



# CITY OF SALEM

## Revisions to the Agenda #1

### City Council

555 Liberty St SE  
Salem, OR 97301

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**Monday, November 22, 2021**

**6:00 PM**

**Virtual Meeting**

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- 5.a.**    [21-521](#)    Policing Update Related to Recent Assessments - Trust-Building Efforts and Staffing Analysis

Ward(s): All Wards  
Councilor(s): All Councilors  
Neighborhood(s): All Neighborhoods  
Result Area(s): Safe Community.

*Add - New Report Added.*

- 6.b.**    [21-495](#)    Reallocation of Fiscal Year 21-22 Capital Improvement Plan project  
Pringle Parkade lighting upgrade funds

Ward(s): Ward 1  
Councilor(s): Councilor Stapleton  
Neighborhood(s): CANDO  
Result Area(s): Good Governance; Safe, Reliable and Efficient  
Infrastructure

*Revised - Revised the cost of the main library parkade lighting upgrades (located in the last paragraph of the staff report).*



## Staff Report

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**File #:** 21-521

**Version:** 1

**Date:** 11/22/2021

**Item #:** 5.a.

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**TO:** Mayor and City Council

**THROUGH:** Steve Powers, City Manager

**FROM:** Trevor Womack

**SUBJECT:**

Policing Update Related to Recent Assessments - Trust-Building Efforts and Staffing Analysis

Ward(s): All Wards

Councilor(s): All Councilors

Neighborhood(s): All Neighborhoods

Result Area(s): Safe Community.

**SUMMARY:**

The Police Department is working to implement changes related to recent independent and internal assessments. The update provides an overview of the organization's community trust-building efforts, current staffing capacity, and potential considerations for the future of police services.

**ISSUE:**

An independent and internal assessment of the Salem Police Department.

**RECOMMENDATION:**

Information Only.

Trevor Womack  
Chief of Police

**Attachments:**

1. Trust Building Efforts PowerPoint Presentation.





SPECIAL PRESENTATION TO

# Salem City Council

Salem Police Chief Trevor Womack  
NOVEMBER 22, 2021





working toward a deeper connection with our residents





working toward a deeper connection with our residents

NOCTUS





**Amador Aguilar**

Muchas gracias a nuestro jefe de policía de Salem, Trevor Womack, y a su asistente Latino que ha estado sirviendo en este departamento y ha estado trabajando duro durante mucho tiempo para crear conexiones con la comunidad latina Angie Hedrick. Ambos fueron parte de este increíble proyecto de conversación Chocolate caliente con líderes y programas en el Salem Flea Market (El mercado Latino) ubicado en Portland Road junto a la Harbor Tool Store en el vecindario de Northgate. Esta fue la primera de muchas comunidades futuras que se reunieron en este Centro ENLACE de conexión intercultural para el desarrollo comunitario. El jefe Trevor Womack tiene razón de que el primer paso de la colaboración comunitaria y comprender las necesidades... See more

connect



**C. Fuimaono**  
@IBC\_CoachChris

Building relationships and having a dialogue on how to better our community is motivating. Shouts to New Police Chief Womack and Angie Hedrick for sitting down with some of our Pacific Islander Community Leaders today. 👍



