

Racial Equity Plan Progress Report

JUNE UPDATE

Equity and Inclusion Office
PORTLAND POLICE BUREAU |



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Monthly Update

Hello Community,

We at the Equity and Inclusion Office are excited to present the second Racial Equity Plan Update for 2022. It is expected that we will be releasing monthly reports until July of this year. In all future reports changes from previously released documents will be italicized and highlighted in red. In addition, when an item's progress level has increased from past reports it will be noted by a '↑'. If for any reason a new roadblock increases the amount of work needed to complete an item and its progress level is decreased it will be marked with '↓'. If there is an update that has not shifted the progress level, it will be marked with a '!'. We have added hyperlinks to the table and We are committed to continual improvements and if community members have suggestions on how we can improve these please send to PPBEquityOffice@portlandoregon.gov.

Progress Level	Meaning	Percent Complete (Est.)
No Progress	This item has had little to no progress.	<10%
Some Progress	This item has been started and had some work done on it but it is still mostly incomplete.	10%-50%
Moderate Progress	Considerable work on this item has been done but it is not yet near complete.	51%-89%
Near Complete	Most of this item is completed. There are a few final touches that need to be done.	90%-99%
Complete	This item has been completed.	100%
Extra Progress	This item been completed and additional work has been done on this item.	>100%

Best,



Marlon Marion, Equity and Inclusion Program Manager

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.	Years four through five of this plan have been informed by years one through three.

Some Frequently used Acronyms:

BHR- Bureau of Human Resources
 CAG- Coalition of Advisory Groups
 CHO- Chief's Office
 EIO- Equity and Inclusion Office
 MWESB- Minority Owned, Woman Owned, or Emerging Small Business
 PEAC- Police Equity Advisory Council
 PEC- Police Equity Council
 PPB- Portland Police Bureau
 REP- Racial Equity Plan
 SSD- Strategic Services Division

Quick Guide to Progress by Area

	.1	.2	.3	.4	.5	.6	.7	.8	.9	.10
<u>Prioritize</u>	MP!	MP!	C	C	C	SP	SP!	C		
<u>Recruitment, Hiring and Retention</u>	NC!	C	SP!	C↑	MP	C	SP	NC↑	MP	MP
<u>Leadership Development</u>	NP	C	C↑	C	C	SP				
<u>Staff Development</u>	C	NC↑	C	SP	MP!	C	C			
<u>Communications and Access</u>	SP!	SP!	SP	SP	NP	NC				
<u>Stakeholders Engagement</u>	C	C	MP	C	C	SP	C	C		
<u>Data Management</u>	C	C	NC ↑	C						
<u>Budgeting and Contracting</u>	C	NC↑	C↑	SP	C	SP	C↑	SP	MP	NC↑

NP=No Progress, SP= Some Progress, MP= Moderate Progress, NC= Near Complete, C= Complete, EP = Extra Progress, ↑= Recent Progress, != Update

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	Year 5	Update	Information	Progress
1.1: PPB 5 year racial equity plan implementation is led by senior leadership.	1) CHO and EIO will meet bi-weekly to discuss REP progress. 2) CHO will participate in Annual Equity Retreat to update plan. 3) CHO will sign updated plan. 4) Division leads will update the Chief on REP progress quarterly. REP leads will discuss what is moving forward and what challenges they are experiencing. 5) Division progress will be published in Racial Equity Plan Updates. Chief's Office will review these updates. 6) CHO will proactively address stalled action items to ensure completion of assigned tasks.	Chief meets regularly with EIO Program Manager. The Chief's Office participated in the Annual Equity Retreat and signed the updated REP. Division Updates will be given quarterly during RU managers meeting. <i>This has not been scheduled yet.</i> Chief's Office plans to schedule new REP/RU managers meetings. Monthly updates are reviewed by Chief's Office before posting.	Lead Branch: Chief's Office/Equity and Inclusion Lead Role: Chief of Police or Designee Stakeholders: Division Leads, CHO Evaluation Tool: Calendar and attendance will verify CHO and EIO meeting regularly. Attendance records can verify occurrence of Annual Equity Retreat to update plan. An updated REP is signed by CHO annually. Division leads will demonstrate their actions items are moving forward in the plan in quarterly meetings.	Moderate Progress

