

SALEM POLICE DEPARTMENT

# STRATEGIC PLAN

— 2022 — 2024 —





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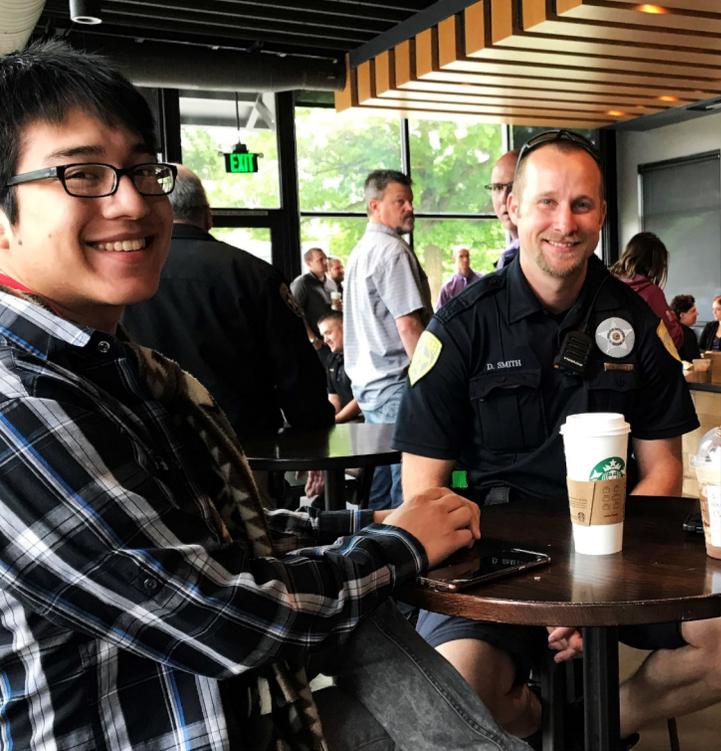
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# A MESSAGE FROM THE CHIEF

I am proud to present the Salem Police Department's 2022-2024 Strategic Plan. The plan provides departmental focus, ensuring the best use of valuable and limited resources toward measurable progress. It solidifies a new philosophy in Salem—principled and smarter policing. Smarter policing draws upon data-driven, evidence-based approaches to develop the most effective law enforcement programs and efforts. It's the "*what we do and how we do it.*" Principled policing involves individual and organizational integrity, character, and trust, or the "*who we are and why.*" This philosophy will serve to improve community safety and quality of life, while enhancing trust, and incorporates recommendations from various internal and independent assessments, such as the [2020 Community Engagement Assessment](#).

Wherever possible, the strategic plan is informed by research, evidence-based strategies, and industry best practice. For example, our pursuit of excellence parallels the American Society for Quality's [model of organizational excellence](#), our training is informed by [current research](#), and our trust-building strategy rests upon the tenets of [procedural justice](#). Our commitment to being welcoming and inclusive, giving a voice to our community, and actively seeking diversity of thought, perspective, and lived experiences is also woven throughout.

We are now guided by a refreshed set of mission, vision, and value statements as we pursue three overarching strategic priorities: *Safety*, *Legitimacy*, and *Excellence*. *Safety* includes a focus upon both community and employee well-being. *Legitimacy* reflects our efforts to ensure our community views their police department as competent, capable, effective, and trustworthy. *Excellence* ensures we are continually learning and improving as individuals and as an organization. The success of each priority is driven by specific objectives, strategies, and metrics. Together, these priorities support our mission, set a clear path to achieving our vision, and reflect our core values.

We are on the cusp of a new era in policing and your police department is committed to remaining at the forefront of innovation and change. Our strategic plan provides the lens through which we make decisions—influencing policy, practice, training, and culture. I am confident we are headed in the right direction and excited to continue building upon the Salem Police Department's legacy of success.

I want to thank the many members of our department and community who contributed to the development of this plan over the past year as we worked to garner and include employee and public input.

Thank you, too, for allowing me the honor of serving as your chief of police. I only hope to give back to this noble profession in some meaningful way, while serving the men and women of the Salem Police Department and our community to the best of my ability.

