



SPECIAL PRESENTATION TO

# Salem City Council

Salem Police Chief Trevor Womack  
NOVEMBER 22, 2021





working toward a deeper connection with our residents





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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



**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

connect

events

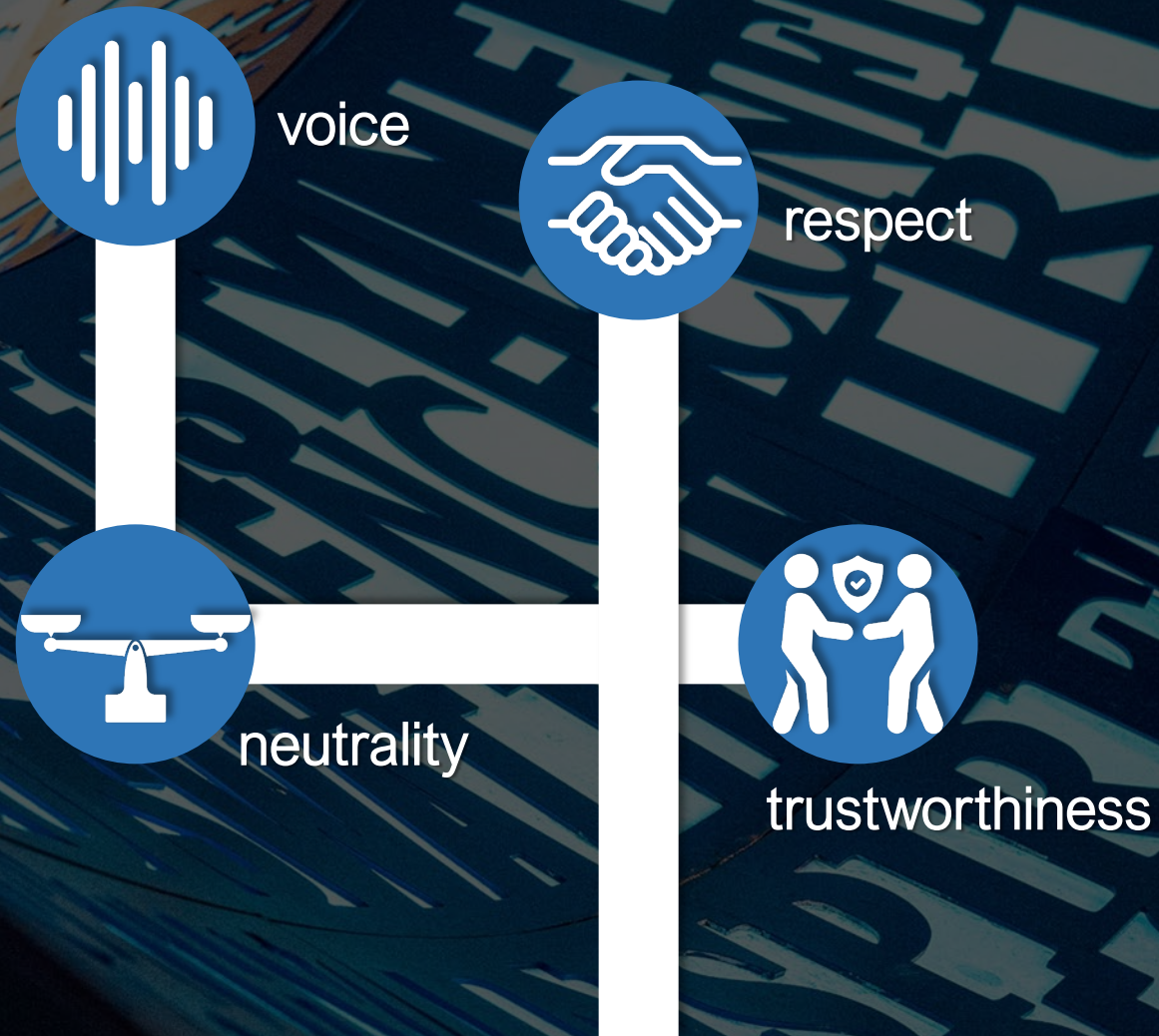




the goal is to increase community safety and trust



# 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

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# policy, practice, and training