1.2: PPB 5 Year racial equity plan will be: 1) Reviewed by senior management and community stakeholders annually. After review, EIO will: 2) Update the plan and 3) Submit updated plan to PPB senior leadership at PPB for approval and 4) OEHR for posting.	Future Racial Equity Plan will be created using Results Based Accountability with input from community stakeholders and senior management.	<i>EIO has completed Results Based Accountability Classes.</i> EIO has created a REP subcommittee with PEAC. <i>The REP subcommittee is meeting regularly with subcommittee.</i> <i>This process is likely to be completed in 2023 and is currently on track.</i>	Lead Branch: Chief's Office/Equity and Inclusion Lead Role: Chief of Police or Designee, Equity Inclusion Program Manager, Assistant Chief of Services Stakeholders: CERC, Equity Voices, Police Equity Council, OEHR Evaluation Tool: Through attendance records 1) CHO and EIO can verify occurrence of Annual Equity Retreat to update plan. For 2) though 3) an updated and signed plan can be verified by a date of chief's signature. For 4) a revised REP on OEHR's website will be the benchmark	Moderate Progress
1.3: Update mission/vision statements and assure the Bureau Equity Guiding Statement is embedded. 1) Update EIO's mission/vision statements. 2) Update PPB's mission/vision and assure the Bureau Equity Guiding	EIO will finalize its Mission and Vision Statement. CHO will review PPB's Mission, Vision and Values and make necessary adjustments.	EIO has finalized and posted its mission and vision statement.	Lead Branch: Chief's Office/ Equity and Inclusion Lead Role: Chief of Police or Designee Equity Program Manager Stakeholders: Review Committee/ Equity Voices, Strategic plan steering committee, EIO Evaluation Tool:	Complete

Statement is embedded in PPB's mission and vision.			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.	
1.4: Explore project management programming/training to support continual progress and movement of the plan.	EIO will continue to meet with division leads 1:1 and record progress in the Racial Equity Plan Updates. The Chief's Office will highlight three items from the REP to be Chief's Priorities which will receive extra attention.	This is ongoing. The Chief has selected his three priorities for the REP.	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.	Complete
1.5: Integrate equity into all bureau initiatives. Ensure: A) strategic plans align with the REP and equity goals are central; B) all bureau departments initiatives /plan contains	All staff will have equity goals set through success factors. Bureau will provide Equity Lens tool to all RU Managers in crafting their success factors.	All staff have included equity goals in their success factors however Equity lens tool was not used in the development of that process.	Lead Branch: Chief's Office/Equity and Inclusion Lead Role: Equity and Inclusion Program Manager or Designee AC of Services or Designee Stakeholders:	Complete

Equity Statement & decision making.			PPB Division Leads, CHO, Communications Evaluation Tool: Success Factors	
1.6: Integrate equity lens within all decision-making processes.	Finish development and begin implementation of Equity Lens Policy.	Policy team currently focused on Department of Justice compliance efforts. Draft of Equity Lens Policy has been started.	Lead Branch: Equity and Inclusion Lead Role: Equity and Inclusion Program Manager or Designee Stakeholders: CHO, PPB Leadership Evaluation Tool: Lens created and signed.	Some Progress
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).	EIO and Communications will draft a communication plan around how to increase the visibility of the Equity work at the Portland Police Bureau.	Equity Program Manager has discussed this item with the Chief. <i>EIO has recorded a podcast for PPB.</i>	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.	Some Progress
1.8: PPB will create a Chief's Equity Review Council composed of members from all current and advisories	Maintain advisory inclusive of representatives from all other advisories.	The CAG (Coalition of Advisory Groups) is functioning and active.	Lead Branch: Chief's Office Lead Role: Chief of Police or Designee and	Complete

and to include any members from future advisories.			Equity and Inclusion Program Manager or Designee Stakeholders: EIO, PPB Advisory Evaluation Tool: Meeting notes and records	
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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	Year 5	Update	Information	Progress
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. A) Create a plan for strengthening PPB local and national recruitment and marketing strategies for members of color, women, and any intersection of these. B) Assure that this plan is reviewed, updated and approved annually. CHIEF'S PRIORITY	PPB will implement and document changes to increase applications and hiring of marginalized communities and improve structures to ensure that individuals with a background of violent or dangerous behavior and beliefs are not hired.	Background investigators have revised standards around previous disqualifiers to be more accommodating and understanding of individuals from marginalized backgrounds around debt. PPB has 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. Personnel is working with the Chief's Office to evaluate how to modify PS3 hiring process to reflect the responsibilities of the job. (CHO and Labor Relations are discussing this with the Portland Police Association). Background investigators are being trained on identifying problem behavior in social media	Lead Branch: BHR Partners (Formerly Personnel Division) Lead Role: BHR Business Partner (Formerly Personnel Manager or Designee) Stakeholders: CHO, Equity and Inclusion, BHR, Recruitment partners, Personnel Division Evaluation Tool: Personnel REP action plans created.	Near Complete

