• SAFETY •
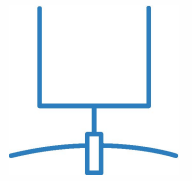## • LEGITIMACY •
• EXCELLENCE •

For each of the established goals, a set of objectives was developed. We invite you to review the proposed objectives below and give us your feedback or provide additional suggestions via the survey!

GOAL:
SAFETY

PROPOSED OBJECTIVES:
1. Enhance community livability.
Assist community partners in addressing some of the community livability issues of highest concern, such as unsheltered persons, addiction and drug use, behavioral health issues, and traffic safety.

2. Increase community safety efforts.
Engage individuals and groups in proactive crime prevention strategies, including increased educational opportunities to address serious crime issues such as gun violence, child abuse, and domestic violence.

3. Enhance employee safety and wellness.
Acknowledge and address ongoing on-the-job employee safety and wellness issues. This includes updated safety equipment and training, as well as coordinating wellness efforts throughout the department.

GOAL:
LEGITIMACY

PROPOSED OBJECTIVES:
1. Engage in Informed organizational and structural change.
Use quantitative and qualitative data to redistrict and better deploy resources; increase capacity in the Professional Standards Unit to further department accountability practices; undertake a full review of department policies; create a Community Engagement Unit to expand efforts to collaborate with residents on crime-fighting and prevention efforts.

2. Enhance police and community trust-building.
Make an agency shift in policing toward a new, deeper connection with residents, emphasizing relationships, collaboration, and trust-building which is rooted in the tenets of procedural justice; establish an Advisory Council to the Chief of Police, ensuring representation of the city's diverse communities; involve community members in recruitment and training opportunities to capture diversity of thought, perspective, and background.

3. Increase transparency and information-sharing.
Establish an online portal of data and statistical information about crime and police activities, including department policies and assessment reports; implement a body-worn camera program; create opportunities for community input related to departmental hiring and policies.

GOAL:
EXCELLENCE

PROPOSED OBJECTIVES:
1. Build analytical capacity.
Develop and implement new, data-driven strategies to make intelligence-based decisions about policing resources and address crime trends.

2. Enhance recruitment and hiring efforts.
Teach officers dedicated to hiring efforts the best practices in recruitment and hiring techniques; create a formal career channel for youth interested in public safety and community service; examine current hiring practices and adjust if necessary to ensure qualified applicants are not unintentionally excluded.

3. Foster a culture of excellence.
Use continual process improvements and best practices, performance audits, and accountability measures to cement a culture of professional and modern policing.

4. Increase employee retention and professional development opportunities.
Create a formal mentoring program and increase advanced trainings.

Deadline for submitting feedback: Oct. 24, 2021

For questions about the Salem Police Strategic Plan project: police@cityofsalem.net