



**DIVERSITY, EQUITY,
INCLUSION, AND BELONGING
STRATEGIC ACTION PLAN
FEBRUARY 2026**

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*Delivering exceptional parks and recreation
to enrich the lives of everyone we serve.*

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About Willamalane's Strategic Action Plan

In 2021, Willamalane created its first board-approved Diversity, Equity, and Inclusion Strategic Plan. As expected, the understanding of diversity, equity, and inclusion has evolved, both in this organization and across the nation.

Moving forward, Willamalane will use the term Diversity, Equity, Inclusion, and Belonging (DEIB). DEIB isn't about favoring one group or individual over another. In fact, it is inclusive rather than exclusive. This work is about identifying and removing barriers to access, so that all people have an equitable opportunity to engage.

Willamalane's Commitment

- Recognizing past challenges as opportunities to learn and grow.
- Determining productive steps toward positive change.
- Strengthening equitable opportunity throughout the district.

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Overview

THE IMPORTANCE OF LANGUAGE

As part of the SAP update, using plain, relatable, inclusive language is key. The district is committed to using language that considers multiple identities and clearly describes how to continue working toward Willamalane’s goals. Some of the concepts the district continues to embrace include universal work, cultural responsiveness, and intentional outreach.

Universal work means that goals are universal for all groups, and the strategies developed to achieve those goals are intentional, based on how different groups are situated within structures, cultures, and across geographies.

Cultural responsiveness acknowledges that each individual is an expert on their experience. It goes beyond mere tolerance of differences; it involves actively engaging with diverse cultural perspectives and ensuring that all individuals feel valued and included. This approach necessitates an acceptance of our own knowledge gaps and a commitment to rectifying inequitable power dynamics.

Intentional outreach is about building partnerships, relationships, and trust. There are many ways to practice intentional outreach including non-transactional events and gatherings, flexible and community-centered listening sessions, and varied ways of communicating.

INTERNAL FOCUS

Willamalane’s internal DEIB work focuses on fostering an inclusive and consistent recruitment, hiring, and promotion practice and supporting a positive work culture where everyone feels welcome and can authentically belong. In this kind of workplace, staff hold agency, responsibility, and power to collaborate and co-create a positive work culture for the good of the staff and the community. This work is accomplished by gathering feedback regularly and identifying ways in which the workplace culture can be more inclusive and transform existing structures that may be inadvertently exclusive. When systems are modified to work better for some, they ultimately work better for all.

COMMUNITY FOCUS

Willamalane strives to be a leader in the community. With leadership comes a need for self-reflection and humility. The district works toward continued collaboration and progress over time. Work won’t always be comfortable, easy, or straightforward. However, the district embraces the accountability that comes with the commitment to grow and change.

The core of community is belonging. Embracing belonging must include mechanisms for making sure people are heard and how or when spaces or projects can be co-created. Intentional localized trust-building with local agencies and organizations leads to a more diverse staff and new ideas for programming. When staff work alongside community members, a reciprocal relationship develops. This type of outreach and relationship building increases participation, innovation, collaboration, and accountability.

Willamalane provides inclusion services that offer reasonable accommodations to community members who request them. Accommodation requests help people with disabilities get individualized support in accessing Willamalane programs and activities.





INTEGRATION OF WILLAMALANE STRATEGIC PLANS

In 2022, Willamalane earned an NRPA accreditation. This signifies that an organization’s overall quality of operations, management, and service to the community aligns with best practices set by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). CAPRA standards call for periodic research that include DEIB principles as evidence of compliance. Standards that call for DEIB analysis include feasibility studies, educational projects, and agency leadership.

In 2023, the district completed the Willamalane Comprehensive Plan, creating a roadmap for the district to operate over the next 10 years and beyond. The foundation of the planning process for the comprehensive plan was extensive community engagement. An intentional effort was made to seek feedback from community members from historically underrepresented groups via eight focused discussions. Methodology was collaborative, earning Willamalane multiple awards for innovation. Some key areas of focus that came out of these conversations include increasing inclusivity in programs and facilities, building ongoing relationships with the community, and helping ensure that diversity, equity, inclusion, and belonging are addressed at all levels. In total, the community engagement process incorporated the opinions, needs, and desires of approximately 3,800 community members.

TAKING THE NEXT STEPS

DEIB work is the responsibility of all individuals employed at Willamalane. Fundamentally, accountability resides with the executive director.

Internal DEIB initiatives will continue to be led and supported by the Human Resources Department. Willamalane aims to expand its community outreach and impact through the Community Services Division, focusing on applying DEIB principles within services and programs to increase engagement and build stronger connections with underrepresented community members. This division oversees existing and emerging community service programs, adaptive recreation, and partnerships that promote culturally responsive events and programming aligned with community needs.

Willamalane continues to conduct regular workshops and research with staff and community members to gain an understanding of inclusion and belonging needs. The district remains committed to being responsive and updating policies, procedures, programs, and facilities. Creating and supporting a welcoming environment where everyone feels like they belong is one of Willamalane’s primary goals and supports the district’s mission:

“To deliver exceptional parks and recreation to enrich the lives of everyone we serve.”

DEIB Spotlights

Willamalane's ultimate goal is to integrate DEIB into all facets of programs, facilities, parks, and internal culture, creating welcoming spaces where everyone belongs. This section exemplifies some of the successful initiatives from the last four years that serve as examples we can celebrate and learn from as this work continues to evolve.

COLLABORATIVE INCLUSION INITIATIVES



All Are Welcome

In 2022 Willamalane began the All Are Welcome initiative. Willamalane created posters, t-shirts, and stickers for both internal and external sharing. Staff receive stickers during onboarding and any time upon request. T-shirts are provided to any staff who works a DEIB event, and to community partners doing collaborative work with the district.



Essential Accessible Programs

Willamalane has and will remain committed to reducing barriers and providing essential high-quality, no- and low-cost programs for the people the district serves. These programs include affordable high-quality childcare, adaptive recreation programs, access to nutritious food, swim lessons for all fourth graders in Springfield Public Schools District, and programs that encourage socialization and essential needs for older adults in the community.



Sensory Booths

Since 2022, Willamalane has been offering sensory booths at a number of public events, especially if there are large crowds and heavily stimulating environments. With a variety of sensory toys, tactile experiences, noise-cancelling headphones, and fidget items, people of all ages can find something to help them stay regulated and engaged with the world around them. The sensory booth also provides an opportunity for community members to learn more about inclusion services at Willamalane.



Pride Swims

Beginning in 2023, Willamalane has been holding pride swims at Splash. These events are designed to be a welcoming and safe space for the LGBTQ+ community, and their families and allies. Pride swim shifts fill up quickly with aquatics staff. Willamalane is working toward making pride swims sponsored events for increased accessibility to community members.



Updated Scholarship Policy

In 2025, the district updated Willamalane's scholarship policy. Key changes to the policy included raising annual scholarship maximums and expanding automatic qualifying events. In addition, Willamalane added an online application and a review process to assess efficacy of the changes and enable future updates.

INCREASED BILINGUAL OUTREACH AND ENGAGEMENT



Bilingual Community Support

Willamalane has significantly expanded its support for Spanish speakers to ensure equitable program access. Before registration opens, dedicated Spanish-speaking staff are available (in-person, phone, and email) to help set up accounts, answer program questions, and assist with scholarships.

All key materials feature Spanish translation: many brochures are fully bilingual, rec guides are translated (prioritizing clarity for multi-generational enrollment), and the website is fully translatable, seeing over 3,600 Spanish page views in 2025.

This commitment extends to outreach, with bilingual staff attending high-traffic community events to answer programmatic questions and promote accessible offerings.



Bilingual Pay

To promote equitable access and better serve all community members, the district offers a dedicated bilingual salary increase. This incentive is awarded to staff who demonstrate language proficiency by passing a competency test and agree to specific expectations for serving our diverse community.

INTENTIONAL AND EXPANDED RECRUITMENT



Focused Recruitment Efforts

Willamalane continues to refine outreach efforts to attract diverse candidates and has elevated targeted recruitment efforts for all positions. This includes sharing opportunities with community partners and participation in job fairs at middle schools, high schools, and local colleges. Recruitment is consistently a part of tabling at events like EugPride and the Oregon Asian Celebration. Additionally, the aquatics team hosts regular hiring events to provide applicants a clear, hands-on introduction to the job.

INCREASED ACCESSIBILITY AND OUTREACH IN PARKS AND FACILITIES



Tyson Park Outreach

When planning for upgrades to Tyson Park, a park located in a neighborhood with a large Latine/a/o population, Willamalane collaborated with key community organizations, including CALC, SAfER, and Escudo Latino. Together they planned and facilitated a Spanish language design workshop with over 30 local residents. Outcomes from this workshop showed a desire for a gathering space for small events, a community garden, and culturally appropriate art. These desires were integrated into several conceptual options that were shared broadly with the public for additional feedback through surveys and public meetings. This process deepened trust with neighborhood residents and was a good example of integrating equity into capital project planning.



DEIB Rental Rate Reductions

Willamalane is actively increasing accessibility and expanding its community outreach to ensure all residents can fully utilize our parks and facilities. By offering partner organization rental rate reductions, Willamalane lowers financial barriers, enabling broader community groups, especially those serving underrepresented populations, to access and use our physical spaces for events and programs.



Hearing Loop

Willamalane has improved technological accessibility with a permanent hearing loop in the Ken Long Room, the district's largest meeting room, and at front desks at all facilities, directly benefiting community members who use hearing aids.



Inclusion of All Identities

In order to be more inclusive to staff and community members, Willamalane provides all user facilities when possible and is engaged in adding free period products to all restrooms. These initiatives address basic needs, demonstrating Willamalane's commitment to comprehensive health equity and comfort for staff and facility users.

NATIVE OUTREACH AND RELATIONSHIP-BUILDING



Comprehensive Plan Outreach

As part of the outreach strategy for Willamalane's comprehensive plan in 2022, the district partnered with the City of Springfield to listen, discuss, and be in relation with local American Indian and Alaska Native community members. Local elders co-facilitated these intentionally flexible discussions, providing a platform for authentic relationship-building and guidance on moving forward together. In 2023, Willamalane was recognized regionally for this work with the Achievement in Community Engagement award from the State of Oregon and the Outstanding Innovation award from ORPA.



Kalapuya Talking Stones Tours and Land Acknowledgement

Willamalane acts as steward to seven of the area's fifteen Kalapuya Talking Stones located in the Eastgate Woodlands/Whilamut Natural Area. In 2023, Willamalane began a partnership with a Grand Ronde elder who guides staff and visitors on tours of the Kalapuya Talking Stones, sharing lifeways of the Kalapuya people and the creation of the installation. The Talking Stones have been a central part of Willamalane's ongoing trust-building, collaboration, and culturally responsive maintenance and clean-up of vandalism to the unique artwork and porous surfaces.

The Willamalane Land Acknowledgement was developed with the support of an American Indian/Alaska Native consultant. Willamalane's land acknowledgement was created to bring awareness and recognize the Indigenous past, present, and future of the land and to understand current residents' place in that relationship. A land acknowledgement is usually spoken at the beginning of a public event to recognize the event is taking place on the land of Indigenous people, in this case the Kalapuya people. Willamalane's land acknowledgement is a call to action and next steps.



Community Potlucks with Regional Partners

One of the greatest needs identified during the comprehensive plan outreach was a community space to gather. In partnership with the City of Springfield, the City of Eugene, and Lane County, Willamalane has been able to offer facility space and framework for seasonal potlucks with the local Native community. These recurrent gatherings are designed to be non-transactional and include food, community announcements, raffles, and activities.

The trust and relationships that have been built continue to support and inform current and future partnerships, programs, events, and allow Willamalane to practice cultural responsiveness in a genuine way.



Listening and Evolving

2026 DEIB STRATEGIC ACTION PLAN UPDATE

The DEIB SAP has been updated in a way that is easy to understand, audit, and revise. The update of the SAP began with an audit of the 2021 SAP in 2023, and was completed after gathering and analyzing a multitude of data in 2025.

The 2026 SAP was developed during a particularly uncertain cultural climate regarding DEIB. All efforts have been made to incorporate best practices as well as be responsive and adaptive to the short term, with an eye toward practicality and sustainability of these goals.

Strategic Action Plan Timeline





2026 DEIB STRATEGIC ACTION PLAN GOALS

The five goals were created to be meaningful, measurable, and to encourage long-term growth. Objectives for each goal were created by the executive team (Human Resources Division, Strategic Partnerships & Development Division, Recreation & Community Services Division, Marketing & Communications Division, Business Operations Division, Facilities, Parks, & Planning Division) and their staff with consideration to objectives being specific, actionable, and measurable. Where applicable, definitive quantifiable targets are included as built-in accountability.

Goals and Objectives

1. Support and foster an inclusive work culture

OBJECTIVES:

- a. Ensure all leadership staff are accountable for implementing and achieving the goals and objectives of DEIB Strategic Action Plan through regular progress reviews, performance evaluations, and reporting mechanisms.
- b. Identify and proceed, when financially possible, with modifying shared restrooms, locker rooms, and changing areas to provide private spaces/stalls for individual use.
- c. Encourage and promote participation on internal committees that provide opportunities for staff engagement, improving work culture, and fostering a sense of inclusion and belonging.
- d. Hold staff accountable at all levels for behavior that violates policy or is not aligned with the district’s RECS values. Ensure that all staff are aware of reporting procedures.
- e. Establish an anonymous process for staff to share feedback.

- f. Produce a weekly internal newsletter that supports and fosters an inclusive work culture for all staff, including need-to-knows for a quick glance at the most important information.
- g. Evaluate, implement and maintain an integrated HRIS system with a personalized dashboard that centralizes payroll, timekeeping, policies, staff resources, and communications, improving accessibility and ease of use for all employees.

2. Expand community outreach, partnerships, and cultural responsiveness

OBJECTIVES:

- a. Establish and strengthen partnerships with local community organizations representing diverse populations, ensuring at least three new collaborative programs or events are launched annually that reflect the cultural and recreational needs of the Springfield community.
- b. Ensure visuals reflect community members by photographing real participants, collaborating with staff, and obtaining consent, with regular photoshoots each season and updated visuals incorporated into materials annually.
- c. Produce Spanish-language translations for all recreation guides, the annual report, the website, and marketing materials to improve access and engagement for Spanish-speaking community members.
- d. By June 30, 2026, establish a reliable monthly baseline for pounds of food donated and number of individuals served through the Willamalane Food Pantry, and implement at least three strategies (events, campaigns, or partnerships) to increase donations and the number of people served by 10% over the baseline.
- e. By December 31, 2026, design and launch one Willamalane-led event specifically developed to support, celebrate, or amplify a traditionally under-served community, with a documented outreach plan and post-event participation data.
- f. By June 30, 2026, establish a monthly baseline for LIHEAP households served and total payments made. Using this baseline, increase total LIHEAP payments by 5% through improved processing capacity and improved program procedures.
- g. By June 30, 2026, establish baseline measures for SHIBA outreach and engagement, including outreach contacts, website visits, and Medicare counseling appointments. Use this data to better understand service demand, identify gaps, and inform future outreach and service delivery efforts.
- h. Continue to establish new partnerships with community organizations, as well as developing new sponsorships with partners who have prioritized DEIB within their own organizations/businesses.
- i. Expand partnerships with community organizations and participation in local career and job fairs in an effort to increase outreach to diverse populations.

3. Increase accessibility to parks, facilities, and programs

OBJECTIVES:

- a. Conduct an updated accessibility audit of all district facilities and programs and implement improvements, including physical, programmatic, and digital access, and develop a plan to ensure full compliance with district ADA Plan within three years.
- b. Continuously produce inclusive communications, signage, and marketing materials by reviewing and updating style and brand guidelines and applying inclusive language, with updates completed at least biannually. Install universal park and facility rules signs that communicate via symbols instead of written text.
- c. Modify shared restrooms, locker rooms, and changing areas to provide private spaces/stalls for individual use when financially possible.

- d. Ensure 100% of district-wide digital platforms meet Web Content Accessibility Guidelines 2.1 Level AA standards by evaluating and procuring tools, software, and integrations, auditing content, implementing required updates, and applying accessible communication practices across web, social, and email platforms by April 27, 2027.
- e. Increase Accessible & Adaptive Recreation registrations by 20% by June 30, 2026, through expansion of existing programs or addition of new offerings.
- f. Increase the number of participants receiving financial assistance by at least 10% in FY27 compared to FY26, supported through improved outreach, simplified processes, and bilingual/multilingual promotion.
- g. Secure new funding streams (grants, sponsorships, donors, etc.) dedicated to increasing accessibility to parks, facilities, and programs through scholarships.
- h. Review and update public-facing financial content on the district website twice per year (ACFR/Budget) to ensure it uses clear graphics and explanations that make district financial information easy for community members to understand.

4. Improve procedures for a more inclusive and consistent recruitment, hiring, and promotion process

OBJECTIVES:

- a. Expand recruitment strategies, including collaboration with community partners, to attract candidates from underrepresented diverse groups in Springfield, Review staff demographic data annually to assess progress in comparison to Springfield census data (25% of Springfield population are non-white).
- b. Provide mentoring and DEIB professional development to support new hire success and retention.
- c. Update the district-wide hiring process to reduce bias with practices such as redacting personal information, blind phone screenings, and diversifying hiring panels.
- d. Expand professional development opportunities for staff and create a process to enhance potential for advancement creating stronger employee engagement, productivity and retention.

5. Amplify distribution and communication of DEIB-related information, opportunities, and initiatives to staff and to the community

OBJECTIVES:

- a. Develop a DEIB communication plan to ensure all stakeholders are regularly informed about DEIB initiatives, opportunities, and progress through staff meetings, supervisor communication, Inside Willamalane, newsletters, social media updates and external website.
- b. Collaborate with division supervisors to identify staff availability and coordinate DEIB related training at least twice per year.
- c. Continue to share about DEIB related programs and initiatives led by Willamalane when cultivating new partners, as opportunities for collaboration and sponsorship/funding support.
- d. Regularly share DEIB-related information through the supervisors, employee newsletter, Willamalane's internal website and external website.

Conclusion

The 2026 DEIB Strategic Action Plan is a guiding document for staff and Willamalane's board of directors. It also serves as documentation of the district's commitment to DEIB principles and intentions to continue assessing this work. Progress on objectives will be shared with the board of directors as quarterly reports included in the Executive Director's Board Report and annual DEIB SAP progress update presentation to the board. The district's intention is to re-examine the DEIB SAP every five years. Follow-through on commitments and accountability are essential parts of Willamalane's continued work to make parks, facilities, and programs welcoming and inclusive.

Willamalane is grateful for the opportunity to listen, discuss, learn, and grow with the community and staff who dedicate their time to identifying and reducing barriers, embracing positive change, and strengthening equitable opportunity throughout the district.



METHODOLOGY

Data for the DEIB SAP was gathered through a variety of methods, including conversations with division directors, workshops, a staff survey, staff interviews, and executive team work sessions.

Conversations with Division Directors

Over a period of four months in 2024, the DEI supervisor met with each of the five division directors and the executive director to discuss their visions for integrating DEI into their departments. Questions asked of each division director are as follows:

1. How does DEI manifest in your division?
2. What issues have you identified on your team (interpersonally) regarding DEI?
3. What issues have you identified on your team (external/community) regarding DEI?
4. What DEI goals do you have for your team?
5. What DEI goals do you have for your division?
6. What DEI goals do you have for the community we serve?

The conversations were synthesized and broken down into common goals, strategies for success, measurable objectives, and resources to support the themes. Synthesis and analysis was shared with participants for confirmation of accuracy and additional feedback if necessary. Analysis was approved in December of 2024.