—**Trevor W. Womack, Sr.**  
**Chief of Police**



Scan the code to view Chief Womack's video message.





## INTRODUCTION

The effort to develop a strategic plan for the Salem Police Department began in 2021. The plan's three-year framework represents our commitment to improve the way we serve our community.

The strategic priorities, or goals, strategies and objectives captured in the plan provide focus for the department, ensuring the best use of our limited resources toward measurable progress.

The development of the plan included an internal and external process, combining employee input and community feedback. The plan also incorporates recommendations from the 2020 Community Engagement Assessment.

The strategic plan is built upon the mission, vision, and values of the employees of the Salem Police Department.

**Mission:** *Provide superior service to keep Salem safe while enhancing trust.*

**Vision:** *To be a model for 21st-century policing using effective, innovative, community-informed approaches toward improved safety.*

**Values:** *Collaboration • Honor • Integrity • Compassion*

The Salem Police Department 2022-2024 Strategic Plan solidifies a new policing philosophy in Salem which improves safety and quality of life, while enhancing the trust between police and the community.



# SAFETY

At its core, policing is about safety. The safety of our community and our staff is paramount. Drawing upon input from residents and staff, several objectives are identified for achieving the strategic priority of improving safety for Salem residents and police employees alike.

## STRATEGY

### Enhance Community Livability

Our community indicated the need to better address societal issues related to homelessness, behavioral health, and addiction. Police alone are not the answer, yet law enforcement is a key stakeholder and can actively support collaborative approaches toward improved outcomes and enhanced community livability for all residents.

Residents also identified traffic safety as a priority with an emphasis on bicycle and pedestrian safety. Reducing traffic congestion and injury collisions improves the community's quality of life, physical safety, and livability. Improvements to traffic safety can be accomplished through education and enforcement, focusing on the highest risk locations and moving violations that cause collisions.

#### *How we get there:* *Collaborate on the issue of homelessness*

*Support collaborative efforts to prevent or otherwise make homelessness a rare, brief, and non-recurring experience, while ensuring the safety of all involved.*

- **Formalize partnerships.** Establish written agreements or protocols with new and existing partnerships and stakeholder organizations, such as the ARCHES Project, Northwest Human Services, and other future or developing service organizations to ensure clarity of roles, outcomes, and measures.
- **Develop shared understanding.** Administer ongoing training to ensure understanding and support of the broader social service system, including the department's own roles and those of partner agencies.
- **Focus on those at highest risk.** Improve outcomes for the most at-risk and highest system users, the chronically homeless. Leverage partnerships to identify and focus efforts where needed most, striving to avoid, whenever possible, police officers as the primary or sole response.
- **Keep resource information current.** Develop and regularly maintain a resource list of social service partners and liaisons for community referrals or immediate assistance requests.



## **Raise the bar for crisis response training**

*Support the development of officer skills to handle interactions with individuals experiencing emotional issues or behavioral health crises.*

- **Skill development.** Maintain and improve current crisis response skill-building, including advanced Crisis Intervention Training (CIT).
- **Weave crisis response skills into other training disciplines.** Incorporate CIT skills, such as de-escalation techniques, verbal and non-verbal communication tools, and active listening across other applicable training areas.
- **Process documentation.** Ensure all training is properly documented and assessed for effectiveness. Lesson plans will detail the skills addressed, key training points, and itemized instruction time.

## **A comprehensive traffic safety approach**

*Use a data driven, multi-faceted approach to improve traffic safety through analysis, education, and focused-enforcement.*

- **Reduce fatal and injury collisions.** Examine collision data to focus upon streets and intersections where most crashes and moving violations resulting in collisions occur.
- **Increase community education and outreach.** Use safety data to craft educational traffic safety campaigns utilizing social media and other communication methods.
- **Evaluate capacity to expand alternate language public education.** Explore the resources needed to expand traffic safety education beyond English and Spanish to meet the needs of Salem's diverse-speaking residents.
- **Identify and strive to address any disparate outcomes.** Leverage [Statistical Transparency of Policing \(STOP\) data](#) analysis to adjust policy and practice where needed and appropriate in pursuit of equity. Direct any needed enforcement efforts toward the serious moving violations which cause collisions and away from mere equipment violations. Create partnership-based programming which addresses equipment violations through education and cooperation.
- **Create a departmental emphasis.** Share data and coordinate strategies across divisions and sections, creating shared interest and accountability for improved traffic safety.





