

Furthering the Citywide Racial Equity Goals and Strategies

For the Period July 1, 2017 to June 30, 2022

**Bureau: Portland Police Bureau
Director: Chief Chuck Lovell**

**Action Plan Development Lead(s): Marlon Marion, Equity and Diversity Program Manager
Implementation Team Lead(s): Director's Team, Equity Leadership Council, Equity and Inclusion Office (EIO)**

Bureau Equity Guiding Statement: The Portland Police Bureau is committed to racial equity, building trust within our community, encouraging relationships between officers and the people they serve, and making Portland a safer and more livable community.

This document offers an overview of the progress towards Racial Equity in the years 2017-2022. This document is meant to be a broad summary and is non-exhaustive.

Prioritize

Long Term Goal: Center racial equity in all decision making and serve as a leader in citywide efforts to eliminate disparities.

Five Year Bureau Goal: Senior leadership will set priorities, invest in preparation tools and set clear expectations for implementing the racial equity plan.

Strategies Used:

Operate with urgency and accountability- Items 1.1, 1.2, 1.3, 1.4

Implement Racial Equity Lens- Item 1.5

Build Organizational Capacity- Items 1.6, 1.7, 1.8

Acronyms:

AC- Assistant Chief

CAG- Coalition of Advisory Groups

CHO- Chief's Office

EIO- Equity and Inclusion Office

OEHR- Office of Equity and Human Rights

PEAC- Police Equity Advisory Council

PEC- Police Equity Council

PPB- Portland Police Bureau

REP- Racial Equity Plan

Action Item	Yearly Progress	Information
<p>1.1: PPB 5 year racial equity plan implementation is led by senior leadership.</p>	<p>Year One: 1) EIO met regularly with Chief’s Office to discuss REP Process. 2) CHO participated in 2018 Retreat and signed updated REP.</p> <p>Year Two: 1) EIO met with Chief’s Office to discuss REP Process. 2) CHO participated in 2019 Retreat.</p> <p>Year Three: 1) EIO met with Chief’s Office to discuss REP Process. 2) CHO participated in 2020 Retreat and has signed updated REP.</p> <p>Year Four: 1) EIO met with the Chief bi-weekly for Equity discussions. 2) EIO began monthly meetings with REP leads. 3) The Chief decided to have REP leads report their REP progress quarterly at RU Manager Meetings.</p> <p>Year Five: 1) EIO met regularly with the Chief 2) The Chief’s Office reviewed the monthly updates before they posted. 3) Representatives of the Chief’s Office are expected to attend final equity retreat.</p>	<p>Lead Branch: Chief’s Office/Equity and Inclusion</p> <p>Lead Role: Chief of Police or Designee</p> <p>Stakeholders: Division Leads, CHO</p> <p>Evaluation Tool: Calendar and attendance will verify CHO and EIO meeting regularly.</p> <p>Attendance records can verify occurrence of Annual Equity Retreat to update plan.</p> <p>An updated REP is signed by CHO annually.</p> <p>Division leads will demonstrate their actions items are moving forward in the plan in quarterly meetings.</p>

<p>1.2: PPB 5 Year racial equity plan will be:</p> <p>1) Reviewed by senior management and community stakeholders annually.</p> <p>After review, EIO will:</p> <p>2) Update the plan and</p> <p>3) Submit updated plan to PPB senior leadership at PPB for approval and</p> <p>4) OEHR for posting.</p>	<p>Year One: EIO held 2018 Equity Retreat and used feedback to update REP. REP was updated, signed by the Chief and sent to OEHR to be posted.</p> <p>Year Two: EIO held a 2019 Equity Retreat and recorded community feedback.</p> <p>Year Three: EIO held 2020 Equity Retreat and used feedback to update REP. REP was updated, signed by the Chief and sent to OEHR to be posted.</p> <p>Year Four: EIO held 2021 Equity Retreat and used feedback to update REP. REP was updated, signed by the Chief and sent to OEHR to be posted.</p> <p>Year Five: EIO has begun to work on the next Racial Equity Plan. The final Equity Retreat of this year is scheduled for September 17th.</p>	<p>Lead Branch: Chief's Office/Equity and Inclusion</p> <p>Lead Role: Chief of Police or Designee, Equity Inclusion Program Manager, Assistant Chief of Services</p> <p>Stakeholders: CERC, Equity Voices, Police Equity Council, OEHR</p> <p>Evaluation Tool: Through attendance records 1) CHO and EIO can verify occurrence of Annual Equity Retreat to update plan.</p> <p>For 2) thought 3) an updated and signed plan can be verified by a date of chief's signature.</p> <p>For 4) a revised REP on OEHR's website will be the benchmark</p>
<p>1.3: Update mission/vision statements and assure the Bureau Equity Guiding Statement is embedded.</p> <p>1) Update EIO's mission/vision statements.</p>	<p>Year One: Portland Police Bureau Secured Strategic Planners.</p> <p>Year Two - Year Three: EIO worked to embed Equity in PPB strategic plan. Equity Office explored consultants for help with EIO mission/vision but were unable to secure partner.</p> <p>Year Four: EIO received input on mission and vision from internal and external partners on what should be in EIO's Mission/Vision statement.</p> <p>Year Five: EIO finalized and posted its mission and vision statement.</p>	<p>Lead Branch: Chief's Office/ Equity and Inclusion</p> <p>Lead Role: Chief of Police or Designee Equity Program Manager</p> <p>Stakeholders: Review Committee/ Equity Voices, Strategic plan steering committee, EIO</p> <p>Evaluation Tool:</p>

<p>2) Update PPB's mission/vision and assure the Bureau Equity Guiding Statement is embedded in PPB's mission and vision.</p>		<p>EIO Mission/Vision statement updated to include Equity Guiding Statement and found on Bureau website etcetera. PPB Values with equity exists and can be found on PPB website and documents.</p>
<p>1.4: Explore project management programming/training to support continual progress and movement of the plan.</p>	<p>Year One: EIO evaluated various project management tracking software and selected Cascade Software. Year Two: EIO completed uploading the Racial Equity Plan into Cascade software and trained membership on Cascade usage. EIO created "Core Teams" of users to meet and discuss REP progress. Year Three: EIO continued to use Cascade to track progress. EIO changed "Core Teams" from group meetings to 1:1 meetings to increase efficiency. Year Four: One on one meetings between Equity Office and REP Leads occurred monthly. Core Team meetings are scheduled to occur quarterly at RU managers meetings. Cascade was replaced with new REP update format, which is submitted to the Chief monthly. Year Five: The Chief selected three REP priorities. The ongoing one on one REP meetings continued.</p>	<p>Lead Branch: Equity and Inclusion Lead Role: Equity and Inclusion Program Manager or Designee Stakeholders: PEAC, Division Leads, CHO Evaluation Tool: Monthly progress reports on goals are generated.</p>
<p>1.5: Integrate equity into all bureau initiatives.</p> <p>Ensure: A) strategic plans align with the REP and equity goals are central;</p>	<p>Year One - Year Three: EIO worked with Chief's Office and Business Services to ensure that REP goals had been integrated into strategic plan. Year Four: Management Staff crafted Equity Statements as part of the Equity Lens Training and submitted how they plan to use the Equity Lens. EIO crafted Equity Statements for each unit based on these submissions. They were not formally approved or submitted. Year Five:</p>	<p>Lead Branch: Chief's Office/Equity and Inclusion Lead Role: Equity and Inclusion Program Manager or Designee AC of Services or Designee</p>