		to remove individuals with dangerous beliefs and behaviors. <i>BHR has been party to discussions on marijuana use as it relates to the hiring of non-sworn.</i>		
2.2: Continually update officer panel interview questions to align with desired officer competencies related to equity.	Continue to involve Equity and Inclusion Office in the creation of Equity questions for new officers' interview.	Equity Manager has been involved in the process of drafting officer questions.	Lead Branch: BHR Partners (Formerly Personnel Division) Lead Role: BHR Business Partner (Formerly Personnel Manager or Designee) Stakeholders: EIO, CHO Evaluation Tool: Equity Interview Questions	Complete
2.3: Assess internal support needs of current members of color and women to assess inclusion, utilizing several outreach practices to assess satisfaction rate.	Create discussion groups for women, people of color and other marginalized groups to discuss level of inclusiveness within the bureau.	Equity Program Specialist has begun creating facilitator guides for discussion spaces and is waiting on BHR guidance around 2.02 requirements. BHR is updating its 2.02 presentation. Program Specialist will begin to recruit facilitators. <i>EIO has scheduled a meeting with new BHR partners around groups.</i>	Lead Branch: Equity and Inclusion Office Lead Role: Equity and Inclusion Office Stakeholders: Chief's Office, PEC, Personnel Evaluation Tool: Report	Some Progress
2.4: Track, measure and report changes in diversity of sworn	Dashboard is functional and regularly updated. Work with BHR	BHR's dashboard is functional. The bureau is in the process of hiring two recruiters that will use	Lead Branch: BHR Partners	Complete ↑

and non-sworn bureau personnel.	to use data to inform decision making in recruitment.	the information from the dashboard. One part time recruiter has been hired. Both full-time recruiters have been <i>hired</i>. <i>Manager for Community Safety Employee Relations is fully functional.</i> BHR Business Partners will support the reporting of the dashboard information.	(Formerly Personnel Division) Lead Role: BHR Business Partner (Formerly Personnel Manager or Designee) Stakeholders: SSD, OEHR Evaluation Tool: Dashboard	
2.5: Utilize exit interview tools to learn from members about the strengths and weaknesses of the organization. Create annual review and reporting processes.	Exit interview process fully embedded in bureau with mechanisms for recording insights into organization and informing retention efforts. Add stay interviews (why members are staying) into quarterly touch base within success factors. Explore how to tie employee wellbeing and retention into manager accountability. Assess exit interviews for themes and commonalities and report those to leaderships.	Exit interviews are happening. A division has done stay interviews. Personnel is reviewing the resignation process to look for potential changes that allow for a retention meeting prior to separation forms being completed. Personnel has digitized retirement and separation papers. This will give the Personnel Division the ability to more quickly have conversations with employees who are separating, address problems and implement retention strategies.	Lead Branch: BHR Partners (Formerly Personnel Division) Lead Role: BHR Business Partner (Formerly Personnel Manager or Designee) Stakeholders: EIO, CHO Evaluation Tool: Records of Exit Interviews Records of Exit Insights	Moderate Progress

		The form has been developed. BHR Business Partners will support collection and interpretation of that data.		
2.6: Create long-term strategies that invest in the development of local talent. Develop partnerships with local organizations that support this development.	As recruitment and hiring is being moved to BHR, EIO will meet with BHR around recruitment and hiring process. Outreach and recruitment partnerships will be led by BHR, with PPB supplying officers. Cadet program and any additional programs administered by PPB. Expand info sessions/how to apply workshops – in partnership with BHR. Will review and embed Equity Retreat suggestions. Efforts will be focused on building pipeline and leveraging talent pools.	Recruiters are being hired. High School outreach programs connected with personnel. Will connect recruiters with outreach programs with an eye to extending nationally. Recruiters have been managing how to apply workshop which have been expanded since 2021. Information sections are incorporated into new job postings. PPB is exploring ways to keep interested people connected to the Bureau after they age out of the Cadet program. In the Cadet Program, there are about 50 cadets with high internal diversity in the program. Sunday trainings are typically available as part of the cadet program. Cadet program has been hampered by staffing shortages. Cadet program is currently discussing a potential pathway from Cadet Program to the Police Bureau.	Lead Branch: BHR Partners (Formerly Personnel Division) Lead Role: BHR Business Partner (Formerly Personnel Manager or Designee) Stakeholders: EIO, Personnel, CHO Evaluation Tool: Info Session Attendance	BHR Complete
				Training Portion Some Progress

