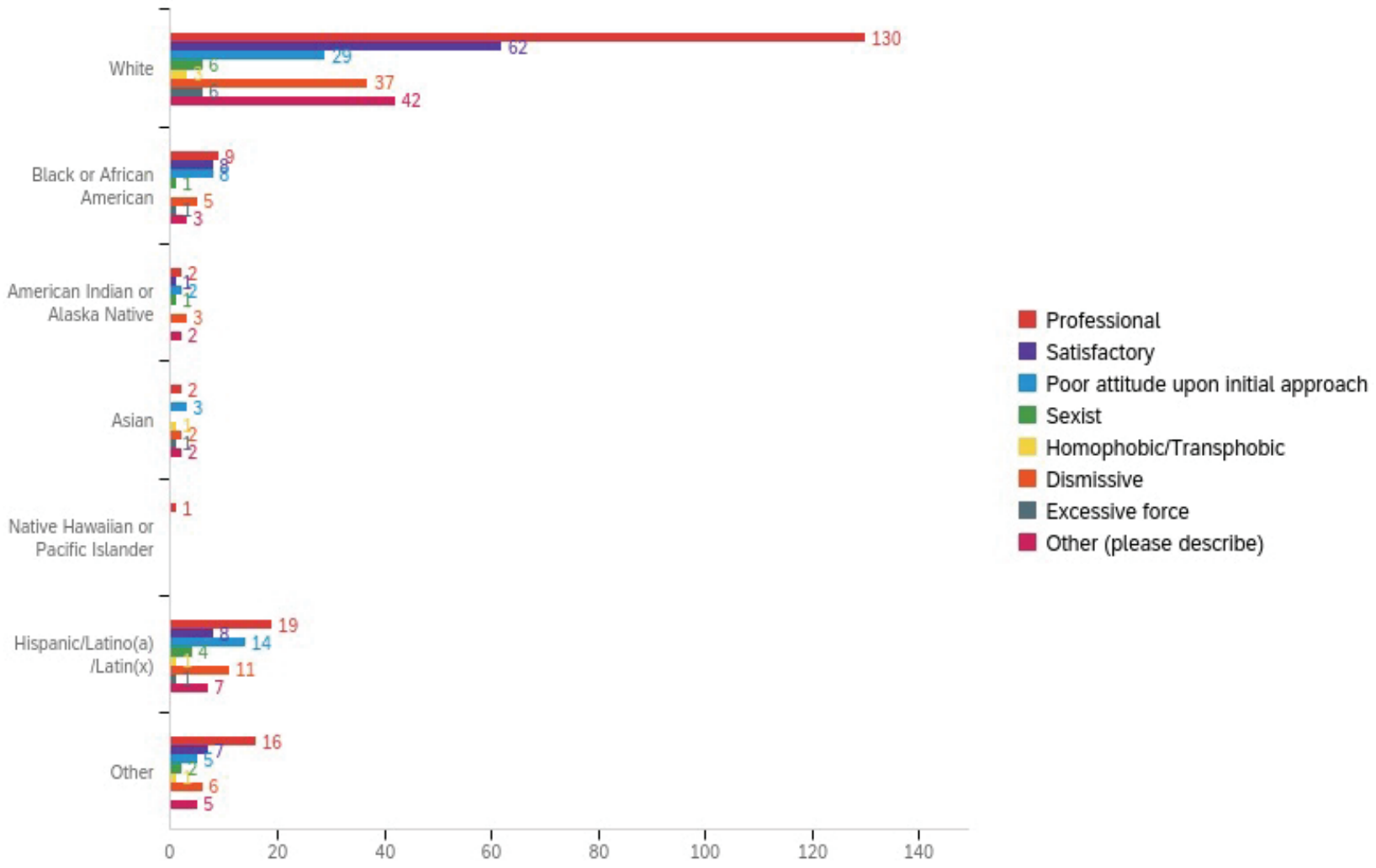
In the past two years, if you have had an encounter with the Salem Police Department, would you describe the incident as (check all that apply):



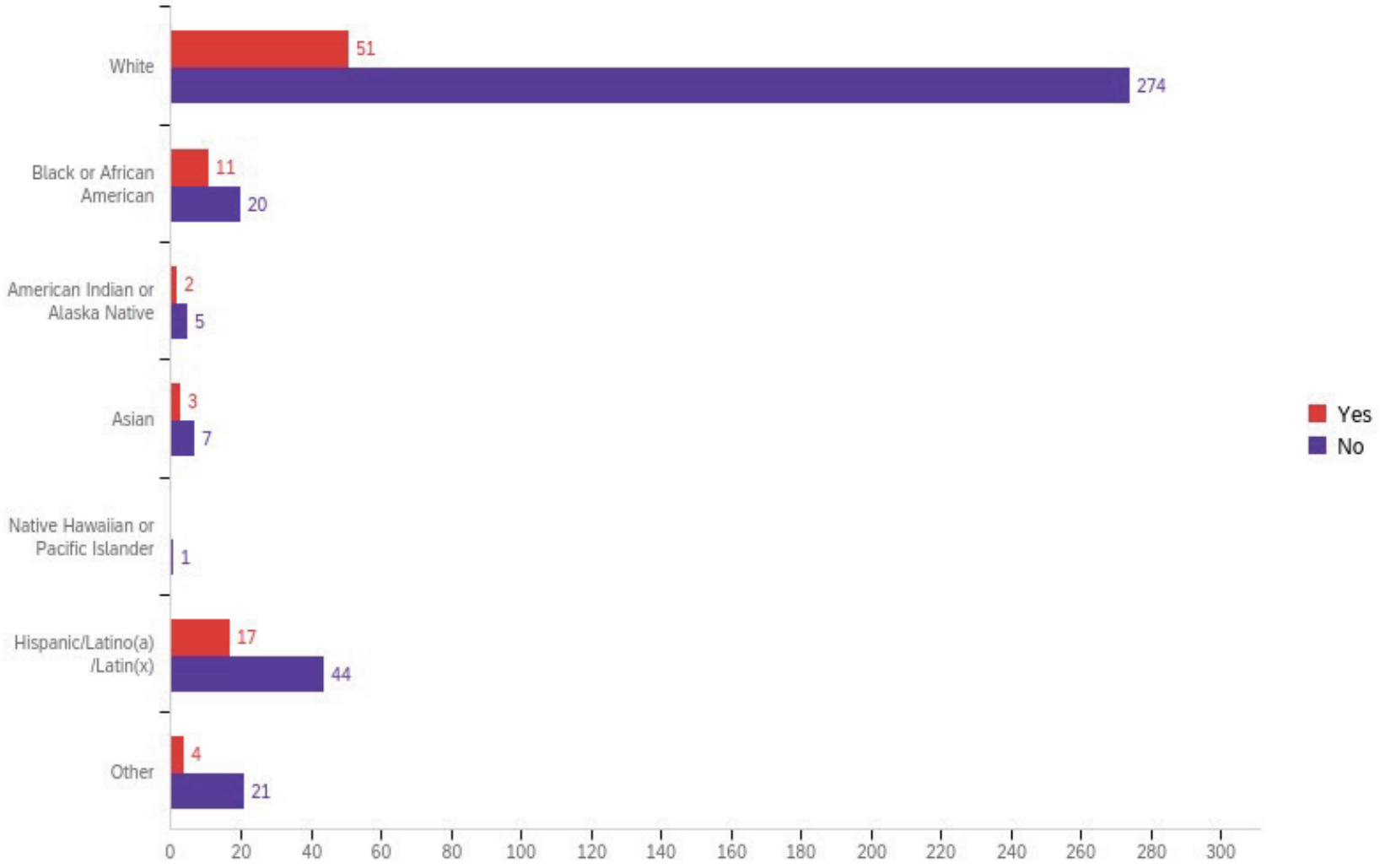
