

The City Council for the City of Junction City, met in special session at 6:30 p.m. on Wednesday, October 22, 2014, in the Council Chambers of City Hall, 680 Greenwood Street, Junction City, Oregon.

PRESENT: Mayor, David Brunscheon; Councilors Karen Leach, Bill DiMarco, Jim Leach, Randy Nelson, Steven Hitchcock, and Herb Christensen; City Administrator, Melissa Bowers; Acting Police Chief, Eric Markell; and City Recorder, Kitty Vodrup.

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Mayor Brunscheon called the meeting to order at 6:30 p.m. and led the Pledge of Allegiance.

II. CHANGES TO THE AGENDA

None.

III. PUBLIC POLICY ON COMMUNITY POLICING – MR. JIM PRYDE

Mayor Brunscheon introduced Mr. Jim Pryde, Police Chief of Gladstone, Oregon.

Mr. Pryde presented information on developing a public policy on Community Policing. He has been in law enforcement over 37 years, developed this policy at the cities of Olympia and Gladstone, and also provides presentations on topic to state and international associations.

Mr. Pryde shared:

- There are a lot of models across the United States on Public Policy on policing. They can be called different things, such as Community Policing, Problem Oriented Policing, Problem Solving Policing, or some other combination.
- Establishing Public Policy on Community Policing is about:
 - Creating a public policy foundation by which the department operates. Thoreau – “If you have built castles in the air, your work need not be lost; that is where they should be. Now put the foundations underneath them.”
 - Developing an alignment between the community, the City Council, and the Police Department.
- Police Department mission, core values, and strategic plans are important, as they help steer the bus, but there is something missing without a public policy and input on what the Council and community want on service levels, philosophy, and style of policing. How can the Police Department align services with Council and Community expectations?
- Mr. Pryde has found that in doing public policies for two jurisdictions that for the most part, people want the same things that the Police Department wants. More often than not, things like felony crime were a concern, but what mattered more to the community was an emphasis on speeding cars in the neighborhoods. So that would be an area that the Department would make sure they were devoting resources towards.
- Mr. Pryde has been Gladstone’s Chief for about 5 years and when he came aboard, there was some discord with the union, discord in the community about the police roll, and general issues in the organization. This is something that happens not just in Police Departments, but in any human organization. They then began to work on alignment and bringing everybody together in sort of a huddle, through a process that was very deliberate and very well planned out, to really connect and find out why does the Police Department exist and what did the Council and community want out of it. What did they expect? What was important to them? When a vision is clear, decisions are easier.
- A coworker in Olympia once told him, sometimes the best product we produce in government is process, that we don’t make decisions in a vacuum. We don’t police in a vacuum. We involve and partner with the community and we broker with resources that can help us solve problems.

- Process to develop the public policy:
 - In Olympia and Gladstone, the Council held a retreat and started having conversations about reinventing themselves by way of a public policy. The Council created a draft public policy with 10 guiding principles.
 - They developed a committee of representative community members or “stakeholders” in the community – seniors, youth, faith communities, etc. They met for several evenings to go through the draft policy and have conversations about how does this fit in their city, does it make sense, what were they missing.
 - They received good input from the community and put articles in the monthly community letter.
 - They put a copy of the draft document on the city’s website and asked for citizen’s ideas and input.
 - They tried to be very communicative about the policy and not do this in a vacuum. Chief Pryde received many phone calls, emails, and visits on topic, which was helpful.
 - Also important was talking to all the Police Department employees and asking what they thought, as they were the experts and the boots on the ground and know what is going on out there. Did the 10 guiding principles make sense? The PD employees provided significant input on the policies as well.
 - An open house was held for citizens to come in and talk about their concerns. They served cookies and punch and made it a little more attractive for people to come in and just sit down and have a conversation with the Chief and some of the Police Officers.
 - A final draft was presented to the Council and after some editing, it was approved by resolution.
 - All Police Department staff received a copy of the resolution and it was posted on the PD website.
 - Chief Pryde shared the policies with civic groups, service clubs, the school district, faith communities, etc. He had a stack of public policies in his car and at every opportunity that he had, he would distribute a copy and talk to people about it. The PD could also share this policy with citizens who were interested in moving into the city, so they could see how the department operated.
 - Progress reports were given to the Council, based on the 10 principles in the policy.
 - After 5 years, they will begin a process to update the policy and will use a similar vetting process as when the policy was developed. Do the principles still hold true or not? How do they need to be changed? Do we need to add more?
- One of the real byproducts of this work was that it really helped the Police Department operations by making this a part of the fabric of the department and not just an overarching policy. It was made real by accountability. If an officer put in for a specialty assignment like detective or K-9, his expectation was that the officer would be able to tell them what he or she had done and how they had supported the public policy. It also became part of the PD employee evaluation process on their annual evaluations. It was a clear expectation with performance measures.
- The policy was also made a part of the field training program; when officers got out of the academy and were first brought on board, so they had an understanding about the process to create it and what it meant to the community and Council.
- The best time to fix the roof is when it’s not raining, but a policy like this would be beneficial to create at any time.
- Mr. Pryde’s advice was don’t rush this. It was a marathon and not a sprint. Take your time. There’s no race involved.
- In Gladstone, the Senior Center, Library, Public Works, and Fire Departments are now going through a similar vetting process to develop their own public policies.
- Final Statement – Public Policy is a politically savvy tool that aligns City Council and community expectations of its police department with the service delivery.