<p>B) all bureau departments initiatives /plan contains Equity Statement & decision making.</p>	<p>All professional staff included equity goals in their success factors, however Equity Lens was not used in the development of that process.</p>	<p>Stakeholders: PPB Division Leads, CHO, Communications Evaluation Tool: Success Factors</p>
<p>1.6: Integrate equity lens within all decision-making processes.</p>	<p>Year One- Year Two: EIO developed Equity Lens over many drafts and revisions. Year Three: EIO tested the use of its Equity Lens in focus groups with Neighborhood Response Team and Youth Services Division. Equity and Inclusion Office created Equity Lens Training. Year Four: EIO trained all leadership staff on use of the Equity Lens. EIO began the creation of an Equity Lens Standard Operating Procedure. Year Five: Drafting of an Equity Lens Policy was started.</p>	<p>Lead Branch: Equity and Inclusion Lead Role: Equity and Inclusion Program Manager or Designee Stakeholders: CHO, PPB Leadership Evaluation Tool: Lens created and signed.</p>
<p>1.7: Senior leadership will support the development of and take the lead on the implementation of the equity communication plan (dependent on action item 5.1).</p>	<p>Year One: Item was created in 2018. Year Two - Year Three: EIO met with consultants about messaging work around Equity but was not able to contract due to budget and city contracting rules. Year Four: EIO submitted an outline of a podcast to communications. Year Five: EIO recorded the podcast with communications.</p>	<p>Lead Branch: Chief's Office/Equity and Inclusion Lead Role: Chief of Police or Designee and Equity and Inclusion Program Manager or Designee Stakeholders: OEHR, PPB advisory bodies, PEC Evaluation Tool: Equity Communication Plan.</p>
<p>1.8: PPB will create a Chief's Equity Review Council composed of members from all</p>	<p>Year Three – Year Four: Item created in 2019-2020. Advisory created in 2020. Advisory continued to operate into Year Four. Year Five: CAG remained active and functioning.</p>	<p>Lead Branch: Chief's Office Lead Role: Chief of Police or Designee and</p>

<p>current and advisories and to include any members from future advisories.</p>		<p>Equity and Inclusion Program Manager or Designee Stakeholders: EIO, PPB Advisory Evaluation Tool: Meeting notes and records</p>
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Recruitment and Hiring

Long Term Goal: End disparities in city government hiring and promotions.

Five Year Bureau Goal: Using a comprehensive equity lens, PPB will strengthen the bureau's practices, policies and procedures to promote focused recruiting and hiring of a more diverse, inclusive and equitable workforce.

Strategies Used:

Implement Racial Equity Lens – Items 2.1, 2.2, 2.3

Be Data Driven – Items 2.4, 2.5

Partner with other institutions and communities – Item 2.6

Build Organizational Capacity – Items 2.7, 2.8, 2.9

Acronyms:

CHO- Chief's Office

BHR- Bureau of Human Resources

EIO- Equity and Inclusion Office

OEHR- Office of Equity and Human Rights

PEC- Police Equity Council

PPB- Portland Police Bureau

REP- Racial Equity Plan

Action Item	Yearly Progress	Information
<p>2.1: Document PPB local and national recruitment and marketing strategies for members of color, women, those from non-traditional fields and academic programs, and any intersection of these.</p> <p>A) Create a plan for strengthening PPB local and national recruitment and marketing strategies for members of color, women, and any intersection of these.</p> <p>B) Assure that this plan is reviewed, updated and approved annually.</p> <p>CHIEF'S PRIORITY</p>	<p>Year One -Year Three: Personnel division created an annual diversity recruitment plan that was evaluated by the Equity and Inclusion Office.</p> <p>Year Four: EIO established regular meetings with BHR. The hiring checklist was created by the BHR business partners. EIO submitted Equity Retreat suggestions to BHR. EIO, Personnel Division, EIO and BHR business partner reviewed the hiring process, in particular focusing on eliminating inequitable barriers. Personnel Division submitted a recruitment plan and requested approval of this plan by the Chief's Office. The Chief's Office's agreed with the recommendations of the plan but had to deny approval due to lack of funding and staffing.</p> <p>Year Five: Background investigators revised standards around previous disqualifiers to be more accommodating and understanding of individuals from marginalized backgrounds around debt. PPB contracted with a psychological pre-employment screening company that is registered with the city as a minority owned business to increase capacity of hiring structures. Background investigators were trained on identifying problem behavior in social media to remove individuals with dangerous beliefs and behaviors.</p>	<p>Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i></p> <p>Lead Role: BHR Business Partner <i>(Formerly Personnel Manager or Designee)</i></p> <p>Stakeholders: CHO, Equity and Inclusion, BHR, Recruitment partners, Personnel Division</p> <p>Evaluation Tool: Personnel REP action plans created.</p>

<p>2.2: Continually update officer panel interview questions to align with desired officer competencies related to equity.</p>	<p>Year One - Year Three: EIO had input in officer panel interview. Officer panel interviews were discontinued in 2019.</p> <p>Year Four: Command interviews were done after backgrounds were complete. Questions were vetted by Equity Office.</p> <p>Year Five: Equity Manager involved in the process of drafting officer questions.</p>	<p>Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i></p> <p>Lead Role: BHR Business Partner <i>(Formerly Personnel Manager or Designee)</i></p> <p>Stakeholders: EIO, CHO</p> <p>Evaluation Tool: Equity Interview Questions</p>
<p>2.3: Assess internal support needs of current members of color and women to assess inclusion, utilizing several outreach practices to assess satisfaction rate.</p>	<p>Year One – Year Two: No Progress.</p> <p>Year Three: A subcommittee of the Police Equity Council was convened to begin work on this project.</p> <p>Year Four: EIO Program Specialist worked on evaluating past research on Bureau Culture. Efforts towards current research were complicated by Culture Audit from Mayor’s Office and the COVID 19 Pandemic.</p> <p>Year Five: Equity Program Specialist and a Police Equity Council Subcommittee created a Work Group template and are currently beginning the process of recruiting facilitators.</p>	<p>Lead Branch: Equity and Inclusion Office</p> <p>Lead Role: Equity and Inclusion Office</p> <p>Stakeholders: Chief’s Office, PEC, Personnel</p> <p>Evaluation Tool: Report</p>
<p>2.4: Track, measure and report changes in diversity of sworn and non-sworn bureau personnel.</p>	<p>Year One – Year Three: Changes in the Bureau’s diversity were tracked but not reported to the public by the bureau. Changes in diversity can be seen on OEHR’s Dashboard.</p> <p>Year Four: The BHR business partner planned to work with BHR data analyst on a more comprehensive dashboard. This dashboard was delayed to focus on a dashboard looking at Equity in discipline at the city. This was based on direction from Council and a result of incorporating Anti-Racism as core value of the City.</p> <p>Year Five: BHR created a functional dashboard and hired two recruiters to use the information from the dashboard. BHR partners will support the reporting of the dashboard information.</p>	<p>Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i></p> <p>Lead Role: BHR Business Partner <i>(Formerly Personnel Manager or Designee)</i></p> <p>Stakeholders: SSD, OEHR</p> <p>Evaluation Tool: Dashboard</p>