In your encounter with the officer(s) of the Salem Police Department did you feel racial or ethnic discrimination was a factor?



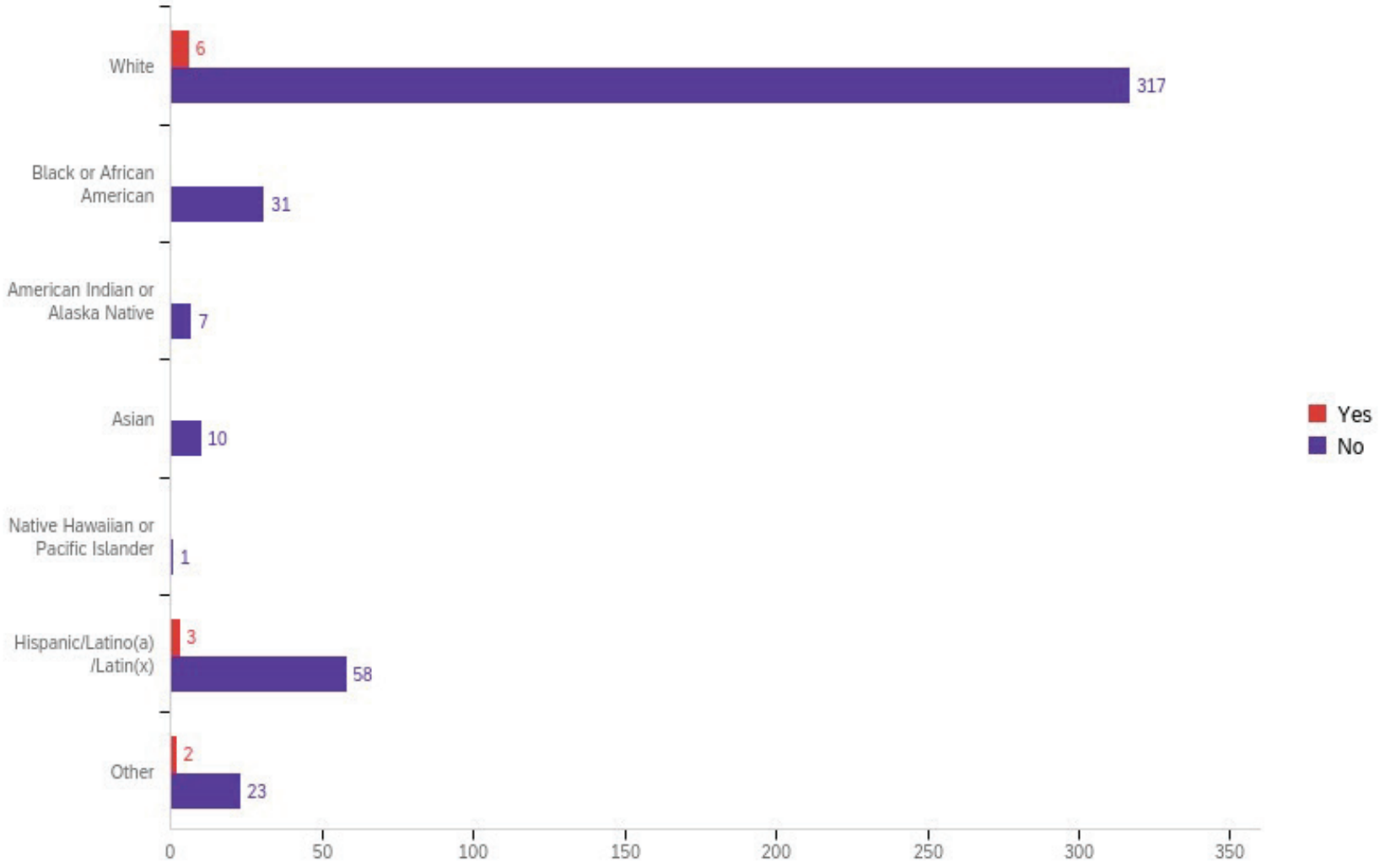
Please describe the officer(s) behavior...



