





SALEM POLICE DEPARTMENT

MEMO

TO: Trevor Womack 
Chief of Police

FROM: Debbie Aguilar 
Deputy Chief, Investigations Division

DATE: June 17, 2025

SUBJECT: **City of Salem Safety Plan – Community Violence Reduction Initiative**

The Salem Police Department has spent the past several years developing the **Community Violence Reduction Initiative (CVRI)**—a comprehensive strategy focused on reducing violent crime and improving public safety in Salem. The CVRI framework is centered on three key priorities:

1. Reducing Salem’s rate of violent crime by focusing on “hot people” and “hot places”,
2. Creating a greater sense of community, connectedness, and security, and
3. Enhancing police-community relations through sustained trust-building efforts.

The CVRI began with a thorough data analysis of violent crime trends in Salem. This analysis, conducted by an independent researcher, resulted in a **Gun Violence Problem Analysis (GVPA)**. The GVPA provided valuable insights into when, where, and who was most impacted by community violence—both as victims and perpetrators. The GVPA identified the Northeast and downtown core as two of the highest impacted locations from community violence. The majority of the strategies outlined here focus on these two areas.

Salem’s CVRI draws upon proven models from across the country and is grounded in evidence-based research. The initiative is divided into two core components: **Criminal Justice System Strategies** and **Community-Supported Initiatives**. Both emphasize collaborative partnerships and targeted interventions.

Criminal Justice System Strategies

The Salem Police Department, in partnership with Marion County law enforcement agencies and federal partners such as the FBI and ATF, continues to evolve its violence reduction efforts using a focused deterrence model. These efforts prioritize risk reduction for both high-risk areas and individuals, as summarized below.

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Area-Based Risk Reduction

1. **ICAP (Intelligence Communication and Planning):**

This strategy uses data-driven deployment of patrols and specialized units in areas at the highest risk for violence. Existing ICAP meetings are leveraged to coordinate and manage this area-focused violence reduction approach.

2. **CVRI Summer Violence Prevention Plan:**

Recognizing seasonal spikes in violence, this plan increases law enforcement and community support during summer months in high-risk areas. In collaboration with Marion County, the initiative proactively deters violence through visible presence in high-risk areas, and coordinates with both adult and juvenile justice resources to provide intervention and prevention services to gang- or group-involved youth and their families.

Person-Based Risk Reduction

1. **Shooting Review Meetings:**

These meetings bring together criminal justice system partners and other government entities to address individuals at the highest risk of committing or being victims of shootings. Participants share information, conduct threat assessments, coordinate enforcement efforts, and engage in prevention and intervention strategies. For youth, this includes collaboration with Salem-Keizer Public Schools. These meetings also include area-based risk reduction strategies.

2. **Marion County Gang Team Meetings:**

Held monthly, these meetings foster cross-jurisdictional collaboration to identify and intervene with individuals most at risk for violence. Strategies for enforcement, prevention, and intervention are developed collectively to maximize impact and efficiency.

Complementary Initiatives

Trust-Building:

In 2021, the Salem Police Department launched a **procedural justice training program**, also known as principled policing. The training emphasizes respect, fairness, and voice—ensuring that all individuals, whether officers or community members, feel heard and valued. The goal is to build and sustain police legitimacy through equitable interactions.

Technology:

The department is expanding its use of **Automated License Plate Reader (ALPR)** technology to support criminal investigations and enhance information sharing with regional law enforcement partners. ALPR assists in efficiently identifying and apprehending violent offenders.

Advanced Forensics:

Salem PD leverages advanced forensic technology to combat the illegal possession, manufacturing, and trafficking of firearms. Strong partnerships with federal agencies have connected the department to the **National Integrated Ballistic Information Network (NIBIN)**.

MEMORANDUM

As one of two regional hubs in Oregon, Salem now plays a key role in processing ballistic evidence and linking firearm-related crimes across jurisdictions.

Community-Supported Initiatives

In tandem with law enforcement strategies, **community-based organizations** are working to build a stronger sense of belonging and security. Their efforts often intersect with those of the criminal justice system and focus on **prevention, intervention, and deflection**.

Salem Health, Willamette Health Council and Community, Business and Education Leaders (CBEL) have come together to form a working group aimed at developing the overall community strategy, as well as locating the financial resources to fund the work. The funding would be used to provide grants to organizations already doing the supportive prevention and intervention work, as well as contractors to help organize and drive new initiatives forward.

Two community-based initiatives in discussion are described below:

1. **Healing Hurt People:**

This hospital- and community-linked violence intervention program provides trauma-informed healing services to survivors of community violence. Its mission is to interrupt the cycle of violence by offering care and support to both gun violence survivors and other high-risk individuals.

2. **Call-in Program:**

This community-led strategy identifies individuals at high risk for involvement in violence and offers them a clear path away from harm. Through direct outreach, participants are provided with immediate, individualized services—including intensive case management led by professionals with lived experience.