<p>2.5: Utilize exit interview tools to learn from members about the strengths and weaknesses of the organization.</p> <p>Create annual review and reporting processes.</p>	<p>Year Two: Action Item created.</p> <p>Year Three: BHR began to pilot exit interviews at PPB.</p> <p>Year Four: Exit interview protocol draft was completed. Strategic Services Division created tool. Equity and Inclusion Office has reviewed and approved tool. Next steps are for the Chief's Office to review the protocol.</p> <p>Year Five: Exit interviews were implemented. Personnel reviewed the process and is still looking to make improvements. Stay interviews happened in a unit but did not become widespread during this time.</p>	<p>Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i></p> <p>Lead Role: BHR Business Partner <i>(Formerly Personnel Manager or Designee)</i></p> <p>Stakeholders: EIO, CHO</p> <p>Evaluation Tool: Records of Exit Interviews Records of Exit Insights</p>
<p>2.6: Create long-term strategies that invest in the development of local talent. Develop partnerships with local organizations that support this development.</p>	<p>Year One - Year Three: Recruited at in-state colleges like PSU and PCC as well as in-state non-college career fairs.</p> <p>Year Four: BHR looked into avenues for expanding partnerships with universities and connecting current officers with interested parties. Recruitment plans were in flux due to uncertainty of when the Bureau would be able to hire more officers. The Chief has approved Standard Operating Procedures for Cadets program. The bureau began contracting for Camp Rosenbaum. The bureau facilitated 110 events with Cadets. Training Leadership showed interest in embedding Equity and Procedural Justice Training into Cadet Program. Training Division started to draft Standard Operating Procedures on Cadet Programs. Training planned to consult Equity Training Specialist on the Equity portion of Cadet training.</p> <p>Year Five: The bureau hired recruiters and continued to utilize application workshops and the cadet program.</p>	<p>Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i></p> <p>Lead Role: BHR Business Partner <i>(Formerly Personnel Manager or Designee)</i></p> <p>Stakeholders: EIO, Personnel, CHO</p> <p>Evaluation Tool: Info Session Attendance</p>
<p>2.7: Leadership, all HR personnel, and all those serving on interview panels are committed to recruiting and</p>	<p>Year One - Year Three: All bureau members involved in hiring process received development toward racial equity core competencies through Equity 101 and anti-bias material prior to meeting.</p> <p>Year Four: BHR discussed goals with EIO during weekly discussions.</p>	<p>Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i></p> <p>Lead Role: BHR Business Partner</p>

<p>screening candidates in a manner that fosters diversity and inclusion.</p>	<p>BHR sought to create Equity in hiring tool similar to one used at other bureaus. BHR reached out to BHR analyst to review shortfall data before setting targets. Personnel Division worked with BHR and EIO to identify questions in hiring process that led to disparities and alter process to allow further explanation and continuation within the process. This could remove potential barriers to qualified applicants and create a more equitable process.</p> <p>Year Five: Background process was reviewed for potential sources of bias. This resulted in changes to previous disqualifiers to be more accommodating and understanding of individuals of marginalized backgrounds around debt.</p>	<p><i>(Formerly Personnel Manager or Designee)</i> Stakeholders: Equity and Inclusion Office Evaluation Tool: BHR Review</p>
<p>2.8: Embed Equity core competencies for every supervisor and manager position posting and job description.</p>	<p>Year Two: Action Item Created.</p> <p>Year Three: No progress made.</p> <p>Year Four: This item was in the preliminary stages. BHR began reviewing citywide class comp. BHR Business Partner reached out to BHR to review classification specific to the Police Bureau. BHR partner had limited ability to change class competencies specific to police. BHR focused on providing leadership trainings to increase Equity competency. Citywide Lead Training began to grow. Based on feedback BHR planned to greater tailor training to Sworn Staff in the future.</p> <p>EIO provided language to Personnel Division to embed Equity in the internal promotion process. EIO reviewed all internal job position postings. In promotion process, PPB required an Equity curriculum to be reviewed by applicants.</p> <p>Year Five: Class comp currently has equity skills within job descriptions. BHR made plans to work with Equity Manager to work on statement to go into future job announcements.</p>	<p>Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i> Lead Role: BHR Business Partner <i>(Formerly Personnel Manager or Designee)</i> Stakeholders: Equity and Inclusion Office Evaluation Tool: Job Descriptions</p>
<p>2.9: Increase understanding of proactive preventative options such as mediation options and navigating the 2.02 policy.</p>	<p>Year Two: Action Item Created.</p> <p>Year Three: Equity and Inclusion Office began to explore mediation options and engaging stakeholders around potential new systems.</p> <p>Year Four:</p>	<p>Lead Branch: Equity and Inclusion Office Lead Role: Equity and Inclusion Program Manager or Designee Stakeholders: Internal Affairs, BHR</p>

	<p>Equity and Inclusion Office worked with BHR partners, Internal Affairs, the Policy team, Independent Police Review, and OEHR in the creation of a process to increase member's knowledge and access to programs that allow them to resolve conflicts between internal parties. Process was not fully developed/approved.</p> <p>EIO created a draft pamphlet to educate members on Conflict Resolution options including BHR Partners, OEHR Coaching, and Conflict Resolution through shared neutrals. BHR began the process of reviewing the pamphlet.</p> <p>Year Five:</p> <p>Equity Program Specialist and partners has created process and materials for Conflict Resolution. Policy team drafted policy. CHO approved moving towards a creation of a policy on this item.</p>	<p>Evaluation Tool:</p> <p>New mediation procedures and policies.</p>
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Leadership Development

Long Term Goal: Create a culture of continuous learning and improvement.

Five Year Bureau Goal: We have an inclusive leadership development program and a succession-planning process to identify and develop a core of leaders across the bureau. Leaders and employees throughout PPB receive integrated equity training specific to their area and level, focused on achieving the Bureau's overall goals.

Strategies:

Be Data Driven – Item 3.1

Implement a Racial Equity Lens – Item 3.2

Build Organizational Capacity – Items 3.3, 3.4, 3.5, 3.6

Acronyms:

CHO- Chief's Office

BHR- Bureau of Human Resources

EIO- Equity and Inclusion Office

LMS- Learning Management Series

PEC- Police Equity Council

PPA- Portland Police Association

PPB- Portland Police Bureau

PPCOA- Portland Police Commanding Officer Association

RU- Responsible Units

Action Item	Yearly Progress	Information
<p>3.1: Identify the common core competencies of leadership and management (formal and informal) that are linked to advancing equity and inclusion goals within the organization.</p>	<p>Year One - Year Three: Hatfield Fellow hired to begin this work in early 2020 but position was lost with budget cuts.</p> <p>Year Four: No progress due to difficulty in procuring a Hatfield Fellow.</p> <p>Year Five: No progress due to difficulty in procuring a Hatfield Fellow or data analyst.</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: CHO/Equity and Inclusion, PPCOA, PPA</p> <p>Evaluation Tool: Report.</p>
<p>3.2: Develop individual equity leadership systems to embed within executive training programs; sergeant academies; and for non-sworn managers.</p>	<p>Year One: Executive Leadership was trained on diversity, equity, and inclusion principles through Equity 101.</p> <p>Year Two: Sergeants and Non-Sworn Managers were trained on diversity, equity, and inclusion principles through Equity 101.</p> <p>Year Three: Equity Lens training was created.</p> <p>Year Four: All command staff and non-sworn managers have been trained on Equity Lens as of the end of 2020. The Equity Lens was made part of the promotional exam process.</p> <p>Year Five: Equity Training Specialist completed Difficult Conversation training for Field Training Officers.</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: CHO/Equity and Inclusion</p> <p>Evaluation Tool: Training records.</p>