work

ents

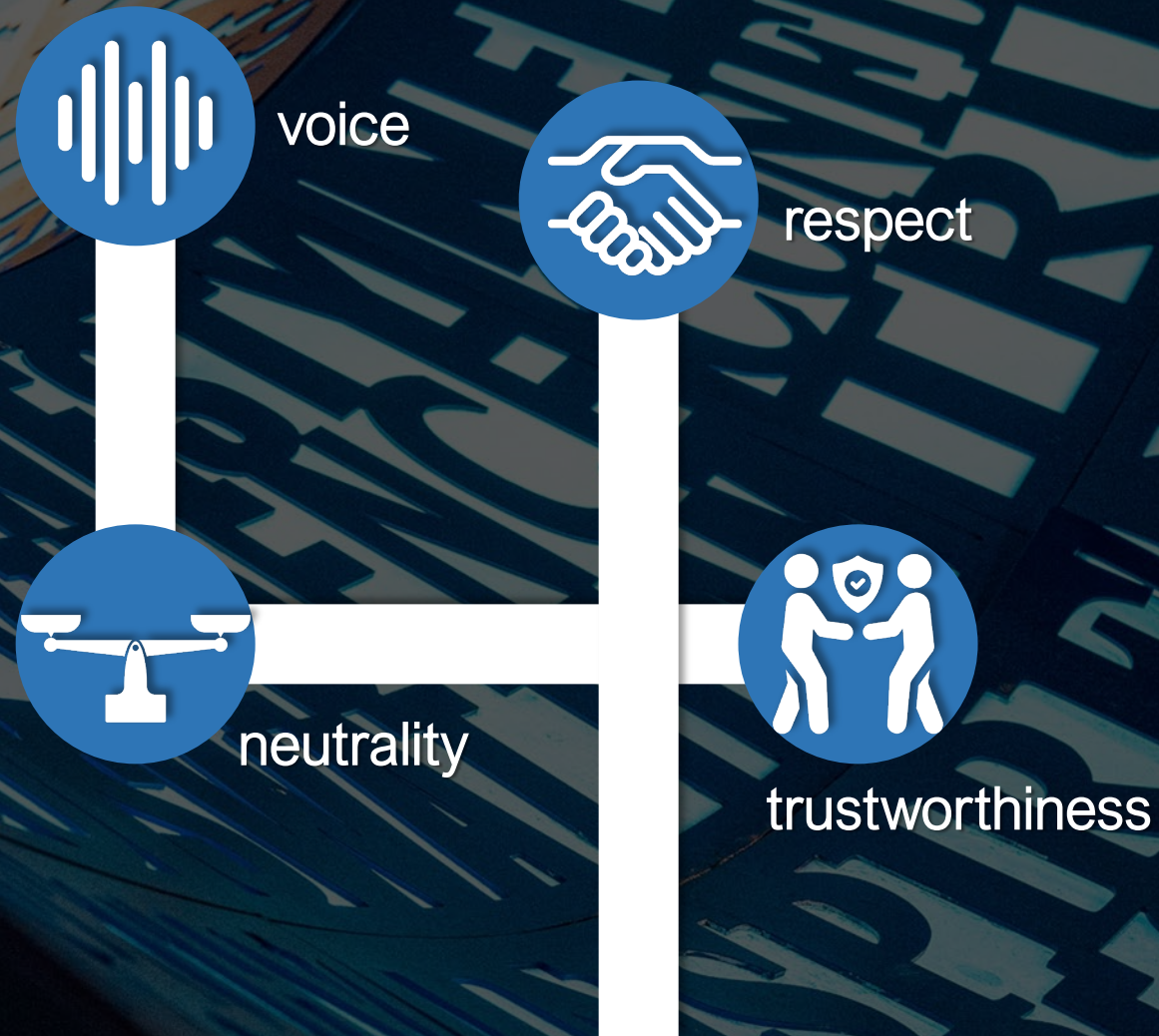




the goal is to increase community safety and trust



# Strengthening the public's trust through procedural justice





# listening

- Advisory Council to the Chief

## the path to **trust-building** with our community

POLICING · IN · ACTION

### PLACE COMMUNITY PRIORITIES AND CONCERNS AT THE CENTER OF THE PROCESS.

The Salem Police Department will convene a series of listening sessions in small forums for community members to share their stories, concerns and priorities for policing in Salem. The sessions will be community-wide and Salem Police will make special efforts to engage community groups that may have had troubled histories with police and differing lived experiences. The department will draw from these conversations as it crafts changes in training, policy and practice.

### TAILOR DEPARTMENTAL TRAINING, POLICY AND PRACTICE TO A DOUBLE BOTTOM LINE: TRUST-BUILDING & COMMUNITY SAFETY


The Salem Police Department will work with community members and officers to review and revise department training, policy and practice so that each is consistent with principled policing. The review will focus on policies, procedures and training that directly impacts community trust of the police.

### SUPPORT OFFICERS THROUGHOUT THIS CHANGE PROCESS.

The Salem Police Department's commitment to principled policing—giving voice, fair and transparent decision-making and respectful treatment—extends to internal policies and practices that bear on officer well-being, safety and career advancement.

### COMBINE PRINCIPLED POLICING AND SMARTER POLICING TO IMPROVE COMMUNITY SAFETY

The Salem Police Department will combine principled policing and smarter policing (data-driven decision-making), evidence-based practices and a commitment to partnership—to invest public resources where they will be most effective in reducing crime while strengthening trust and cooperation with the public.

