



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*

Natasha Zimmerman, *Deputy City Attorney*

Next Meeting: December 10, 2020

www.cityofsalem.net

Meeting Agenda

Thursday, November 19, 2020

4:30 p.m. – 6:00 p.m.

City Manager's Office

City of Salem Public Meeting Channel (YouTube)

1. Call to Order
2. Approval of Minutes
 - a. Thursday, November 5, 2020
3. Site Visit Observations (Hillard Heintze)
4. Update to Goals and Objectives (Steering Committee)
5. Next Steps
6. Adjourn

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CITY MANAGER'S OFFICE

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**Community Policing Steering Committee
November 5, 2020**

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

Steering Committee Members

Jodi Sherwood, Chair

Ann-Marie Bandfield (absent)

George Burke

Ashley Hamilton

Levi Herrera

Kathleen Jonathan

Casey Kopcho

Cyndi Leinassar

Scotty Nowning

Oni

Hillard Heintze

Rikki Goede

Robert Haas

Brian Kauffman

Staff

Debra Aguilar

Gretchen Bennett

Courtney Knox Busch

Kirstin Madigan

Natasha Zimmerman

1. Call to Order

With a quorum present, Chair Jodi Sherwood called the meeting to order at 4:35 p.m. She welcomed Steering Committee members and noted the recent hiring of Trevor Womack as Chief of Police who will begin in December. Some of the interview process is available on YouTube. Outgoing Chief Jerry Moore will retire effective November 30.

During the roll call, a spelling error on the agenda was noted in one member's name. Chair Sherwood provided a brief overview of the agenda.

2. Roberts Rules of Order 101

Natasha Zimmerman provided the group a brief presentation of the foundational elements of Roberts Rules of Order, citing its purpose of ensuring all voices are heard during meetings.

3. Approval of Minutes

Committee member Kopcho made a motion to approve the minutes from the last meeting.

Motion: Approve the minutes from the last meeting.

Motion: Committee Member Kopcho

Seconded: Committee Member Leinassar

Action: Approved the minutes from the last meeting.

4. Initial Observations

EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

❖ Reasonable accommodation and accessibility services will be provided upon request ❖

Servicios razonables de alojamiento y accesibilidad se facilitarán por petición

- Bob Haas reported the Hillard Heintze team's work with staff for access to documents and preparations for site visit. Team members were introduced to the Steering Committee with their areas of focus for the performance audit.

5. Confirm Goals and Objectives

Bob Haas shared a draft document outlining approach to each of the six key questions forming the basis of the performance audit. The draft represents a starting point that will continue to evolve, following site visits and continued dialogue with the Steering Committee. In considering the draft goals and objectives, the group asked questions and offered feedback, including:

- How is the team gauging community values?
 - We will be engaging community partners in conversation through the site visit around these key questions, identify areas of alignment and synergies in addressing various community issues, where is everyone coming from and how do they see their mission.
 - There will be listening sessions and focused conversations throughout the community. The team has access to all outreach results including the City's recent residential satisfaction survey, and data from strategic planning and other active community outreach.
 - The team feels strongly about the qualitative component of hearing stories from the community directly.
- How is the accreditation process considered in this work? Accreditation offers a good road map and blueprint for how a police department can be managed. We're looking at alignment of the organization – and each aspect of the department - to its central mission and values.
- Are you considering training, as a whole, not solely focused on bias? Training will be examined at each component of the audit. For example, training overlaps with accountability.
- Will you be looking at how policies are implemented in the field? How will you dig into that? We'll be testing what the policies say in the field by asking whether officers are adhering to the policies and procedures, whether the policies are complete enough to give officers the guidance they need, and if not, how to realign back to the central mission.
- Relating to policies and procedures, are you looking at whether or how each officer is personally responsible for eliminating bias and discrimination?
- Hiring and retention practices related to elimination of bias and discrimination. YES. Goal 3. Recruit and retain to better match the diversity within the community. Background checks can sometimes hinder ...