<p>3.3: Design and institute tiered leadership development training for all sworn members.</p> <p>Design and institute separate tiered leadership development training for all non-sworn members.</p>	<p>Year One - Year Three: Hatfield Fellow hired to begin this work in early 2020 but position was lost with budget cuts.</p> <p>Year Four: All Leadership received Equity Lens training. No progress on leadership training due to difficulty in procuring a Hatfield Fellow.</p> <p>Year Five: Equity Training Specialist researched the Basics of Cultural Humility. Equity Training Specialist released an SOP for future integration of Cultural Humility into future trainings.</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: CHO/Equity and Inclusion</p> <p>Evaluation Tool: List of key concepts of Cultural Humility.</p>
<p>3.4: Explore self-guided leadership technology platform that encourages ongoing skill building outside of the in-service structure.</p>	<p>Year One: Researched online learning and selected LMS (Learning Management System) as its primary system.</p> <p>Year Two -Year Three: No work.</p> <p>Year Four: All Leadership received Equity Lens training.</p> <p>Year Five: Equity Training Specialist identified the REPAIR training as valuable for PPB members equity growth. Was able to roll out the training to several internal cohorts of interested members.</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: CHO/ Equity and Inclusion</p> <p>Evaluation Tool: Recommendations</p>
<p>3.5: Develop and provide opportunities for cross-training as well as multi/cross-agency training collaboration.</p>	<p>Year One - Year Three: There has been no specific work done on this during this time. PPB did share space at academies and participated in a metro sergeant's academy.</p> <p>Year Four: EIO has attended Results Based Accountability Training. PPB was unable to commit to RBA for more than a small number of staff due to budget constraints.</p> <p>Year Five:</p>	<p>Lead Branch: EIO/Training Division</p> <p>Lead Role: Equity Program Manager Training Division Captain or Designee</p> <p>Stakeholders: Personnel, Equity and Inclusion</p> <p>Evaluation Tool:</p>

	<p>Equity Training Specialist met with training specialists across the city and discussed formalized system of building connections. Training Specialist have been sharing resources and contacts. There is an established group that meets bi-monthly.</p>	<p>Meeting Records.</p>
<p>3.6: Assess the current promotional processes to identify opportunities to increase access for women and people of color.</p>	<p>Year One - Year Three: EIO has done some preliminary research on this topic. Personnel has data on diversity by rank.</p> <p>Year Four: Equity and Inclusion Office were integrated into the promotional process. BHR, Personnel, and EIO began discussions how to analyze promotions and interest. Equity materials were used across promotional opportunities. EIO met with Personnel around accessing promotional interest and began to formulate next steps. EIO reached out to BHR data specialist and began partnership around promotional data.</p> <p>Year Five: The Equity Program Specialist reviewed promotional data and made a draft report. This draft report has been discussed with SSD. Program Specialist began the process of further research and editing. This program will be taken over by the data analyst upon their hiring. Equity Program Manager has worked on Sergeant and Lieutenants exams to imbed equity. Equity Program Manager is scheduled to be involved with the next Captains Promotional process.</p>	<p>Lead Branch: CHO/EIO</p> <p>Lead Role: Chief of Police or Designee Equity Program Manager or Designee</p> <p>Stakeholders: Training Division, BHR, and Personnel Division</p> <p>Evaluation Tool: Bureau Plan for Promoting Women and People of Color created through Equity Lens.</p>

Staff Development

Long Term Goal: Create a culture of continuous learning and improvement.

Five Year Bureau Goal: Through integrated, sequential and ongoing training, all employees (sworn and non-sworn) will be equipped to build a diverse, inclusive and equitable workforce.

Strategies:

Build Organizational Capacity- Items 4.1, 4.2, 4.3, 4.4, 4.5, 4.6

Partner with other Institutions and Communities – Item 4.7

Acronyms:

BAC- Bureau Advisory Council

CAG- Coalition of Advisory Groups

CHO- Chief's Office

BHR- Bureau of Human Resources

EIO- Equity and Inclusion Office

FTO- Field Training Officer

PEAC- Police Equity Advisory Council

PPB- Portland Police Bureau

TAC – Training Advisory Council

Action Item	Yearly Progress	Information
<p>4.1: Strengthen training for leadership to build knowledge, attitudes and skills related to equity and inclusion.</p>	<p>Year One: Leadership participated in Equity 101.</p> <p>Year Two: Leaders trained on implicit bias and procedural justice. Procedural Justice position created.</p> <p>Year Three: Procedural Justice integrated into training curriculum and training scenarios.</p> <p>Year Four: All command staff and non-sworn managers were trained on Equity Lens by the end of 2020. Procedural Justice was fully integrated into patrol procedures programs including debriefs and scenarios. Training Division began evaluating Procedural Justice effectiveness based on internal surveys and made plans to also measure impact externally in the future.</p> <p>Year Five: Equity Training Specialist was imbedded in the lesson plan approval process and scenario building. This process started with Advanced Academy and Community Academy.</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: EIO, Division Leads, CHO</p> <p>Evaluation Tool: Training records. Lesson Plans.</p>
<p>4.2: Strengthen the bureau's ongoing in-service equity training programs for sworn and nonsworn.</p>	<p>Year One: Implicit bias training created.</p> <p>Year Two: Members trained on implicit bias and procedural justice.</p> <p>Year Three: Training and EIO explored options for an Equity Training Analyst.</p> <p>Year Four: Equity Training Specialist was hired. The Equity Training Specialist began evaluating current trainings to see how the Equity Lens can be institutionalized, acknowledging gaps, and looking for areas to embed Equity. The Equity Training Specialist began preparing to</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: EIO, Procedural Justice Officer</p> <p>Evaluation Tool: Training records, Community Input SOP</p>

	<p>pilot Equity program in ongoing in-service. The process to integrate Equity into training began through LMS Equity Training.</p> <p>Year Five: Equity Training Specialist did curriculum review with community input (with internal stakeholders included). Curriculum review plan has been written and approved by the Equity Manger.</p>	
<p>4.3: Strengthen the bureau's advanced academy equity training programming.</p>	<p>Year One: Implicit bias training created.</p> <p>Year Two - Year Three: Basic Academy has a 4-hour instructional block on implicit bias and a 2-hour lab.</p> <p>Year Four: Equity Training Specialist was hired. The Equity Training Specialist began evaluating current trainings to see how the Equity Lens can be institutionalized, acknowledging gaps, and looking for areas to embed equity. The Equity Training Specialist began preparing to pilot equity program in advanced academy. Pilot program was completed. Equity Training Specialist began reviewing training to identify areas of improvement.</p> <p>Year Five: Equity Training Specialist integrated into review of Advanced Academy lessons.</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: EIO,</p> <p>Evaluation Tool: Training records Lesson Plan</p>
<p>4.4: Build capacity and awareness of equity of all training staff.</p>	<p>Year One: Training Staff participated in Equity 101.</p> <p>Year Two: Training Staff participated in Implicit Bias and Procedural Justice.</p> <p>Year Three: EIO created Equity Lens training. EIO Field Training Officer training delayed due to staff turnover.</p> <p>Year Four: Training Leadership received Equity Lens Training. The Equity Training Specialist reviewed past work on courageous conversations and equity lens.</p> <p>Year Five: Equity lens training for training staff scheduled for fall of 2022.</p>	<p>Lead Branch: Training Division</p> <p>Lead Role: Training Division Captain or Designee</p> <p>Stakeholders: EIO</p> <p>Evaluation Tool: Training staff records.</p>
<p>4.5: Normalize Community</p>	<p>Year One - Year Two: No progress.</p> <p>Year Three:</p>	<p>Lead Branch: Training Division</p> <p>Lead Role:</p>