 **Police legitimacy means that the community views your organization as trustworthy, as capable, as qualified and skilled, effective. That's legitimacy in the eyes of the community.**

—Salem Police Chief Trevor Womack





# listening

- Advisory Council to the Chief
- Launched listening sessions in October



POLICE LEGITIMACY:  
FROM VISION TO REALITY

## the path to **trust-building** with our community

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# policy, practice, and training

## the path to **trust-building** with our community

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# procedural justice training for officers



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—Salem Police Chief Trevor Womack



# principled policing and smarter policing combined



POLICE LEGITIMACY:  
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—Salem Police Chief Trevor Wornack



# Shifting the policing paradigm in Salem







- Community Policing Audit: Engagement Assessment
- Internal three-month assessment
- Independent staffing study





# 2021 Independent Staffing Study

In-depth  
data workload  
analysis



Review of the work  
across the three Divisions:  
Patrol, Investigations & Support



Concentrated focus  
of the Patrol Division





# Findings



- Capacity lacking for digital evidence and investigative technology services



- Enhance online Records services



- Violent crime levels exceed number of detectives needed to investigate



# Findings



- Find additional alternatives to in-person officer call response



Expand  
Community  
Service  
Officer  
program



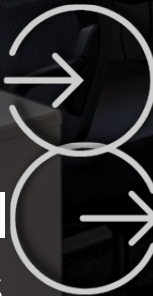
- Phase out the corporal rank as supervision should remain at the sergeant level



# Findings



- Patrol understaffing has internal and external impacts



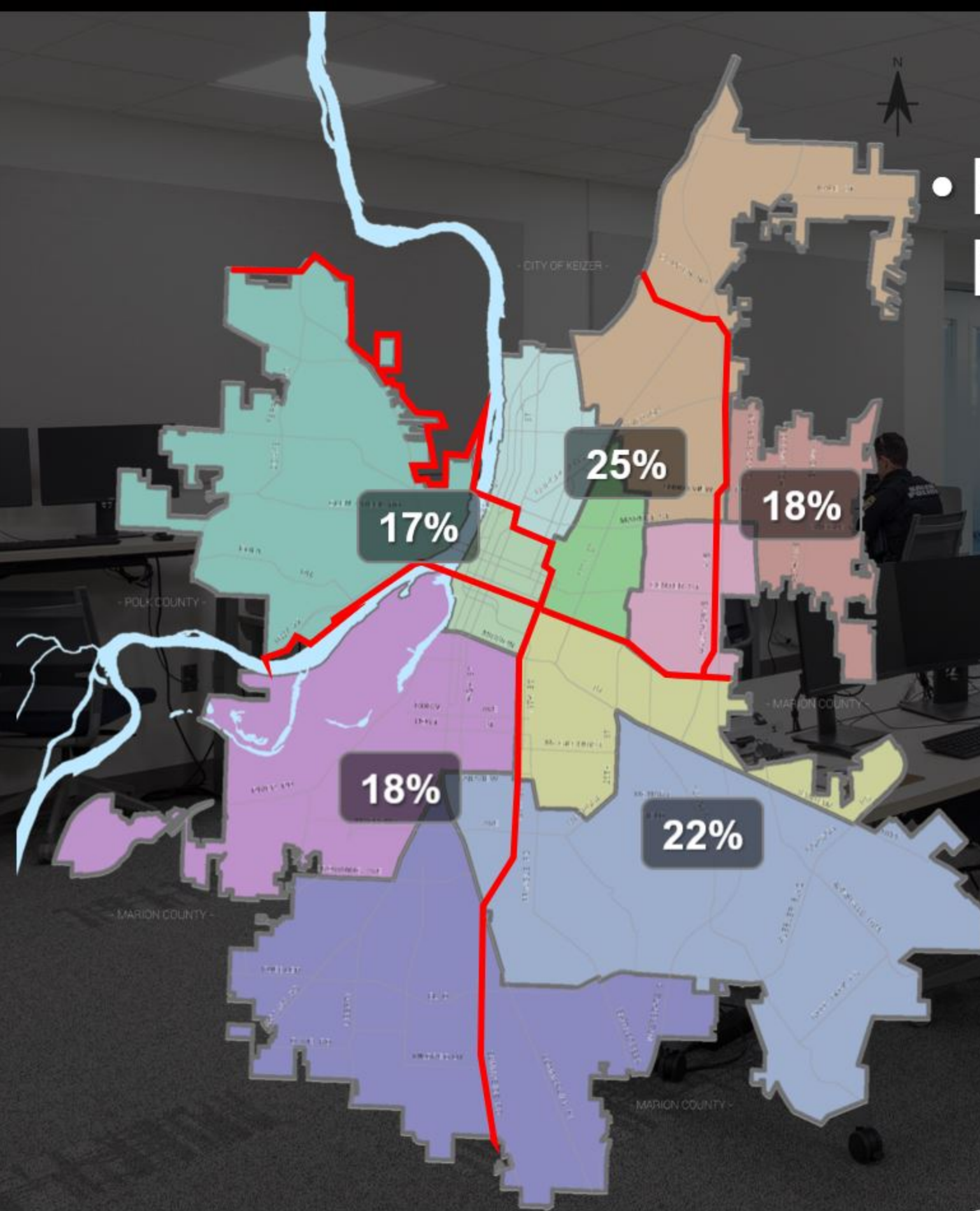
- Adjustments needed to Patrol scheduling and structure