		Cadets will be helping on the Rose Festival Events.		
2.7: Leadership, all HR personnel, and all those serving on interview panels are committed to recruiting and screening candidates in a manner that fosters diversity and inclusion.	BHR will create a hiring process training that will inform those involved in hiring have access to BHR resources around Equity and Inclusion. BHR will review impacts of the backgrounding process and consider measures that can weed out bias.	Background process has been reviewed for potential sources of bias. Background investigators are revising standards around previous disqualifiers to be more accommodating and understanding of individuals of marginalized backgrounds around debt. Hiring process training has been built and training is expected to occur soon.	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: BHR Review	Near Complete ↑
2.8: Embed Equity core competencies for every supervisor and manager position posting and job description.	Work with BHR to embed equity competency requirement for all positions. Work with BHR to embed equity skills in class comp.	This item is in the preliminary stages. BHR is currently reviewing citywide class comp. BHR Business Partner will reach out to BHR to review classification specific to the Police Bureau.	Lead Branch: BHR Partners <i>(Formerly Personnel Division)</i> Lead Role: BHR Business Partner <i>(Formerly Personnel Manager or Designee)</i>	Moderate Progress

		There is a meeting in April to start this process. BHR partner has limited ability to change class competencies specific to police. Has focused on providing leadership trainings to increase Equity competency. Citywide Lead Training has already kicked off. It will continue to grow. Based on feedback BHR is looking to greater tailor training to Sworn Staff. EIO has provided language to Personnel Division to embed Equity in the internal promotion process. EIO reviews all internal job position postings. In promotion process, PPB is requiring an Equity curriculum to be reviewed by applicants. BHR will create a statement that centers equity that will go in job announcements. BHR will work with PPB Equity Manager on creation of equity statement. Class comp currently has equity skills within job descriptions.	Stakeholders: Equity and Inclusion Office Evaluation Tool: Job Descriptions	
2.9: Increase understanding of proactive preventative options	Complete imbedding of Conflict Resolution options within PPB processes. Explore options for	Equity Program Specialist and partners has created process and	Lead Branch: Equity and Inclusion Office	Moderate Progress

such as mediation options and navigating the 2.02 policy.	anonymous reporting and allowing unit rather than individual responses in specific cases.	materials for Conflict Resolution. Policy team has drafted policy. EIO has presented to the Chief. Conflict Resolution will be approved once tracking system and evaluation has been developed. Tracking system has been developed but exit materials have not been created. EIO has emailed BHR business partner around anonymous reporting and allowing unit responses.	Lead Role: Equity and Inclusion Program Manager or Designee Stakeholders: Internal Affairs, BHR Evaluation Tool: New mediation procedures and policies.	
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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	Year 5	Update	Information	Progress
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.	Identify Core Competencies of Equitable Leadership and integrate City Core Values into the Core Competency process.	No progress due to difficulties in hiring Hatfield or Data Analyst.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: CHO/Equity and Inclusion, PPCOA, PPA Evaluation Tool: Report.	No Progress
3.2: Develop individual equity leadership systems to embed within executive training programs; sergeant academies; and for non-sworn managers.	EIO will design a curriculum around leading difficult conversation.	Equity Training Specialist has completed Difficult Conversation training for Field Training Officers.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: CHO/Equity and Inclusion Evaluation Tool: Training records.	Complete
3.3: Design and institute tiered leadership development training for all sworn members. Design and institute separate tiered leadership development	Identify key concepts within Cultural Humility methodology needed to build tiered leadership development training for all staff.	Equity Training Specialist has researched the Basics of Cultural Humility. Equity Training Specialist has released an SOP for future	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders:	Complete ↑