IV. QUESTIONS AND ANSWERS

Council members asked questions, and Chief Pryde provided responses:

Question: How long did it take for this process? **Response:** In Gladstone, discussions began in the fall of 2008 and the resolution was passed in January of 2010.

Comment: One of the citywide issues is that there are many “cave paintings” or “tribal stories” on policies and practices that have not been documented. This presentation really speaks to that issue and is something the City Administrator and Council have been addressing.

Question: What kind of push back did you get? **Response:** He had a hard time recalling any push back from the community, as they were nothing but embracing and engaging in the concept. If there was push back, it was in the Police Department, as law enforcement is steeped in tradition, which is a wonderful thing; however, some law enforcement employees either don't like change or don't like the way things are. The key is to involve them in the process. There will be some cheerleaders and some grumpy bears who do not want to play, but over time when it becomes more of a reality in the organization on what this really means to them as an officer or a records clerk, it will get better.

Question: Were the officers that were involved in the process on or off the clock? Were they paid to come to meetings? **Response:** A little bit of both. Sometimes for the evening meetings, he would ask a sergeant or officer working to stop by and be part of the group, if they were not busy on calls. Other times when he really wanted employees there and couldn't just deplete the patrol shift that was on, he would bring in a couple employees on overtime, but that had to be managed. He felt it was important for the community to visit and see the police employees in a different context and not just see them as cops out in the community. It was also important for citizens to see other members that work in the PD, the civilian employees and that they were interested in listening and learning from community members. This is how you build those relationships, build those partners, and build trust.

Question: Would you stay primarily with the same personnel or would you try to rotate, seeing as how it took a year and a half to develop? **Response:** He would rotate, so that everyone played, even if begrudgingly. He involved as many people as he could, as sometimes we can make mistakes, what he calls “eating our young” where they take the bright shining stars and have them do everything and the rest just stand over there. His opinion was that you really needed to engage everyone.

Question: Where do you think we are? You've done interviews with the department: **Response:** He will provide the Council with a report in a few weeks that will speak to that.

Question: So we can plan to fail by failing to plan? **Response:** Yes. I don't know everything that is on your plate, but obviously you have many priorities.

Comment: Chief Pryde was here as an intention and purpose driven direction, as the Council was very interested in this. **Response:** Chief Pryde responded he applauded the Council for this interest. There are about 19,000 police departments across the United States and of those, 85 to 90% are about the size of Junction City. He applauded Junction City for being a smaller agency that was being innovative, creative, and thinking outside the box, to develop policies and do as good or better than the larger, metropolitan agencies.

Comment: A concern has been expressed that there was a disconnect between the Police Department and the City Council, and doing something like this could be wonderful, where everyone participates in a group effort and works together on creating the policy. **Response:** Chief Pryde shared that in Olympia, the Police Department often just went to the Council when asking for money and didn't think of establishing connections or working side by side by with the Council. Overtime and with a willing Council, they were able to fix that. They were an agency of 100 employees and it took four or five years and afterwards they were a completely different agency with different polices, different structure, and the Council was truly their partner. The department took to the Council what he calls Policing 101, as they'd never taken the time to really talk to

the Council about what the employees did and the challenges that they faced. It was assumed that the Council knew. The Council was also able to let the department know about the challenges that they faced and the priorities the City had, which nobody in the police department had a clue about, except the Chief. It was a mutual education process.