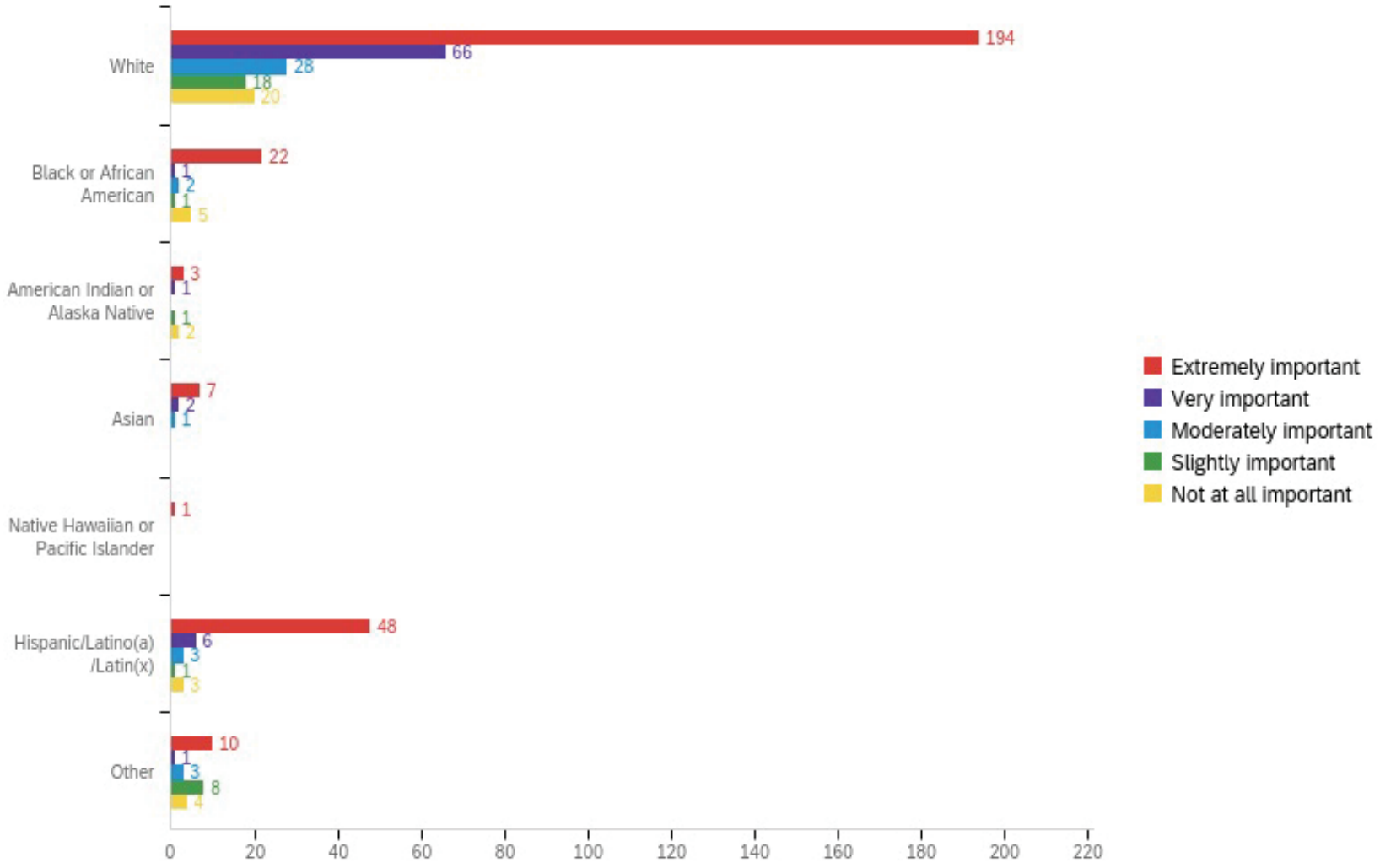
Have you ever received culturally insensitive, disrespectful or biased health care services based on your race, ethnicity, sexual orientation or gender identity?