training for all non-sworn members.		integration of Cultural Humility into future trainings.	CHO/Equity and Inclusion Evaluation Tool: List of key concepts of Cultural Humility.	
3.4: Explore self-guided leadership technology platform that encourages ongoing skill building outside of the in-service structure.	Research opportunities for online learning for leadership. Create recommendations on how to move forward.	Equity Training Specialist has been researching opportunities for online learning. Four sworn members have gone through Auschwitz Institute training. Equity Manager and Training Specialist have met with Collaborative Reform Initiative Technical Assistance Center (CRITAC) around funding and training opportunities. Twenty-Five members of the bureau have been identified to take part in the course. There will also be a two week for seventy-five members of the bureau and a six-week course for twenty-five members of the bureau.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: CHO/ Equity and Inclusion Evaluation Tool: Recommendations	Complete
3.5: Develop and provide opportunities for cross-training as well as multi/cross- agency training collaboration.	Connect with Trainers across city to build more holistic multi-agency trainings.	Equity Training Specialist has been meeting with training specialists across the city and discussing formalized system of building connections.	Lead Branch: EIO/Training Division Lead Role: Equity Program Manager Training Division Captain	Complete

		Training Specialist have been sharing resources and contacts. There is an established group that meets bi-monthly.	or Designee Stakeholders: Personnel, Equity and Inclusion Evaluation Tool: Meeting Records.	
3.6: Assess the current promotional processes to identify opportunities to increase access for women and people of color.	Analyze the promotional process using an Equity Lens Tool. Work with Leadership to ensure that members training (internal and external) are taken into account in promotions.	The Equity Program Specialist has reviewed promotional data and made a draft report. This draft report has been discussed with SSD. Program Specialist is in the process of further research and edit. Equity Program Manager has worked on Sergeant and Lieutenants exams to imbed equity. Equity Program Manager will also be involved with the upcoming Captains Promotional process.	Lead Branch: CHO/EIO Lead Role: Chief of Police or Designee Equity Program Manager or Designee Stakeholders: Training Division, BHR, and Personnel Division Evaluation Tool: Bureau Plan for Promoting Women and People of Color created through Equity Lens.	Some Progress

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	Year 5	Update	Information	Progress
4.1: Strengthen training for leadership to build knowledge, attitudes and skills related to equity and inclusion.	Integrate anti-racism and equity into patrol procedures program including debriefs and scenarios. Training will continue to embed lessons learned in next year's planning.	Equity Training Specialist is piloting system of imbedding Equity Training Specialist in the lesson plan approval process and scenario building. This process is starting with Advanced Academy and Community Academy.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: EIO, Division Leads, CHO Evaluation Tool: Training records. Lesson Plans.	Complete
4.2: Strengthen the bureau's ongoing in-service equity training programs for sworn and nonsworn.	Equity Training Specialist or other leadership identified staff will work to develop a plan for curriculum review with community input.	Equity Training Specialist has done curriculum review with community input (with internal stakeholders included). Plan has been written and will be submitted to the Chief's Office.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: EIO, Procedural Justice Officer Evaluation Tool: Training records, Community Input SOP	Near Complete ↑

4.3: Strengthen the bureau's advanced academy equity training programming.	Equity Training Specialist or other leadership identified staff to continue to embed Equity into Advanced Academy.	Equity Training Specialist integrated into review for plans for Advanced Academy.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: EIO, Evaluation Tool: Training records Lesson Plan	Complete
4.4: Build capacity and awareness of equity of all training staff.	All Training Staff will be trained on Equity Lens. Equity Lens tool will be used in curriculum development.	Equity Lens Training has been re-scheduled for Fall due to scheduling conflicts.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: EIO Evaluation Tool: Training staff records.	Some Progress
4.5: Normalize Community Engagement language and practices.	Community Engagement Officer will continue work with Training Division to integrate best community engagement practices into scenario training and LMS training modules.	Community Engagement Officer has created several videos helping members navigate utilization of language resources. <i>One scheduled video remains.</i>	Lead Branch: Training Division Lead Role: Captain of Training/Community Engagement Officer Stakeholders: EIO, Strategic Planners Evaluation Tool: LMS Trainings.	Near Complete
4.6: Embed Wellness practices at all levels of the	Evaluate and report on successes of Wellness Program.	Bureau Wellness Policy is in second universal review.	Lead Branch: Training Division	Complete

bureau, from the onset of all employment within PPB. CHIEF'S PRIORITY	EIO will work with Wellness Team to integrate Equity considerations into Wellness Program.	The Bureau has requested extra funds for cardiac screening, in house mental health counsel, and development of wellness programing.	Lead Role: Training Division Captain or Designee Stakeholders: Personnel, CHO, EIO Evaluation Tool: Report	
4.7: Integrate community expertise into department training programs to serve as advisors to assist in building culturally responsive trainings.	Pilot Community Member Led Workgroup to inform Equity Training Programs.	Done.	Lead Branch: Training Division Lead Role: Training Division Captain or Designee Stakeholders: TAC, EIO, PEAC Evaluation Tool: Lesson Plans. Meeting Notes.	Complete