- **Explore traffic safety grant opportunities.** Examine the department's current grants and search for new opportunities from federal, state, and local non-profit partners whose scope includes pedestrian and occupant protection, impaired driving countermeasures, distracted driving, and the like.
- **Ensure adequate capacity.** Prioritize funding and personnel resources to ensure success. Evaluate the Traffic Team's role, responsibility, and capacity through the lens of traffic safety goals and objectives.



## STRATEGY

### Increase Community Safety

Ensuring the safety of the community is a primary police function, yet one we cannot effectively do alone. To provide the level of safety our community expects and deserves, we must build and maintain partnerships. The department must engage community-based organizations and groups, criminal justice partners, other governmental agencies, and the private sector in proactive crime prevention and intervention strategies. Using data to help make smart decisions about where and how to use our limited resources, and to drive effective strategies is critical.

Any crime prevention or intervention effort must also improve police-community trust. Reducing crime and improving trust are not mutually exclusive—both must occur simultaneously. Our community safety efforts will always align with our policing philosophy which rests upon the equal pillars of smarter policing and principled policing.



#### *How we get there:*

#### **Smarter policing for community safety**

*Use data analysis to drive strategy, inform decision-making, and engage regional partners.*

- **Planning and future-casting.** Convene a monthly strategy meeting led by a deputy chief to set and manage department-wide priorities for community safety, as well as assess year-end data and community needs to set annual objectives.
- **Violence reduction.** Invest resources where needed toward the prevention and intervention of violent crime, leading to the successful apprehension and prosecution of violent offenders. Apply focused efforts to those at highest risk of offense or victimization, while consistently considering situational factors to avoid racial bias or disparity.
- **Partnerships.** Establish formal, written partnerships with local, state, and federal law enforcement partners where needed and appropriate.



# SAFETY

 **Principled policing for community safety**  
*Design and implement a policing model which builds and maintains trusting relationships.*

- **Reengage and stay engaged.** Reestablish community safety groups, such as Neighborhood and Business Watch. Continue to leverage neighborhood associations to provide public safety education.
- **Teen outreach.** Increase youth-focused collaborations and educational opportunities.
- **Neighborhood problem-solving.** Manage nuisance property complaints with direct impacts at the neighborhood block level.
- **Positive redirection.** Explore restorative-based options for livability crimes that deflect offenders from the criminal justice system.
- **Boost communications.** Reimagine existing and create additional opportunities for community-police conversation through programming and communications.

## STRATEGY

### Enhance Employee Safety & Wellness

Keeping officers and staff physically, mentally, and emotionally healthy and intervening supportively at the earliest sign of distress is the focus of this goal.

Officer safety and wellness is one of six key areas identified in the 2015 Final Report of the [President's Task Force on 21st Century Policing](#). Police officers routinely face complex, dangerous, high-stress situations which demand accurate, split-second decision-making. In turn, professional staff (non-sworn) counterparts constantly adapt to increased and fast-paced job responsibilities. All police employees must have effective coping mechanisms to remain healthy and resilient in their continued service to the community.

Improved employee safety and wellness directly benefits our community, as well. [Studies](#) show that employees who feel valued and cared for are more satisfied, productive, effective, and remain loyal to the organization. The outcome is increased employee retention and cost-savings, stability and continuity of operations, and improved customer service. Providing state-of-the-art safety equipment also increases physical safety and reduces on-the-job injuries, ensuring more officers remain on duty providing valuable community services.