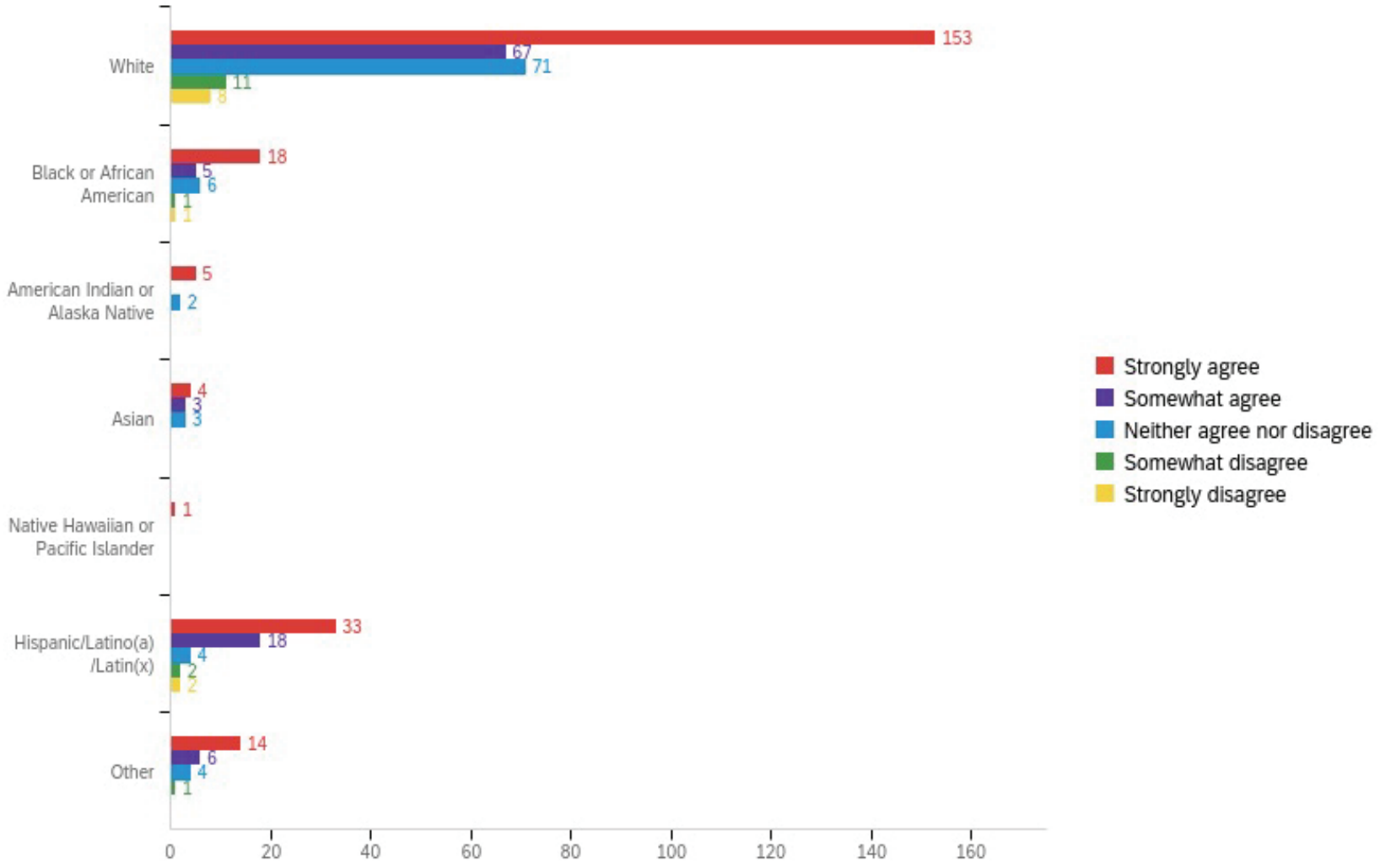
Have you ever been purposely denied care because of your sexual orientation and/or your gender identity status as a member of the LGBTQ+ and BIPOC (Black, Indigenous, People of Color) communities?