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	Year 5	Update	Information	Progress
5.1: Develop a proactive external and internal communication strategy to promote equity, diversity and inclusion.	EIO and Communications will draft a communication plan around how to increase the visibility of the Equity work at the Portland Police Bureau.	Equity Program Manager has discussed this item with the Chief. EIO has met with Communications around current communication plan and potential for EIO to speak on the PPB podcast. <i>EIO has spoken on Podcast.</i>	Lead Branch: Equity and Inclusion Lead Role: Equity Manager or Designee Stakeholders: Communications Specialist, CHO, Training Division. Evaluation Tool: Equity Communication Plan.	Some Progress
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.	All Training Staff trained on Equity Lens.	<i>Training rescheduled for fall.</i>	Lead Branch: Equity and Inclusion /Training Division Lead Role: Equity Manager or Designee, Training Captain Stakeholders: Communications, OEHR, Policy Team, Core Team, Training. Evaluation Tool: Lens signed by leadership. Training Records.	Some Progress

5.3: Assure that communications meet the needs of the ten safe harbor languages groups and comply with Title VI regulations. FEDERAL MANDATE	Develop SOP and training for communications on the requirements of the ten safe harbor languages groups and Title VI regulations. Identify areas to increase language translated documents.	Portland Police has been approved to receive an ADA Coordinator in the Fall.	Lead Branch: Equity and Inclusion Lead Role: Equity Manager or Designee Stakeholders: Communications, OEHR, City Attorney, DOJ OCR, SSD, Office of Community Engagement Evaluation Tool: Data related to language access and stops.	Some Progress
5.4: Assure compliance with the Americans with Disabilities Act, Title II. FEDERAL MANDATE	Report to OEHR on an annual basis and make changes when necessary. Work with DRO and City Attorney to better make accommodations for people with disabilities during patrol and demonstrations.	Portland Police has been approved to receive an ADA Coordinator. Hiring Process to begin soon.	Lead Branch: Chief's Office/ Equity and Inclusion Lead Role: Executive Lieutenant & Equity and Inclusion Manager Stakeholders: Communications, Equity and Inclusion, and OEHR Evaluation Tool: OEHR Report	Some Progress
5.5: Assure that access for historically marginalized groups is in compliance with Title VI. FEDERAL MANDATE	Use data to determine whether we are providing access to all marginalized groups in compliance with Title VI. Use results to develop solutions where needed and to	No progress. This is being delayed by the problems with hiring an Equity Data Analyst.	Lead Branch: Equity and Inclusion Lead Role: Equity Manager Stakeholders: OEHR, Tribal Director	No Progress

	create access for identified marginalized groups.		Evaluation Tool: Relevant Documents	
5.6: Develop the tools necessary to document compliance with Title II and Title VI related requests and accommodations. FEDERAL MANDATE	Roll out accommodations tracking policy and procedure.	The tracking of accommodations will be managed by 311 this year. 311 is ready to track accommodations. PPB will soon be putting out internal messaging on how this will be done.	Lead Branch: Equity and Inclusion /Chief's Office Lead Role: Equity Manager Stakeholders: OEHR, BHU, Policy Team, Title VI Coordinator, Title II Coordinator 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.	Near Complete