 **How we get there:**  
 **Focus on the foundational elements.**

*Support employee health and wellness through training, safety, and a holistic wellness approach for a comprehensive impact.*

- **Evaluate training standards.** Assess present training curricula against current industry safety standards and ensure capacity exists to meet training needs, including consideration of full-time training positions.
- **Develop and provide focused training.** Maintain annual training hours to a minimum 60 hours per officer. Identify additional necessary training to include survival skills and tactical first aid instruction with a minimum one-hour annual update.
- **Take care of one another.** Provide updated and ongoing peer support training for all employees.
- **Proper equipment maintenance.** Develop a mechanism to ensure all safety equipment is maintained and designated for replacement as needed.
- **Review equipment needs.** Design an employee safety equipment committee with at least one survival skill instructor. The group will regularly assess new safety equipment and technologies.
- **Holistic approach to employee wellness.** Further develop the department's centrally coordinated wellness network to support the emotional, spiritual, physical, and social wellbeing of all employees through activities department-wide using [recognized best practices](#).

**SAFETY**

# LEGITIMACY

[Police legitimacy](#) is crucial to law enforcement as it means that people have trust and confidence in police and accept police authority. Legitimacy requires a deeper connection with residents, emphasizing relationships, collaboration, and trust-building. Our [path to increased legitimacy](#) involves listening and inviting community participation, treating everyone with dignity and respect, remaining neutral and fair with decisions, and acting in trustworthy ways. These efforts, also known as principled policing, help to bring the police and community together and create shared understanding of perspectives and lived experiences. Moreover, instilling a culture of transparency and accountability is an essential means to legitimacy.

## STRATEGY

### Structure the Organization around Trust

The way an organization is structured is a statement of its priorities. Departmental structure must be aligned with our mission, vision, and values and supportive of our goals and objectives. Through intentional and thoughtful assessment from staff and community input, existing systems and processes which are not efficient, equitable, or sustainable can be identified and adjusted to improve our legitimacy as an organization.

#### *How we get there:*

#### *Internal structure and mechanisms*

*Develop a relationship-based policing model through efficiency, accountability, policy, and training.*

- **Beyond customer service.** Provide ongoing, tailored training which best prepares staff for positive community interactions, decision-making, and outcomes. Examples include [procedural justice](#) concepts, the [RDFC interaction model](#) for training related to mass gatherings, and [ICAT](#) police use of force and de-escalation training.
- **Infuse trust-building into all training.** Build a solid understanding of the practical benefits of procedural justice by incorporating those concepts into all forms of training.
- **Balance and focus workload.** Adjust current policing districts to balance workload for our limited field operations staffing and create more opportunity for community engagement.
- **Organizational performance.** Develop a system to regularly and consistently measure efficiency, effectiveness, and performance of all sections and units, and implement a non-disciplinary early intervention system.





- **Supervision and oversight.** Make organizational changes that provide sworn and professional staff supervisors more time, tools, and opportunities for quality supervision, mentoring, and coaching.
- **Build efficiency into accountability.** Implement standardized tracking and project management systems to ensure timely completion of tasks and assignments, including audit recommendations, team meeting deliverables, critical incident review action items, etc.
- **Accountability.** Centralize accountability mechanisms through the Professional Standards Unit.
- **Accountability meets transparency.** Implement a body-worn camera program.
- **Review, update, standardize policies and directives.** Establish opportunities to give the community a voice in the development or revision of policies which directly impact our relationships, such as use of force, accountability measures, and interactions with community members.
- **Maintain agency accreditation.** Remain committed to the highest standards necessary to keep law enforcement credentialing through the [Oregon Accreditation Alliance](#).
- **Make guided adjustments.** Implement recommendations from the [2020 community engagement assessment](#) and the [2021 independent staffing analysis](#) wherever possible.

# LEGITIMACY



## STRATEGY

### Increase Transparency, Information-sharing and Communication

Shifting toward a culture of transparency and open communication is essential to achieving legitimacy with our community. Transparency includes providing insight into departmental decisions, actions, processes, and outcomes. Communication includes the timely and accurate sharing of information that is responsive to community interests and concerns.

