

Bloomberg-Harvard Cross Boundary Collaboration Program Kick Off Summary

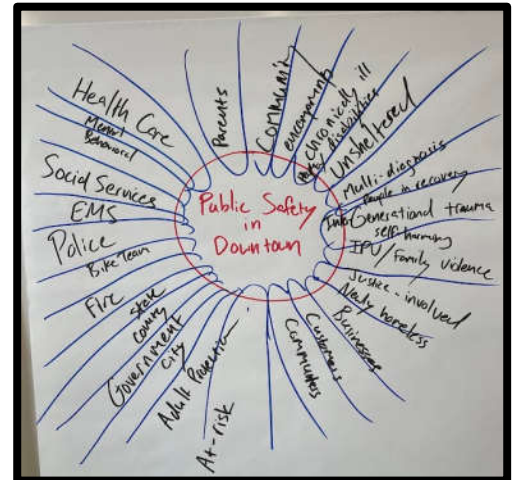
Salem Police Station Community Room

October 7, 2025, 12 pm to 4 pm

Welcome and Introductions

Griffen Jones and Ellen Platts welcomed participants to the Bloomberg-Harvard Cross-Boundary Collaboration Program kick-off. This event is part of the City's year-long program, to help us collaborate in new ways on a key issue. Participants have been invited by Mayor Julie Hoy as a crucial partner in addressing this shared challenge of Downtown Public Safety. This kick-off meeting is the first of several opportunities for you to add your voice to shared understand o this complex issue and to uncover innovative solutions.

Part of the purpose of this kick-off is to openly discuss the problem from a variety of perspectives. To begin, participants were asked to highlight their connection to the problem. As everyone described their connection to the problem, Griffen added petals to the "collaboration daisy" (to right, the attachment shows images at full size). In his words, the collaboration daisy illustrates where we all sit in relation to the problem and shows how we are all impacted by the problem, seeing it from different perspectives.



Conversation with Mayor Julie Hoy

Mayor Julie Hoy reflected on questions posed by Ellen including:

- Why is public safety a focal point for your administration?
- Why is this topic a priority for the City right now?
- Why is cross-boundary collaboration important for solving this problem?
- What factors do you think are most salient to the problem?
- What do you think are the top two barriers to the success of this collaboration?

The Mayor shared her belief that every resident deserves to feel safe, supported, and connected, but too many individuals are falling through the cracks due to systems that are strained and fragmented.

- Salem lacks a unified framework to collaborate with county and state partners, community-based organizations, and residents in the community with lived experiences who can provide critical thinking to devise and deliver solutions that promote safety, belonging, and well-being.

- Since June, the City has been engaged in conversation with Council, businesses and residents, and shared updates on current community-led and City-supported activities to improve safety, livability, and cleanliness in two areas of Salem experiencing higher volumes of requests for police support and emergency medical response: downtown and northeast Salem.
- We want to start with a focus for this work in Downtown Salem— with a goal to expand our successes to other neighborhoods across the city.
- The City alone cannot solve this. We need to move from siloing within our expertise rather to working for the good of all, looking outward to our purpose. The broader goal of this work is to foster an inherent sense of safety and stability in our community.
- Through the Collaboration Track, we will focus our collective energy to co-create a new approach, one that promotes shared responsibility and inspires action for a safe, livable, and vibrant Salem.

The Mayor also took questions from the room.

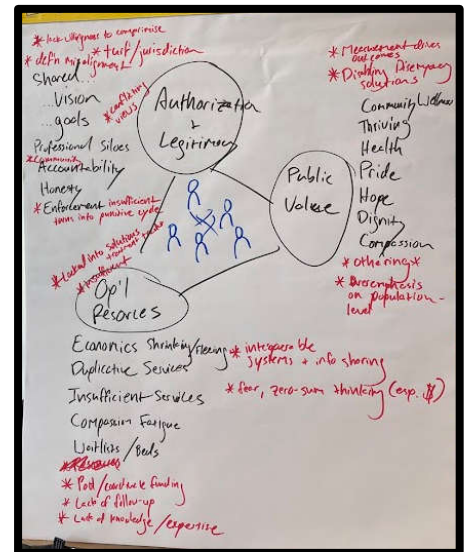
Exercise #1: What is the problem?

At their tables, participants composed their thoughts in response to questions in the hand out.

- How would you describe the problem from your perspective?
- What are some effects on the community if the problem remains unresolved?
- What groups are most affected by this problem?

