

# 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*

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## Meeting Agenda

Thursday, April 29, 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
  - March 11, 2021
3. Independent Assessment (Hillard Heintze)
  - Community briefings
  - Proposed refinements
4. Steering Committee Letter of Introduction (Steering Committee)
5. Next Steps (Chief Womack)
6. Adjourn



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**Community Engagement Audit Steering Committee**

**March 11, 2021**

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

**Steering Committee Members**

Jodi Sherwood, Chair  
Ann-Marie Bandfield  
George Burke  
Ashley Hamilton (absent)  
Levi Herrera  
Kathleen Jonathan (absent)  
Casey Kopcho  
Cyndi Leinassar  
Scotty Nowning  
Oni

**Hillard Heintze**

Robert Boehmer  
Rob Davis  
Rikki Goede  
Brian Kauffman  
Chad McGinty

**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. The intent is to keep the report in draft form through the Work Session and community briefings.

Chair Sherwood asked for a roll call of Steering Committee members. Rob Davis introduced members of the Hillard Heintze team. Chair Sherwood welcomed Chief Womack.

**2. Approval of Minutes**

Committee Member Burke made a motion to approve the minutes from February 18, 2021, as written.

**Motion:** Approve the minutes from February 18, 2021.

**Motion:** Committee Member Burke

**Seconded:** Committee Member Leinassar

**Action:** Approved the minutes from February 18, 2021, as written.

**3. Preliminary Review of Findings**

Rob Davis provided an overview of the draft assessment report, referencing the possibility of future changes from the Steering Committee, Council Work Session, and community briefings.



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

- Q. Can we address the number of officers needed to get to adequate staffing? The report references a ratio. It seems like we could be as many as 80 officers short.
- A. The number of officers per 1,000 residents has become a standard across the country for assessing staffing in law enforcement agencies. Not every city needs to have the same number. For major cities, we see 2.4 to 2.5 officers per 1,000 residents. For a multi-disciplinary response, like a co-response to violent behavioral health crisis, law enforcement presence may be needed. Salem is a capitol city, too. Salem's population also varies by time of year. During session, the population is significantly higher. Population also grows during work hours with stat offices and their employees.
- Q. On Finding #4, can we consistently reference the existing multi-disciplinary work underway. Could we "enhance" or "improve" that participation. This is featured on p. 12 as a finding and p. 31 with details on the recommendation.
- A. We need to be clear that, even if this work is being done, it needs to be part of a comprehensive strategy with goals and measures to gauge progress.
- Q. Could we reference the change made by the School District just this week to discontinue the School Resource Officer Program? (p. 53 and 54)
- A. This is a snapshot in time and a footnote will be added.
- Q. Can we be clear about what will be required to be successful, with staffing, when we haven't defined success in a strategic plan and have concerns about data collection? Do we know breakdown of calls by type? Do we have a staffing problem or need to change the way we're responding? Over time, CAHOOTS in Eugene has fewer than 1% of calls end with law enforcement involvement. All the City's General Fund programs are short-staffed. Can we look holistically and determine if resources are in the right places and the right time? Need robust goals and objectives to work toward and the data to show how well it is working.
- A. Clear goals and objectives are critical. The City has to determine whether it wants to take this multi-disciplinary approach. Then, define with the community what we want to achieve together with law enforcement. What's the capacity to do so – both within the City and the community? Then, we can determine what staffing is needed. Hillard Heintze has been in hundreds of cities in the last ten years. Every city says they need more staffing. Typically, you can see quick fixes such as eliminating responses to false alarms. In Salem, they've already moved to verifying an alarm before sending an officer. No matter what strategy the community wants to pursue, you'll need more resources and more capacity. Moving forward with these recommendations for a multi-



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disciplinary approach will be a struggle with existing staffing. Volume of investigations exceeds capacity of detectives.

Members of the Steering Committee expressed support for continuing the conversation with the community about expectations of law enforcement in our community.

Q. Given the School District's SRO decision, what are some of the recommendations that stand out in the short-term that could be addressed with the staff who were serving in schools? Can we do more with youth engagement, overall, in the absence of the SRO program?

A. Officers need more unobligated patrol time to be freed up for more engagement with the community.

Q. Expected to see some recommendation regarding body worn cameras.

A. Members of the Hillard Heintze team spoke to their support for body worn cameras. The audit report doesn't reference body worn cameras because of the significant cost with storage. This should be part of the conversation moving forward, among the Mayor and Council, and the Chief and City Manager.

Q. Can we characterize ongoing engagement with our BIPOC and LGBTQ populations? (p.44)

A. We may be engaging with these communities. But, I'd like to hear how these communities think we are doing. Do people I'm serving think that we are doing it the right way? I hope a group like this Steering Committee can continue.

As Chief, I'd like to create places to have these conversations in a meaningful and intentional way, one on one, and be truly listening. I can take these perspectives back, examine our policies, programs, and culture to make practical change. Then, communicate back what I've heard and what we've changed in response.

Q. Audits usually include a response to key findings. Will this audit allow for that type of response from the Police Department?

#### Other Comments

- Number of State institutions in and around Salem effect Salem, too.
- There is a great deal of work ahead.
- The Audit, through the findings and recommendations, addresses "the what." Concerned primarily with "the how," how will we see the change needed in our community?
  - Recommendations can be shared into other forms for a work program, with assignments, so that we can track what we need to do.
  - We need to ensure there is accountability for these findings and recommendations, assurance that the strategies are moving forward.

Corrections:



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- “Salem Health System” to reach “Salem Health Hospitals and Clinics” on p. 44.
- Reference to Taylor’s House. Mid-Willamette Valley Community Action Agency is an agency. The Agency has seven programs. HOME Youth Services is one program of the Community Action Agency. Within HOME Youth Services, Taylor’s House is the overnight space for youth and HOME Youth and Resources Center is the day center for youth. Other Community Action Agency programs referenced in the report: ARCHES (homeless services); Head Start, Early Head Start; and DeMuniz Resource Center (reentry services).
- Reference to Community Police Review Board inception to 2002 (p. 66).

**4. Next Steps**

Chair Sherwood noted the City Council and Steering Committee will participate in a joint Work Session with the City Council on March 15, 2021 at 6 pm.

- 5. ADJOURN**—With no other business before the Steering Committee, Chair Sherwood adjourned the meeting at 6:03 p.m.

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

[https://www.youtube.com/channel/UCQLj9RKZNHu4wfYcs\\_TC0TA](https://www.youtube.com/channel/UCQLj9RKZNHu4wfYcs_TC0TA)

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