Workshops with staff

Two SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis workshops were conducted with staff. A SWOT analysis is a strategic planning tool that helps assess internal and external environmental factors that are then displayed in a clear visual representation. The first workshop was held with the eight members of the DEI Committee in November 2023. The second workshop was held with Willamalane's Leadership Forum in January 2024, which includes approximately 30 staff members who are in positions of a supervisory nature.

2025 Work Culture, Inclusion, and Belonging Survey

In June of 2025, Willamalane's DEI department offered an anonymous survey for staff to share feedback. The survey included questions about employees' experiences around feelings of belonging, support from leadership and peers, interacting with

community members, their work being valued, retaliation, accountability, diversity, inequities, collaboration, and provided many opportunities to share ideas and feedback. The survey was also a chance for the district to find out if Willamalane staff were aware of and knew where to find policies and procedures, how to ask for an accommodation, if internal initiatives contributed positively to a sense of inclusion and belonging, how prepared staff feel regarding difficult conversations with the public, and how staff feel about the organization's alignment with the mission and values.

A total of 162 out of 394 staff members participated in the survey with a 93% completion rate. All departments were represented. Outreach methods were particularly successful in the Aquatics department, with the highest staff participation rate (30%).

In addition to the quantitative data collected in the survey, most questions included an open comments option to allow respondents to clarify and provide context and examples. Many staff took advantage of this option. This qualitative data was used to identify emergent themes, allowing Willamalane to better understand staff experiences and include details in the strategic objectives for each goal.

Executive Team Feedback

Survey and SWOT data were presented to the executive team, made up of the six staff who report to the executive director. During a work session that followed, the executive team asked questions and provided feedback. Shortly after, the DEIB SAP draft was shared with the executive team for recommendations which were reviewed and incorporated.

Demographic Data Collected

Demographic data used in this report is extracted from census data gathered in 2025. Data collected was sourced from Willamalane's annual EEO-1 (Equal Employment Opportunity) reporting. Gender demographic data was collected at touchpoints between July 2021 and June 2025.

ANALYSIS

Data analysis is a crucial part of extracting meaning from information collected for a specific purpose. Quantitative data deals with numbers, is measurable, and is analyzed using statistical methods. Qualitative data is descriptive, allowing researchers to gather more nuanced information like language, feelings, and experiences that cannot be quantified. Data analysis in this SAP employs a mixed-methods approach to provide an inclusive and thorough understanding of the information gathered. Using multiple datasets is called triangulation. Triangulation helps to support the validity and credibility of the research, and mitigates the presence of research biases that come with using a single technique. Triangulation of data was utilized to create this SAP.

Conversations with Division Directors Analysis (qualitative)

The DEI supervisor conducted an evaluation and thematic analysis of conversations with division directors, focusing on the “what,” “why,” and “how” of the climate and understanding of DEI in their divisions. All goals were included in the synthesis, whether generalized, specific, long-term, short-term, or ongoing. This analysis provided a strong foundation for the final five goals laid out in this plan. The DEI supervisor also identified multiple emergent themes that came out of these conversations, including support for a district-wide inclusive work culture, a need to expand outreach to underserved populations in the area, and a desire to fully support accessibility to programs, services, and facilities.

Workshops with Staff Analysis (qualitative)

Responses recorded during these workshops were prioritized, clarified, and consolidated by the DEI supervisor. Both groups had similar input so combining the strengths, weaknesses, opportunities, and threats was relatively straightforward. After the 2025 Work Culture, Inclusion, and Belonging survey was completed, survey data was applied as the final piece to update the SWOT analysis.



2024-25 SWOT ANALYSIS

STRENGTHS

- Robust DEI framework
- Financial investment in staff
- Integrated DEI conversations
- Active DEI department and committees
- Collaborative and skilled DEI staff
- Measurable progress and resource commitment
- Enhanced cultural exposure and communication
- Focus on accessibility and partnerships
- Adaptive and consistent approach



WEAKNESSES

- Lack of bilingual staff
- No allocated department funding for DEI initiatives
- Barriers to internal communication
- Impediments to training and engagement
- Internal resistance to collaboration
- Need for more defined goals and metrics
- Absence of multicultural programming
- Lack of diverse representation (board, leadership, staff)
- Internal and historical barriers and discomfort
- Not enough DEI visibility



- Broaden community engagement
- Collaborate with Team Springfield
- Amplify success as a model
- Reduce barriers for community partners
- Develop strategic partnerships
- Enhance park experience with tech (QR codes)
- Prioritize Latine/o/a community needs and bilingual staffing
- Make Willamalane a safe space for diverse community members and staff



OPPORTUNITIES

- Polarized political climate
- Societal unrest and economic pressure
- Misinformation and information overload
- Varying acceptance and resistance
- Oregon's lack of diversity
- Reputation and "word of mouth"
- Distraction from core mission
- Burnout and sustained effort
- Complicated partnerships
- Fear of criticism

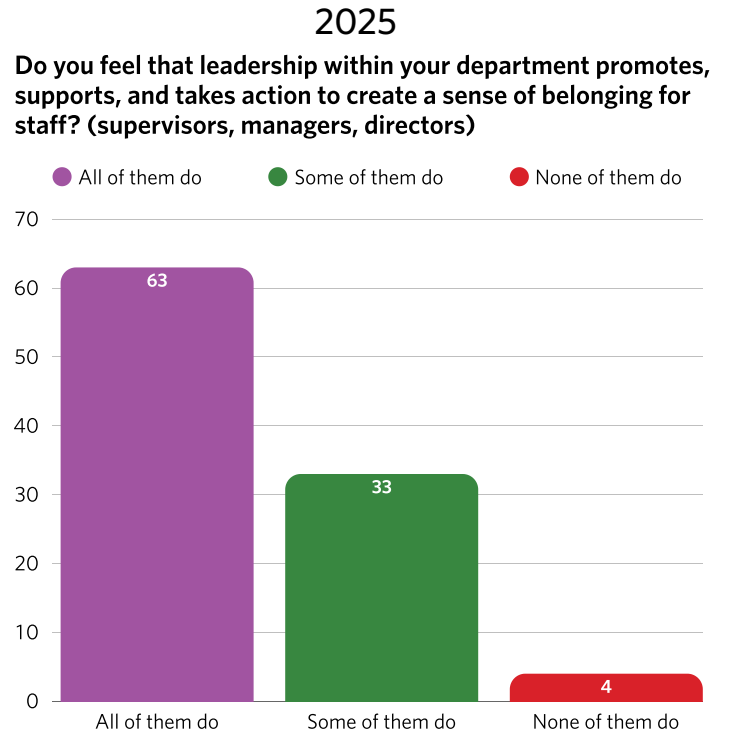
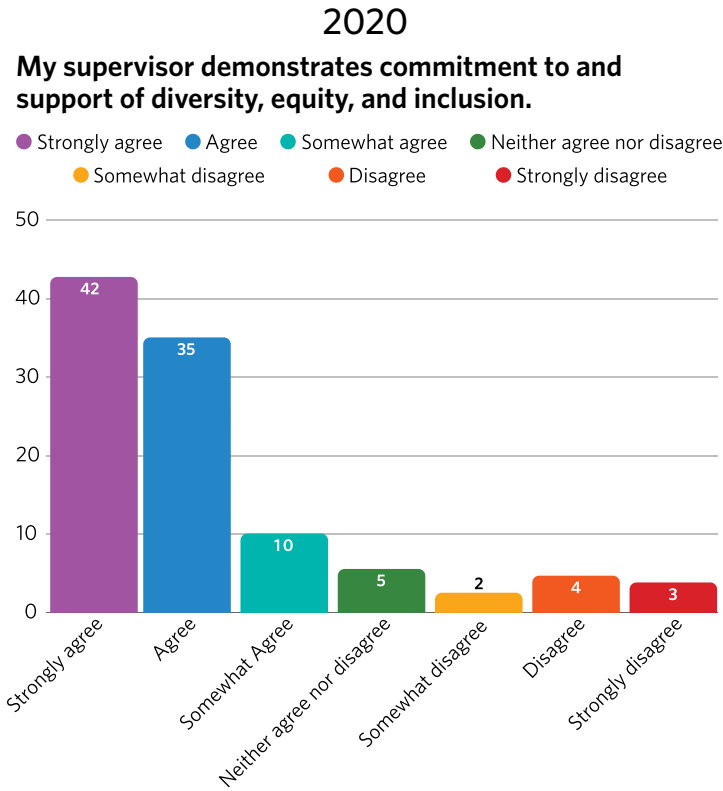


THREATS

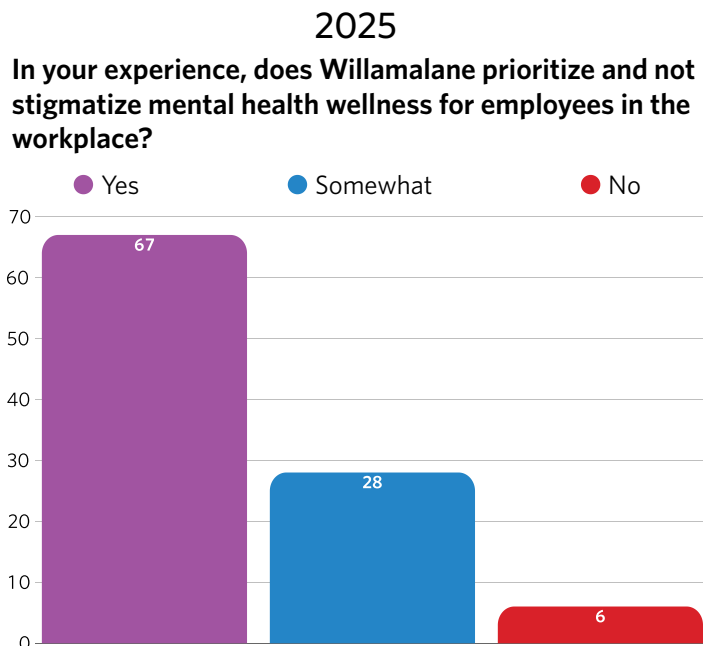
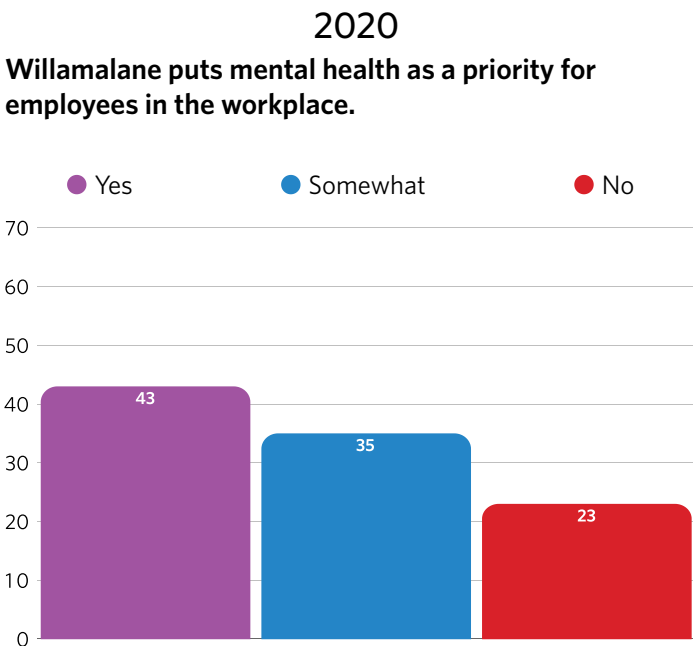
2025 Work Culture, Inclusion, and Belonging Survey Analysis (quantitative)

Wherever possible, parallel questions were asked to provide comparative data to the 2020 DEI Readiness survey.

For example, when staff were asked whether or not they felt support from leadership around DEIB, the positive responses increased from 87% in 2020 to 96% of staff in 2025 who said that all or some of leadership support DEI.



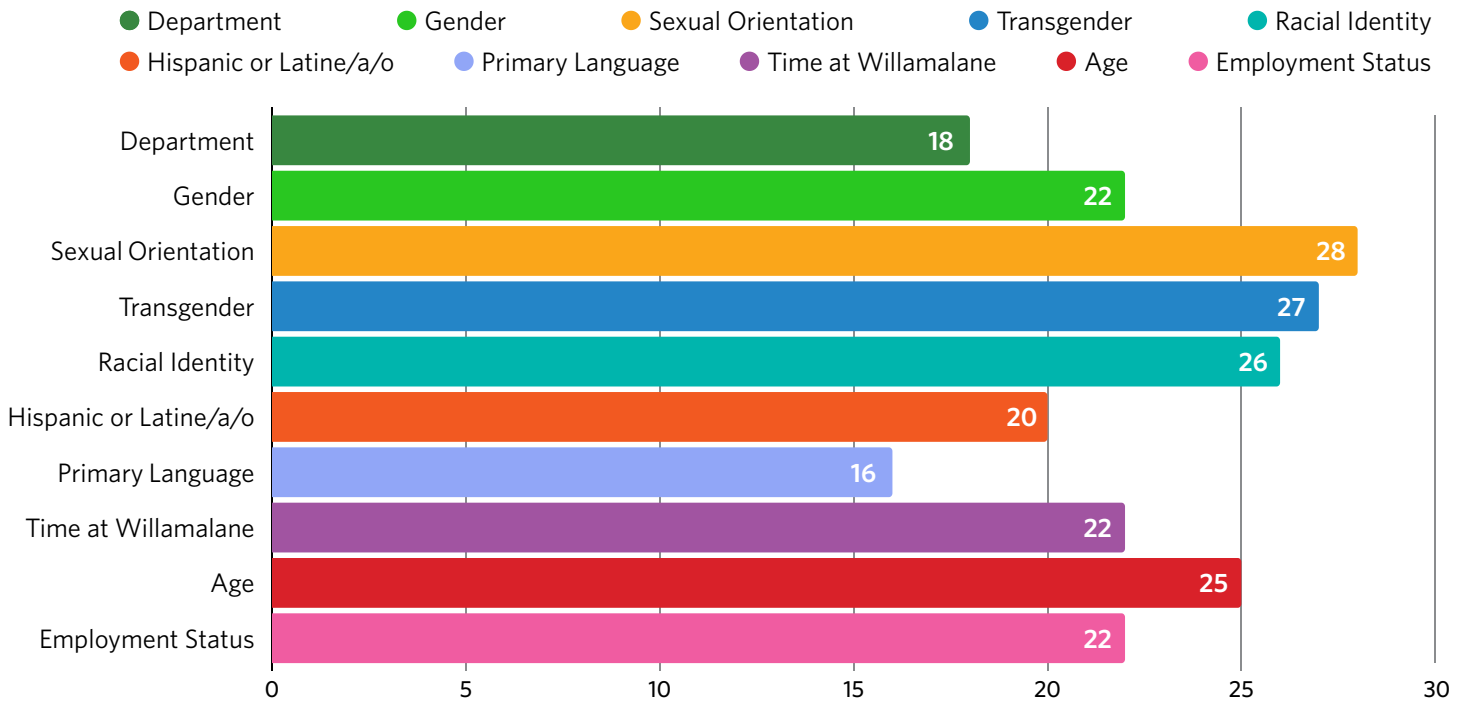
In 2020, 43% of respondents said Willamalane prioritized mental health for staff, 35% expressed neutrality, and 23% said it did not. In 2025, 66% said Willamalane prioritizes and did not stigmatize mental health, 28% answered somewhat, and only 6% said Willamalane did not. This marks a substantial improvement, showing that Willamalane’s efforts to prioritize and destigmatize mental health in the workplace are making a significant positive change.



The analysis of data from the 2025 Work Culture, Inclusion, and Belonging Survey was extensive. After the survey closed, the DEI supervisor reviewed the quantitative data for patterns and actionable insights. One observation was that an average of 23% of respondents chose not to answer the demographic questions on the survey (department, gender, sexual orientation, transgender, racial identity, Hispanic or Latine/a/o, primary language, time at Willamalane, age, employment status).

The most common reason that was given was the possibility of losing anonymity and/or confidentiality. This is important information to keep in mind when analyzing the rest of the data, especially when using demographic data as a comparable. Although this was a consideration when creating the survey, the intent was to create a demographic benchmark that can be utilized moving forward in tracking data included in this plan.

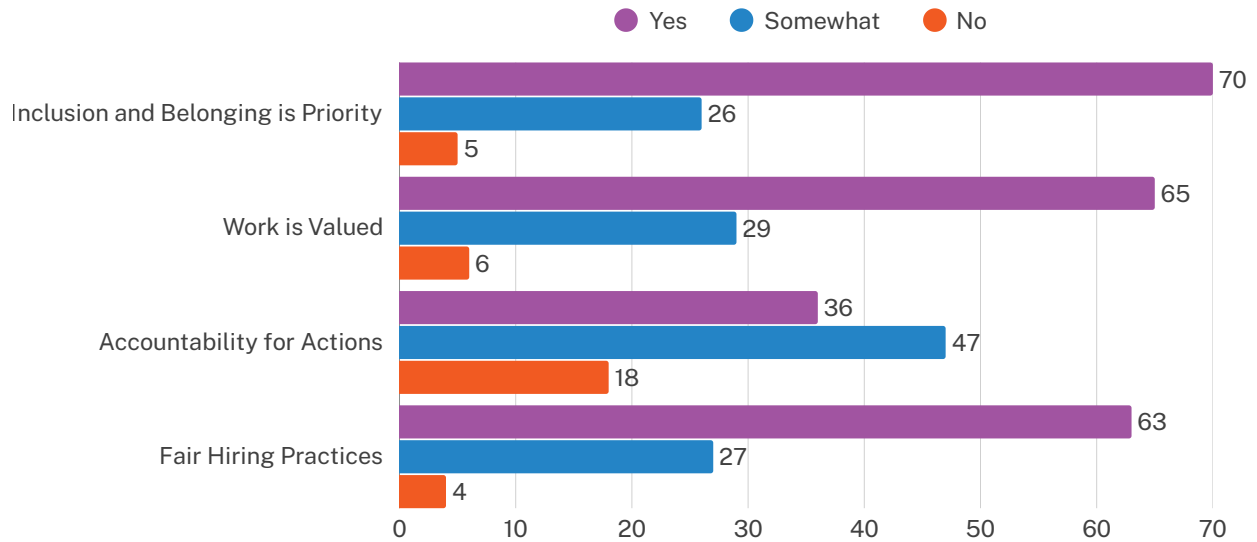
Respondents Who Chose Not to Answer Demographic Questions



Initial patterns were identified by evaluating broader, more general questions and compiled into comparative charts. Four questions on the survey about Willamalane’s work culture are combined in the graph below.