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# procedural justice training for officers



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# principled policing and smarter policing combined



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- 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



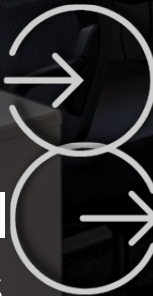
- Phase out the corporal rank as supervision should remain at the sergeant level



# Findings



- Patrol understaffing has internal and external impacts



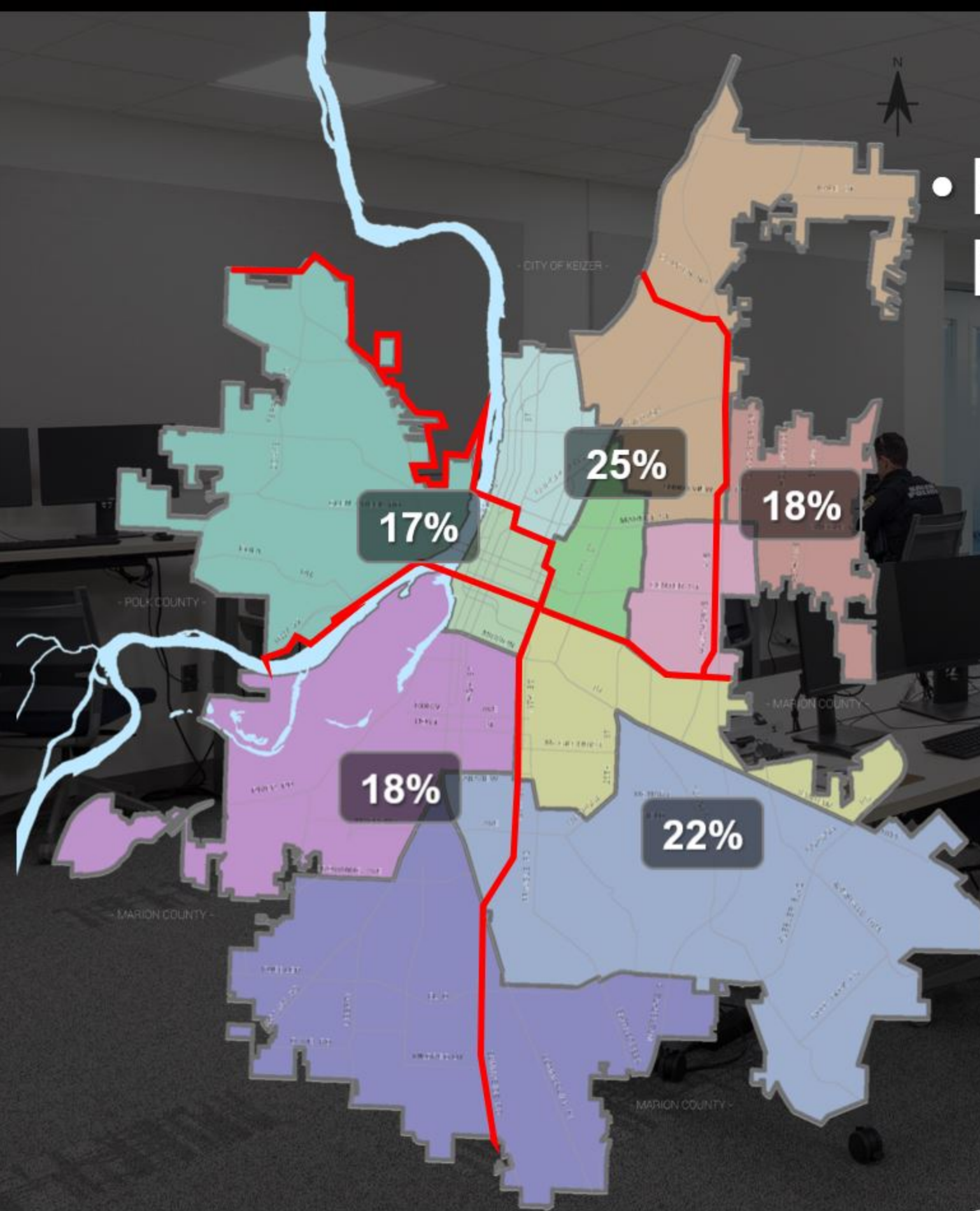
- Adjustments needed to Patrol scheduling and structure