Community-focused interviews and listening sessions. The Hillard Heintze team will be in Salem during the week of November 16, 2020 to gather more perspectives on community policing. The group considered the initial draft of interviews and focus groups, offering other voices to include during this or future site visits, such as:

- Psychiatric Crisis Center
- Addiction and rehabilitation services, such as Bridgeway

- Multi-jurisdictional police teams, who are detached with behavioral health professionals from Marion and Polk Counties
- More BIPOC connections, like black community leaders or clergy
- Business community members
- Oregon Department of Public Safety Standards and Training (DPSST)
- At-risk youth
- Faith-based, pastoral association
- Micronesians
- COFA Alliance National Network
- Tribes
- Department of Human Services
- Law Enforcement Diversion Program
- Student-led workgroup at School District

Next, the team will continue to build out the document and identify deliverables for each element, in preparation for the interim report to the City Council. The Steering Committee will have opportunity provide input prior to that mid-December report.

6. Next Steps

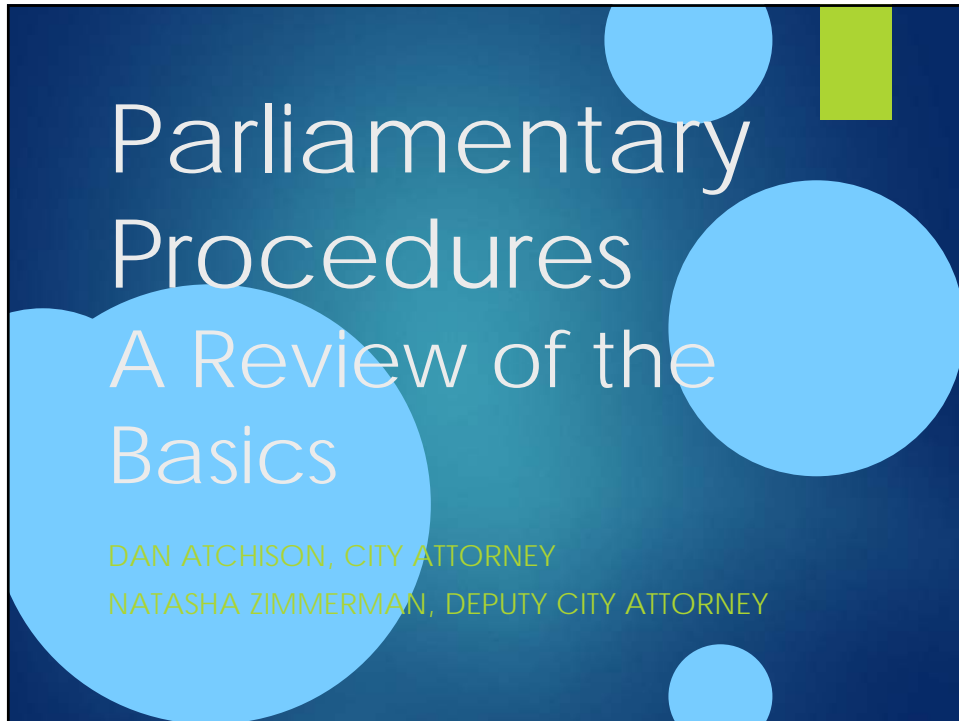
Visibility and Access. As with all advisory bodies, the City provides notice of the meetings and share out the meeting materials, meeting recordings, and key milestones. You can find that here: <https://www.cityofsalem.net/Pages/police-audit.aspx>. On the [schedule](#), all of the Steering Committee meetings and conversations with City Council have been. Broader participation and weighing in on findings and recommendations will occur as the Council receives updates, considers the Audit and recommendations in a joint Work Session in March, and determines whether or how to adopt the findings and recommendations at a subsequent Council meeting.

Role as Public Official. Natasha Zimmerman reminded Steering Committee members that, as volunteers on behalf of the City in an advisory capacity, members' notes and communications could be considered public record and subject to discovery. She asked members to cc Courtney when sending emails to each other.