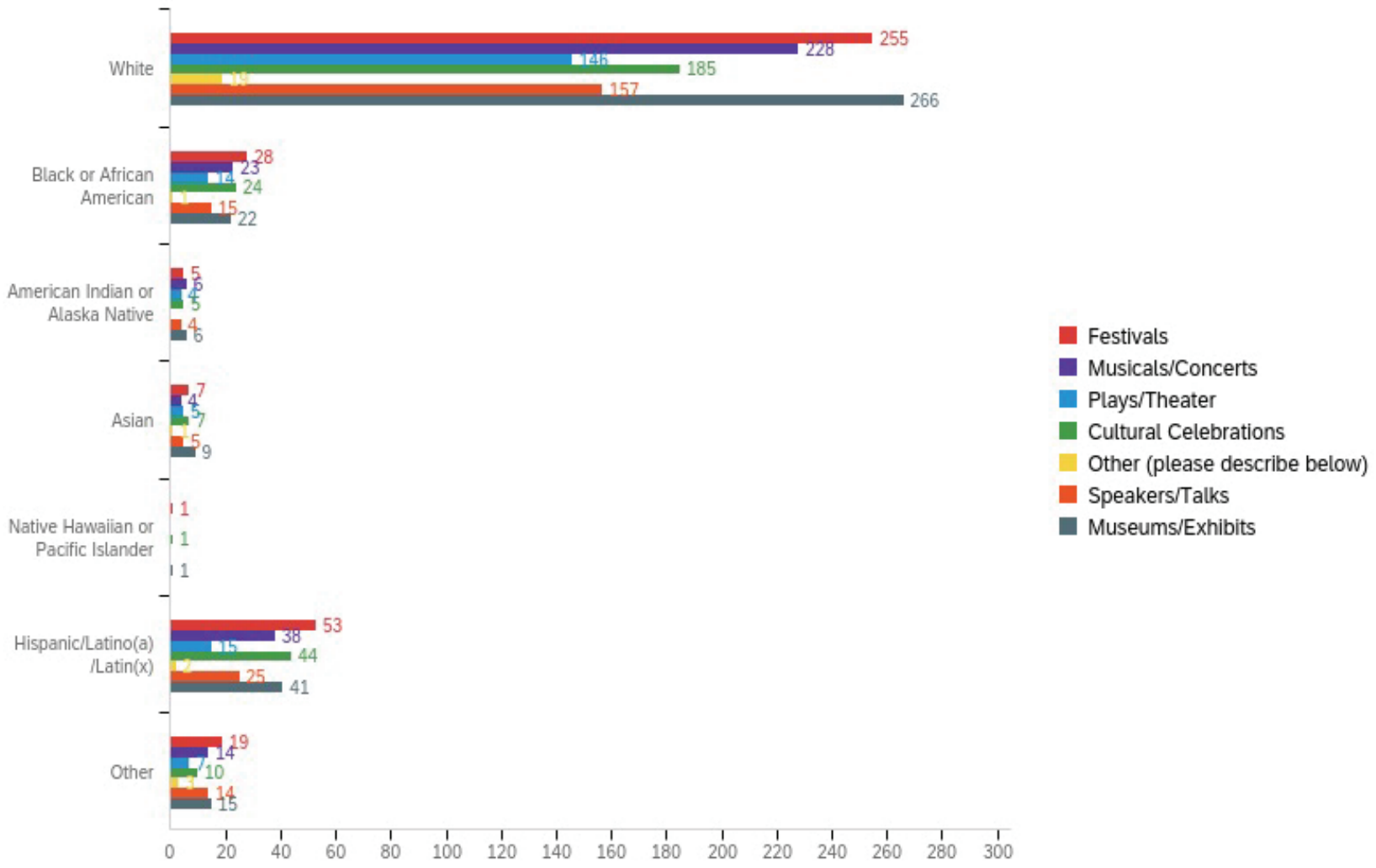
How important is it that the Salem Public Schools offer a diverse k-12 curriculum, books, and materials that reflects the racial, linguistic, cultural, and ethnic diversity of the student populations they serve?