<p>Engagement language and practices.</p>	<p>Community Engagement Officer developed training for 2020 Sergeants Academy. Year Four: Community Service Division trained in 2020 Sergeants Academy on Community Engagement. Training included Equity components and instructions on communicating with community members with Limited English Proficiency. Year Five: Community Engagement Officer created several videos to help members navigate utilization of language resources.</p>	<p>Captain of Training/Community Engagement Officer Stakeholders: EIO, Strategic Planners Evaluation Tool: LMS Trainings.</p>
<p>4.6: Embed Wellness practices at all levels of the bureau, from the onset of all employment within PPB.</p> <p>CHIEF'S PRIORITY</p>	<p>Year Two: Action item created. Wellness focus groups convened and program created. Year Three: Wellness program continued to evolve. At the end of the year had a website and 2 fulltime positions. Responsible Units were encouraged to implement wellness initiatives around maintaining members health and fitness at work. Year Four: Training Division began an end of pilot analysis on the wellness initiative. A Wellness Directive was drafted and started to be reviewed. The plan to train an internal group of members on fitness set to move forward depending on survey and pilot. Year Five: Bureau Wellness Policy reached second universal review.</p>	<p>Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: Personnel, CHO, EIO Evaluation Tool: Report</p>
<p>4.7: Integrate community expertise into department training programs to serve as advisors to assist in building culturally responsive trainings.</p>	<p>Year Two: Community Members participated in Implicit Bias Training. EIO hired consultant to work on Community Partners Project. Year Three: EIO identified partners for Community Partner Project and worked with Training on planning Community Trainer Pool. Year Four: Began discovery phase on a Standard Operating Procedure that would bring in TAC and other impacted community leaders to weigh in on new trainings. The Equity Training Specialist decided the most effective way to move forward is with Work Groups rather than a Task Force. Year Five: PPB piloted community member led workgroup to inform Equity Training Programs.</p>	<p>Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: TAC, EIO, PEAC Evaluation Tool: Lesson Plans. Meeting Notes.</p>

Communications and Access

Long Term Goal: Change Existing City Services using racial equity best practices to increase access for communities of color and immigrant and refugee communities. Increase internal legitimacy.

Five Year Bureau Goal: We are committed to internal and external transparency and collaboration. We document our compliance with Titles II and VI of the Civil Rights Act. We have developed and maintained open, direct, and multi-faceted lines of communication with all of the communities we serve.

Strategy:

Implement A Racial Equity Lens – Items 5.1, 5.2

Operate with urgency and accountability - 5.3, 5.4, 5.5

Be Data Driven – 5.6

Acronyms:

CHO- Chief's Office

BHU- Behavioral Health Unit

BHR- Bureau of Human Resources

DOJ OCR- Department of Justice Office of Civil Rights

EIO- Equity and Inclusion Office

OEHR- Office of Equity and Human Rights

PEC- Police Equity Council

PPB- Portland Police Bureau

REP- Racial Equity Plan

SSD- Strategic Services Division

Action Item	Yearly Progress	Information
<p>5.1: Develop a proactive external and internal communication strategy to promote equity, diversity and inclusion.</p>	<p>Year One: No Progress.</p> <p>Year Two - Year Three: Internal Video Campaign created with equity skills and members selected. Rough script created but filming was canceled due to new social distancing rules of COVID 19. Project suspended.</p> <p>Year Four: EIO consulted with its Police Equity Council around what resources were need. All resources were approved by the Equity Manager and were added to PPB’s internal website.</p> <p>Year Five: EIO participated in PPB podcast “The Talking Beat”.</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity Manager or Designee</p> <p>Stakeholders: Communications Specialist, CHO, Training Division.</p> <p>Evaluation Tool: Equity Communication Plan.</p>
<p>5.2: Develop equity lens toolkit that will be utilized in all programs, policies, practices, missions and decisions. Ensure that understanding of inclusive processes are integrated throughout the bureau.</p>	<p>Year One- Year Two: EIO worked on researching and creating the racial equity lens.</p> <p>Year Three: Equity lens finalized and approved by leadership. Equity Lens training created and approved.</p> <p>Year Four: All command staff and non-sworn managers were trained on Equity Lens as of November of 2020.</p> <p>Year Five: Equity Lens Training Staff scheduled for the fall.</p>	<p>Lead Branch: Equity and Inclusion /Training Division</p> <p>Lead Role: Equity Manager or Designee, Training Captain</p> <p>Stakeholders: Communications, OEHR, Policy Team, Core Team, Training.</p> <p>Evaluation Tool: Lens signed by leadership. Training Records.</p>
<p>5.3: Assure that communications meet the needs of the ten safe</p>	<p>Year One - Year Three:</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role:</p>

<p>harbor languages groups and comply with Title VI regulations.</p> <p>FEDERAL MANDATE</p>	<p>The bureau used language line or internal translators to communicate with community members who speak limited English. Its online releases had google translate options and some printed material is printed in most common languages spoken in Portland.</p> <p>Year Four: The Equity Office reviewed the Language Access Resolution and consulted OEHR around the creation of a formalized Language Access Plan.</p> <p>Year Five: Portland Police approved to receive ADA Coordinator in the Fall.</p>	<p>Equity Manager or Designee</p> <p>Stakeholders: Communications, OEHR, City Attorney, DOJ OCR, SSD, Office of Community Engagement</p> <p>Evaluation Tool: Data related to language access and stops.</p>
<p>5.4: Assure compliance with the Americans with Disabilities Act, Title II.</p> <p>FEDERAL MANDATE</p>	<p>Year One - Year Two: Equity Inclusion Office and Chief’s Office explored proper home for Title II complaints. EIO discussed creating proper response with OEHR.</p> <p>Year Three: EIO created a committee to focus on Title II and Title VI.</p> <p>Year Four: Equity and Inclusion Manager met with OEHR and discussed accommodations. OEHR communicated that they were centralizing the process citywide.</p> <p>Year Five: Portland Police approved to receive ADA Coordinator in the Fall.</p>	<p>Lead Branch: Chief’s Office/ Equity and Inclusion</p> <p>Lead Role: Executive Lieutenant & Equity and Inclusion Manager</p> <p>Stakeholders: Communications, Equity and Inclusion, and OEHR</p> <p>Evaluation Tool: OEHR Report</p>
<p>5.5: Assure that access for historically marginalized groups is in compliance with Title VI.</p> <p>FEDERAL MANDATE</p>	<p>Year One - Year Three: EIO has formed a close working relationship with the Tribal Director of the Office of Government Relations. It has contributed to increased bureau understanding of tribal protection orders and full faith and credit as well as working with the Director on the issue of MMIW.</p> <p>Year Four: EIO worked with Tribal Director to improve Police support of indigenous communities. EIO began process of hiring Equity Data Analysis to use data to identify access for marginalize groups.</p> <p>Year Five: Progress delayed by problems with hiring an Equity Data Analyst.</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity Manager</p> <p>Stakeholders: OEHR, Tribal Director</p> <p>Evaluation Tool: Relevant Documents</p>
<p>5.6: Develop the tools necessary to document compliance with Title II</p>	<p>Year One - Year Two: No Progress Made.</p> <p>Year Three:</p>	<p>Lead Branch: Equity and Inclusion /Chief’s Office</p>

<p>and Title VI related requests and accommodations.</p> <p>FEDERAL MANDATE</p>	<p>EIO established an internal team focused on meeting requirements and streamlining accommodation requests.</p> <p>Year Four: Equity and Inclusion Manager is consulted with OEHR in developing draft for accommodation tracking. OEHR communicated that it would be taking over accommodation tracking for the city.</p> <p>Year Five: Tracking of accommodations was moved to 311. PPB planned to put out internal messaging on how this will be done.</p>	<p>Lead Role: Equity Manager</p> <p>Stakeholders: OEHR, BHU, Policy Team, Title VI Coordinator, Title II Coordinator</p> <p>Evaluation Tool: Documentation of compliance plan is found sufficient by OEHR to track and report requests and accommodations as required by federal and local authorities. 311 Metrics.</p>
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Stakeholder Engagement

Long Term Goal: Strengthen outreach and public engagement for communities of color, youth, and immigrant and refugee communities. Increase bureau legitimacy in the communities we serve, particularly in communities of color. Improve ratings of police services as measured by the City Auditors Annual Community Surveys.