Then, participants paired up with others at their table to share their thoughts. Griffen and Ellen facilitated a debrief amongst all members. Results of the debrief are depicted to right. The attachment shows images at full size.

The base framework, the strategic triangle for collaborative solutions, shows three elements required for a successful collaboration (public value, authorization and legitimacy, and operational resources) with the coalition at the center. As participants shared their responses to the questions about the problem, effects on the community of the problem, and groups most affected, the Bloomberg-Harvard team filled in the framework.

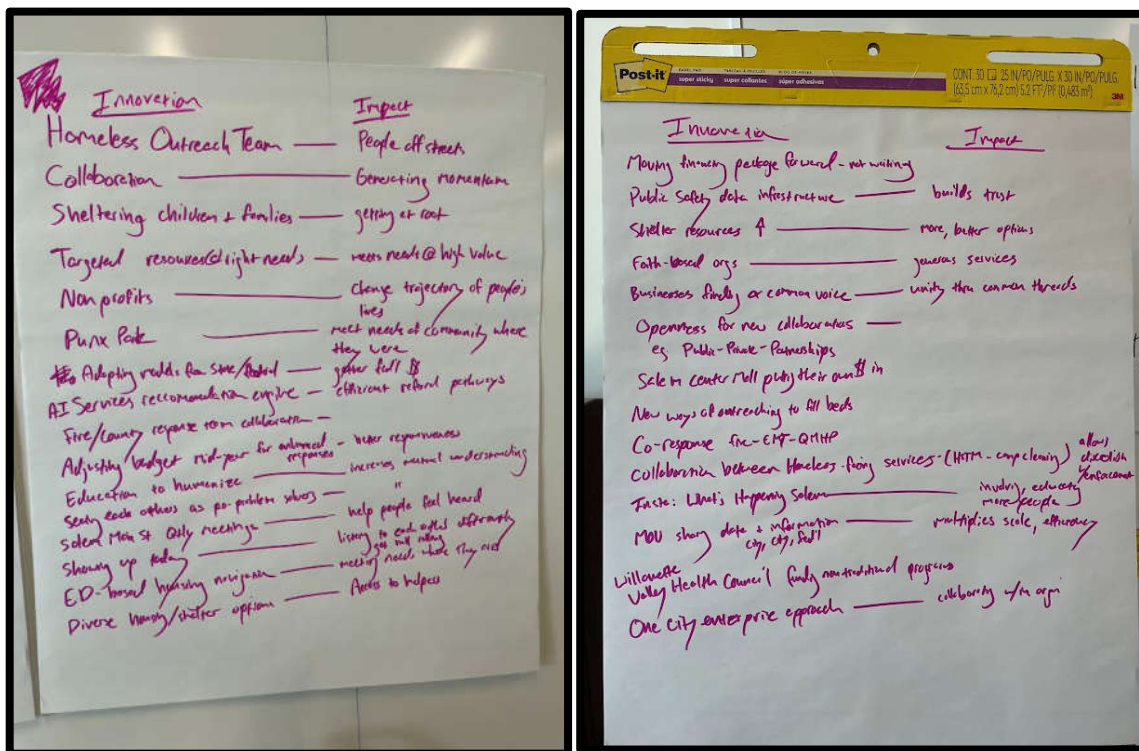


Exercise #2: What is happening in your city today?

Again, at their tables, participants worked through questions on hand out. Then, shared their responses with members at their table.

- Each member was asked to identify which organization or group they were representing
- What expertise do you or your organization bring to addressing this problem?
- What are the top three barriers to collaboration to address this problem?
- Where is innovation already happening around this problem?