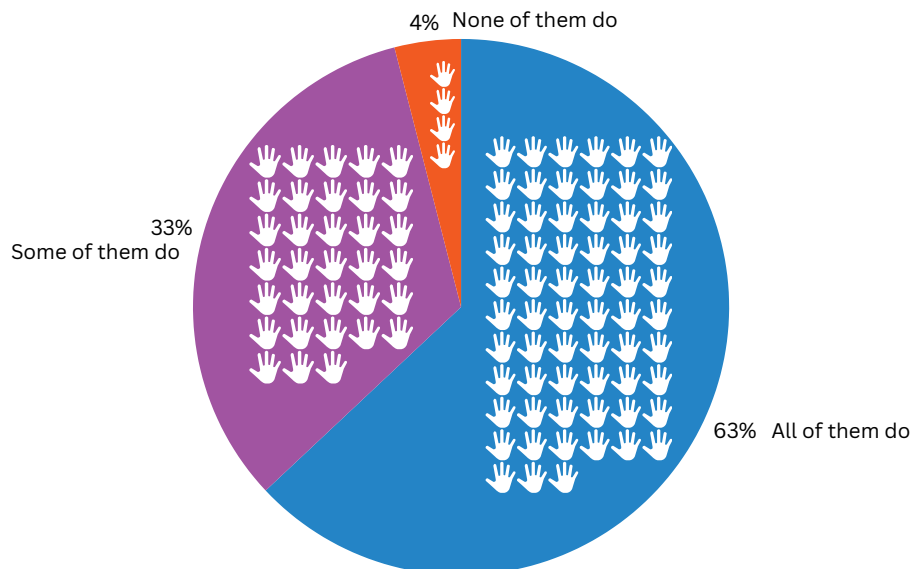
1. Do you believe that Willamalane prioritizes inclusion and belonging for all staff across the district?
2. Do you feel that your work is valued at Willamalane?
3. If behavior that violates district policy is reported, do you feel like staff are held accountable for their actions?
4. Do you think Willamalane’s hiring process (interview, hiring panels, selection) is fair?

The majority of respondents feel that inclusion and belonging is a priority for the district, feel their work is valued, and believe that Willamalane has fair hiring practices. 47% of the respondents believe that the district only “somewhat” holds their staff accountable for their actions, and 18% answered that no, staff are not held accountable.



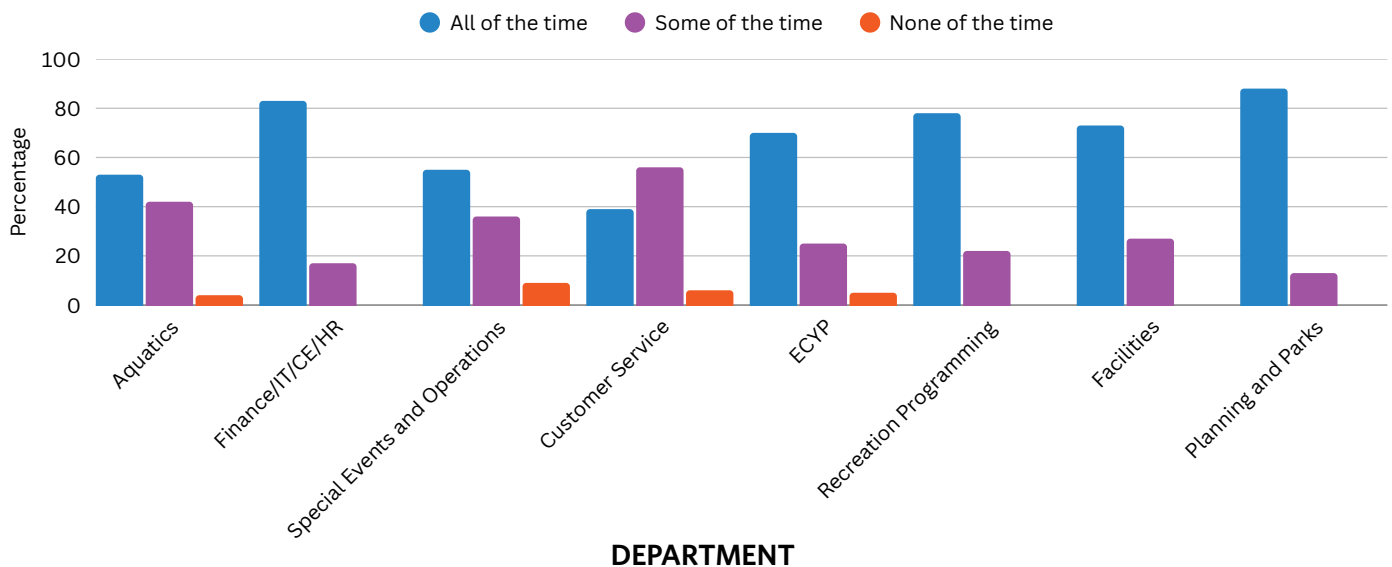
A total of 96% of respondents feel that all or some leadership create a positive culture of belonging for staff in their department.

Do you feel that leadership within your department promotes, supports, and takes action to create a sense of belonging for staff? (supervisors, managers, directors)



Positive trends in staff feeling a sense of belonging are seen across the district. In particular, these trends have improved in business operations, marketing and communication, human resources, and planning and parks. Also of note, customer service staff indicated that there is room for improvement.

By department: Do you feel that leadership within your department promotes, supports, and takes action to create a sense of belonging for staff? (supervisors, managers, directors)

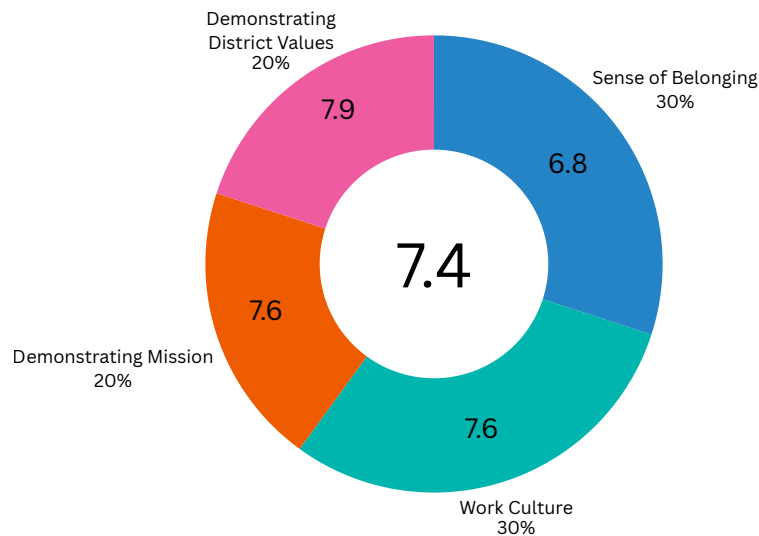


A workplace inclusion index assesses the level of inclusion employees perceive. Tracking demographic data for diversity or showing the balance of diversity in management only tells part of the story of inclusion. Demographic data is important, but it does not capture the experiences of staff in the workplace or identify gaps where opportunities for change exist. This is where the inclusion index comes in. In the below index, all four of the rating scale questions from the survey are compared to gauge the ways that employees feel about how well Willamalane demonstrates district values, a sense of belonging, the district’s mission, and work culture. With 10 being the highest rating and 1 being the lowest, staff rated their experiences at Willamalane.

These questions are:

- a. Please rate the following: Willamalane has made progress in fostering a sense of belonging for staff of different identity groups with diverse experiences, and work styles.
- b. Work culture is defined as the alignment of employees’ behavior with the organization’s mission, vision, and values, and the environment it creates.
- c. Please rate the following: Willamalane does a good job demonstrating our mission: To deliver exceptional parks and recreation to enrich the lives of everyone we serve.
- d. Please rate how you feel that Willamalane demonstrates district values:
- e. Belonging: We create a community where everyone connects, grows together, and works towards common goals.
- f. Healthy Lifestyle: We deliver inclusive and accessible programs, facilities, and parks that promote healthy living.
- g. Stewardship: We preserve and protect our natural and cultural resources for future generations to enjoy.
- h. Accessibility: We provide equitable access to recreational opportunities, regardless of ability, income, or background.
- i. Accountability: We uphold the highest ethical standards and build trust and respect in all interactions.
- j. Innovation: We strive to continuously improve our offerings with innovative and sustainable practices.

Willamalane scored a 7.4 overall, indicating that the district is doing many things right. This score also indicates an opportunity for Willamalane to strategically address some issues noted.



2025 Work Culture, Inclusion, and Belonging Survey Analysis (qualitative)

In addition to the quantitative data gathered in the survey, most questions allowed respondents to add a comment for clarity, to make suggestions, or add information they wanted the organization to know. Multiple steps were taken to analyze the qualitative data in the survey. Initially, a sampling of the comments were scanned to identify tone and common subjects. After this initial pass, general themes were identified. Comments were then summarized in multiple ways; by theme, question, tone (positive, mixed and nuanced, challenges), and overall prevalence.

Analysis of Themes (qualitative)

Positive:

- Many staff members applaud Willamalane for having a positive work culture and call Willamalane a “great place to work.”
- Staff feel a sense of pride in providing parks, facilities, services, and programs to the public.
- There are many comments appreciating leadership for supporting organizational values.
- Many staff acknowledge a clear focus on diversity, equity, and inclusion, and appreciate the efforts and improvement since the department was established in 2020.
- Numerous staff express feeling safe and welcome, often highlighting specific leadership for their support and respect.
- Employees feel gratitude for staff appreciation and wellness initiatives that make them feel valued, heard, and seen.
- Staff feel that the organization is committed to community and accessibility.
- There is a strong appreciation for getting paid to work at and attend internal and volunteer events.

Mixed and nuanced:

- Inclusion and belonging are noted by some as being team and supervisor-dependent.
- The prioritization of mental health can fluctuate depending on position, time of year, or department.
- Some staff recognize that initiatives encouraging belonging are great but note that motivation to participate wanes when a sense of belonging is missing.
- Some staff who interact directly with community members request more training on handling difficult situations and greater clarity about what is expected of them.
- Willamalane does a great job with the public, but there are some internal work culture issues.
- Several employees noted the need for an update of the scholarship amount and additional removal of barriers for lower-income community members.
- Many staff mentioned the need for more Spanish-speaking employees.
- There is a perception that the hiring process is not consistent or always fair and staff request updated processes.

Challenges:

- Some staff noted a lack of accountability, especially for those in leadership roles.
- There is concern that some leaders are unaware, resistant, or inconsistent in upholding inclusive practices.
- There are multiple reports of a “boys club,” especially in the recreation services division.
- Throughout the survey, some staff noted a concern of favoritism and cliques, especially in opportunities for advancement, recognition for a job well done, and participation in certain events.
- When concerns are raised, some employees report feeling minimized, dismissed, or feel that their issues are not taken seriously, leading to disillusionment and reluctance to try again.
- There are some staff who feel apathetic, believing that nothing will ever change.
- A fear of retaliation for reporting concerns or unacceptable behavior is mentioned throughout the survey.
- Some staff believe that Willamalane has a long way to go before all staff feel welcome.
- Multiple respondents say that poor performers seem to “skate by” without being noticed, and many who “go the extra mile” are not recognized.
- In addition to the potential inequities mentioned in the survey, staff also specified age (seniors) and neurodiversity as inequities they have observed or experienced.

Executive Work Session Analysis (qualitative)

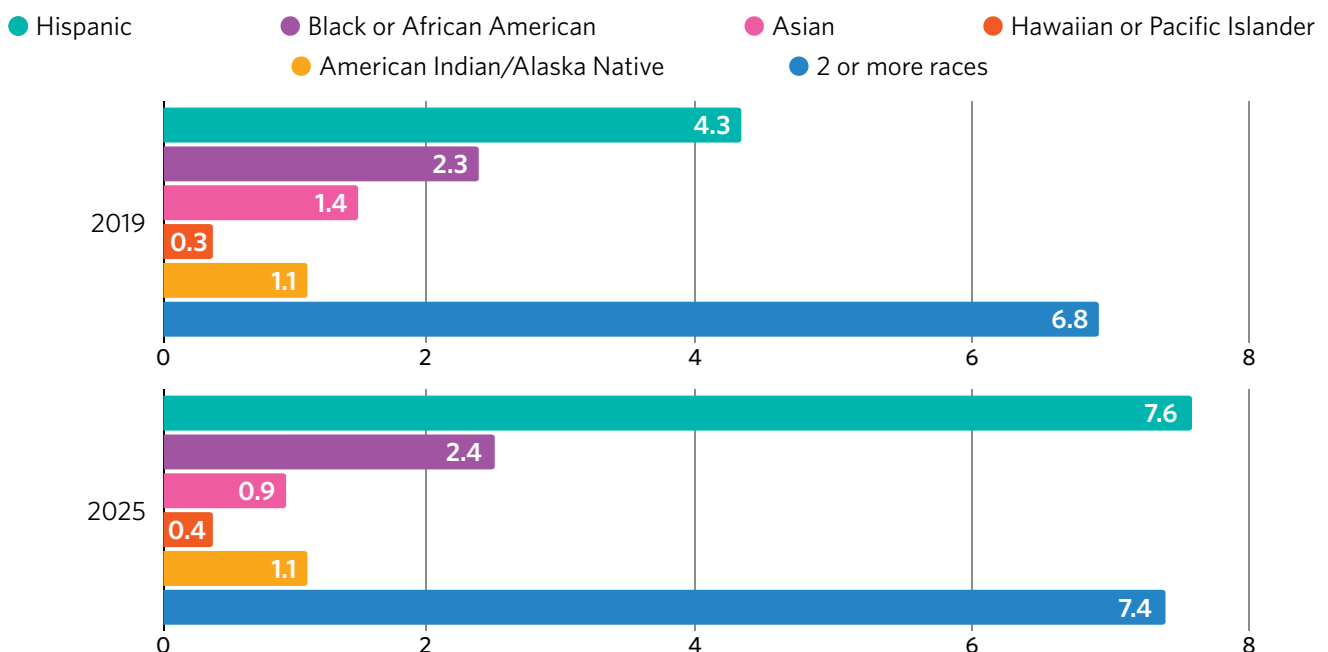
After the analysis was completed, the DEI supervisor presented initial data to the executive team, who were given the opportunity to respond with additional questions and feedback. This was followed by a work session to answer these questions. The group discussed quantitative as well as qualitative data.

Demographic Analysis (quantitative)

Willamalane’s commitment to building a diverse and inclusive workforce is reflected in our recent staffing trends. The comparison of staff demographics between 2019 and 2025 reveals several key shifts, most notably a substantial increase in Hispanic representation and a moderate increase in the category representing two or more races.

The most significant change is the dramatic growth in the percentage of Hispanic staff. This group increased from 4.3% in 2019 to 7.6% in 2025. The increase in Hispanic staff by over 75% is a strong indicator of successful targeted outreach. The “two or more races” category, which was the largest in 2019, now closely follows Hispanic staff in 2025, indicating a strong trend toward multi-racial identification within the organization.

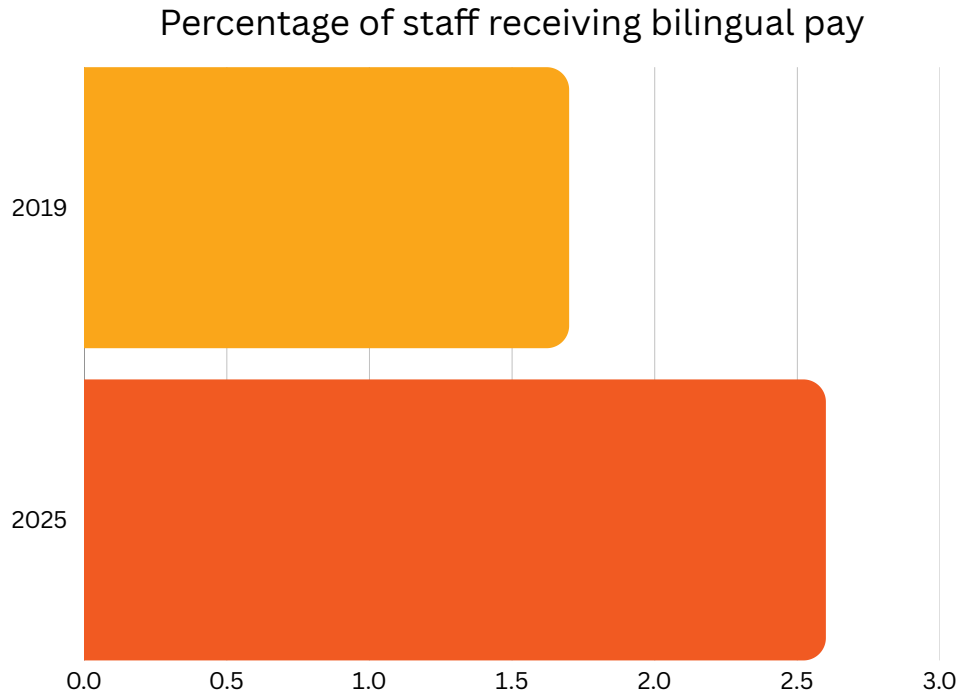
Minority representation increased from 16.2% of all employees in 2019 to 19.9% in 2025. This represents a strong 23% increase in the diversity of our staff, helping us better represent and serve all members of our community. Combined, the staff composition appears to have grown more diverse across several categories, indicating progress in recruitment and retention efforts targeting specific demographic groups.



Bilingual Pay

To ensure equitable access and better serve all community members, the district offers a dedicated bilingual salary increase. This incentive is awarded to staff who demonstrate language proficiency by passing a competency test and agreeing to specific expectations for serving our diverse community.

This investment is paying off, the percentage of employees receiving bilingual pay has grown 53%, rising from 1.7% of all staff in 2019 to 2.6% in 2025.

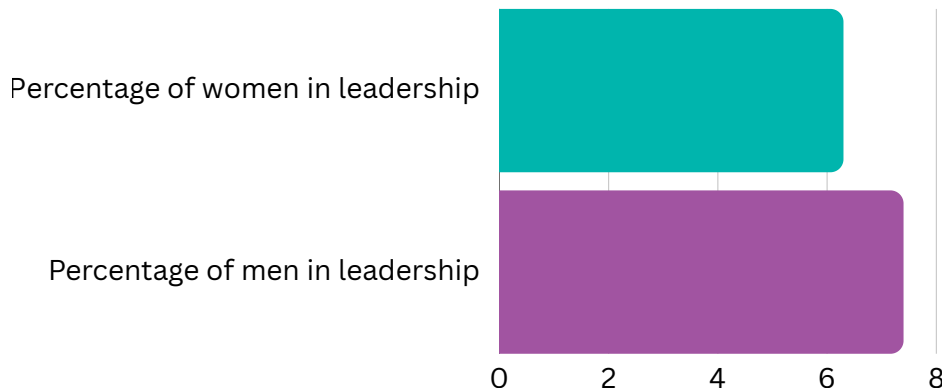


Demographic data analysis (quantitative)

Gender

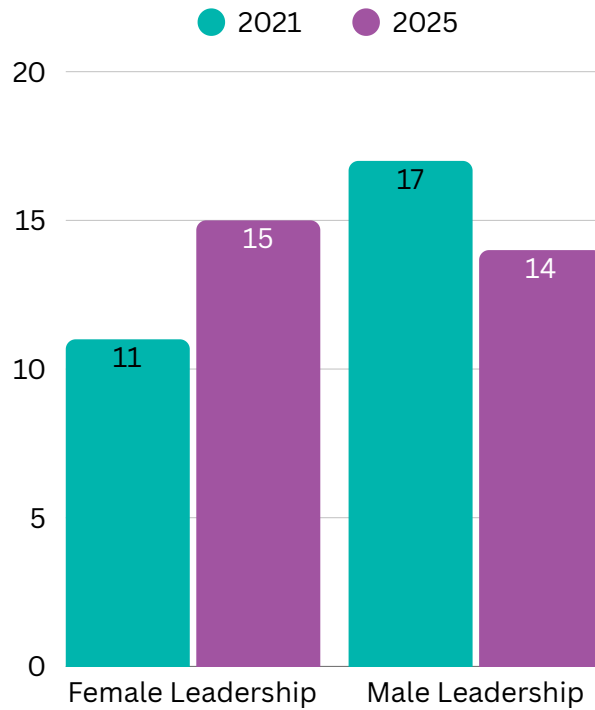
Gender diversity allows for diverse perspectives, which is an important part of fostering an inclusive work culture and welcoming environment.