Five Year Bureau Goal: We are responsive to the needs of the communities we serve.

Strategy:

Partner with other institutions and communities – Items 6.1, 6.2, 6.3, 6.4

Building Organizational Capacity- Items 6.5, 6.6, 6.7

Be Data Driven- Item 6.8

Acronyms:

CAG- Coalition of Advisory Groups

CHO- Chief's Office

BHR- Bureau of Human Resources

EIO- Equity and Inclusion Office

PCCEP- Portland Commission on Community Engaged Policing

PEC- Police Equity Council

PIAC- Public Involvement Advisory Council

PPB- Portland Police Bureau

REP- Racial Equity Plan

SSD- Strategic Services Division

Action Item	Yearly Progress	Information
<p>Action 6.1: Strengthen established community Advisory Groups to empower collaborative engagement with bureau leadership.</p>	<p>Year One - Year Two: EIO actively engaged with all bureau’s advisories on a semi-annual basis.</p> <p>Year Three: Latino Advisory for the Portland Police Bureau created.</p> <p>Year Four: The CAG (Coalition of Advisory Groups) had regular meetings with the Chief’s Office. The Bureau created a Latino advisory. The Behavior Health Unit Advisory Council group had its first quarterly community engagement meeting. Community Services Division was dissolved.</p> <p>Year Five: CAG still functioning and active by end of fiscal year.</p>	<p>Lead Branch: Chief’s Office</p> <p>Lead Role: Chief of Police or Designee</p> <p>Stakeholders: PPB Advisory Committees, Equity and Inclusion</p> <p>Evaluation Tool: Frequency of Meetings</p>
<p>6.2: Establish and maintain new Advisory Committee to support the bureau's equity initiatives empowered to collaboratively engagement with bureau's Equity and Inclusion Office.</p>	<p>Year One: No progress.</p> <p>Year Two: Equity Inclusion Office hired consultant for Community Partners Project. Consultant created list of community partners.</p> <p>Year Three: List of community partners and advertising used to recruit community members for PEAC (Police Equity Advisory Council). PEAC was created and is fully functional.</p> <p>Year Four: The PEAC (Police Equity Advisory Council) was operational for over a year. It drafted formal recommendations to the Chief and interfaced with the REP stakeholders. PEAC voted to add subcommittees to its work.</p> <p>Year Five: PEAC still functioning and active by end of year. Two subcommittees (Community Engagement and building the next Racial Equity Plan) created inside the group.</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity and Inclusion Program Manager or Designee</p> <p>Stakeholders: Community Services Division</p> <p>Evaluation Tool: Meeting Minutes</p>

<p>6.3: Establish and maintain new Advisory Committee specifically targeted to engage youth in the community.</p>	<p>Year One: EIO has created materials for youth advisory and shared those materials with the Youth Services Division.</p> <p>Year Two - Year Three: Youth Services Division was in the process of creating advisory when unit was disbanded.</p> <p>Year Four: Community Services Division began to work on Youth Advisory. Process was dependent on working with Portland Public Schools. PPB explored multiple options for moving forward with this item. This item was set back when Community Services Division was dissolved.</p> <p>Year Five: Equity Program Specialist began exploring new ways for PPB to engage with Police. This has been an ongoing process which involved working with school officials and other stakeholders to figure out the most effective way for police to serve the youth of Portland.</p>	<p>Lead Branch: Chief's Office</p> <p>Lead Role: Chief of Police or Designee</p> <p>Stakeholders: Community Services Division</p> <p>Evaluation Tool: Meeting Minutes</p>
<p>6.4: Work with other City structures to continually enhance bureau community engagement efforts and equity initiatives progress.</p>	<p>Year One – Year Three: EIO regularly attended advisory committees, PIAC, and PCCEP.</p> <p>Year Four: EIO representatives, the Inspector General, and representatives of the Chief's Office attended PCCEP (Portland Commission on Community Engaged Police) meetings regularly. Community Services Division Captain attended Building Bridges Events. EIO kept in touch with City Wide Advisory Coordinator around when it may be best to engage with PIAC (Public Involvement Advisory Council). Community Services Division was dissolved.</p> <p>Year Five: ADA coordinator approved for PPB. Community Safety Transition Director pledged support and resources to Restorative Justice Project. Portland Police Bureau and Community Safety Division worked together on supporting the FITCOG (Focus Intervention Team Community Oversight Group).</p>	<p>Lead Branch: Chief's Office/ Equity and Inclusion</p> <p>Lead Role: Chief of Police and Equity Manager</p> <p>Stakeholders: PIAC, CHO, Civil Life</p> <p>Evaluation Tool: Equity Lens Tool Records of meetings with community safety director.</p>
<p>6.5: Reconvene and maintain an internal advisory committee, PEC, inclusive of sworn and non-sworn members that will</p>	<p>Year One: PEC established.</p> <p>Year Two: PEC created focus groups for bureau wellness then restructured to have working subcommittees.</p> <p>Year Three:</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity Manager or Designee</p> <p>Stakeholders:</p>

<p>inform bureau initiatives inclusive of equity.</p>	<p>PEC worked on major projects like Equity in Motion Video Campaign, bureau response to COVID 19 and beginning the crafting of protected classes satisfaction survey.</p> <p>Year Four: PEC had two reoccurring subcommittees. The Training Subcommittee provided feedback to the Equity Training Specialist on the Equity video series for the Bureau’s LMS (Learning Management Series). The Culture Subcommittee began work on a project that will assess how to make a more inclusive culture within the bureau.</p> <p>Year Five: PEC continued to aid EIO in its efforts to complete the REP with the Training and Culture Subcommittees.</p>	<p>CHO/Equity and Inclusion, Police Equity Council</p> <p>Evaluation Tool: Attendance Records, Action Plan and Meeting Minutes.</p>
<p>6.6: Create mechanism to support protected classes of employees within PPB.</p>	<p>Year One -Year Two: EIO explored the possibility of affinity groups.</p> <p>Year Three: PEC will include questions around affinity groups in its upcoming member satisfaction survey.</p> <p>Year Four: The PEC Culture Subcommittee began the work on a project which will evaluate the experience of employees from protected classes. EIO Program Specialist reviewed past research on the inclusiveness of the culture at PPB. EIO Program Specialist begun drafting protocol for members of bureau and public to evaluate impact of bureau environment on culture. Will not begin until city reopening.</p> <p>Year Five: Equity Program Specialist has begun creating facilitator guides for discussion spaces and is waiting on BHR guidance around 2.02 requirements. Equity Program Specialist held test of focus group with PEC Culture Subcommittee. Equity Program Specialist scheduled to begin recruitment of facilitators. Equity Office scheduled to present process to RU managers at upcoming RU Manager Meeting. These discussion spaces expected to be used to develop data informed mechanism.</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity Manager or Designee</p> <p>Stakeholders: Equity and Inclusion, Police Equity Council</p> <p>Evaluation Tool: Report</p>
<p>6.7: Explore past initiative-Intergroup Dialogues. Identify city partners to assist with reconvening and modifying the practice to encourage the</p>	<p>Year One - Year Three: Equity and Inclusion Office has explored reports of past inter-group dialogue and recommended that the organization re-start the program.</p> <p>Year Four: The Chief Office began exploring options for increasing comfort around discussions of race in leadership. The Chief Office planned for discussion for next fiscal year.</p> <p>Year Five: Chief Office began meeting weekly to have difficult conversations.</p>	<p>Lead Branch: Chief’s Office</p> <p>Lead Role: Chief of Police or Designee</p> <p>Stakeholders:</p>