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



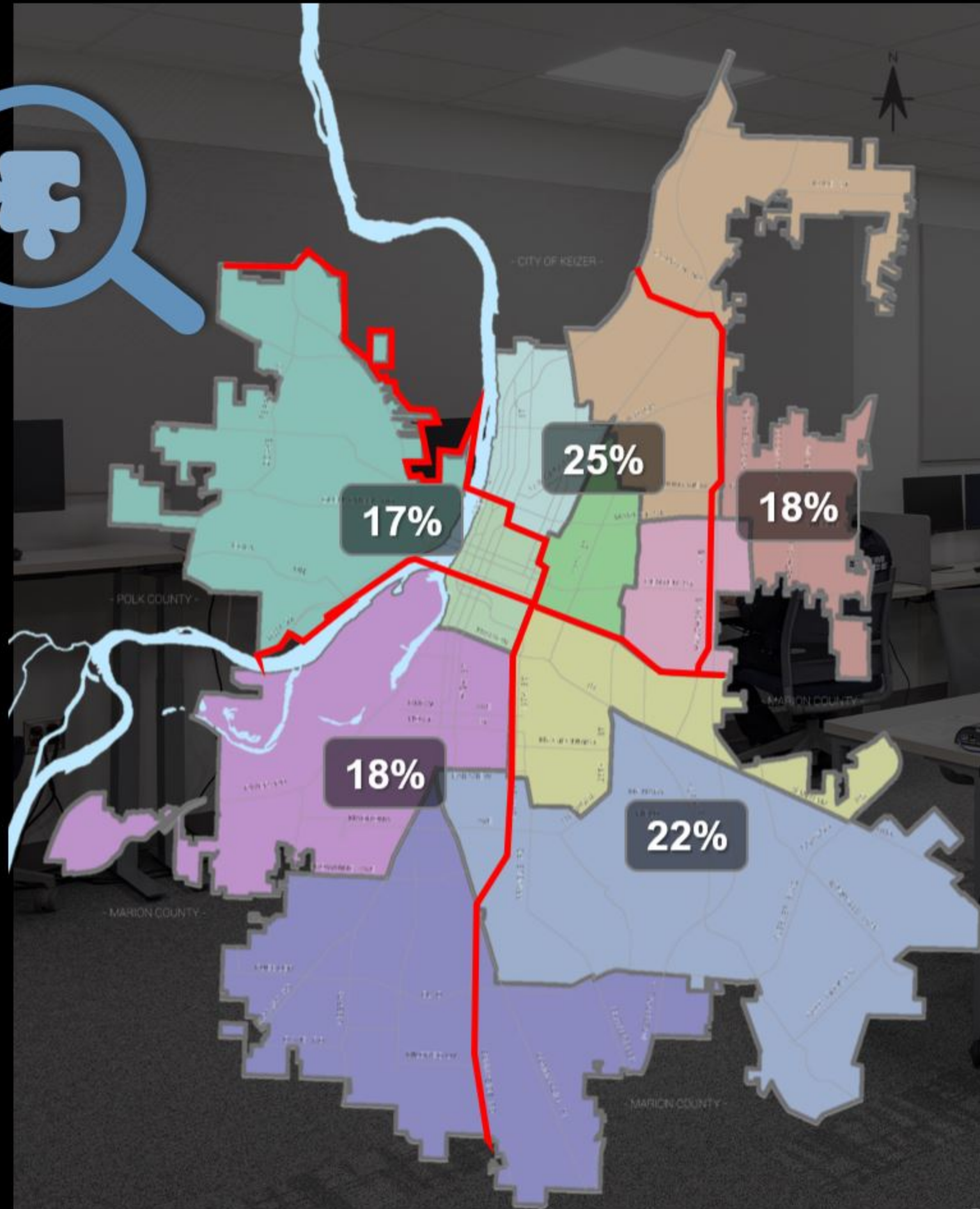
# Reimagining Policing for Salem



- 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