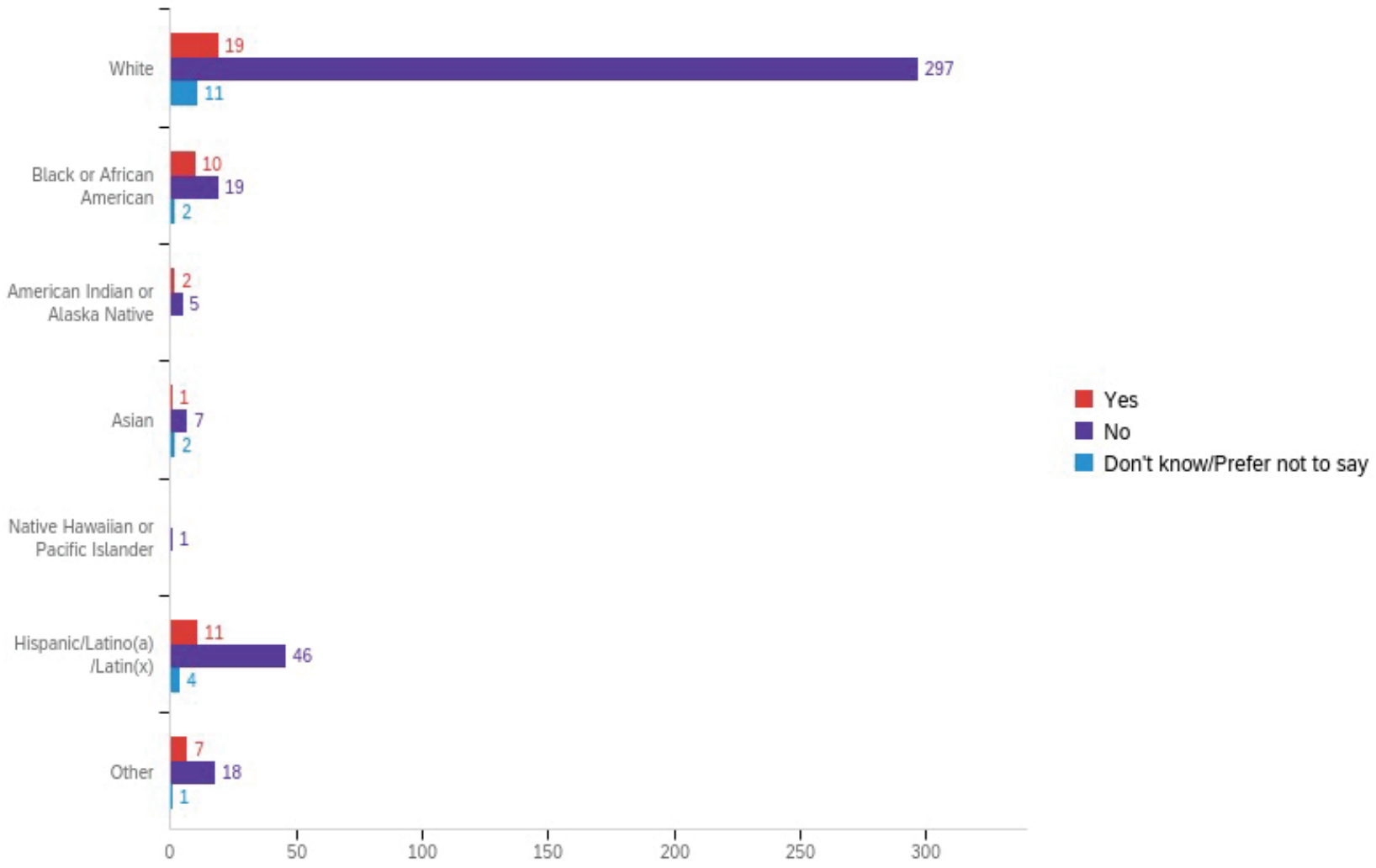
Our family has constructive and meaningful conversations with our children in our home about the state of race relations in our city, state, and country.



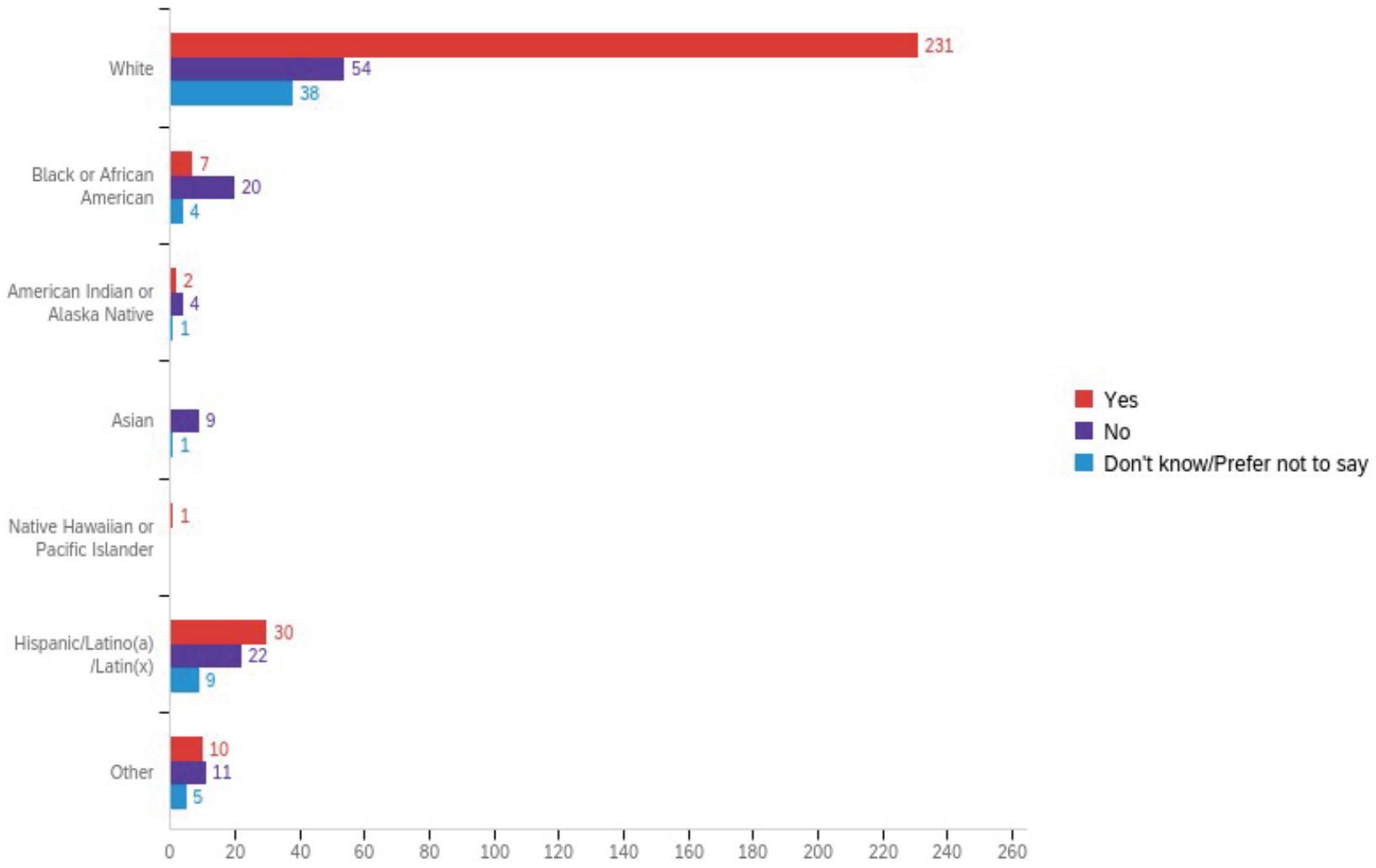