In 2025, the breakdown for staff by gender across the district was 58.7% female and 41.3% male. When this is taken into account, 7.4% of male staff and 6.3% of female staff are in leadership positions across the district.



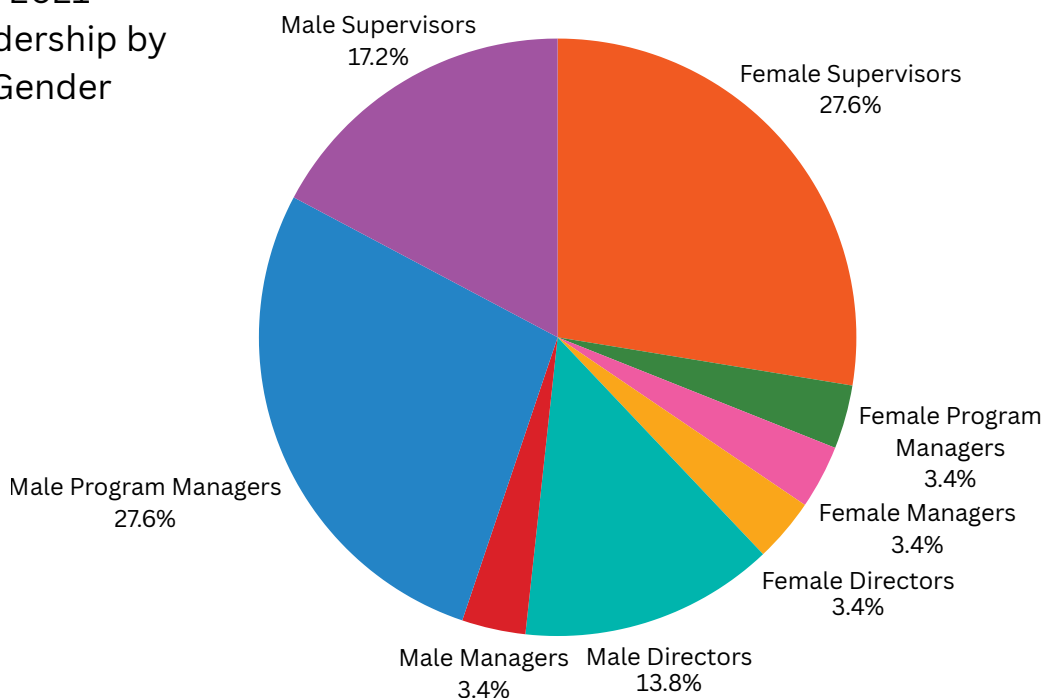
Willamalane has successfully elevated female leadership. Between 2021 and 2025, female representation on the leadership team increased from 37.8% to 51.7%. This positive move is an important milestone. Leadership responsible for budgetary and strategic district-wide decisions is currently 57.1% men and 42.9% women.

2021 - 2025 Leadership by Gender



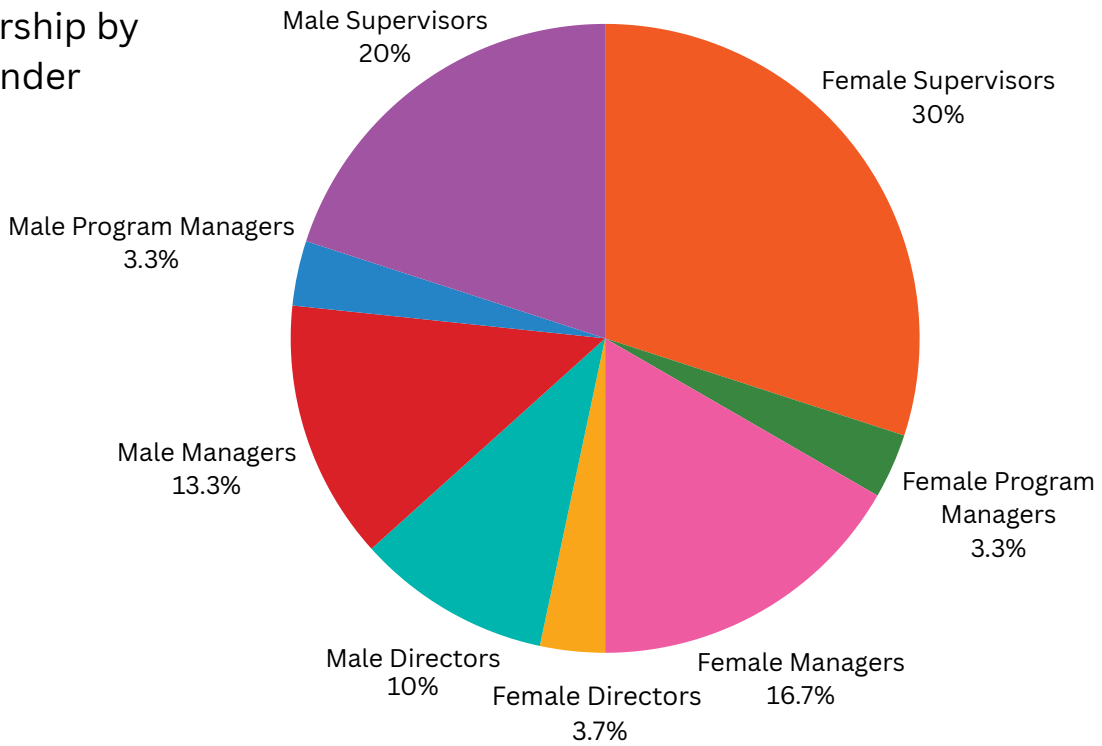
In 2021, the gender breakdown for all positions of leadership was as follows:

2021 Leadership by Gender



In 2025, the gender breakdown for all positions of leadership was as follows:

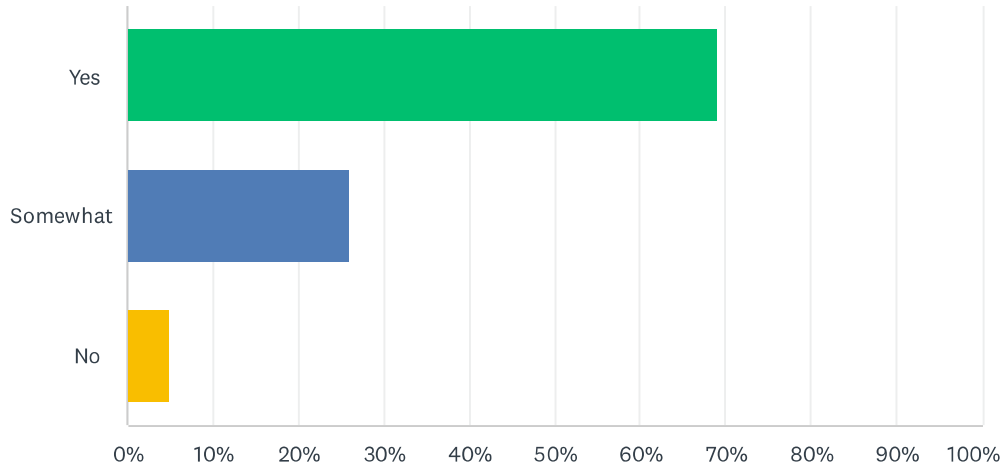
2025 Leadership by Gender



Gender equity is about creating a level playing field for all people. Willamalane is working to achieve continued progress in elevating gender diverse leadership, especially in district-wide decision-making roles.

Q1 Do you believe that Willamalane prioritizes inclusion and belonging for all staff across the district?

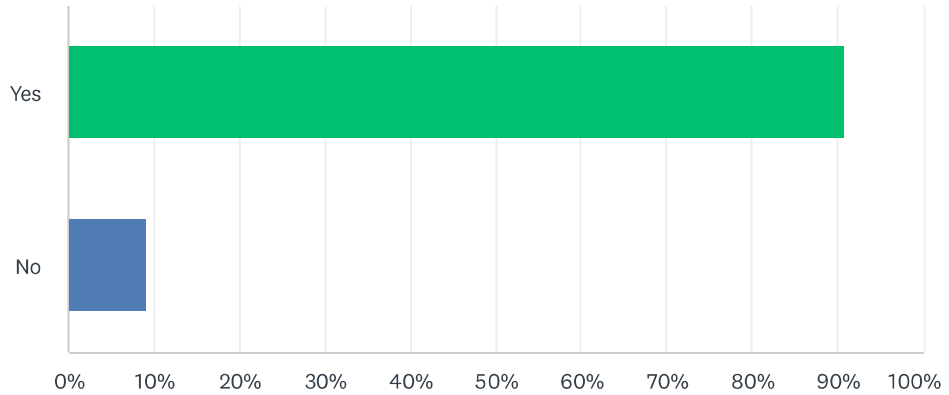
Answered: 162 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	69.14%	112
Somewhat	25.93%	42
No	4.94%	8
TOTAL		162

Q2 Do you know how to find and where to locate Willamalane’s policies and procedures?

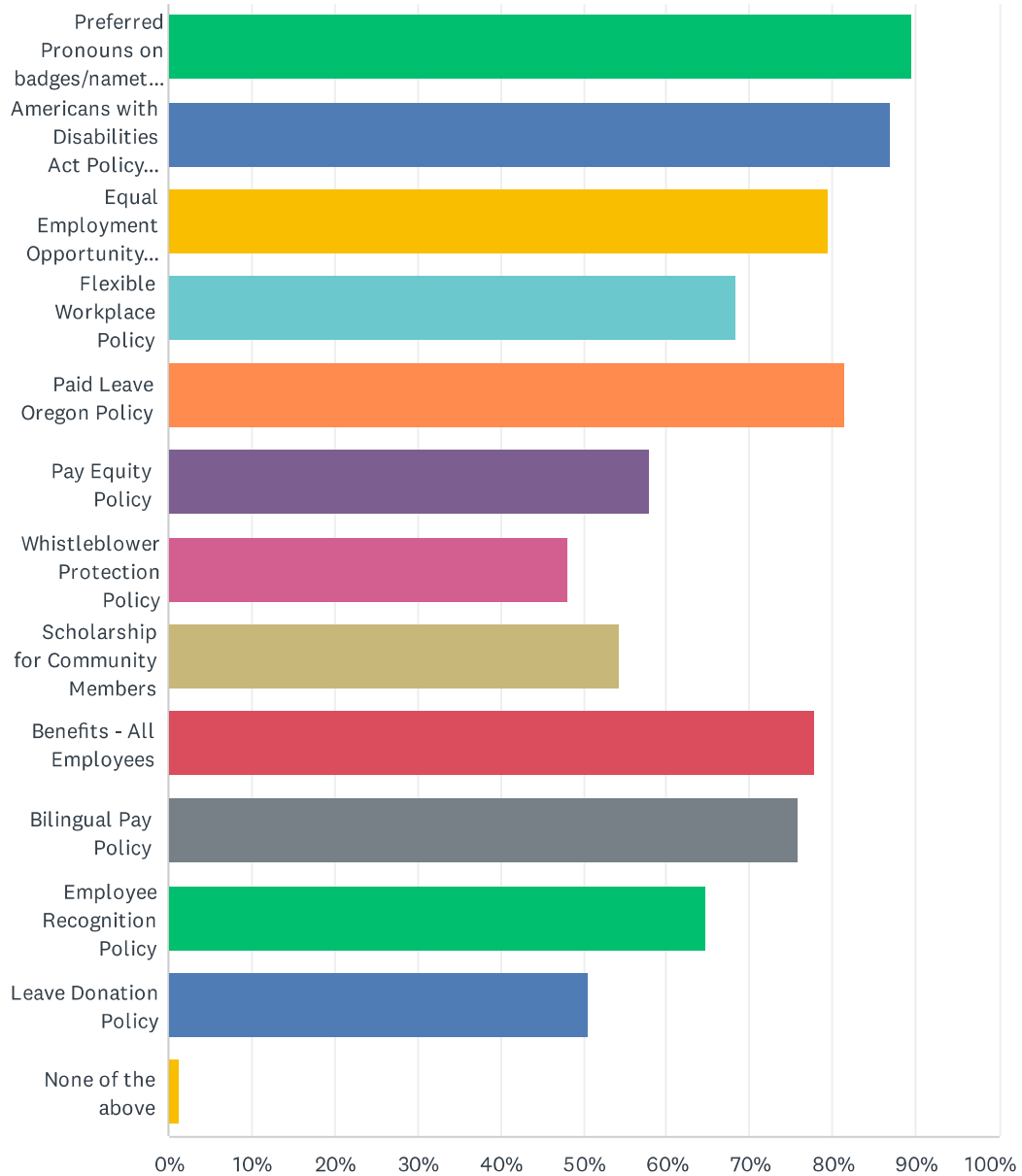
Answered: 162 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	90.74%	147
No	9.26%	15
TOTAL		162

Q3 Are you aware of the following Willamalane procedures and policies that support Willamalane employees? Check all that apply.

Answered: 162 Skipped: 0

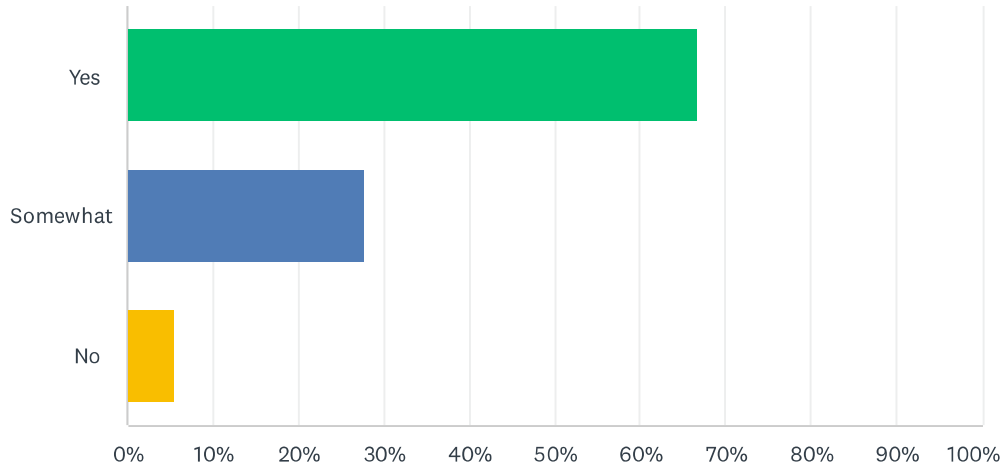


Willamalane Work Culture, Inclusion and Belonging Survey

ANSWER CHOICES	RESPONSES	
Preferred Pronouns on badges/nametags, and in email signatures	89.51%	145
Americans with Disabilities Act Policy (includes reasonable accommodations)	87.04%	141
Equal Employment Opportunity Policy	79.63%	129
Flexible Workplace Policy	68.52%	111
Paid Leave Oregon Policy	81.48%	132
Pay Equity Policy	58.02%	94
Whistleblower Protection Policy	48.15%	78
Scholarship for Community Members	54.32%	88
Benefits - All Employees	77.78%	126
Bilingual Pay Policy	75.93%	123
Employee Recognition Policy	64.81%	105
Leave Donation Policy	50.62%	82
None of the above	1.23%	2
Total Respondents: 162		

Q4 In your experience, does Willamalane prioritize and not stigmatize mental health wellness for employees in the workplace?

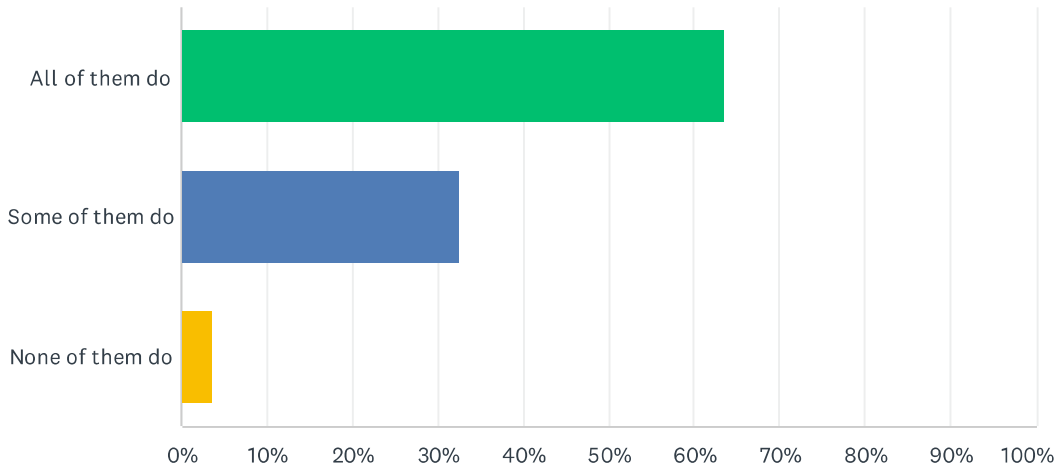
Answered: 162 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		66.67%	108
Somewhat		27.78%	45
No		5.56%	9
TOTAL			162

Q5 Do you feel that leadership within your department promotes, supports, and takes action to create a sense of belonging for staff? (supervisors, managers, directors)

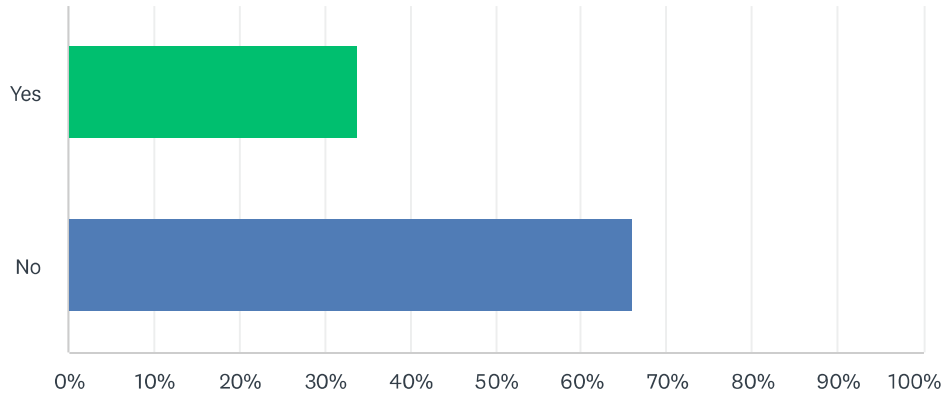
Answered: 162 Skipped: 0



ANSWER CHOICES	RESPONSES	
All of them do	63.58%	103
Some of them do	32.72%	53
None of them do	3.70%	6
TOTAL		162

Q6 Have you ever experienced the feeling of NOT belonging at Willamalane?