Question: Can the stakeholders committee be too large or too small? **Response:** If there are too many people at the table, it can be harder to facilitate. If it is too small, you don't have your community represented; therefore, it is a strategic point to make sure that you have the right size and that the right people are at the table to represent the constituents.

Question: Who would be the second best person to pass out the policy and share information with the various groups in the city, if the Chief was too busy? Another City employee, Council member, community member? **Response:** He would recommend a police employee that was strategically selected for the right reasons. He could tell the Council that from all the interviews he had conducted with Junction City Police Staff, the City had some great people in the department. He knew he was preaching to the choir, but the department had a lot of talent, and the Council could select somebody that could really sell the message and move it forward.

Comment: The City devotes a lot of resources to the Police Department, and the department has a great tradition in the community. It's really important to pull the community, Council, and Police Department together. The Council will have the same members over the next two years, and if they get this right, it will last for decades. Most of the prevailing governmental philosophy in Lane County is centralized and many cities contract for law enforcement services with the county. Junction City has its own control over its destiny and it is a huge quality of life issue to maintain the lifestyle their constituents expect in this challenging world. **Response:** This was a similar description to Gladstone, which was a community that had a sense of community pride. There was talk over the last year of the county taking over the police department there. Gladstone is old fashioned and people like that and want to sustain that. Junction City would be writing its story through the public policy process.

Mr. Mike Bonner, 1467 W. 12th, Junction City, stated that he thought the disconnect started when the department had come to the City and were called unprofessional cowards. He added that this was not by Council members.

Response: Chief Pryde responded that was an easy fix, and it wasn't about who was right but about what was right. As long as that was the focus, the City could accomplish amazing things.

Comment: In the past, the Council's only interface with the department had been through one person, the chief, and there hasn't been the give and take relationship with the rest of the department. That could be where some of the disconnect was coming from. From what Chief Pryde was saying, the Council would be in contact with the department as a whole and the community as a whole in the process, rather than just hearing from one representative. **Response:** This would be something that could be sustained over time in some form and fashion and would become the new normal, if that is what the Council chose to do.

Comment: Don't want the burden to be on a city employee to let the Council know that something is wrong; the system should be working better than that.

Comment: Many people knew there was a situation or a problem and it came through citizens and not the Police Department. That's why we are such a tight community; when there's something broken, we need to fix it. This was brought to the Council's attention and that was why they were all meeting tonight. **Response:** Chief Pryde responded that the City police officers and communications officers had a great deal of pride in their profession and cared about the community. When entering into uncharted territory, it could be a challenge, but the City had a wonderful opportunity here. There are wonderful people here who want to do good, so you will be successful.

Comment: Everybody is willing to work really hard at this. It's a real priority for the Council.

Comment: When the Council had their recent goals session, the top priority was to fix this issue and everybody needed to know that. If the Council doesn't communicate with the PD, they don't know that.

Comment: Boils down to a simple term, communication. When everybody's communicating, there's a flow of information so that everybody understands and that wasn't happening.

Question: What was the process timeframe in Olympia? **Response:** Was a lot longer than Gladstone. The culture was dysfunctional and there were 100 employees that had relationship issues with the Council and community. An organizational assessment was done by the University of Washington in a more in depth manner than what he was doing for the City of Junction City. The report was pretty critical of all the players, but it created an opportunity to take the high road and make it better. They developed a system, a process, internal committees, and held a forum on the future of policing. They brought in experts from around the county to talk to them about their police model and what would fit for Olympia. This took a couple of years.

Question: It could realistically take a couple years? **Response:** It's hard to say, but he would not be so concerned about the time, but would have benchmarks in the plan and let it be what it is. Everybody was going to keep it moving forward and there would be good energy.

The Mayor and Councilor thanked Chief Pryde for his presentation.

V. OTHER BUSINESS
None.

VI. ADJOURNMENT
As there was no further business, the meeting was adjourned at 7:14 p.m.

ATTEST:

APPROVED:

Kitty Vodrup, City Recorder

David S. Brunscheon, Mayor