- Even with adjustments, 27 to 83 officers needed just for the Patrol Division



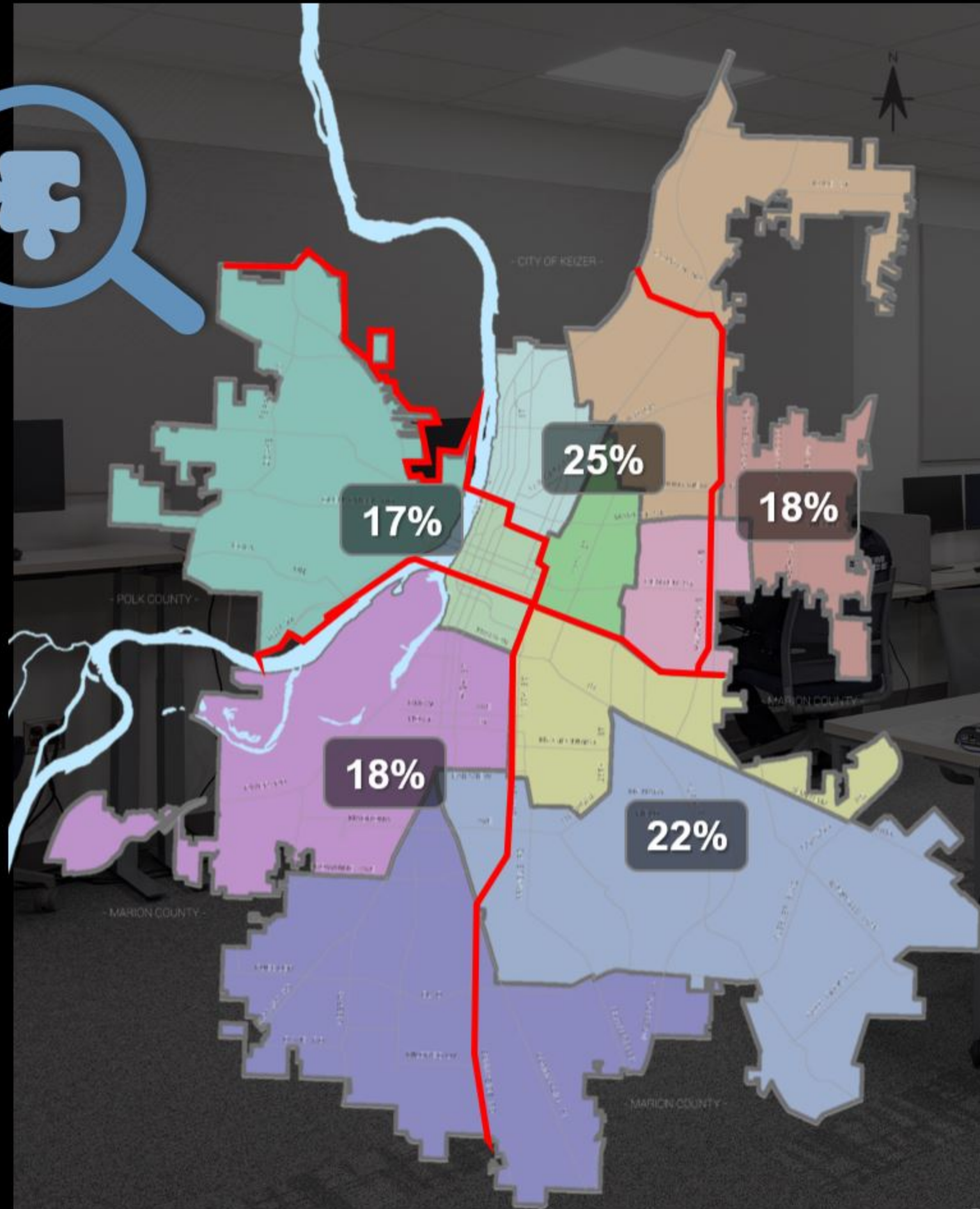
# Reimagining Policing for Salem



- Redistricting:  
From 11 to 5



# Reimagining Policing for Salem



- Step 1
  - Phase out corporal rank
- Step 2
  - Realize the community policing model within each district
- Step 3
  - Ensure adequate resources for Patrol and Investigations Divisions



# Reimagining Policing for Salem





Page  
Break





## Staff Report

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**File #:** 21-495

**Version:** 1

**Date:** 11/22/2021

**Item #:** 6.b.

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**TO:** Mayor and City Council

**THROUGH:** Steve Powers, City Manager

**FROM:** Krishna Namburi, Employee, Enterprise, and Technology Services Department  
Director

**SUBJECT:**

Reallocation of Fiscal Year 21-22 Capital Improvement Plan project Pringle Parkade lighting upgrade funds

Ward(s): Ward 1

Councilor(s): Councilor Stapleton

Neighborhood(s): CANDO

Result Area(s): Good Governance; Safe, Reliable and Efficient Infrastructure

**SUMMARY:**

The lighting upgrade at Pringle parkade is an approved Capital Improvement Plan project budgeted at \$150,000. Facilities Services will reallocate these funds to partially replace heating, ventilation and air conditioning (HVAC) system equipment at fire station #1 and improve the lighting in the main library parkade.

**ISSUE:**

Reallocation of \$150,000 from FY 21-22 adopted construction fund to partially replace heating, ventilation and air conditioning (HVAC) system equipment at fire station #1 and improve the lighting in the main library parkade.

**RECOMMENDATION:**

Information only

**FACTS AND FINDINGS:**

The current year adopted budget includes \$150,000 to upgrade the lighting at Pringle parkade. Due



to recent theft, vagrancy and vandalism in the area, Facilities initiated lighting improvements in Spring 2021 as a safety measure and deterrent. Lighting areas improved included the west-facing floodlights, rooftop level, and stairwell lighting at the cost of \$39,902.36 from other allocated funds.

Facilities Services recommends that the \$150,000 funding for upgrading the remaining deck lighting would make a more significant impact if spent in other areas.

