

Community Policing Performance Audit Steering Committee

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Committee Members

Jodi Sherwood, *Community Police Review Board Chair*

Ann-Marie Bandfield, *Marion County Public Safety
Coordinating Council*

George Burke, *Deputy Chief of Police*

Ashley Hamilton, *ARCHES*

Levi Herrera, *Mano a Mano*

Kathleen Jonathan, *Salem-Keizer School District*

Casey Kopcho, *Oregon Secretary of State Audits
Division*

Cyndi Leinassar, *Salem Health and Salem Police
Foundation*

Scotty Nowning, *Salem Police Employees Union*
Oni, *Salem Human Rights Commission*

City Staff

Debra Aguilar, *Lieutenant*

Gretchen Bennett, *Manager*

Courtney Knox Busch, *Manager*

Kirstin Madigan, *Sr. Human Resources Manager*

Marc Weinstein, *Assistant City Attorney*

Next Meeting: February 18, 2021

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Meeting Agenda

Thursday, January 14, 2021

4:30 p.m. – 6:30 p.m.

City Manager's Office

City of Salem Public Meeting Channel (YouTube)

1. Call to Order
2. Approval of Minutes
 - December 10, 2020
3. Best Practice and Trends in Community Policing
4. Key Audit Themes and Concepts (Steering Committee)
5. Next Steps
 - Findings and recommendations organized around key audit questions and topical areas:
 - a. Police relations with BIPOC community
 - b. Police relations with youth, youth engagement
 - c. Police relations with unsheltered residents
 - d. Police relations with victims of domestic violence
 - e. Crowd control measures
 - f. Community policing, accountability and analytics
 - g. Officer wellness
6. Adjourn



CITY MANAGER'S OFFICE

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**Community Policing Steering Committee
December 10, 2020**

[City of Salem Public Meeting YouTube Channel](#)

Steering Committee Members

Jodi Sherwood, Chair

Ann-Marie Bandfield

George Burke

Ashley Hamilton

Levi Herrera (absent)

Kathleen Jonathan (absent)

Casey Kopcho

Cyndi Leinassar

Scotty Nowning

Oni (absent)

Hillard Heintze

Rikki Goede

Robert Haas

Brian Kauffman

Staff

Debra Aguilar

Gretchen Bennett

Courtney Knox Busch

Kirstin Madigan

Marc Weinstein

Natasha Zimmerman

1. Call to Order

With a quorum present, Chair Jodi Sherwood called the meeting to order at 4:35 p.m.

2. Introduction of Chief Womack

Chair Sherwood praised the work of the Steering Committee, who have worked to guide the focus of the audit, bring people into community conversations and listening sessions, and extended outreach through the *Share Your Story* link. Members of the Steering Committee welcomed Chief Womack.

3. Approval of Minutes

Committee member Leinassar made a motion to approve the minutes from November 19, 2020, as written.

Motion: Approve the minutes from the last meeting.

Motion: Committee Member Leinassar

Seconded: Committee Member Burke

Action: Approved the minutes from November 19, 2020, as written.

4. Week of December 7 “Site Visit” Observations

Bob Haas thanked the Steering Committee for their help and contributions to the Hillard Heintze team’s efforts to-date, reporting on the 38 listening sessions with community groups reaching 165 participants. Through Steering Committee connections, the team was able to reach organized groups and other, less formal grassroots voices. More than 131 individual

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stories have been shared through the website link. By Friday, the team will have engaged 86 members of Salem Police, representing a broad cross section of the Department, and reviewed more than 132 documents. The team remains impressed with the care for the community all participants express and the ease with which they share perspectives on gaps and opportunities for improvement.

5. Key Audit Themes and Concepts

Bob Haas noted the key themes document will continue to be refined and revised as the team continues its work. As an example, the draft (attached) does yet reflect findings from this week's virtual site visit and Police Department employee survey (underway).

Chair Sherwood asked staff to distribute a copy of the staff survey and continue to seek community input through the *Share Your Story* link.

Q. Will Police Department staff survey include all employees?

A. Yes, both sworn and non-sworn employees will be asked to participate.

Q: Are there any other listening sessions scheduled?

A: Some of the larger groups we've connected with have expressed interest in further conversation and engagement as the recommendations come forward.

Bob Haas reviewed the *Key Concepts*, themes that will continue to drive the work of the performance audit, with the group. These concepts include: trust, relationships, transparency, reparation, sustainability, vision, and respect. Members considered whether these concepts are consistent with what they are hearing or heard in listening sessions, and shared:

- Sustainability and reliability are consistent, with an overlay of our shared responsibility.
- Appreciation for seeing value of consistency reflected – both with Police presence and approach, as protests continue, regardless of circumstances.
- Transparency relates to both the data and information shared, with broader access to the data and information.

With regard to *Themes*, the December draft frames key questions by each of the eight themes. The questions are designed to guide the work of the performance audit, with priorities and sequencing emerging in subsequent drafts. The group considered each theme and reflected on the questions, finding them illustrative of the complexity of each issue. Members' comments included:

- Good to see addressing preventative side; data on engagement will drive service and partnerships, can inform decisions and understanding of impact (Theme 1)
- It's important to distinguish behavioral health crisis from homelessness, as they aren't always directly connected; clarify when Police is lead or collaborating with existing networks (Theme 2)
- Housing affordability impacts work Police have to do, good to see conversations within the City organization are occurring on these topics (Theme 3)
- Important to retune recruitment to match evolving community need, understand how background checks may influence employee pool (Theme 4, Theme 5)

- Important to look at all connections with youth and families; if continued, SRO needs to align with priorities of and outcomes Police Department is trying to achieve; consider how trauma comes into play with youth engagement, trauma-informed care (Theme 6, Theme 7)
- Consider how funding is distributed and a broader voice or collaboration on funding and grants for services to special populations (Theme 8)
- Some of the actions are internal in nature – for the City or department – to enhance. Others reflect more external work, where collaboration is important. It will be important to identify potential partners and whether the department is leading, collaborating, or following.

The Hillard Heintze team thanked the Steering Committee for the discussion and feedback. Bob Haas informed the committee the crowd control section is still being developed and intentionally separate, pending input from national experts and best practice. Chair Sherwood asked staff to connect directly and seek input from members absent from this conversation. She also noted, with a more detailed draft to follow, the next Steering Committee meeting may need to be longer to allow for more discussion.

6. Next Steps

Chair Sherwood noted the City Council will be receiving a brief progress report on Monday night. The Steering Committee will participate in a joint Work Session with the City Council on March 15, 2021 at 6 pm. At the next meeting, the Committee will discuss trends in other agencies, including national trends. Member Kopcho announced the December 16 NAACP Community Policing conversation with Salem and Keizer police departments, and Marion County Sheriff.

- 7. ADJOURN**—With no other business before the Steering Committee, Chair Sherwood adjourned the meeting at 6:04 p.m. The next meeting is set for January 14, 2021.

This meeting can be viewed in its entirety on the City of Salem YouTube channel:
https://www.youtube.com/channel/UCQLj9RKZNHu4wfYcs_TC0TA