#### *How we get there:*

#### **Communicate well**

*Focus on quality and purposeful communications.*

- **Ensure sustainability.** Add or reprioritize personnel resources to ensure information-sharing and media communications are consistent and continual.
- **Set a standard.** Formalize and standardize the type of communications (press releases, social media, website content, etc.) to be shared and the processes involved, emphasizing relevancy and timeliness.
- **Share knowledge and information.** Share content which informs the public about police policies, procedures, and crime and police-related incidents occurring in the city.
- **Evaluate capacity to expand alternate language communications.** Determine the resources needed to help Salem's diverse community receive communications in a format that eases comprehension and builds trust.

LEGITIMACY



# LEGITIMACY

## **Communicate with those we serve**

*Promote transparency by keeping the community regularly informed through data and information-sharing online and in person.*

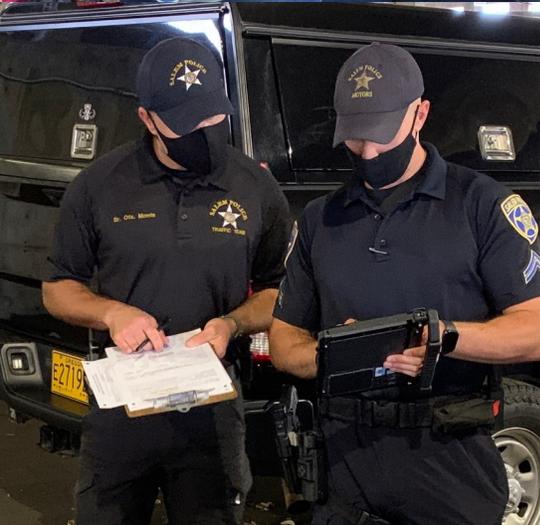
- **Make data and information available online.** Create an online transparency portal for sharing information and data such as audits, crime statistics, policies, strategic initiatives, performance measures, etc.
- **Keep the conversation happening.** Create and maintain information-sharing connections with the community through groups such as the Advisory Council to the Chief, Community Police Review Board, and neighborhood association leaders.
- **Speak with one voice.** Develop a method to ensure current and consistent information is shared across all community meetings and communications platforms.



## **Communicate with one another**

*Improve in-house communications in an effort to establish internal legitimacy.*

- **Make communication a priority.** Formalize and standardize the types of information to be shared and the processes involved.
- **Make data and information available internally.** Create three new mechanisms for increased employee information-sharing, measuring and adjusting as needed to gauge interest and utility.
- **Increase the legitimacy of our communications.** Communicate in ways that include active-listening, demonstrate fairness and neutrality, show respect, and increase organizational trustworthiness; reinforce the concepts through visual media throughout the department.



## STRATEGY

### Community Engagement and Inclusion

Building and maintaining trusting relationships with our community is vital to our success as an agency. Collaboration and partnerships are built upon meaningful and positive police interactions, open and honest dialogue, and inclusive community input into department operations and programs.



## 📍 *How we get there:*

### 📍 *Set principled policing into motion*

#### *Execute our trust-building initiative.*

- **Listen in new ways.** Understand and include community priorities and concerns in our decisions related to community-impact polices and annual community surveys.
- **Make changes where important and needed.** Tailor departmental training, policy, and practice in ways that improve relationships.
- **Lead and support our staff.** Inform, educate, and support officers and staff throughout the change processes.
- **Provide a dual focus.** Ensure trust-building efforts are discussed and considered alongside all community safety initiatives to align smarter and principled policing.

#### *Meaningfully engage the public.*

- **Involve the community.** Create a Community Engagement Section to share information and coordinate strategies across divisions and sections, creating shared interest and accountability for effective community engagement.
- **Create spaces for relationship-building.** Host and attend more community events.
- **Community input and responsiveness.** Develop multiple pathways for soliciting and receiving community input regarding crime and livability concerns.
- **Ensure staff has time and opportunity.** Add or adjust personnel resources to allow for effective community engagement.