<p>continued practice of courageous conversations.</p>		<p>Intergroup Dialogue Facilitators, Equity and Inclusion Office Evaluation Tool: Participant Evaluation.</p>
<p>6.8: Develop the tools necessary to document, analyze, and develop community engagement to inform equity management decisions.</p>	<p>Year One – Year Three: Community Engagement tracking app developed by Strategic Services Division is used to track Community Engagement within the Bureau. Year Four: Community Engagement app continued to be available. The availability of Officers to do community engagement was lower due to staffing issues. Strategic Services advised that training on the app was not necessary. Year Five: A PSU Graduate partnered with Portland Police to create a report on what community engagement should look like post COVID19.</p>	<p>Lead Branch: Equity and Inclusion Lead Role: Equity Manager or Designee Stakeholders: Operations, SSD Statistical Support Unit, Office of Community Engagement, Equity and Inclusion Evaluation Tool: Report</p>

Data Management

Long Term Goal: Provide equitable City services to all residents.

Five Year Bureau Goal: We are an empirically driven bureau. We collect and use disaggregated data about all our services to develop and adapt/shape equitable policies, evaluate and improve performance as well as offer transparency and accountability to our community.

Strategies:

Be Data Driven – 7.1, 7.2, 7.3

Build Organizational Capacity – 7.4

Acronyms:

CHO- Chief's Office

BHR- Bureau of Human Resources

EIO- Equity and Inclusion Office

OEHR- Office of Equity and Human Rights

PEC- Police Equity Council

PPB- Portland Police Bureau

REP- Racial Equity Plan

SSD- Strategic Services Division

Action Item	Yearly Progress	Information
<p>7.1: Invest in systemic improvements of data collection, analysis, and reporting to inform equity-related management decisions relating to community engagement, recruitment, hiring, and retention activities.</p> <p>CHIEF'S PRIORITY</p>	<p>Year One: EIO approved for Data analyst position to analyze data.</p> <p>Year Two: EIO hired data analyst.</p> <p>Year Three: Data analyst went through background and began role. They then vacated position to become program manager, future of position uncertain with current budgets. A data team is being created by a Police Equity Council Subcommittee to inform this work.</p> <p>Year Four: Equity Data Analyst position was funded and housed in OEHR. EIO and OEHR began the process of hiring the analyst.</p> <p>Year Five: Equity and Inclusion Office met with OEHR to identify potential Equity Trainings. These trainings have been made known to SSD Staff. The Equity and Inclusion Office put together a preliminary plan for the race data task force. First meeting occurred.</p>	<p>Lead Branch: Equity and Inclusion/ Strategic Services Division</p> <p>Lead Role: Equity Manager/ Strategic Services Division</p> <p>Stakeholders: Personnel, Outside consultants, BHR, SSD</p> <p>Evaluation Tool: Report from committee addressing data needs, access, and collection with recommendations for upcoming year.</p>
<p>7.2: Strengthen data collection systems that document training activities related to equity.</p>	<p>Year One - Year Three: Training researched online learning and selected LMS (Learning Management System) as its primary system. This system will allow analysis of Equity trainings once they are created.</p> <p>Year Four: The EIO led Equity Trainings were tracked within the Learning Management System.</p> <p>Year Five: Goal remained complete.</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity Manager</p> <p>Stakeholders: Training</p> <p>Evaluation Tool: Training Reports.</p>
<p>7.3: Utilize OEHR's Racial Equity Toolkit to review the stops data, GET data</p>	<p>Year One: EIO approved for data analyst position to analyze data. SSD provided public with STOPS data analysis and reporting.</p>	<p>Lead Branch: Equity and Inclusion/ Strategic Services Division</p>

<p>and hiring data to identify racial disparities.</p>	<p>Year Two: EIO hired data analyst. SSD provided public with STOPS data analysis and reporting.</p> <p>Year Three: Data analyst went through background and began role. They then vacated position to become program manager, future of position uncertain with current budgets. SSD provided public with STOPS data analysis and reporting.</p> <p>Year Four: BHR made data on hiring available to internal employees. SSD has produced Q1 2021 & Q2 2021 quarterly STOPS report: https://www.portlandoregon.gov/police/65520. SSD worked on the production of an Annual STOPS Report.</p> <p>Year Five: SSD has continued to analyze STOP data like in past years. SSD unable to analyze hiring data due to staffing and access to the data. Hiring data to be analyzed with the hiring of Equity Data specialist.</p>	<p>Lead Role: Equity Manager/ Strategic Services Manager</p> <p>Stakeholders: CHO, SSD, OEHR, Operations Branch</p> <p>Evaluation Tool: Include analysis/narrative in annual Stops Data Report, Recommendations provided based on data.</p>
<p>7.4: Implement an ongoing evaluation processes of the racial equity plan.</p>	<p>Year One: EIO selected Cascade Software to track the progress of the Racial Equity Plan.</p> <p>Year Two - Year Three: EIO used Cascade software to track progress on the strategic plan and trained membership on how to use Cascade software.</p> <p>Year Four: EIO used Cascade to inform the monthly updates. EIO has begun to track update progress in the monthly update sheet. EIO discontinued use of Cascade for cost and logistical reasons.</p> <p>Year Five: Monthly update sheets continued throughout the year.</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity Program Specialist</p> <p>Stakeholders: CHO, Evaluation team, PEC</p> <p>Evaluation Tool: Equity Retreat and Cascade quarterly reports.</p>

Budgeting and Contracting

Long Term Goal: Prioritize equity strategy by allocating funds to facilitate the equity plan and create greater opportunities City government contracting.

Five Year Bureau Goal: PPB's budget and financial equity strategy is embedded within all practices and has the support to rollout initiatives. PPB will have a process that shows value in creating opportunities for minority and women owned businesses & guidance for future budget decisions.