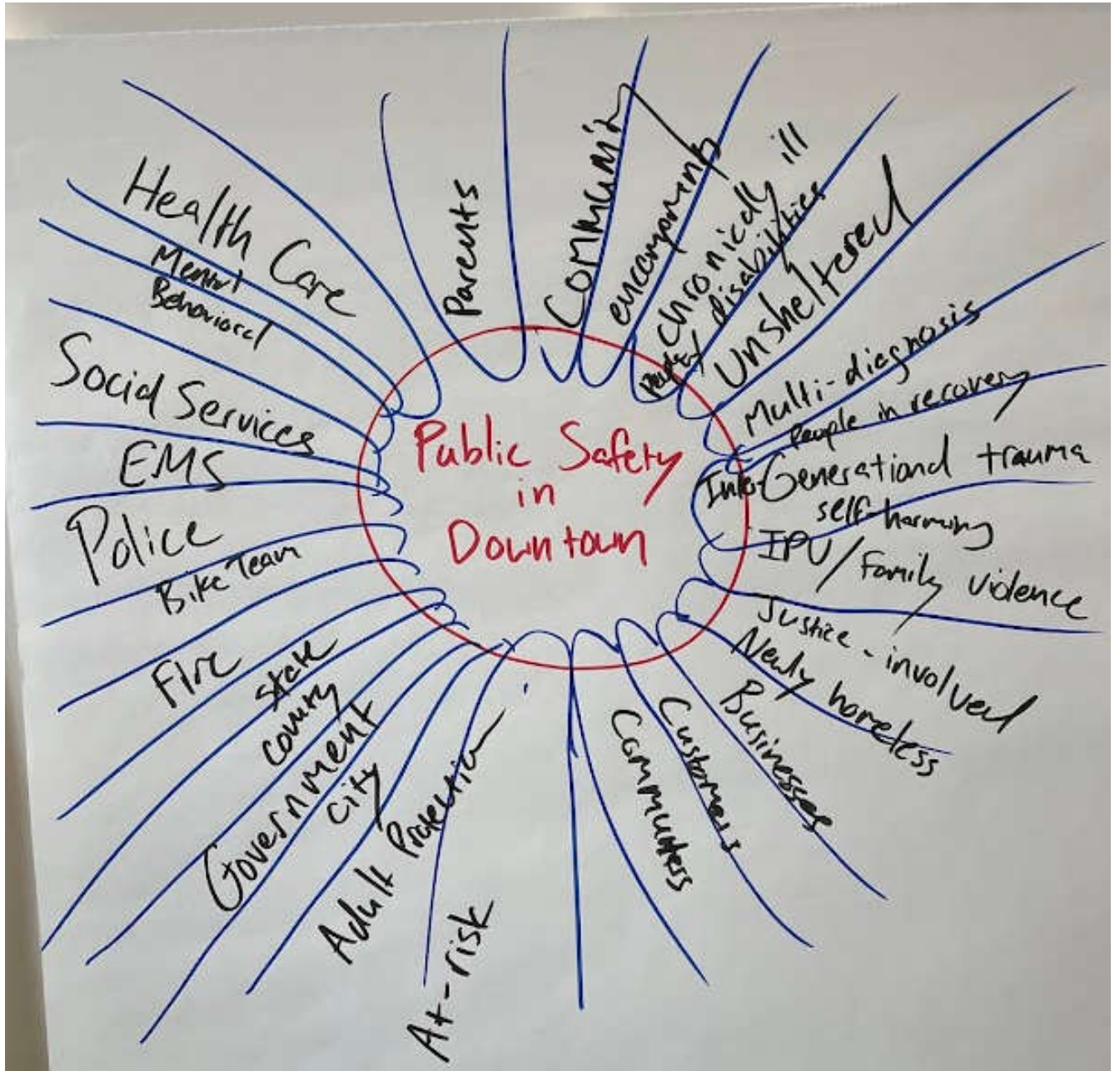
Griffen and Ellen facilitated a debrief amongst all members, asking them to highlight key innovations that give them hope. Results of the debrief are featured below. The attachment shows images at full size.