### **Fire station #1 partial HVAC replacement**

Station #1 is Fire Department's headquarters. The firefighters' dormitory occupies one-third of the interior conditioned space while administrative staff for all 11 stations occupies the remaining two-thirds.

The HVAC system is a Daikin 21-zone multi-split system served by four roof units. This system was installed in 2010 as part of the fire seismic bond/remodel project. This equipment has an expected life of 20 years.

Since 2012 Facilities Services has documented twelve major failures of the roof units. Five of those have been in the last twelve months. Each failure resulted in 24 to 72 hours without central heating or cooling in both the firefighter dorm and administration areas. The majority of these failures was a refrigerant piping leak/blowout at the roof units, which resulted in approximately 50 lbs. of R-410A refrigerant leaking into the environment each time.

Despite research, numerous discussions and inquiries with the equipment manufacturer and Facilities' HVAC contractor of record, the cause of the failures is/remains unknown.

Facilities Services recommends replacing the four roof units with the updated version of the same models. The estimated cost is \$83,590. Facilities will begin work immediately while temperatures are milder, and the use of the HVAC equipment is in lower demand.

### **Main library parkade lighting upgrades**

The main library parkade lighting was recently upgraded with the library renovation bond proceeds, however the lighting in the parkade appears darker now than before. The estimated cost to further improve the lighting is \$51,300. Facilities will engage its electrician of record to order the fixtures to get them replaced as soon as their schedule allows.

Sufficient budget authority exists within the FY 2021-2022 adopted budget for completion of the projects described above: fire station #1 partial HVAC replacement (\$83,590) and main library parkade lighting upgrades (\$51,300). The funding for both projects would come from the \$150,000 originally allocated for Pringle parkade lighting upgrades.

Jim Schmidt  
Facilities & Fleet Services (AIC) Manager

Attachments:  
None.