Strategies:

Operate with urgency and accountability – 8.1, 8.2

Build Organizational Capacity- 8.3, 8.4, 8.5, 8.6, 8.7

Be Data Driven- 8.8, 8.9

Partners with other institutions and communities- 8.10

Acronyms:

CHO- Chief's Office

BHR- Bureau of Human Resources

EIO- Equity and Inclusion Office

MWESB- Minority Owned, Woman Owned, or Emerging Small Business

OEHR- Office of Equity and Human Rights

PEC- Police Equity Council

PPB- Portland Police Bureau

REP- Racial Equity Plan

RU- Responsible Unit

SAP- Systeme, Anwendungen, Produkte in der Datenverarbeitung (Systems, Applications, Products in Data Processing) – A software used by the City of Portland for budgeting

Action Item	Yearly Progress	Information
<p>8.1: Continually assess the funding needs of the equity team.</p>	<p>Year One: Office funded for Program Manager, Program Specialist, and temporary support staff (PSU Intern, Hatfield Fellow).</p> <p>Year Two: Office funded for Program Manager, Program Specialist, Equity Data Analyst and temporary support staff (PSU Intern, Hatfield Fellow).</p> <p>Year Three: Office funded for Program Manager, Program Specialist, and Data Analyst. Temporary staff and Data Analyst funding compromised by COVID 19 and budget cuts.</p> <p>Year Four: EIO met with Business Services Group bi-weekly to discuss Equity in Budgeting and EIO's budget opportunities. EIO submitted target to Business Services Group, which is now being reviewed.</p> <p>Year Five: EIO met with Business Services Division bi-weekly to discuss budget needs.</p>	<p>Lead Branch: Equity and Inclusion</p> <p>Lead Role: Equity Manager</p> <p>Stakeholders: CHO, Business Services Group</p> <p>Evaluation Tool: Budget Equity Tool.</p>
<p>8.2: Convene budget advisory council year round in order to strengthen involvement and recommendations to PPB budget.</p> <p>BUSINESS SERVICE GROUP IDENTIFIED PRIORITY</p>	<p>Year One: Budget Advisory Council was active.</p> <p>Year Two: BAC membership expanded. Members of BAC engaged in capacity building.</p> <p>Year Three: Number of Budget advisory meetings increased per year.</p> <p>Year Four: Creation of a 12 member Bureau wide Advisory Committee that has expanded its scope from a budget focus to looking at all of Police Functions. More Information can be found here: https://www.portlandoregon.gov/police/63881</p> <p>Year Five:</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: Budget Advisory Council schedule, Documented Recommendations.</p>

	BAC continued to function and engaged in EIO lead self-reflective exercise focused on how to make the group more equitable and diverse.	
<p>8.3: Educate bureau procurement process owners in the importance of racial and gender equity when soliciting quotes from vendors, in its contracting and purchases, regardless of total dollar amount. Develop education component for RU Managers to increase awareness of MWESB contracting, general procurement priority.</p>	<p>Year One: Identify baseline data points for vendor selection of MWESB vendors & develop training materials.</p> <p>Year Two-Three: Roll out of Training.</p> <p>Year Four: Business Services Group began preparing to develop a training for a future Sergeants academy. In addition, Business Services Group began exploring training for admin staff and professional staff managers. Plans for training included value of MWESB contracts, advice on how to identify MWESB contracts, and the importance of informing businesses who qualify to be MWESB but are not recognized as such how to apply.</p> <p>Year Five: The written training was fully updated. Business Services Division reminded members of their MWESB responsibilities during the procurement process.</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: MWESB Procurement Reports, SAP reports, PCARD Reports.</p>
<p>8.4: Develop education component for Sergeant Academy, Lieutenant, and professional support staff in RUs to increase awareness and value of MWESB contracting and procurement priority.</p>	<p>Year One: Fiscal Services (now Business Services Group) developed academy specific training materials, conducted training.</p> <p>Year Two: Developed understanding for what capacity the Bureau has for MWESB contracting.</p> <p>Year Three: Position hired that will work on this item.</p> <p>Year Four: Business Services Group gathered MWESB data and conducted a preliminary analysis. Next steps will be to identify areas of weakness and opportunity. Business Services Group increased the frequency of internal discussions around MWESB contracting.</p> <p>Year Five: Team developed slides for the next Sergeant's Academy. Team began working on a general training for all members with budget authority.</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: Lesson Plans</p>

<p>8.5: Incorporate MWESB procurement goals into the 1:1 fiscal consultation process.</p>	<p>Year One - Three: Business Services Group incorporated MWESB goals into 1:1 consultations with RU.</p> <p>Year Four: Business Services Groups worked with RUs on budget management. There is currently a SOP (Standing Operating Procedure) in place for working with RUs. SOP was modified to include MWESB procurement goals into discussion.</p> <p>Year Five: Goal completed. No further work needed on this item.</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: SOP</p>
<p>8.6: Utilize technology to enhance the communication around contracting priorities.</p>	<p>Year One: Explored options with training division and began development of process.</p> <p>Year Two - Three: Contracts stored in excel spreadsheets and reviewed quarterly.</p> <p>Year Four: Business Services Group met with Equity and Inclusion and Training Division to explore the options. The outcome of the meeting was the decision that BSG would provide education through SGTs Trainings and SOPs rather than LMS videos.</p> <p>Year Five: Regularly prepared reports and created a tracking sheet. Plans for an informational video forth coming.</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: Videos</p>
<p>8.7: Draft PPB procurement policy that will strengthen the utilization of the state database and support management of pcard usage.</p>	<p>Year One - Year Three: Procurement policy drafted.</p> <p>Year Four: Business Operations Manager reviewed policy draft.</p> <p>Year Five: New draft of policy created and reviewed by the Business Services Manager. Business Services Division has revised policy draft based on Manager recommendations. The Final Draft is completed and approved. Training for the policy has also been completed.</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Equity Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: Policy and Lesson Plan.</p>
<p>8.8: Incorporate equity outcome measures around hiring and MWESB procurement and budget development into the</p>	<p>Year One - Three: Business Services Group accessed ability to track and maintain baseline data.</p> <p>Year Four: Business Services was able to access data around hiring that was publicly available through Bureau of Human Resources: https://www.portlandoregon.gov/bhr/index.cfm?&a=698280</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p>

<p>PPB's community facing dashboard.</p>	<p>Current contracts are analyzed by Business Services Group. Plans for the development of a dashboard are in progress.</p> <p>Year Five: Data was collected but dashboard was not published. Process stalled by staff departure.</p>	<p>Evaluation Tool: Dashboard.</p>
<p>8.9: Utilize procurement data to set contracting & procurement goals.</p>	<p>Year One - Three: Data collected but not analyzed.</p> <p>Year Four: Business Operations Manager analyzed procurement for MWESB data. Business Services Group engaged around internal discussion around setting goals. Tools currently available do not seem able to meet needs of this action item. Business Services Group plans to reach out to Central Procurement to discuss solutions to this problem.</p> <p>Year Five: The new director of procurement worked with PPB to make sure that PPB is in line with city goals. Equity Lens Tool was actively used in process of contracting. The next step is standardizing Equity Lens into process.</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: Completed Equity Lens Tool</p>
<p>8.10: Regularly engage with procurement and OEHR to assure that the Police Bureau aligns racial and gender focused practices and goals with the citywide efforts for procurement and budget practice.</p>	<p>Year One – Three: Preliminary meeting with OEHR held.</p> <p>Year Four: Business Services Group worked with OEHR on use of the budget equity tool. OEHR representative was added to monthly BSG REP check ins. Citywide procurement started a project exploring how to maximize MWESB in contracting. BSG attended meetings relating to this project.</p> <p>Year Five: Business Services Division met with OEHR in procurement meetings and EIO monthly update meetings. Business Services also met with new Equity Staff for citywide procurement on a regular basis.</p>	<p>Lead Branch: Business Services Group</p> <p>Lead Role: Business Services Manager</p> <p>Stakeholders: CHO, EIO</p> <p>Evaluation Tool: Quarterly Meetings</p>

Equity Managers Signature

A handwritten signature in black ink, consisting of several stylized, cursive letters that are difficult to decipher. The signature appears to be written on a light-colored background.

8/16/2022

Chief of Police Signature