#### *Include community voice into practice and training.*

- **Use feedback to measure trust.** Develop a mechanism to gather feedback from residents who have a police interaction to measure progress of trust-building efforts.
- **Community input on officer training.** Solicit input from community groups or organizations regarding training plans and curricula.

#### *Solidify an inclusive culture.*

- **Emphasize objectivity within internal processes.** Ensure objectivity and reduce or eliminate bias to processes related to hiring, promotions, and special unit assignments. Incorporate into sworn and professional staff evaluations an assessment of the employee's demonstrated understanding and practical, day-to-day application of procedural justice.
- **Incorporate a community perspective.** Include community members with diverse backgrounds and lived experiences in hiring and promotional processes.
- **Collaborative training.** Seek opportunities to involve residents in training, such as developing curricula or class participation when possible and appropriate.



LEGITIMACY



# EXCELLENCE

Our pursuit of excellence demands that we be forward-thinking, agile, and responsive to the ever-changing environment. As a learning organization, we seek continual improvement both at the organizational and individual employee level. We embrace best practices and innovations while transforming current programs and services to fit our organizational and community needs.

## STRATEGY

### Increased Efficiency and Effectiveness

Making strategic, data-driven decisions about why and how we use our limited resources improves the efficiency and effectiveness of the organization. Measuring progress and results supports accountability and allows for continual learning and improvement in the pursuit of excellence.

#### *How we get there:*

#### *Lay the Foundation: Analytical Capacity*

*Developing smarter decisions about how we manage our resources starts with having the tools and skills needed to translate data into action.*

- **Collect the right data.** Assess the current data and perform a gap analysis to ensure the necessary data is captured and accessible for effective crime analysis and internal performance management, creating baseline data points that can be used for future analytical comparisons.
- **Build analytical muscle.** Refocus and expand the crime analysis unit to support department decision-making while investing in adequate personnel and updated technological resources for effective data analysis.
- **Persevere in the pursuit of excellence.** Continually expand the knowledge, skills, and abilities of our analytical team to provide high quality, actionable work product. Develop and implement the use of analysis requests and output product, workflows, and other efficiency tools. Create baseline output measures based on requests to further efficiencies in the future. 





*Efficiency and Effectiveness:  
Be good stewards of public resources.*

- **Measure progress.** With our strategic plan as the primary guide, consistently manage and assess departmental priorities and initiatives by establishing baselines and setting benchmarks, creating project trackers, and instituting timeline reminders.
- **Be nimble and effective.** Assess internal systems and processes with the goal of maximizing effectiveness and efficiency, while identifying and discontinuing redundant or outdated systems and processes.
- **Demonstrate efficiency and effectiveness within investigations.** Produce quality investigations, focusing on facts and factors leading to successful prosecutorial outcomes and reduction of incidents; monitor case clearance rates with particular attention to rates related to violent crime cases.

## STRATEGY

### Enhance Recruiting and Hiring Efforts

Attracting and hiring a highly qualified workforce representative of our community is critical to providing quality policing services. Recruiting must include both short and long-term strategies designed with an eye toward diversity of thought, perspective, and lived experience. Hiring processes must be inclusive, objective, and efficient.



*How we get there:*



**Elevate recruitment**

*Create short and long-term plans of action.*

- **Formalize our strategy.** Drawing upon recognized best practice and innovative spirit, develop written strategies with measurable objectives for the near-term and the future.
- **Invest in diversity.** Ensure our recruitment efforts actively seek a broad range of qualified applicants reflecting diversity of culture, thought, perspective, and lived experience. Identify and participate in recruitment activities which will maximize reaching diverse audiences.

EXCELLENCE





- **Collaborate and leverage City of Salem resources.** In partnership with the Human Resources Department, leverage shared resources and expertise to implement recruiting and hiring practices which are efficient, equitable, legal, and aligned with recognized best practice. Actively work with and support the City of Salem Diversity, Equity & Inclusion Plan.
- **Clarify roles and develop expertise.** Establish a recruiting team with refined knowledge, skills, and abilities. Determine needs and capacity to create a dedicated, full-time lead position. Clarify and separate the distinct roles and responsibilities within the Personnel & Training Unit.
- **Create a recruiting culture.** Develop shared interest and ownership throughout the organization and incorporate recruiting ideas into existing programs and presentations.