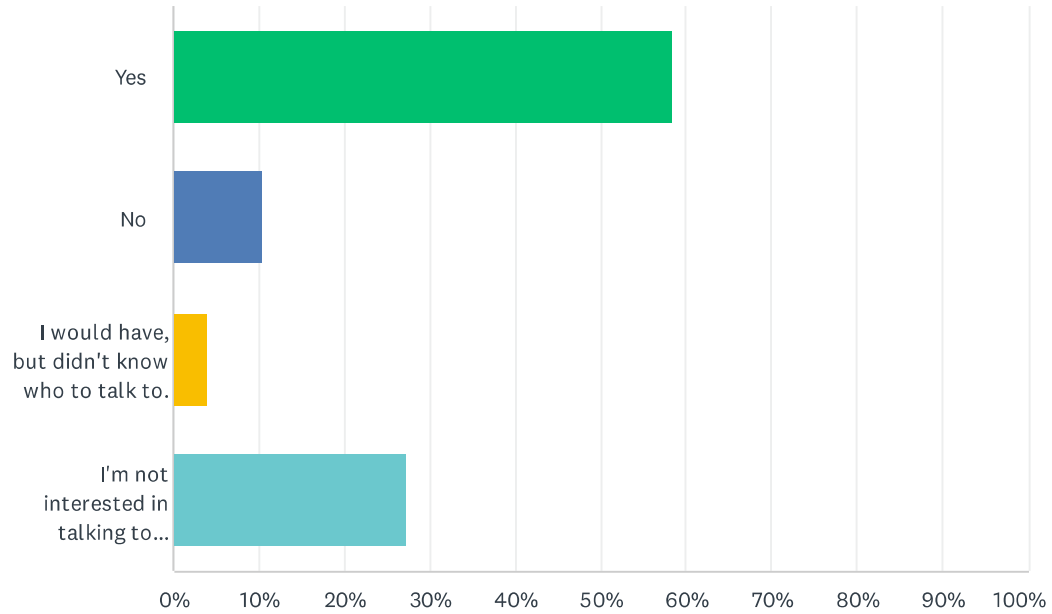
Answered: 162 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	33.95%	55
No	66.05%	107
TOTAL		162

Q7 If you have experienced the feeling that you didn't belong, did you feel like you had someone at work to turn to?

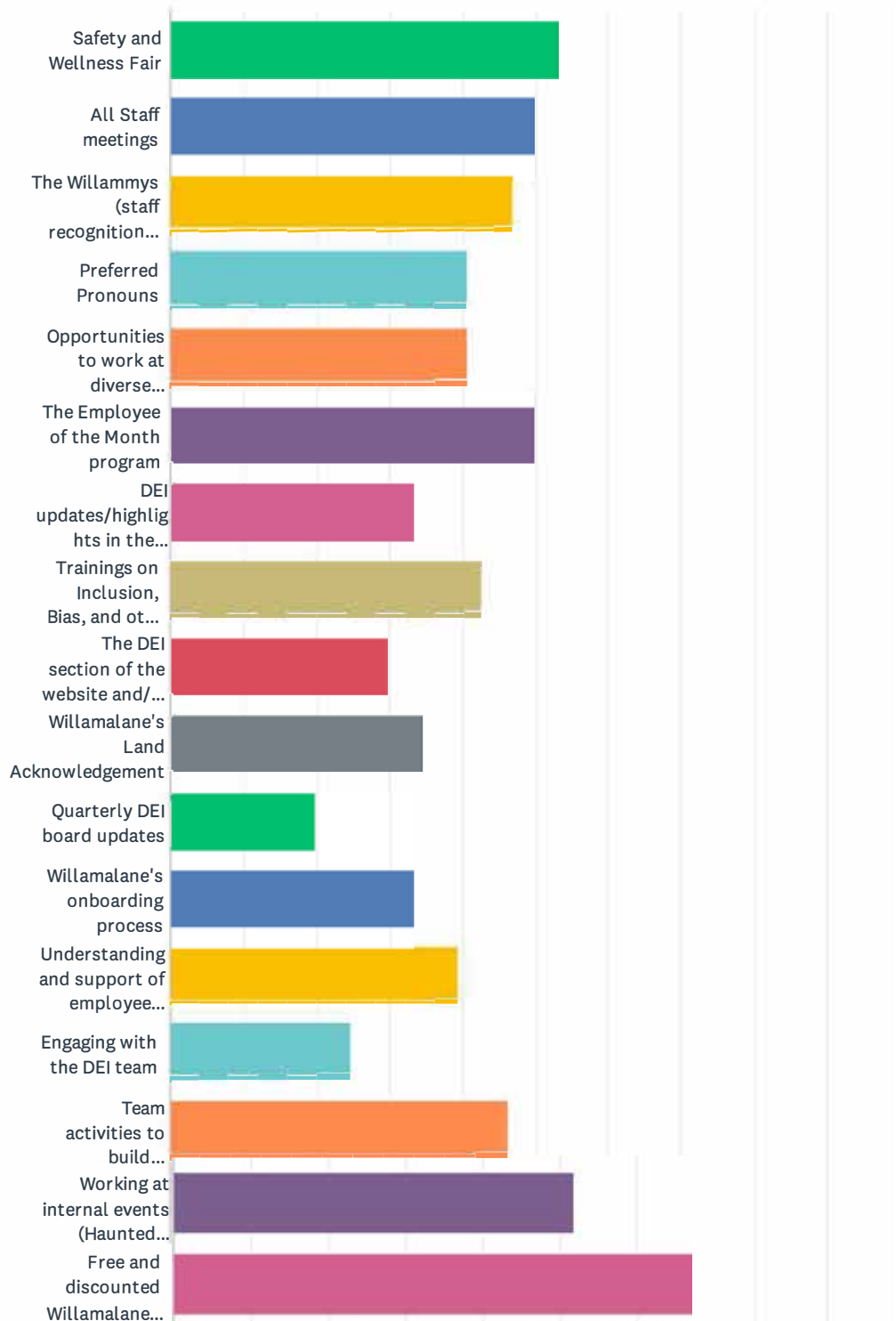
Answered: 125 Skipped: 37



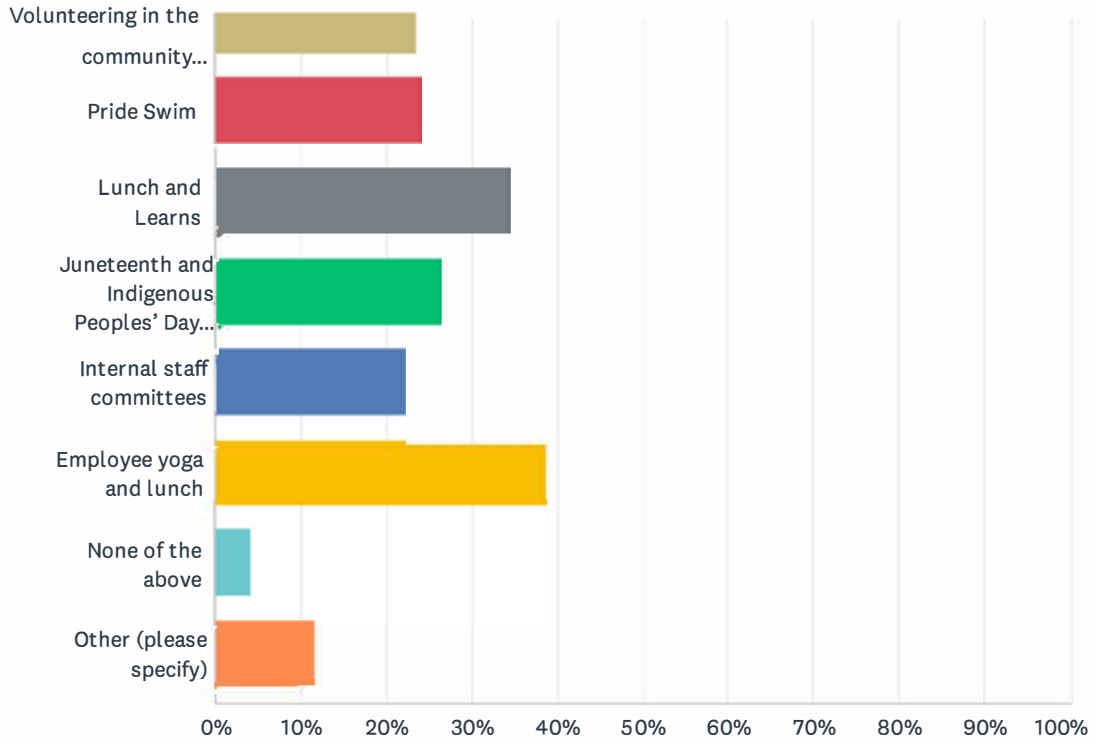
ANSWER CHOICES	RESPONSES	
Yes	58.40%	73
No	10.40%	13
I would have, but didn't know who to talk to.	4.00%	5
I'm not interested in talking to anybody at work about my feelings.	27.20%	34
TOTAL		125

Q8 In your experience as a Willamalane employee, have any of the initiatives listed below contributed to a positive sense of belonging and inclusion? Check all that apply.

Answered: 162 Skipped: 0



Willamalane Work Culture, Inclusion and Belonging Survey

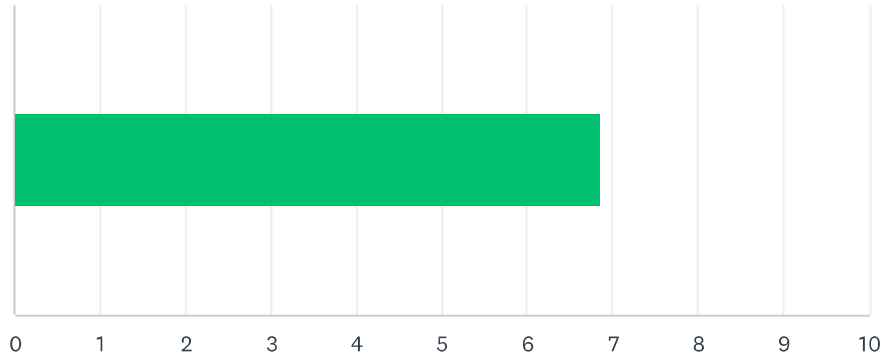


Willamalane Work Culture, Inclusion and Belonging Survey

ANSWER CHOICES	RESPONSES	
Safety and Wellness Fair	53.09%	86
All Staff meetings	50.00%	81
The Willammys (staff recognition awards)	46.91%	76
Preferred Pronouns	40.74%	66
Opportunities to work at diverse community events (like EugPride, Asian Celebration, job fairs, etc.)	40.74%	66
The Employee of the Month program	50.00%	81
DEI updates/highlights in the newsletter	33.33%	54
Trainings on Inclusion, Bias, and other related topics	42.59%	69
The DEI section of the website and/or Inside Willamalane	29.63%	48
Willamalane's Land Acknowledgement	34.57%	56
Quarterly DEI board updates	19.75%	32
Willamalane's onboarding process	33.33%	54
Understanding and support of employee reasonable accommodations	39.51%	64
Engaging with the DEI team	24.69%	40
Team activities to build relationships and trust	46.30%	75
Working at internal events (Haunted Hayride, Megga Hunt, etc.)	51.85%	84
Free and discounted Willamalane services and programs for employees	67.28%	109
Volunteering in the community garden	23.46%	38
Pride Swim	24.07%	39
Lunch and Learns	34.57%	56
Juneteenth and Indigenous Peoples' Day scavenger hunts	26.54%	43
Internal staff committees	22.22%	36
Employee yoga and lunch	38.89%	63
None of the above	4.32%	7
Other (please specify)	11.73%	19
Total Respondents: 162		

Q9 Please rate the following: Willamalane has made progress in fostering a sense of belonging for staff of different identity groups with diverse experiences, and work styles.

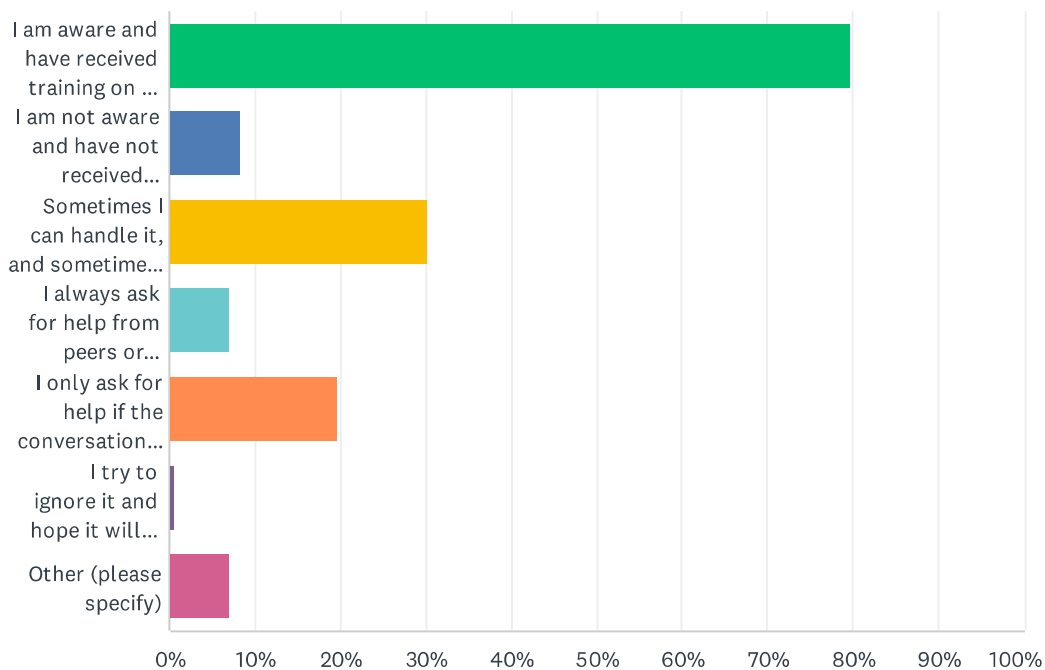
Answered: 162 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	1,112	162
Total Respondents: 162			

Q11 Every staff member at Willamalane interacts with community members to some degree. Select all that may apply to if you find yourself in an uncomfortable conversation with a community member around belonging and inclusion. Inclusion involves creating an environment where individuals from diverse backgrounds feel respected, valued, and integrated into decision-making. It promotes access to opportunities and resources for everyone. Belonging is the emotional experience of feeling accepted and valued as part of a group. While inclusion builds the foundation, belonging is the result—where individuals feel safe to be themselves and contribute fully.

Answered: 158 Skipped: 4




Willamalane Work Culture, Inclusion and Belonging Survey


ANSWER CHOICES	RESPONSES	
I am aware and have received training on our procedures, values, and the expectations of me as a Willamalane employee around belonging and inclusion.	79.75%	126
I am not aware and have not received training on our procedures, values, and the expectations of me as a Willamalane employee around belonging and inclusion.	8.23%	13
Sometimes I can handle it, and sometimes I ask for help from peers or supervisors.	30.38%	48
I always ask for help from peers or supervisors.	6.96%	11
I only ask for help if the conversation begins to escalate.	19.62%	31
I try to ignore it and hope it will go away.	0.63%	1
Other (please specify)	6.96%	11
Total Respondents: 158		

Q12 Work culture is defined as the alignment of employees' behavior with the organization's mission, vision, and values, and the environment it creates. With 10 being the highest rating and 1 being the lowest, please rate the work culture you experience at Willamalane.

Answered: 159 Skipped: 3

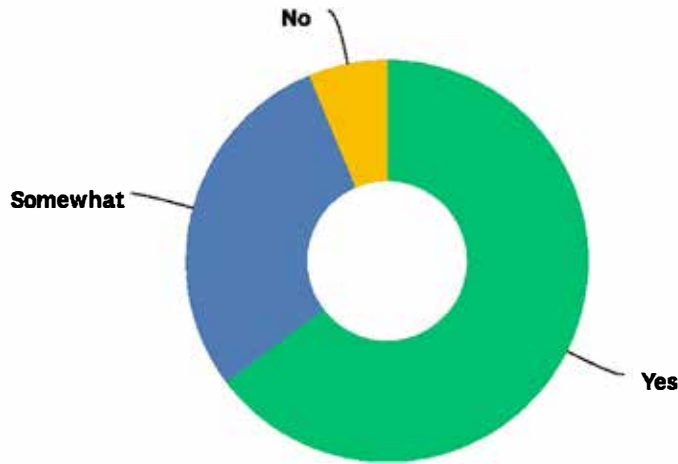
7.7 
average rating



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
	1.26%	1.89%	1.89%	3.14%	6.29%	6.29%	15.72%	25.79%	20.75%	16.98%	159	7.65
	2	3	3	5	10	10	25	41	33	27		

Q13 Do you feel that your work is valued at Willamalane?

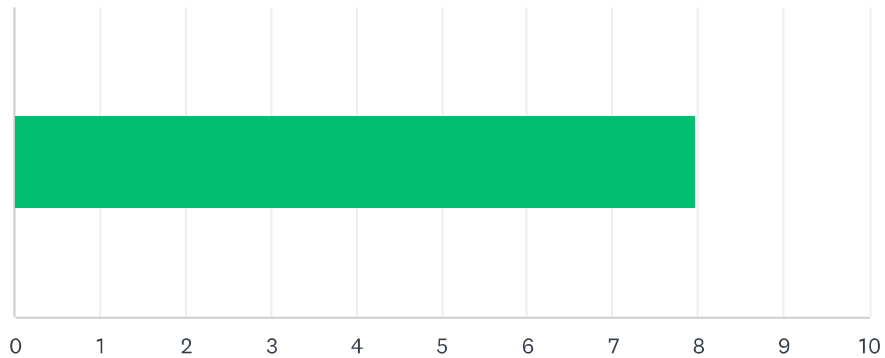
Answered: 159 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	64.78%	103
Somewhat	28.93%	46
No	6.29%	10
TOTAL		159

Q15 Please rate the following: Willamalane does a good job demonstrating our mission: To deliver exceptional parks and recreation to enrich the lives of everyone we serve.

Answered: 159 Skipped: 3



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	1,268	159
Total Respondents: 159			

Q17 Please rate how you feel that Willamalane demonstrates district values: **Belonging:** We create a community where everyone connects, grows together, and works towards common goals. **Healthy Lifestyle:** We deliver inclusive and accessible programs, facilities, and parks that promote healthy living. **Stewardship:** We preserve and protect our natural and cultural resources for future generations to enjoy. **Accessibility:** We provide equitable access to recreational opportunities, regardless of ability, income, or background. **Accountability:** We uphold the highest ethical standards and build trust and respect in all interactions. **Innovation:** We strive to continuously improve our offerings with innovative and sustainable practices.

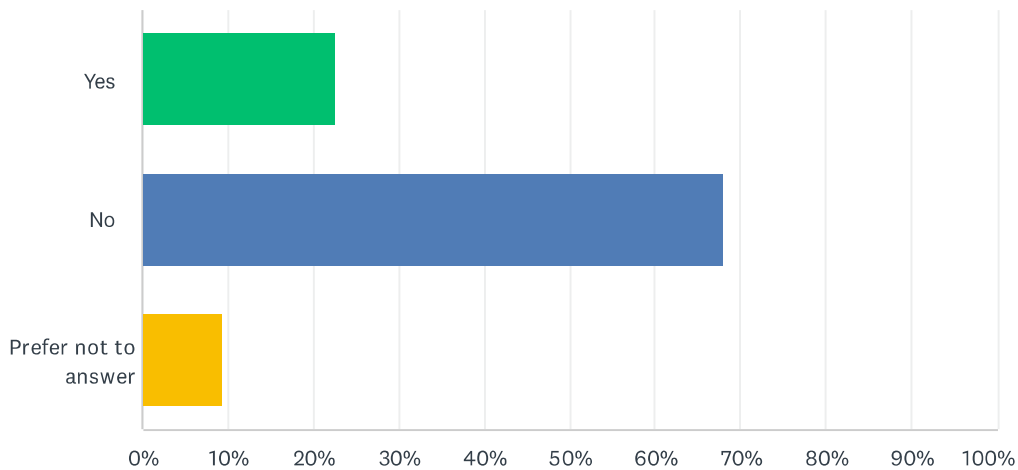
Answered: 158 Skipped: 4



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	1,211	158
Total Respondents: 158			

Q18 If you talk to a supervisor or HR about a problem you are experiencing, do you worry about retaliation? Retaliation occurs when a supervisory employee (or employee) takes action that negatively impacts an employee (or co-worker), specifically in response to an employee reporting: harassment, sexual harassment, discrimination based on protected classes, or illegal activities such as fraud.

