

Community Engagement 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

Joint Work Session: March 15, 2021

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Meeting Agenda

Thursday, March 11, 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
 - February 18, 2021
3. Preliminary Review of Findings (Steering Committee)
4. Next Steps
 - a. March 15: Joint Work Session with City Council
 - b. Community Briefings
 - a. DATE, TIME
5. Adjourn



CITY MANAGER'S OFFICE

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February 18, 2021

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

Steering Committee Members

Jodi Sherwood, Chair

Ann-Marie Bandfield

George Burke

Ashley Hamilton

Levi Herrera

Kathleen Jonathan (absent)

Casey Kopcho

Cyndi Leinassar

Scotty Nowning

Oni (absent)

Hillard Heintze

Robert Boehmer

Rob Davis

Rikki Goede

Brian Kauffman

Staff

Debra Aguilar

Gretchen Bennett

Courtney Knox Busch

Kirstin Madigan

Marc Weinstein

1. Call to Order

With a quorum present, Chair Jodi Sherwood called the meeting to order at 4:33 p.m., and provided an overview of the agenda. Chair Sherwood referenced upcoming meetings in March of the Steering Committee, Work Session with City Council, and community briefings on audit findings and recommendations.

2. Approval of Minutes

Committee Member Leinassar made a motion to approve the minutes from January 14, 2021, as written.

Motion: Approve the minutes from January 14, 2021.

Motion: Committee Member Leinassar

Seconded: Committee Member Kopcho

Action: Approved the minutes from January 14, 2021, as written.

3. Preliminary Review of Findings

Rob Davis shared draft findings from the audit, noting another community interview occurred just that day. The presentation included a summary of the key audit questions, process, and community focus groups and interviews, a discussion of the internal survey at Salem Police Department and the “Share Your Story” survey, and interim audit findings and recommendations. The “Share Your Story” input, in particular, helped shape the findings in crowd control area, as many expressed concerns about May 2020 protests and differential treatment.

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Rob Davis shared the team's appreciation for the community and Department willingness to participate in the audit. The team completed more than 100 community interviews with organizations and individuals. This voice is represented in the findings. In brief, the team found that the Department:

- Does not have a formal, written community policing strategic plan
- Does some promising things with unsheltered individuals and those experiencing behavioral health crisis and could benefit from a broader, multi-disciplinary collaborative strategy
- Needs to increase outreach and engage BIPOC community in more formal, collaborative ways
- Needs a broader, youth-based outreach strategy; school resource program is not working the way it was intended (due to staffing constraints, officers may be involved in investigations, as well)
- Needs to increase capacity to recruit, test, hire and promote those with diverse backgrounds
- Does not have a robust data collection and analysis
- Experienced challenges in responding to May 2020 protests and should continue to improve planning and use of best practices in crowd control

Steering Committee members asked questions of the Hillard Heintz team during the presentation.

Q. Did you look at technology as you assessed the capability of the Department's data analysis? What kind of data is missing or could be used to inform their policing?

A. While there is some standard data available, there is minimal data for internal and external use to help them work smarter. The Department recognizes this as a need.

Q: In your review of School Resource Officer role, did you include perspectives from Police or the School District?

A: We looked at the agreement with the District, met with a District leadership group, conducted a school resource officer focus group, and met with community groups on this topic. It was a 360 degree review.

Q. Did the staffing ratio, 1.1ish officers per 1,000 in population, come up in your work?

A. Yes. There is no question that the Department is short-staffed. To move forward with the multi-disciplinary approach we describe, officers will need to have more patrol time where they are not responding to a specific call. Most agencies strive for 40% of un-obligated patrol time.

Q. You note a low morale in the Department. Can you tell whether the morale is driven by internal or external forces?

A. It probably reflects what officers are feeling nationwide. In Salem, officers can't do some of the things they would like to do because they are running call to call. They are also aware of the criticism that they aren't doing enough. A multi-disciplinary approach could help change demand in calls for service and reduce time each officer engaged in calls.

Almost all within the community organizations we interviewed offered ways they could be helping and working with the Department.

- Q. Are we expecting to see more stories through the “Share Your Story” link? How will they be incorporated?
- A. The report will remain in draft form through the community briefings and finalized at the end of March. Themes from the stories are incorporated into the report. For quality of service, we’ll fold in the performance of the Department from the annual survey the City conducts with a polling firm.

Chair Sherwood asked the group to share their reflections on the presentation.

- In a very short period of time, the team has figured out things we’ve known. It is good to see it all in one place.
- Working within our limited resources, we could engage in different ways and through multi-disciplinary work to shift and free up resources. The audit reinforces things we’ve know and could be a spring board for us to move forward with support of other service providers.
- We’ll need many partners to move forward with this approach. Findings from this audit indicate the community is ready. The audit provides good baseline data and tools for moving forward.
- We are surprised by the amount of other duties officers are doing. In our meetings with other City staff meetings, we saw little conflict.
- New records management, Computer Aided Dispatch, and tools to track cases through Internal Affairs are all a step forward in the data analysis capability of the Department.
- As we move forward, looking forward to measuring progress so we can make adjustments where needed.
- We need to have the findings and recommendations prepared in a way that is very accessible so that it is clear what people should expect of the Department and what we should expect of them.

The Hillard Heintze team thanked the Steering Committee for the discussion and feedback.

4. 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 prepare for the working session and consider upcoming community briefings.

- 5. ADJOURN**—With no other business before the Steering Committee, Chair Sherwood adjourned the meeting at 6:10 p.m. The next meeting is set for March 11, 2021.

This meeting can be viewed in its entirety on the City of Salem YouTube channel:

https://www.youtube.com/channel/UCQLj9RKZNHu4wfYcs_TC0TA