*Near-term strategy: Seek to quickly fill vacancies.*

- **Streamline processes.** Identify and eliminate barriers or speed bumps for interested and qualified individuals.
- **Build relationships for success.** Develop a program for recruiters to foster personal connections with prospective applicants to inspire interest and guide their success through the hiring process. Formalize and expand the current candidate informational sessions to include virtual and in-person sessions. Coordinate with the Cadet Program to foster potential interest.
- **High visibility.** Become well known in the job marketplace through frequent and active participation in local and regional recruiting events and through use of diverse marketing strategies. Devise a tracking and calendaring system to future-cast staffing and communication needs; assess and report the success or setbacks to the various strategies used.

*Long-term strategy: Develop our future workforce.*

- **Formalize partnerships.** Create career interest and pathways through partnerships with local youth and young adult development organizations and educational institutions, along with providing hands-on practicum experience within the department. Devise a tracking and timetabling system to report and assess the success or setbacks to the various strategies used. Create methods to maintain communication with interested individuals after events or interactions.
- **Develop volunteers.** Expand volunteer programs to increase departmental efficiency while offering prospective career pathways, including potential off-site or online opportunities. Work with the Personnel & Training Unit to ensure volunteers better reflect the community we serve in age and diversity. Measure baselines and set benchmarks for the program related to the volunteer workforce size and capacity.



**EXCELLENCE**

## STRATEGY

### Employee Retention and Professional Development

Employees are our most valuable asset. The time and resources required to recruit and hire new sworn and professional staff members is substantial and the abilities, knowledge, and experience of tenured employees is invaluable. Retaining our team members and providing for their continual professional development is a smart and necessary investment.

#### *How we get there:*



#### **Succession Planning: Paths to Promotion**

*Create opportunities and experiences for the development of our future leaders.*

- **Mentor and develop future leaders.** Provide career development and guidance for those interested in advancement, such as leadership training and recommended studies, shadowing supervisors, exposure to special units, special project assignments, public speaking, and community engagement. Create a system to match those interested in mentorship and development with internal or external resources to facilitate.
- **Assess what matters most.** Align promotional processes with desired leadership traits and skills and contemporary practices; involve community members with diverse backgrounds and perspectives along the way.

#### *Professional development.*

- **Continually grow.** Develop new avenues for constructive feedback and career development for employees, supervisors, and managers.
- **Expand training opportunities.** Provide basic and advanced training for sworn and professional staff to ensure certification maintenance and continual skill development through regular in-service and quarterly instruction, as well as more specialized regional and national training opportunities. Identify options for obtaining education credentials onsite and online.



- **Training feedback and assessment.** Upon completion of officer field training or professional staff initial training, solicit feedback from the employee related to individual trainers and the overall training program, assessing areas such as quality of curricula and instruction, and the overall recruiting and hiring processes.
- **Deeper community connections.** Develop a volunteer-on-duty program to foster meaningful community relationships outside of the workplace, benefitting the public while creating a sense of personal satisfaction and community investment.
- **Develop supervisory expertise.** Provide annual development opportunities for line-level professional staff supervisors and sergeants.
- **Advanced management training.** Support formal leadership training for managers through participation in nationally-recognized programs such as the [FBI National Academy](#), [Oregon Executive Development Institute](#), [Senior Management Institute for Police](#), and the [Center for Homeland Defense and Security Master's Degree Program](#).
- **Develop and maintain the highest training standards.** Align training curricula with available evidence-based, nationally-recognized standards and ensure all training is properly documented and assessed for quality, effectiveness, and outcomes.

# EXCELLENCE







Searching for sources referenced in the document?

# Our K-9s can help!

K-9 Ares, Farrokh, and Shelby tracked down the following references in the order presented in the document.

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