Site Visit Interviews. Courtney will share out the schedule of interviews. Committee members are encouraged to participate and sit in, avoiding any hindrance of the dialogue.

7. **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 November 19, 2020.

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



Parliamentary Procedures A Review of the Basics

DAN ATCHISON, CITY ATTORNEY
NATASHA ZIMMERMAN, DEPUTY CITY ATTORNEY

1



Basic Principles

- ▶ Provide structure for orderly facilitation of a meeting.
- ▶ Protect the rights, and voices, of the minority opinion.
- ▶ Quorum Required – Typically a majority.
- ▶ A motion is necessary to initiate discussion.
- ▶ Local Practice Requires a Second.
- ▶ Only Consider One Motion at a Time
- ▶ Only Two Amendments to a Main Motion
- ▶ Only one member can speak at a time
- ▶ To speak, member must be recognized by the presiding officer
- ▶ Majority Vote of the Quorum Decides a Matter

2

Basic Procedure

- ▶ Making a Motion
 - ▶ I move to adopt staff recommendation that . . .
 - ▶ I move to adopt staff recommendation with the following changes
 - ▶ I move to " . . . "
- ▶ Seconding a Motion
 - ▶ Person seconding does not need to be recognized,
 - ▶ May state, "second for purposes of discussion"
 - ▶ If no second, the motion dies.
 - ▶ Once seconded, the motion belongs to the body and it cannot be withdrawn by the maker

3

Debating and Voting on the Motion

- ▶ Maker of motion gets first opportunity to address motion
- ▶ Members must be recognized before they can speak on motion
- ▶ If no members wish to speak regarding the motion, the presiding officer calls the question.
- ▶ Presiding Officer: "The motion on the floor is to . . ." "All those in favor say "aye," all those opposed say "no."
- ▶ All members present must vote unless they have previously declared a conflict of interest or other reason to abstain.
- ▶ Presiding Officer announces the vote and action.
- ▶ In the event of a tie, the motion fails.

4

Common Motions

- ▶ Main Motion
 - ▶ Effect: Allows for debate, Introduces subject for consideration
 - ▶ Second is required
 - ▶ Amendable, two amendments open
- ▶ Motion to Amend
 - ▶ Changes the pending motion
 - ▶ Second is required
 - ▶ Amendable
- ▶ Motion to Defer to a Time Certain
 - Effect: Postpones the decision until a specified time and date.
 - Second Required, debatable, amendable
 - Debate is limited to deferral, should not discuss the merits of the main motion.

5

True or False?

- ▶ The purpose of a MAIN MOTION is to present an item of business for consideration and action by the body.
- ▶ If an amendment is proposed to a motion that requires a two-thirds vote, the amendments also require a two-thirds vote.
- ▶ A substitute motion replaces the original motion.
- ▶ Once seconded, a motion may be amended or withdrawn by the maker if the second agrees.
- ▶ A motion to amend may be amended.
- ▶ An amendment to an amendment is not amendable.

6

Questions?

- ▶ Please feel free to reach out at any time!
- ▶ Natasha, nimmerman@cityofsalem.net
541-971-2092

7

Salem Community Policing Audit Steering Committee Draft Goals and Objectives

OVERARCHING GUIDING QUESTIONS

- 1 Are the Salem Police Department's policies and tactics aligned with the city council and communities values and expectations?
- 2 What is the Salem Police Department's capacity for community policing?
- 3 How effective are Salem police officers in engaging with all Salem community members?
- 4 How effective is the Salem Police Department in engaging with youth and their families?
- 5 Are the Salem Police Department's policies, tactics, or training bias or discriminatory?
- 6 How effective are the Salem Police Department's policies, procedures, and practices in terms of establishing officer accountability?

GOALS AND OBJECTIVES

Question 1:

Are the Salem Police Department's policies and tactics aligned with the city council and communities ' values and expectations?

