

RFP # 201079
City Manager's Office
Community Policing Performance Audit

SECTION 1: BACKGROUND

The City of Salem is seeking proposals for performance audit of the Police Department's policies, procedures and programs. For the purpose of this performance audit, the focus is on interactions with unsheltered individuals, interactions with individuals experiencing behavioral health crisis, engagement with our community with particular attention to black, indigenous, and people of color(BIPOC), response to assemblies and crowds, department capacity, use of force, and officer accountability.

Desired Outcomes

- Thorough third-party review and assessment of Salem Police Department's policies, programs, training and practices regarding the above-referenced community policing activities.
- Inform recommendations for improvement with best practices.
- Publish report on findings with recommendations for Salem, within context of the City's budget and available resources.

Components to Include in a Performance Audit

There are several issues of community concern for which the Salem Police Department is a principal responder, regardless of whether an activity is criminal. City Council and the community want to better understand how Salem police officers prepare for and interact with unsheltered individuals and individuals experiencing behavioral health crisis. Peaceful assemblies permitted protests and demonstrations, and impromptu crowds can require a Police Department presence or response. . Are the Police Department's policies and tactics aligned with City Council and community values and expectations?

Police officers are challenged with balancing response to calls and unobligated patrol time. Unobligated patrol time is when officers can engage with residents in productive, non-adversarial ways. What is the Department's capacity for community policing?

How effective are Salem police officers in engaging with all Salem residents? How effective is the Department's engagement with youth? Are the Department's policies, tactics, or training biased or discriminatory?

Police officers must have confidence in the integrity and competence of their colleagues. Officer Request for Proposal accountability is essential to maintaining public trust. Review and adjudication processes must be fair to police officers. Complainants must have confidence that their grievances have been considered by the Police Department and City without bias or predisposition. How effective are the Police Department and City's systems, policies, and procedures for officer accountability?

SECTION 2: SCOPE OF REQUESTED SERVICES

To support this scope of work and desired engagement within our community, the City of Salem will assemble an advisory group of community leaders with expertise in areas of focus in the

proposed audit. A staff group will also be available to ensure quick turnaround for any information requests.

1. Research and Assessment. The following documents will be made available for review:

- Department mission, vision and values,
- Operations budget and organizational structure, functional groups and programs,
- Department policies, hiring practices and training requirements, and reports
- Performance measures and outcomes,
- Accreditation documentation (occurs every three years), and
- Community Police Review Board proceedings.

2. Review of Best Practice

- Review how other comparable cities within Oregon approach community policing and engagement, with particular attention to BIPOC.
- Review how comparable cities interact with unsheltered individuals and individuals experiencing behavioral health crisis.
- Locate examples of best practices from comparably-sized communities or state capitals in protection of permitted protests and crowd control.
- Conduct peer department interviews, as necessary, to better define specific programmatic elements.

3. Organization Interviews

- Conduct interviews with officers and department leadership, City management and councilors to explore policies, programs, and training and performance.
- Identify other areas within the organization and community in which partnerships support a response to needs of the unsheltered and behavioral health.
- Identify other areas within the organization and community in which partnerships support a response to needed resident and neighborhood engagement, with particular focus on engagement with BIPOC communities.
- Consider organizational capacity to achieve recommendations and identify gaps in resources such as funding, staffing, or training or opportunities through structural change.

4. Community Interviews

- Conduct interviews with community leaders and potential partners to explore impacts and outcomes of programs and practice.
- Consider community capacity to achieve recommendations and identify gaps in resources such as funding, staffing, or training.

5. Report Out

- Prepare interim status reports at key milestones and a final report for publication to media and social media.
- Take report to community.