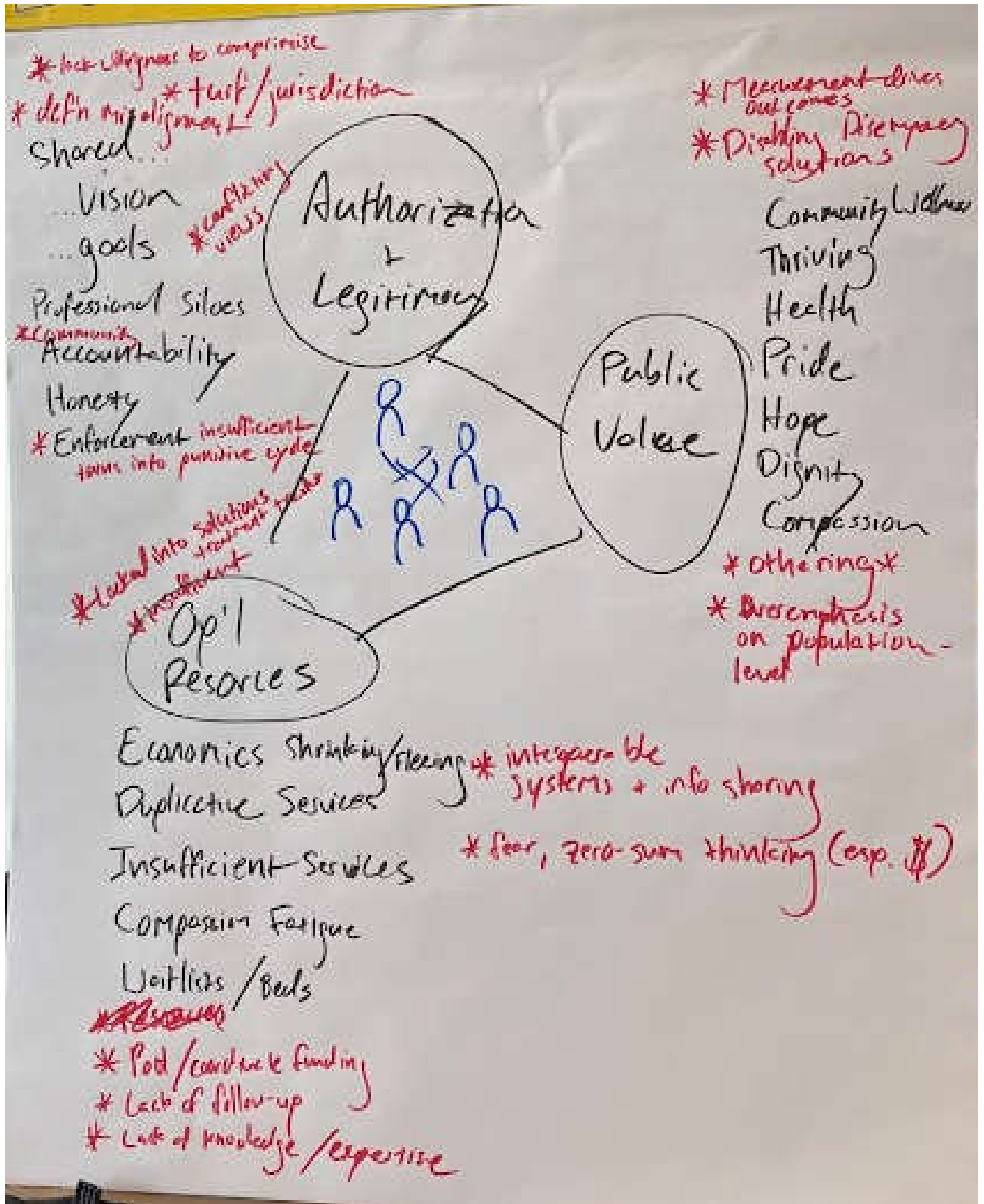
Reflections from the Day

As the group prepared to adjourn, participants shared reflections on their experience together and a general consensus for renewed commitment to the work ahead.

Attachment 1: Collaboration Daisy, October 7, 2025



Attachment 2: Strategic Triangle for Collaborative Solutions, October 7, 2025



<u>Innovation</u>	<u>Impact</u>
Homeless Outreach Team	People off streets
Collaboration	Generating momentum
Sheltering children + families	getting et root
Targeted resources (right needs)	meets needs @ high value
Non profits	change trajectory of people's lives
Park Park	meet needs of community where they were
Adopting models from State/Abroad	gather full \$
AI Services recommendation engine	efficient referral pathways
Fire/County response team collaboration	
Adjusting budget mid-year	for enhanced responses - better responsiveness
Education to humanize	increases mutual understanding
Seeing each others as co-problem solvers	"
Salem Main St. City meetings	help people feel heard
Showing up today	listening to each other differently get mill rolling
ED-based housing navigation	meeting needs where they are
Diverse housing/shelter options	Access to help

Innovation

Impact

Moving financing package forward - not waiting

Public Safety data infrastructure — builds trust

Shelter resources ↑ — more, better options

Faith-based orgs — generates services

Businesses finally a common voice — unity thru common threads

Openness for new collaborations —
es. Public-Private-Partnerships

Salem Center Mall putting their own \$ in

New ways of outreaching to fill beds

Co-response fire-EMT-QMHP

Collaboration between homeless-facing services - (HITM - comp cleaning) allows directish enforcement

Faste: What's Happening Salem — involving, educating more people

MOU sharing data + information — multiplies scale, efficiency
city, city, fed!

Willamette Valley Health Council funding non-traditional programs

One city enterprise approach — collaboration w/in orgs