Goal 1:

Conduct a comprehensive review of selected Salem Police department policies and tactics to evaluate the alignment of those policies and tactics with city council and community values and expectations.

Objectives:

- 1 Conduct personal one-on-one interviews with Salem City Council members to establish and/or clarify city council values and expectations as it relates to their individual role as a city council representative.
- 2 Review and evaluate the Salem Police Department's process for developing and administering policy, procedures, and tactics as it relates to their alignment with city council and community values and expectations.
- 3 Identify, select, and review relevant department tactics and procedures to evaluate their alignment with city council and community values and expectations.



- 4 Conduct personal one-on-one interviews with Salem Police Department supervisory staff who are responsible for administering department policies, procedures, and tactics to gain an understanding of how they ensure that they align with city council and community values and expectations.
- 5 Conduct personal one-on-one interviews with Salem Police Department line staff who are responsible for adhering to department policies, procedures, and tactics to evaluate and collect information on their understanding and ability to align policies, procedures, and tactics that are consistent with city council and community values and expectations.
- 6 Conduct personal one-on-one interviews with a diverse group of Salem community members to better understand their values and expectations as it relates to Salem public safety and quality of life efforts.

Question 2: What is the Salem Police Department's capacity for community policing?

Goal 2:

Evaluate the Salem Police Department's capacity for community policing to assist the department in creating a clear "road map" to fully develop and embrace the philosophy and principles of community policing throughout the department.

Objectives:

- 1 Review and evaluate the Salem Police Departments current community policing practices and strategies to evaluate their capacity to effectively engage in the three primary principles of community policing: Problem Solving, Partnerships, and Organizational Transformation.
- 2 Evaluate current proactive problem-solving approaches and/or projects that address and/or solve crime and quality of life issues such as homelessness, drug offenses, or reoccurring and repeat calls for service.
- 3 Review department documents to evaluate the level of formal institutionalization and adoption of the philosophy and principles of community policing. Documents to include but not limited to, mission, vision, and values statements, partnership agreements, MOU/MOA's, community/police relations related documents, city ordinances, or any other documents related to community policing efforts.
- 4 Conduct community meetings or town hall listening sessions to facilitate open dialog from community members to gain a better understanding on the community's perspective and experiences with the department's current community policing efforts.



- 5 Conduct one-on-one interviews with Salem Police Department's partners and stakeholders to evaluate the capacity and effectiveness of the department's ability to develop and sustain partnerships or relationships to proactively deal with crime or quality of life issues.
- 6 Conduct one-on-one or open meetings with business leaders and owners to understand their need for support and in supporting Salem Police Department efforts in keeping the business districts safe and open for everyone.

Question 3: How effective are Salem police officers 'in engaging with all Salem residents?

Goal 3:

Review the Salem Police Department's strategies and approaches in engaging with Salem residents to evaluate how effective and appropriate officers are in supporting the department's community engagement efforts.

Objectives:

- 1 Review the Salem Police Department's policies, procedures, city ordinances related to recruitment and retention, citizen contacts, arrest procedures, ethical conduct, working with special needs populations, and other related documents to evaluate the departments directives on officer engagement with the community.
- 2 Review the Salem Police Department community engagement management and administration processes including but not limited to engagement efforts involving recruitment and retention, problem solving projects, special events, community meetings, outreach efforts and other community based engagement efforts to evaluate their outcomes and effectiveness.
- 3 Evaluate how effective SPD is in recruiting, hiring, and retaining the best persons to serve the City of Salem as police officers and are reflective of the community and its commitment to community policing and problem solving strategies.
- 4 Evaluate the current way SPD conducts background investigations of future hires to ensure they are in line with best practices and ensure the background process includes the Department's commitment to community policing and problem solving.
- 5 Conduct one-on-one interviews with Salem Police Department supervisors to gain an understanding of their ability to supervise and support community engagement efforts for front line officers.
- 6 Conduct one-on-one interviews with Salem Police Department patrol officers to gain an understanding of their ability to participate in community engagement efforts as part of their regular patrol duties.