What kinds of cultural events are you most likely to attend?



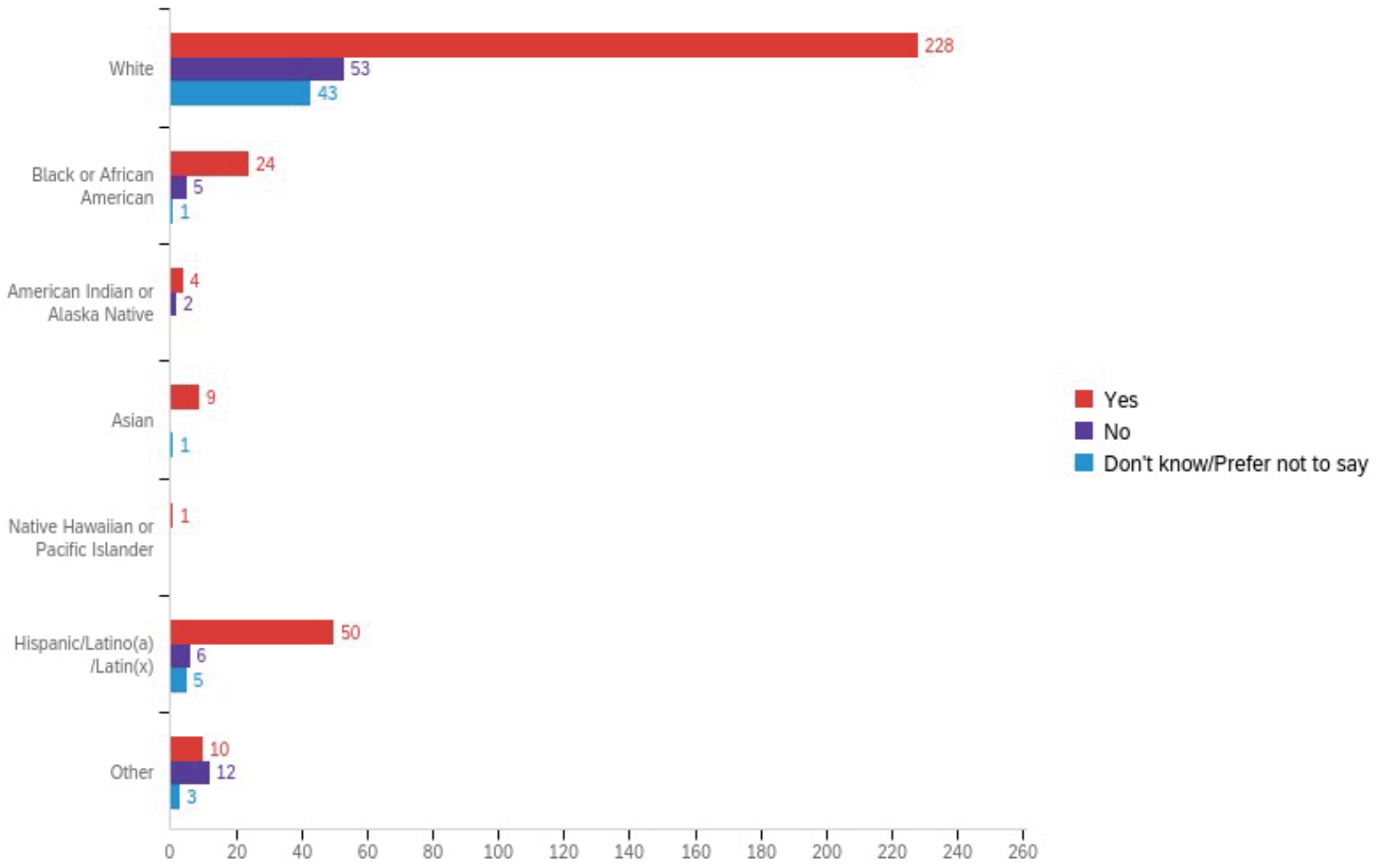
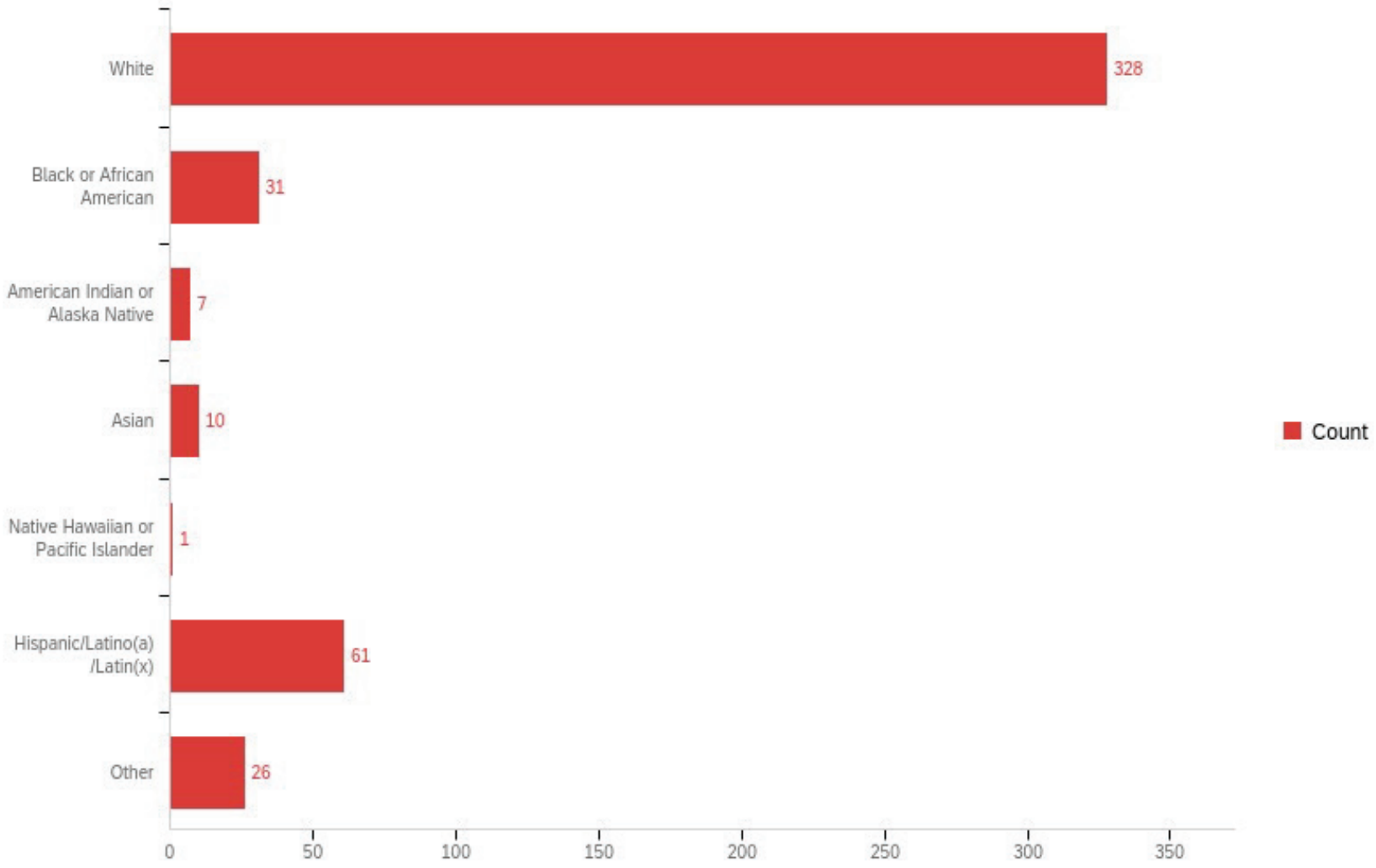
When you attended events in the past, have you ever felt unwelcome because of your race, culture or ethnicity?



Do you feel that your race/culture/ethnicity is adequately represented in cultural programming throughout the city?



Would the addition of more culturally inclusive programming make living in Salem a more enjoyable experience for you and your family?



What is your US racial identity?