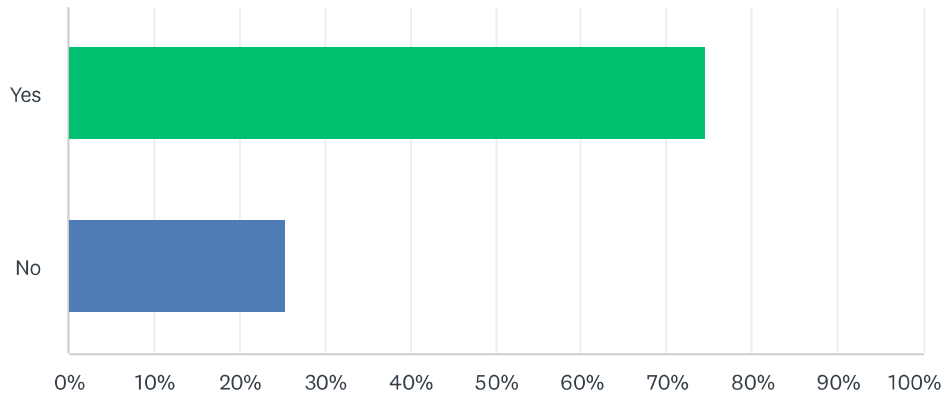
Answered: 159 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	22.64%	36
No	67.92%	108
Prefer not to answer	9.43%	15
TOTAL		159

Q19 If there were an opportunity for anonymous feedback, would you be more likely to give it, even if there was a possibility that no specific action could be taken?

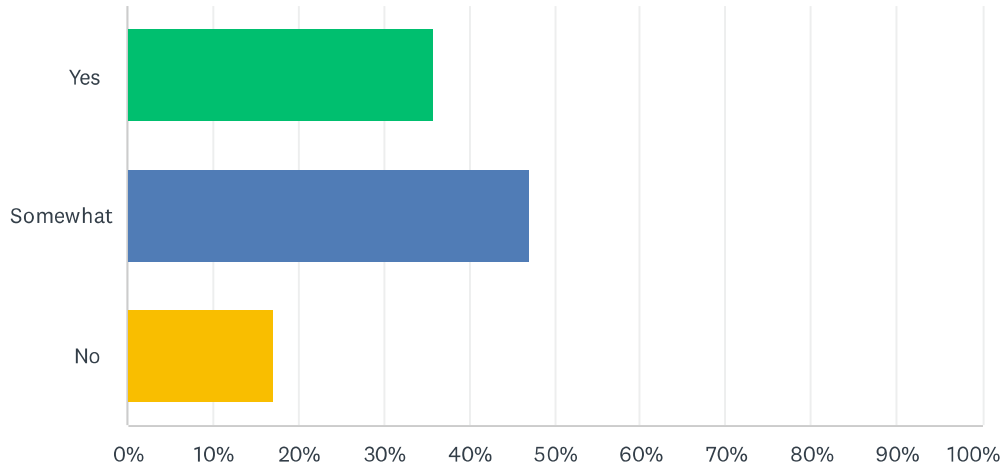
Answered: 150 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	74.67%	112
No	25.33%	38
TOTAL		150

Q20 If behavior that violates district policy is reported, do you feel like staff are held accountable for their actions?

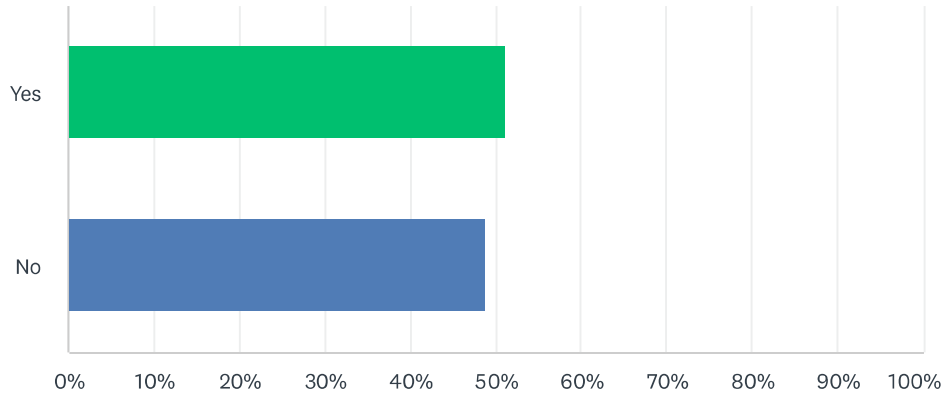
Answered: 159 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	35.85%	57
Somewhat	47.17%	75
No	16.98%	27
TOTAL		159

Q21 If you answered "No" to the above question, have you personally reported unacceptable behavior to a supervisor, manager, director, or HR?

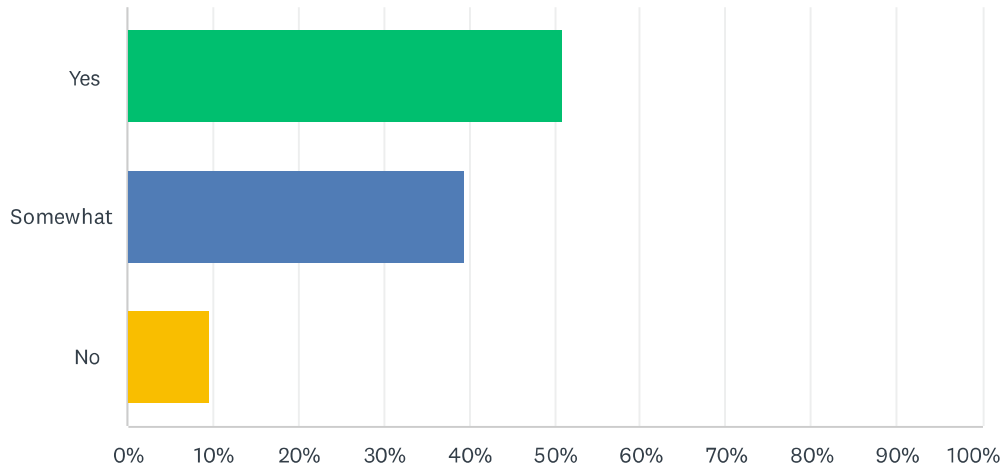
Answered: 80 Skipped: 82



ANSWER CHOICES	RESPONSES	
Yes	51.25%	41
No	48.75%	39
TOTAL		80

Q22 Is it important to you that Willamalane's staff be reflective of community demographics? (In Springfield, 25% of the population is non-white, 14% under 65 have a disability, 8% are veterans, and <.5% of households are LGBTQ+)

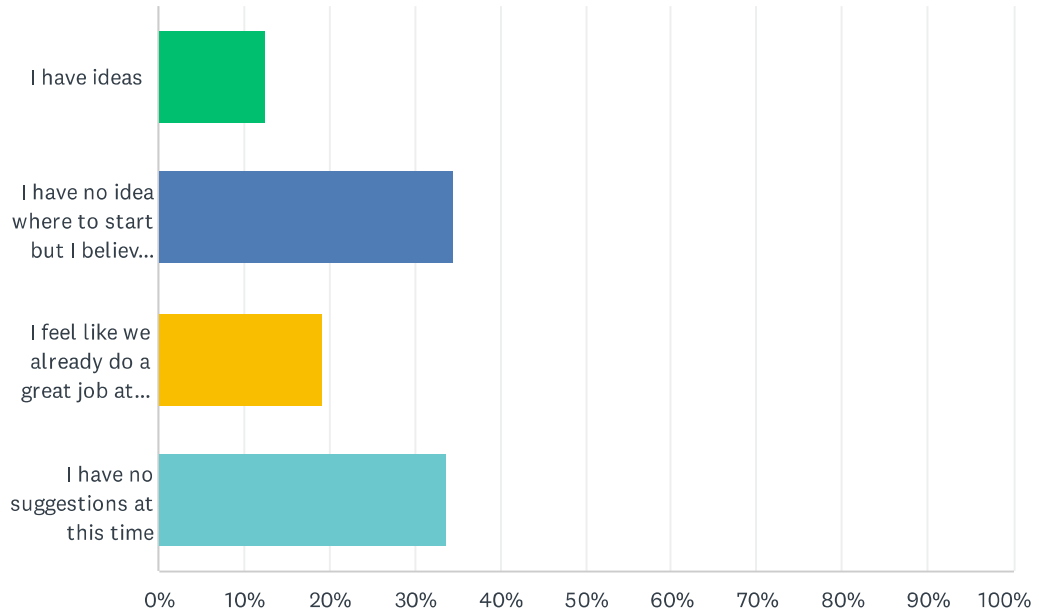
Answered: 155 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	50.97%	79
Somewhat	39.35%	61
No	9.68%	15
TOTAL		155

Q23 Do you have suggestions on how to diversify staff?

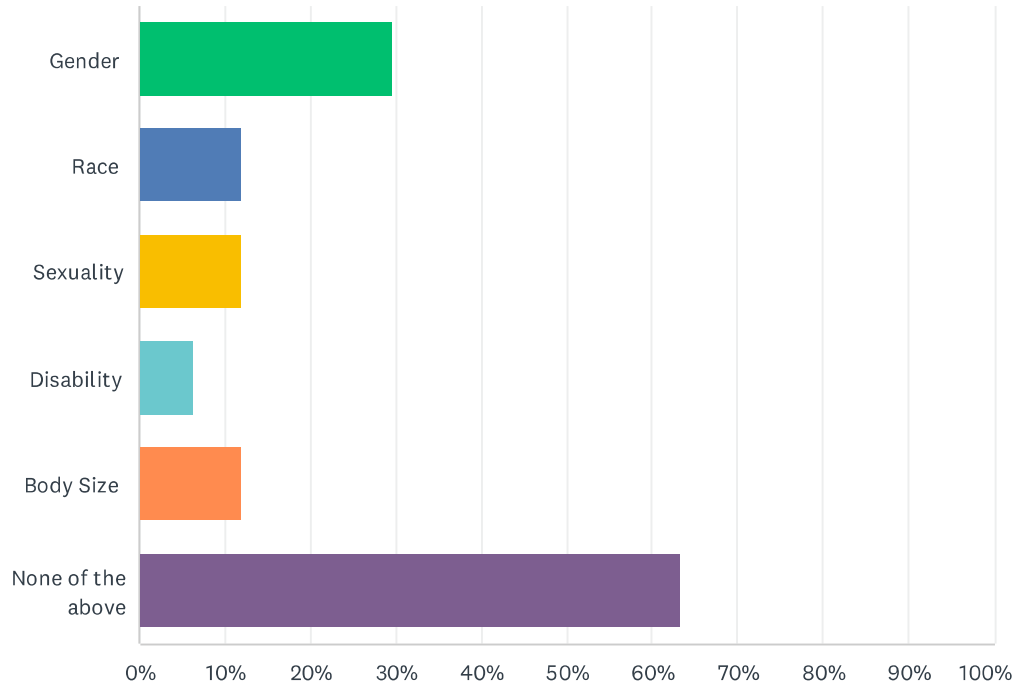
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
I have ideas	12.58%	19
I have no idea where to start but I believe it's important	34.44%	52
I feel like we already do a great job at this	19.21%	29
I have no suggestions at this time	33.77%	51
TOTAL		151

Q24 Do you experience or have you observed any inequities at Willamalane when it comes to issues listed here? Choose all that apply.

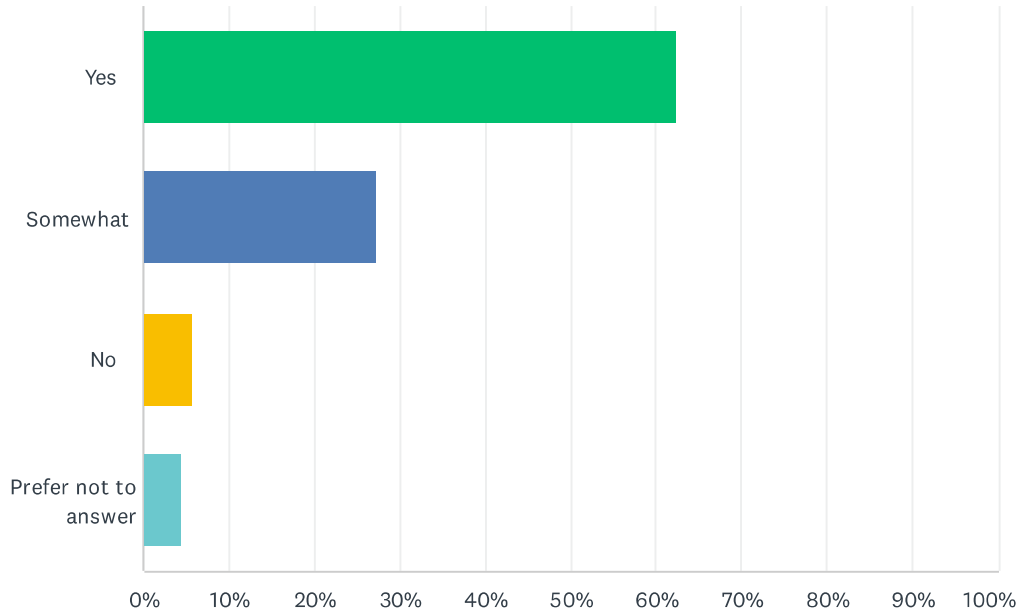
Answered: 142 Skipped: 20



ANSWER CHOICES	RESPONSES	
Gender	29.58%	42
Race	11.97%	17
Sexuality	11.97%	17
Disability	6.34%	9
Body Size	11.97%	17
None of the above	63.38%	90
Total Respondents: 142		

Q25 Do you think Willamalane's hiring process (interview, hiring panels, selection) is fair?

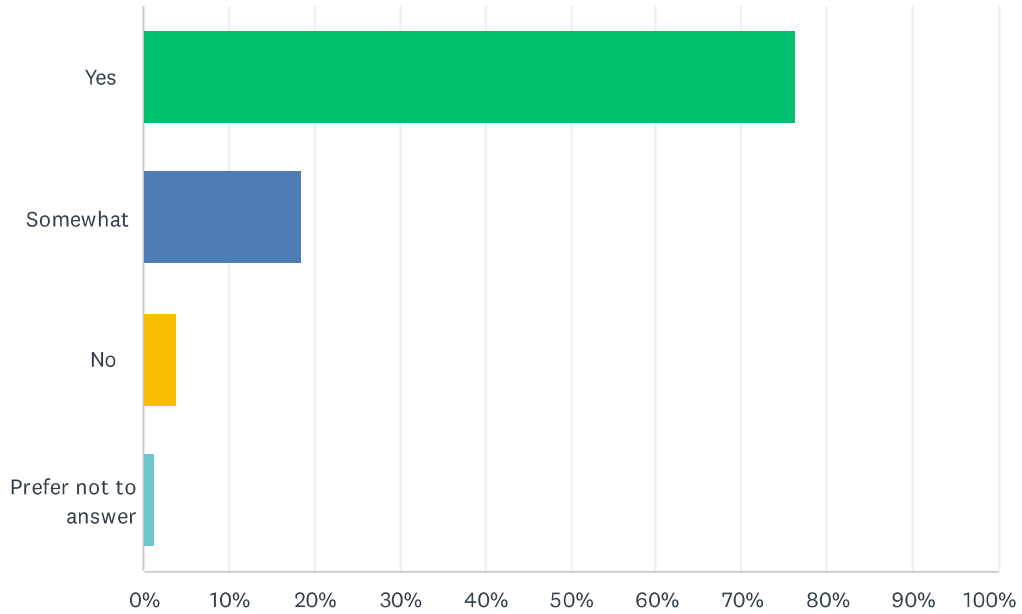
Answered: 157 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	62.42%	98
Somewhat	27.39%	43
No	5.73%	9
Prefer not to answer	4.46%	7
TOTAL		157

Q26 If you needed an accommodation to perform the essential functions of your job, would you feel comfortable requesting one?

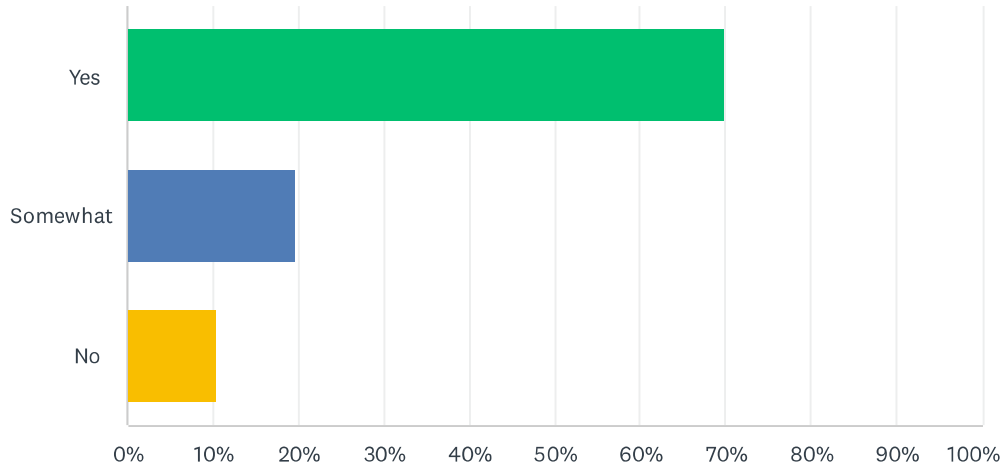
Answered: 157 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	76.43%	120
Somewhat	18.47%	29
No	3.82%	6
Prefer not to answer	1.27%	2
TOTAL		157

Q27 If you have ideas for areas of improvement or new initiatives are you comfortable sharing them with your supervisor?

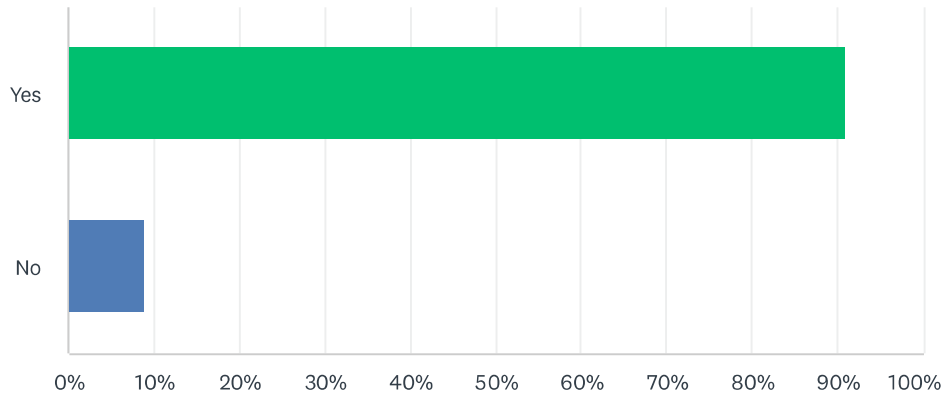
Answered: 153 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	69.93%	107
Somewhat	19.61%	30
No	10.46%	16
TOTAL		153

Q28 If there were a standardized mechanism to share ideas for areas of improvement, or new initiatives, would you take advantage of that opportunity?

