



A commitment to earning

# public's trust and confidence

At a time when community-police relations are under intense pressure, the Salem Police Department is committed to strengthening the public's trust and confidence.

We are committed to doing the necessary work to shift the paradigm of policing toward a new, deeper connection with residents with an emphasis on relationships, collaboration and trust-building.

## P R I N C I P L E D • P O L I C I N G

An abundance of national studies provide a clear roadmap of best practices for the Salem Police Department's efforts to earn the community's trust and confidence. These studies show that when people interact with police, four things shape their opinion on whether police are trustworthy or not.

**VOICE** People want a voice, or the chance to tell their side of the story.



**DIGNITY**  
**RESPECT** Everyone wants police to treat them with courtesy, and with respect for their legal rights.



**NEUTRALITY** Individuals want fair decision-making in which decisions are based on facts, and are consistent and neutral.



**TRUSTWORTHINESS** Community members want to be treated as if they count and feel confident that police are motivated by good intentions.



These common-sense standards are often referred to as the principles of procedural justice or principled policing. When departments consistently apply the principles to day-to-day operations, they gain a community's trust and confidence.

### Crime Reduction & Safety

Making a commitment to principled policing doesn't conflict with public safety. In fact, it complements our public safety goals. Policing studies make it clear that when departments put these principles into action, they generate concrete public safety benefits. These departments gain the support of the community partners needed to address serious crime problems, generate the cooperation needed to solve crime and contribute to community and officer safety.



**Doing the work to build trust with every member of our community is a priority.**  
— Salem Police Chief Trevor Womack



# the path to **trust-building** with our community

PRINCIPLED • POLICING • IN ACTION

## PLACE COMMUNITY PRIORITIES AND CONCERNS AT THE CENTER OF THE PROCESS.

The Salem Police Department will convene a series of listening sessions in small forums for community members to share their stories, concerns and priorities for policing in Salem. The sessions will be community-wide and Salem Police will make special efforts to engage community groups that may have had troubled histories with police and differing lived experiences. The department will draw from these conversations as it crafts changes in training, policy and practice.

## TAILOR DEPARTMENTAL TRAINING, POLICY AND PRACTICE TO A DOUBLE BOTTOM LINE: TRUST-BUILDING & COMMUNITY SAFETY

The Salem Police Department will work with community members and officers to review and revise department training, policy and practice so that each is consistent with principled policing. The review will focus on policies, procedures and training that directly impacts community trust of the police.

## SUPPORT OFFICERS THROUGHOUT THIS CHANGE PROCESS.

The Salem Police Department’s commitment to principled policing—giving voice, fair and transparent decision-making and respectful treatment—extends to internal policies and practices that bear on officer well-being, safety and career advancement.

## COMBINE PRINCIPLED POLICING AND SMARTER POLICING TO IMPROVE COMMUNITY SAFETY

The Salem Police Department will combine principled policing with data-driven decision-making and evidence-based practices to invest public resources where they will be most effective in reducing crime while strengthening trust and cooperation with the public.



**Police legitimacy means that the community views your organization as trustworthy, as capable, as qualified and skilled, effective. That’s legitimacy in the eyes of the community.**

—Salem Police Chief Trevor Womack