- 7 Complete “ride-alongs” with Salem police personnel to observe and evaluate daily patrol activities for front line officers.

Question 4: How effective is the Salem Police Department in engaging with youth?

Goal 4:

Evaluate the effectiveness of the Salem Police Department in engaging youth to improve current and future youth engagement efforts.

Objectives:

- 1 Review Salem Police Department’s policies and procedures directed or related to youth contact and engagement to determine department directives in dealing with youth. Review Salem Police Department’s incidents involving youth to determine impacts of calls for service involving youth.
- 2 Review Salem Police Department’s youth engagement projects or events to evaluate their effectiveness and outcomes of the projects or events.
- 3 Meet with school representatives to collect information on interactions and partnerships with the Salem Police Department in addressing youth related issues.
- 4 Meet with youth-based organizations that support local youth efforts to collect information on interactions and partnerships with the Salem Police Department in addressing youth related needs.
- 5 Conduct one-on-one interviews with Salem Police Department’s school resource officers to understand the roles and responsibilities of those officers in dealing with youth needs.

Question 5: Are the Salem Police Department’s policies, tactics, or training bias or discriminatory?

Goal 5:

Review the Salem Police Department’s policy, tactics, and training development process to assist the department in identifying improvements to ensure that policies, tactics, and training limit the risks of bias or discriminatory practices.

Objectives:

- 1 Review the Salem Police Department’s policy development process to evaluate the steps taken to ensure that policies are not biased or discriminatory.
- 2 Review the City of Salem’s policy development process as it relates to all agencies operating within the City of Salem policy guidelines to ensure the process is consistent with Salem Police Department policy development.



- 3 Meet with Salem Police Department's Human Resource personnel to provide information and clarity on policy development process to ensure those policies are not discriminatory or biased.
- 4 Conduct one-on-one interviews with Salem representatives from various human and equal rights organizations to better understand their involvement in working to prevent discrimination or bias within or from the Salem Police Department.

Question 6: How effective are the Salem Police Department's and city system's policies and procedures for officer accountability?

Goal 6:

Review Salem Police Department officer accountability policies and procedures and supporting City of Salem systems to evaluate the effectiveness of those policies and procedures for officer accountability.

Objectives:

- 1 Review Salem Police Department officer accountability policies and procedures to provide recommendations on their effectiveness for officer accountability.
- 2 Review City of Salem employee accountability systems as they relate to the Salem Police Department and officer accountability to provide recommendations on the consistency of those systems on department policies.
- 3 Conduct one-on-one interviews with Salem Police Department officer accountability staff to evaluate the application and protocols for administering officer accountability policies and procedures.
- 4 Conduct one-on-one interviews with City of Salem Human Resource staff responsible for administering employee accountability policies and procedures to evaluate the cities accountability policies and procedures as the relate to officer accountability.
- 5 Conduct one-on-one interviews with the Salem Police officer union representatives to evaluate how the union and department work together to hold officers accountable.
- 6 Evaluate any Early Intervention Systems currently being utilized by SPD to determine effectiveness and alignment with best practices.
- 7 Determine what tools and equipment are currently available to SPD officers to ensure safety, accountability, and positive outcomes during enforcement activities including, but not limited to tasers, body worn cameras, etc.

Salem Community Policing Performance Audit Project Topic Areas of Focus – HH Team Assignments

RIKKI GOEDE:

- Officer Wellness & Safety¹
 - Early Intervention System
 - Employee Assistance Program
 - Peer Support
 - Critical Incident Stress Management (CISM)
 - Chaplaincy Support Program
 - Department Officer Wellness Program
 - Officer Safety Protections (Bullet-resistant vests, BWC, etc.)
- Recruitment, Hiring, Background Investigation & Retention
 - Promoting Diversity & Gender Outreach
 - Use of Targeted Recruitment Strategies
 - Community Involvement in Recruitment Efforts
 - Broadening Recruitment Efforts Among All Officers
- Youth Engagement Programs
 - Preventative Youth Engagement Strategies
 - Collaborative Early Intervention Strategies
 - School Resource Officer Program
 - Collaborative Relationships with Community-based & Social Service Providers
 - Application of Restorative Justice / Community-based Resources
 - Alternative / Diversionary Approaches
 - Mentoring & Support of Youth & Families in Need of Services
 - Application of the Juvenile Justice System / Aftercare
- Homelessness & Unsheltered Persons²
 - Collaborative Relationship with Social Service Providers
 - Assessment of Existing Social Service Network – Gap Analysis

1 Each Topic Area will also include Review of Associated Policies, Procedures, Operational Instructions, Training Bulletins, and other written directives.

2 Topic Area to be shared with Bob Haas.



- Application of City Resources (Police, Fire/EMS, & Public Works)
- Research on Application of CAHOOTS Model

BRIAN KAUFFMAN:

- Analytical Application & Capabilities
 - Use of Data to Support Deployment of Police Resources
 - Analysis of Hotspot Locations & Individuals
 - Use of Data to Assess Effectiveness & Efficiencies
- Metrics / Outcome Measures
 - Application of Metrics - Daily Operations (Inputs vs. Outputs)
 - Metrics Designed to Assess Community Sentiment
 - Metrics Designed to Evaluate Outcome Performance Measures
 - Metrics Designed to Evaluate Internal Performance Standards
- Assessment / Cross-Functional Analysis Review (National Best Practices)
 - Compare and Contrast SPD Community Policing Activities
 - Analysis of SPD Organizational Structure to Support Community Policing Strategies
 - Analysis of City Systems to Support Community Policing Strategies

BOB HAAS:

- Overall Community Policing & Community Engagement Strategy
 - Policing Philosophy / Strategic Plan
 - Alignment of Vision, Mission(s), Goals, Core Values
 - Level of Collaborative Relationships with City Department
 - Level of Collaborative Relationships with Community-based Resources & Social Service Providers (inter-collaborative partnerships / resource gap analysis)
 - Extent and Level of Engagement & Outreach to the Community
- Specific Focus on Community Policing Strategies & Outreach to BIPOC Communities
 - Review of Department specific policies and procedures
 - Training on Bias-Free Policing, Cultural Awareness, Cultural Competency, etc.
 - Level of Engagement with Community-based Organizations for BIPOC communities
 - Level of Outreach and Liaison Relationships with Advocacy Groups / Organizations
 - Use of Assessment Methods / Instruments to Gauge & Measure BIPOC Community Sentiment/Perceptions of Fear/Level of Trust & Confidence in the Police



- Use of Force / Internal Review / Internal Affairs Investigations
 - Review of Department specific policies & procedures
 - Use of Force Training / Alternative Methods
 - Internal Analysis of Use of Force Incidents
 - Level of Transparency in Reporting on Use of Force Incidents
 - Internal Affairs Complaint Intake / Investigations / Findings
- Interactions with Individuals Experiencing Behavioral Health Crisis
 - Review of Department specific policies & procedures
 - Training specifically designed for response to incidents involving behavioral health crisis
 - Collaborative Relationships / Partnerships with Community-based Resources and Social Service Providers (inter-collaborative partnerships / resource gap analysis)
 - Involvement with support networks and aftercare services

BOB BOEHMER:

- Crowd Control Management
 - Review of specific policies, procedures, & operational guidelines
 - Training provided to officers in crowd control methods
 - Use of specially trained officers deployed for crowd control situations
 - Process for planning for pre-planned events
- Protecting and Facilitation of Protests / Demonstrations
 - Review of specific policies, procedures, & operational guidelines
 - Training provided to officers in responding to protests and demonstrations
 - Safeguards established to protect and facilitate protests and demonstrations
 - Use of specially trained officers deployed to protests and demonstrations
 - Process for planning for pre-planned events
 - Use of Operational Plans / After-Action Evaluations