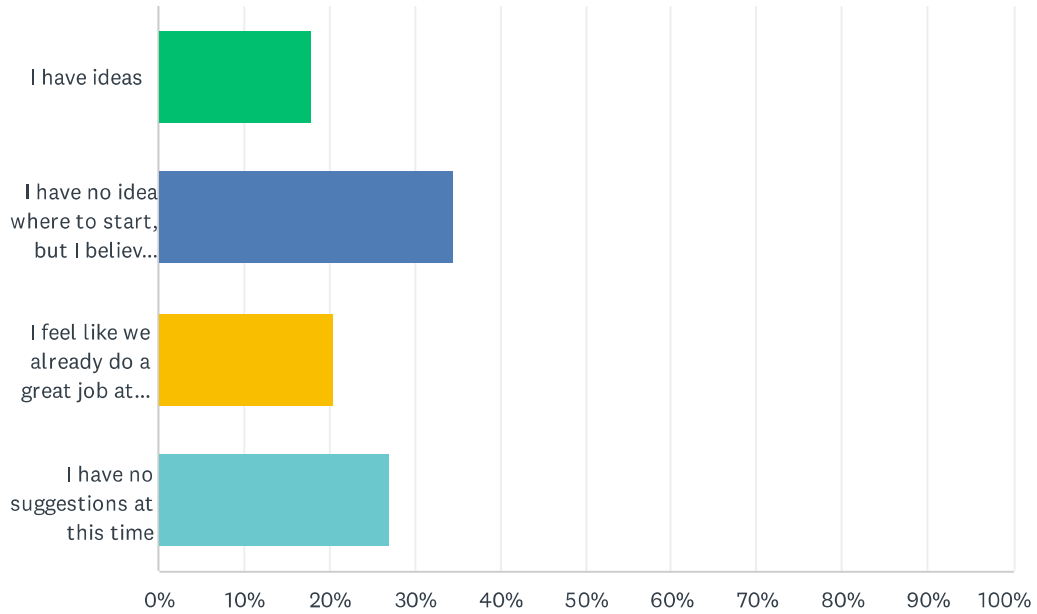
Answered: 146 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	91.10%	133
No	8.90%	13
TOTAL		146

Q29 Do you have any suggestions on ways to diversify community members who participate in our programs?

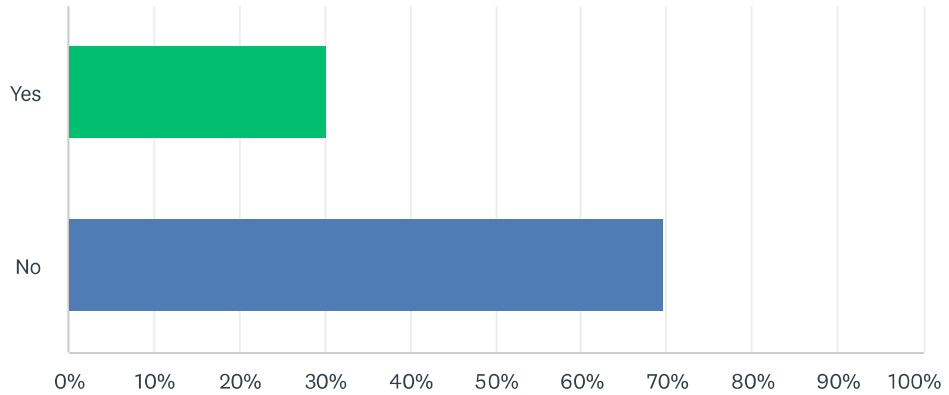
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
I have ideas	17.88%	27
I have no idea where to start, but I believe it's important	34.44%	52
I feel like we already do a great job at this	20.53%	31
I have no suggestions at this time	27.15%	41
TOTAL		151

Q30 Are there inclusive services (DEI) that you would like to see in your department?

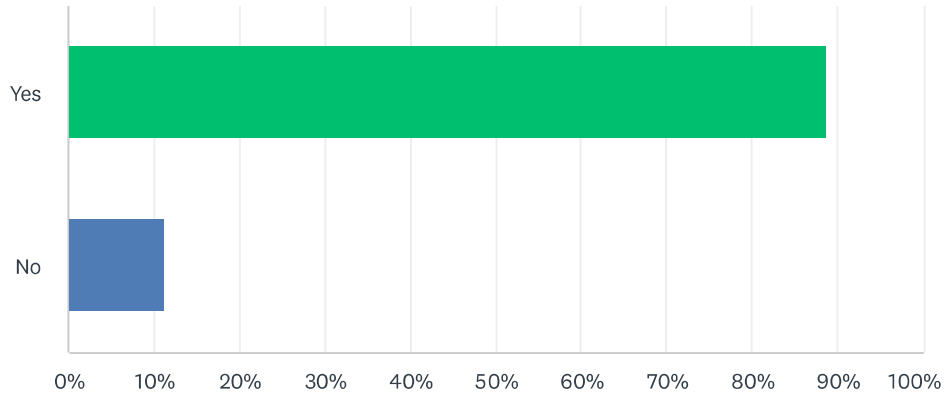
Answered: 122 Skipped: 40



ANSWER CHOICES	RESPONSES	
Yes	30.33%	37
No	69.67%	85
TOTAL		122

Q31 If you have requested support from another department, do you feel like you've been treated fairly and equitably compared to other staff?

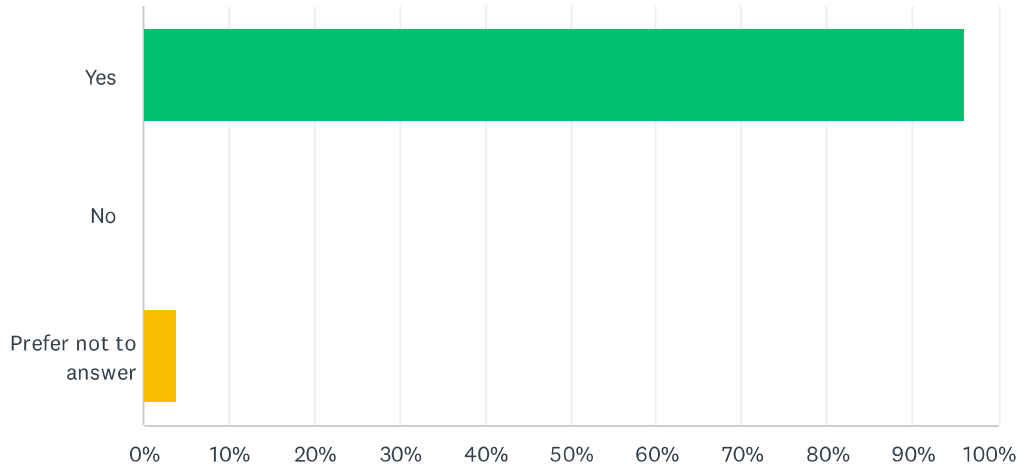
Answered: 125 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	88.80%	111
No	11.20%	14
TOTAL		125

Q32 When the community wants to collaborate and/or share feedback with our staff, do you believe it's our responsibility to listen and respond?

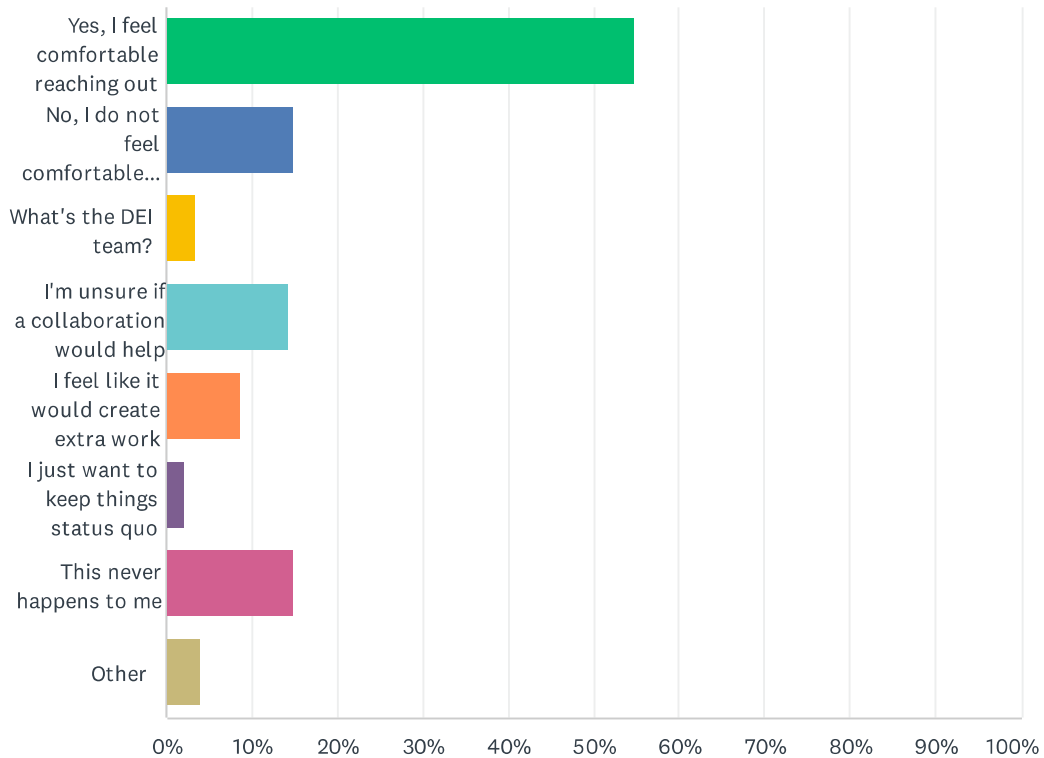
Answered: 155 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	96.13%	149
No	0.00%	0
Prefer not to answer	3.87%	6
TOTAL		155

Q35 If you are facing a challenge related to belonging and inclusion in your job, do you feel comfortable reaching out to the DEI team to collaborate on a solution? Check all that apply.

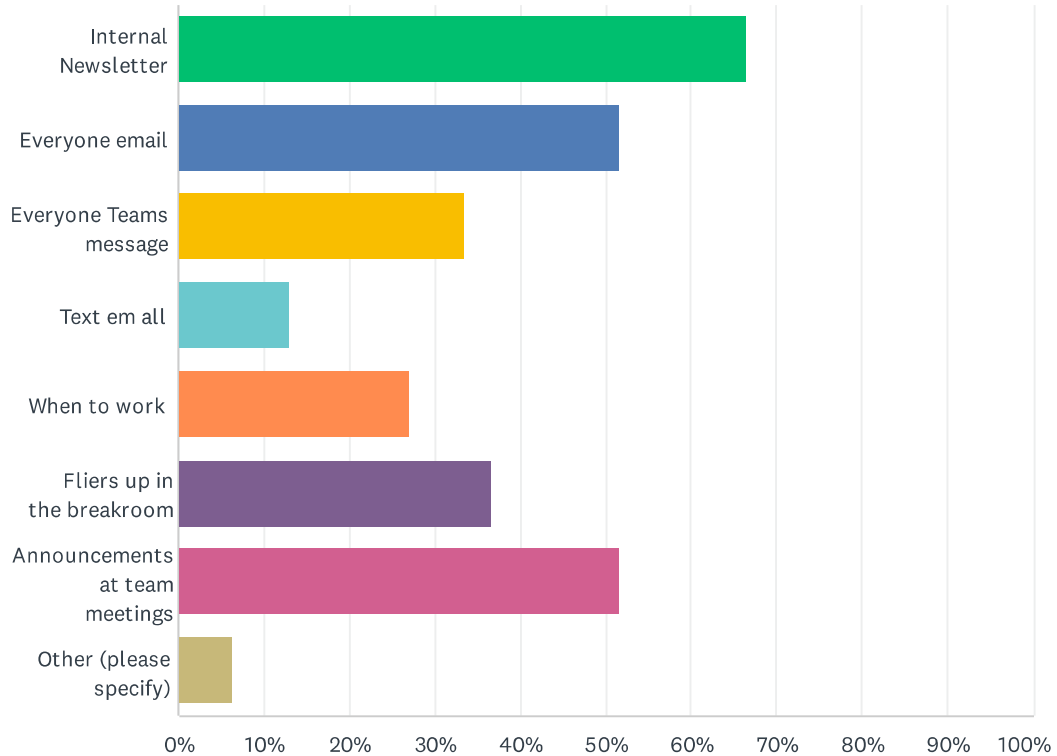
Answered: 148 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes, I feel comfortable reaching out	54.73%	81
No, I do not feel comfortable reaching out	14.86%	22
What's the DEI team?	3.38%	5
I'm unsure if a collaboration would help	14.19%	21
I feel like it would create extra work	8.78%	13
I just want to keep things status quo	2.03%	3
This never happens to me	14.86%	22
Other	4.05%	6
Total Respondents: 148		

Q36 What are the best ways to receive communication about belonging and inclusion efforts and opportunities? Check all that apply.

Answered: 155 Skipped: 7

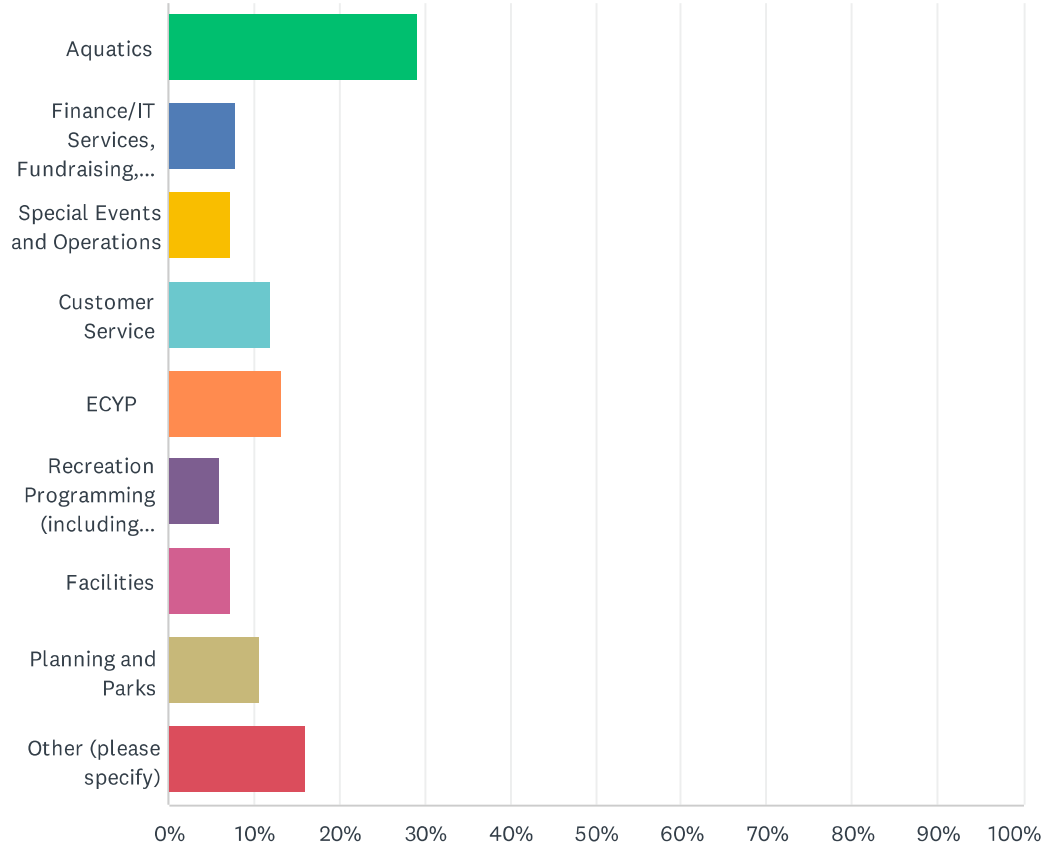


ANSWER CHOICES	RESPONSES
Internal Newsletter	66.45% 103
Everyone email	51.61% 80
Everyone Teams message	33.55% 52
Text em all	12.90% 20
When to work	27.10% 42
Fliers up in the breakroom	36.77% 57
Announcements at team meetings	51.61% 80
Other (please specify)	6.45% 10
Total Respondents: 155	

Willamalane Work Culture, Inclusion and Belonging Survey

Q37 Department:

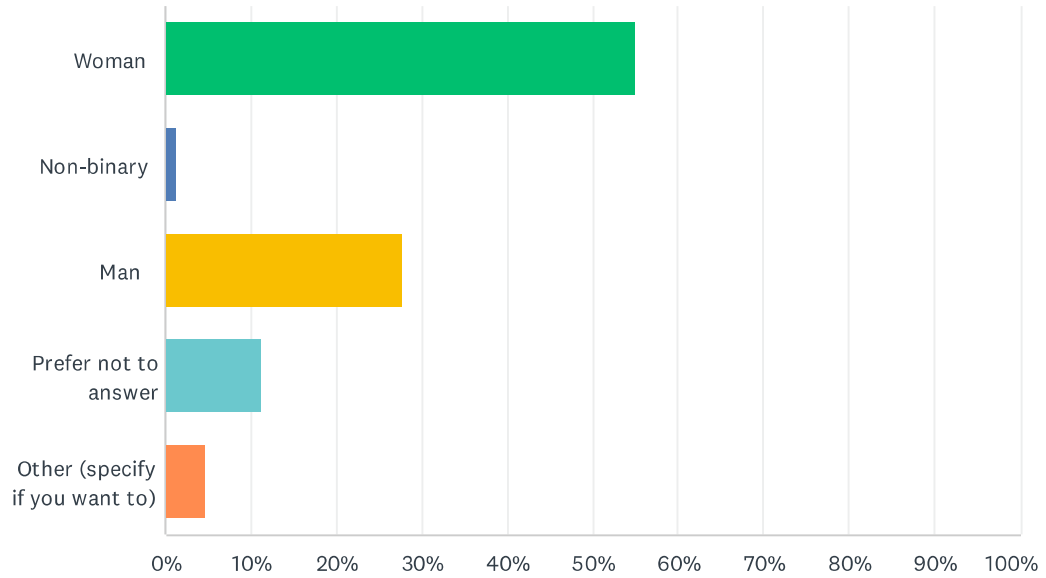
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
Aquatics	29.14%	44
Finance/IT Services, Fundraising, Community Engagement, or Human Resources Department	7.95%	12
Special Events and Operations	7.28%	11
Customer Service	11.92%	18
ECYP	13.25%	20
Recreation Programming (including fitness/general instructors, coaches, etc.)	5.96%	9
Facilities	7.28%	11
Planning and Parks	10.60%	16
Other (please specify)	15.89%	24
Total Respondents: 151		

Q38 Gender: How do you identify?

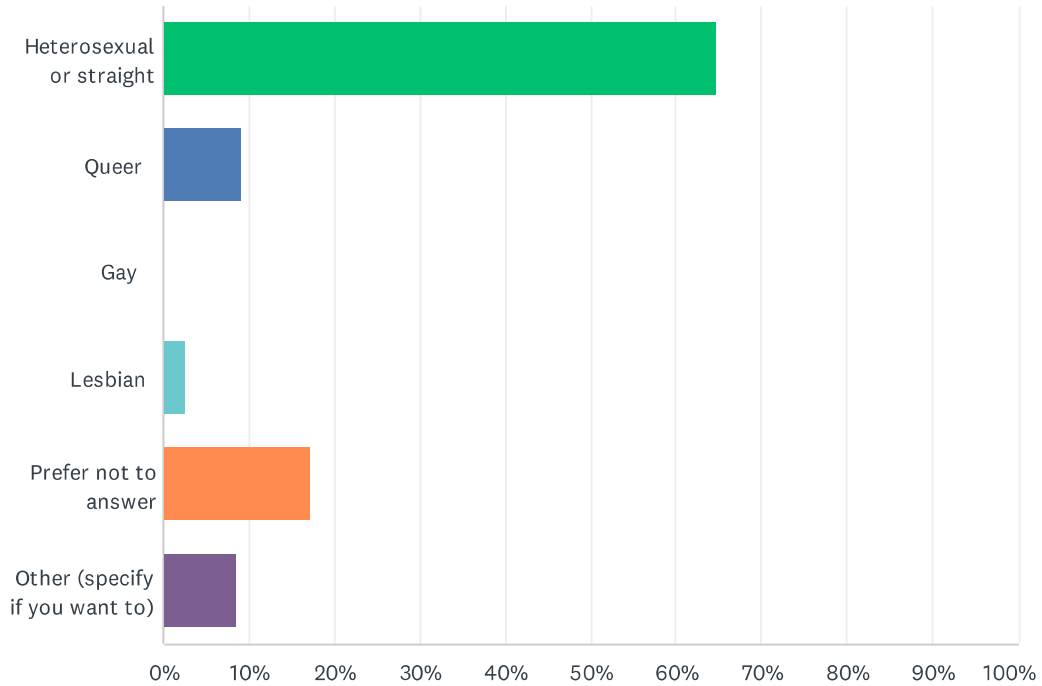
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
Woman	54.97%	83
Non-binary	1.32%	2
Man	27.81%	42
Prefer not to answer	11.26%	17
Other (specify if you want to)	4.64%	7
TOTAL		151

Q39 What is your sexual orientation? (Check all that apply)

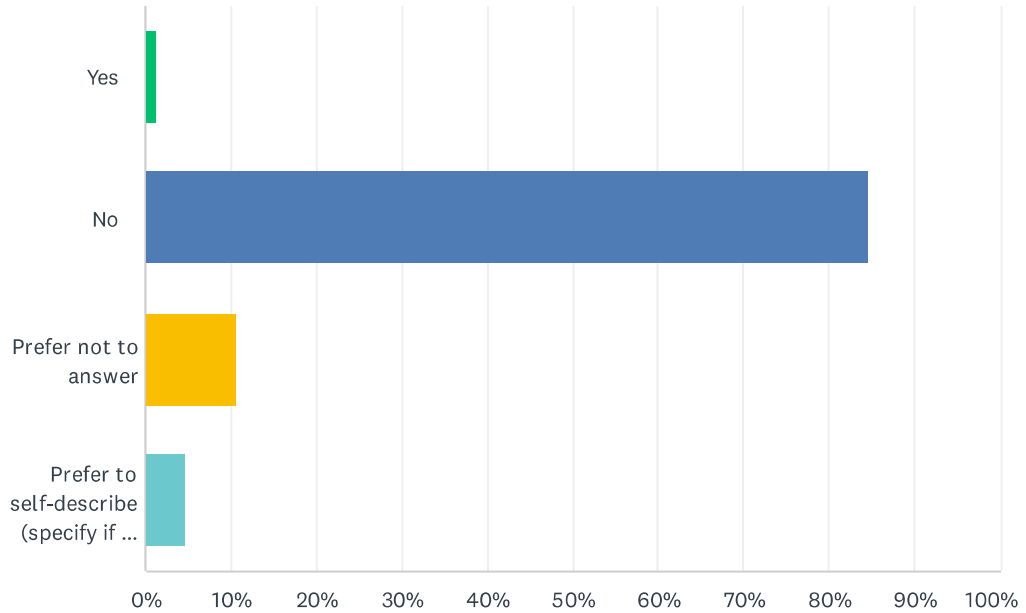
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
Heterosexual or straight	64.90%	98
Queer	9.27%	14
Gay	0.00%	0
Lesbian	2.65%	4
Prefer not to answer	17.22%	26
Other (specify if you want to)	8.61%	13
Total Respondents: 151		

Q40 Do you consider yourself to be transgender?

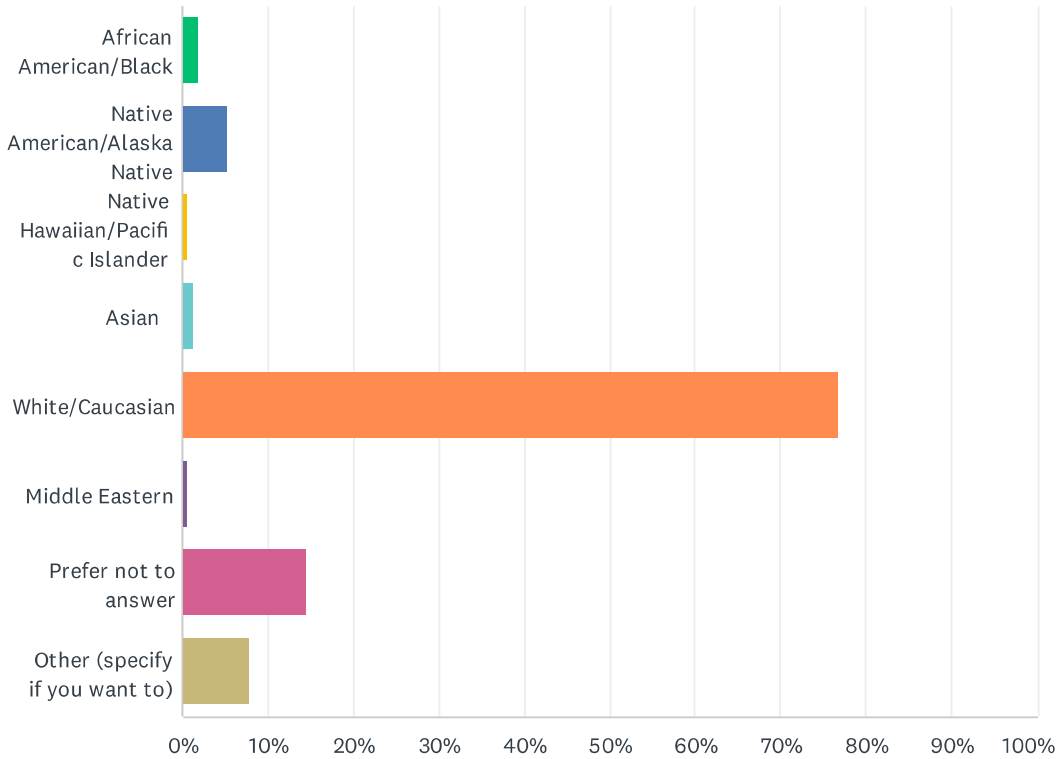
Answered: 150 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	1.33%	2
No	84.67%	127
Prefer not to answer	10.67%	16
Prefer to self-describe (specify if you want to)	4.67%	7
Total Respondents: 150		

Q41 What is your racial identity? Choose all that apply.

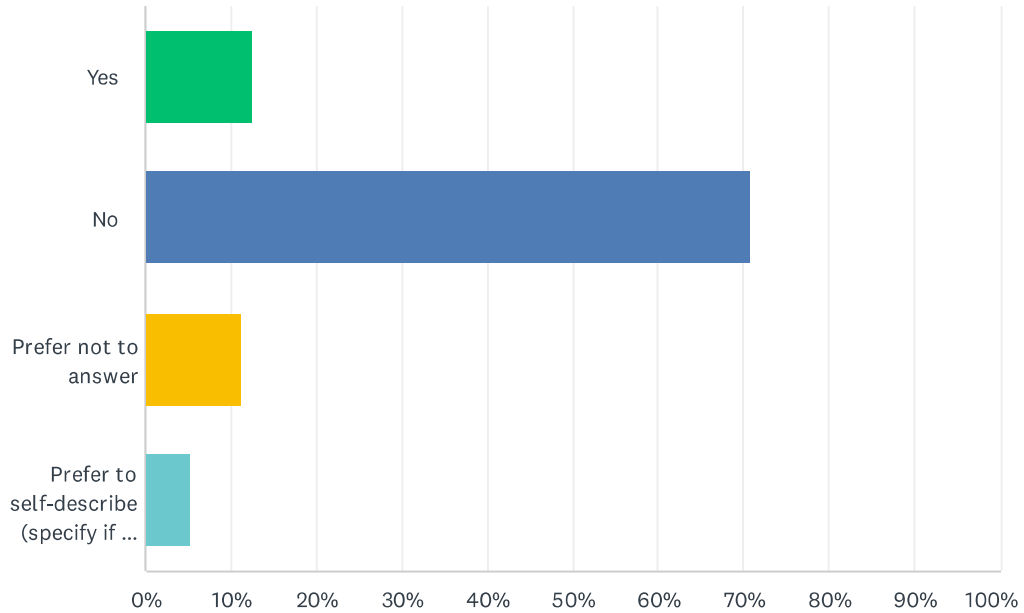
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES
African American/Black	1.99% 3
Native American/Alaska Native	5.30% 8
Native Hawaiian/Pacific Islander	0.66% 1
Asian	1.32% 2
White/Caucasian	76.82% 116
Middle Eastern	0.66% 1
Prefer not to answer	14.57% 22
Other (specify if you want to)	7.95% 12
Total Respondents: 151	

Q42 Are you Hispanic or Latina/e/o?

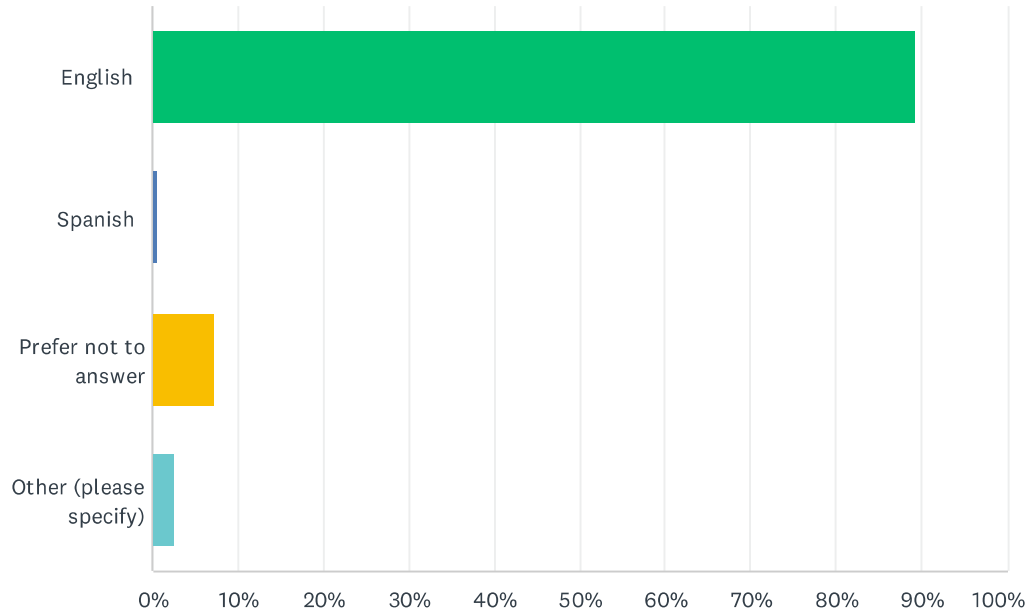
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes	12.58%	19
No	70.86%	107
Prefer not to answer	11.26%	17
Prefer to self-describe (specify if you want to)	5.30%	8
TOTAL		151

Q43 Primary Language

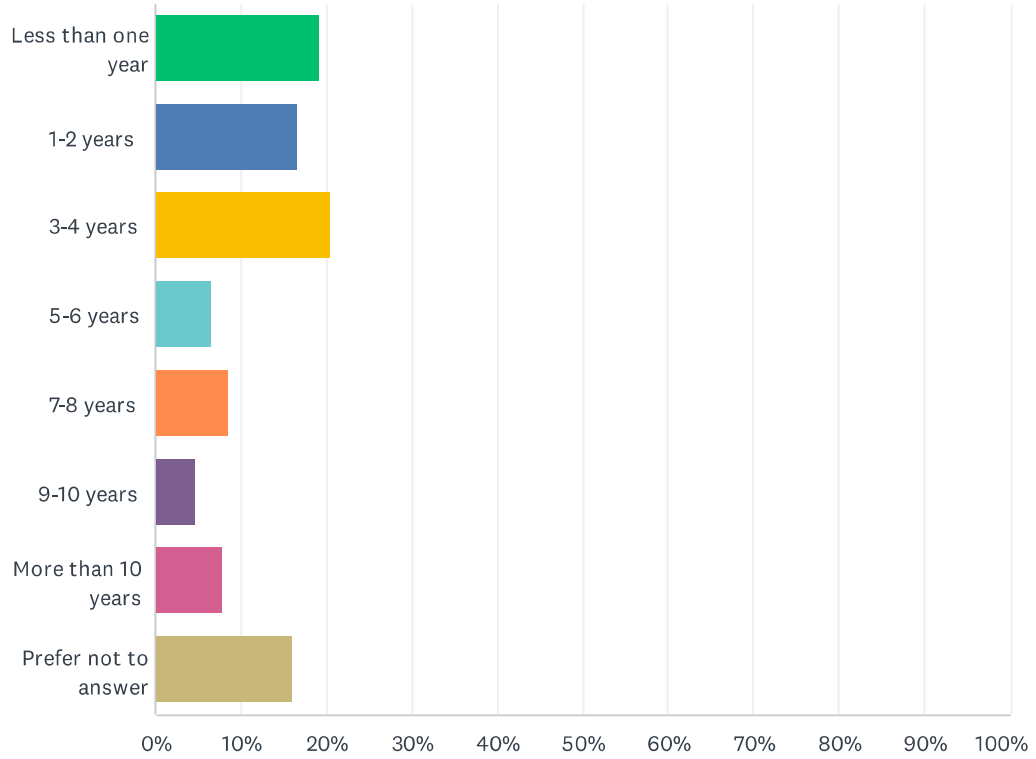
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
English	89.40%	135
Spanish	0.66%	1
Prefer not to answer	7.28%	11
Other (please specify)	2.65%	4
TOTAL		151

Q44 How long have you worked at Willamalane?

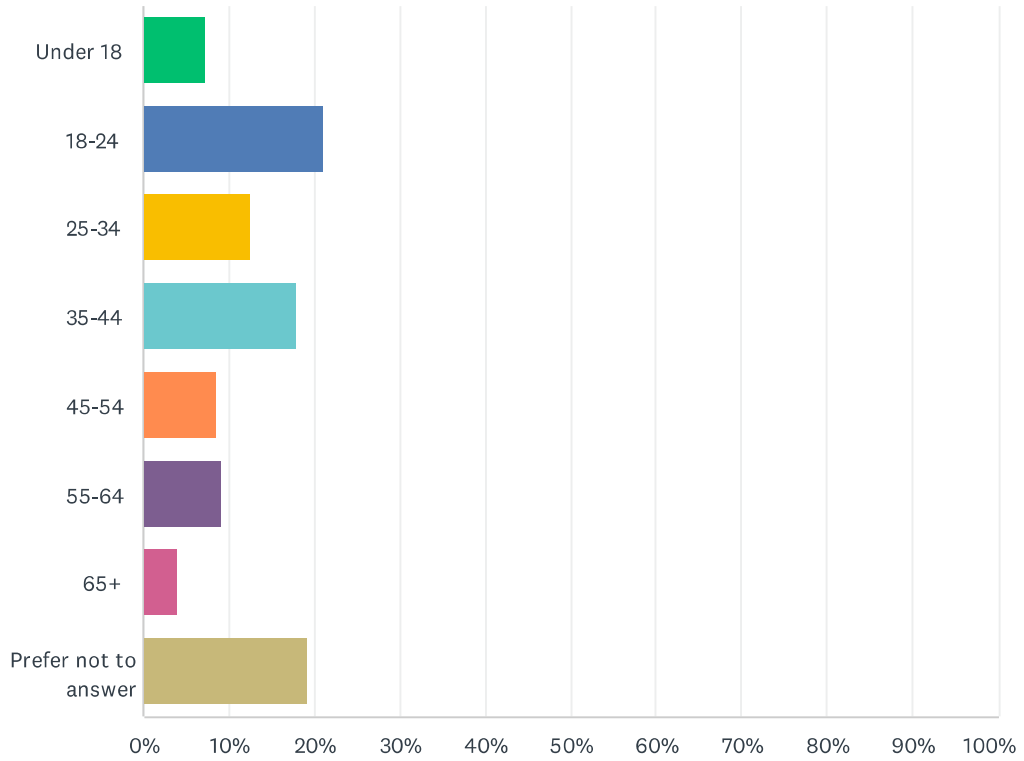
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
Less than one year	19.21%	29
1-2 years	16.56%	25
3-4 years	20.53%	31
5-6 years	6.62%	10
7-8 years	8.61%	13
9-10 years	4.64%	7
More than 10 years	7.95%	12
Prefer not to answer	15.89%	24
TOTAL		151

Q45 Which age range do you fall into?

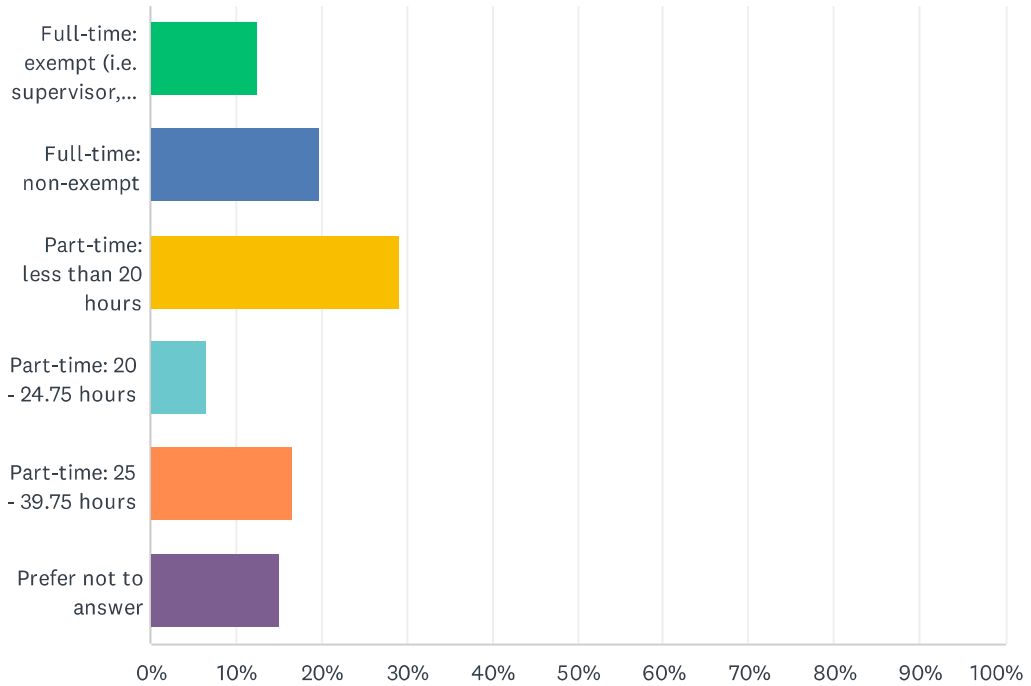
Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
Under 18	7.28%	11
18-24	21.19%	32
25-34	12.58%	19
35-44	17.88%	27
45-54	8.61%	13
55-64	9.27%	14
65+	3.97%	6
Prefer not to answer	19.21%	29
TOTAL		151

Q46 What is your employment status?

Answered: 151 Skipped: 11



ANSWER CHOICES	RESPONSES	
Full-time: exempt (i.e. supervisor, manager, director)	12.58%	19
Full-time: non-exempt	19.87%	30
Part-time: less than 20 hours	29.14%	44
Part-time: 20 - 24.75 hours	6.62%	10
Part-time: 25 - 39.75 hours	16.56%	25
Prefer not to answer	15.23%	23
TOTAL		151