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	Year 5	Update	Information	Progress
Action 6.1: Strengthen established community Advisory Groups to empower collaborative engagement with bureau leadership.	Advisories to engage with bureau leadership through CHO Advisory (Tied to 1.8).	The CAG (Coalition of Advisory Groups) is functioning and active.	Lead Branch: Chief's Office Lead Role: Chief of Police or Designee Stakeholders: PPB Advisory Committees, Equity and Inclusion Evaluation Tool: Frequency of Meetings	Complete
6.2: Establish and maintain new Advisory Committee to support the bureau's equity initiatives empowered to collaboratively engage with bureau's Equity and Inclusion Office.	Continue to support and shape the advisory council through its second year in operation.	PEAC (Police Equity Advisory Council) is functioning and active.	Lead Branch: Equity and Inclusion Lead Role: Equity and Inclusion Program Manager or Designee Stakeholders: Community Services Division Evaluation Tool: Meeting Minutes	Complete
6.3: Establish and maintain new Advisory Committee specifically targeted to engage youth in the community.	Convene PCCEP Youth Subcommittee and PPB representatives to identify need and existing structures. Use feedback to inform process of engaging youth	This item has been stalled by the lack of staff dedicated to work and difficulty in working with Portland Public Schools after the dissolving of YSD.	Lead Branch: Chief's Office Lead Role: Chief of Police or Designee Stakeholders: Community Services Division	Moderate Progress

	and need for Youth Advisory Committee.	The Equity Office will attend the PCCEP youth to make connections with the current youth advising the bureau. Equity Program Specialist has reached out to community advocates who have connected Police and youth in the past. There have been several meetings and the process is ongoing.	Evaluation Tool: Meeting Minutes	
6.4: Work with other City structures to continually enhance bureau community engagement efforts and equity initiatives progress.	Portland Police Bureau work with Community Safety Transition Director to find opportunities for public engagement and equity initiatives across Public Safety Bureaus.	Community Safety Division is evaluating a plan to request two ADA coordinators to share among the four public safety bureaus. An ADA coordinator has been approved for Portland Police. Hiring Process to begin soon. Community Safety Transition Director has pledged support and resources to Restorative Justice Project. Portland Police Bureau and Community Safety Division have worked together on supporting the FITCOG (Focus Intervention Team Community Oversight Group).	Lead Branch: Chief's Office/ Equity and Inclusion Lead Role: Chief of Police and Equity Manager Stakeholders: PIAC, CHO, Civil Life Evaluation Tool: Equity Lens Tool Records of meetings with community safety director.	Complete and Ongoing

6.5: Reconvene and maintain an internal advisory committee, PEC, inclusive of sworn and non-sworn members that will inform bureau initiatives inclusive of equity.	Continuing work on the training video campaign and creating programs to assess the supports needed for women, LGBTQ+, and People of Color within the bureau. Establish Subcommittees to assist in moving REP and Anti-Racism work forward. EIO will work with Chief's Office to increase Sworn Participation.	PEC is active and engaged in aiding bureau efforts towards REP completion.	Lead Branch: Equity and Inclusion Lead Role: Equity Manager or Designee Stakeholders: CHO/Equity and Inclusion, Police Equity Council Evaluation Tool: Attendance Records, Action Plan and Meeting Minutes.	Complete
6.6: Create mechanism to support protected classes of employees within PPB.	Develop data informed mechanism to both protect and provide voice to protected classes of employees within PPB. In particular explore the ways in which the Bureau can improve its support systems for women, people of color, professional staff, and members of the LGBTQ+ community.	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 will begin recruitment of facilitators. These discussion spaces will be used to develop data informed mechanism.	Lead Branch: Equity and Inclusion Lead Role: Equity Manager or Designee Stakeholders: Equity and Inclusion, Police Equity Council Evaluation Tool: Report	Some Progress
6.7: Explore past initiative- Intergroup Dialogues. Identify city partners to assist with reconvening and	Create and implement a concrete plan about moving forward in intergroup dialogue.	Chief Office is currently meeting weekly to have difficult conversations.	Lead Branch: Chief's Office Lead Role: Chief of Police or Designee	Complete

modifying the practice to encourage the continued practice of courageous conversations.			Stakeholders: Intergroup Dialogue Facilitators, Equity and Inclusion Office Evaluation Tool: Participant Evaluation.	
6.8: Develop the tools necessary to document, analyze, and develop community engagement to inform equity management decisions.	Work with PSU graduate students to determine how community engagement looks post-Covid 19.	Chief has approved proposal. Equity Manager and graduate student are meeting weekly and planning to rollout assessment this quarter. Community Interviews have been conducted. Community Engagement Members had discussion with Officers and EIO. Community has been surveyed on the experience. Officers interviews are completed. Final Report has been completed.	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	Complete ↑

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	Year 5	Update	Information	Progress
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. CHIEF'S PRIORITY	Explore opportunities for professional development in Equity topics for Analysts. Create a task force on how to best collect data as it relates to race.	Equity and Inclusion Office has met with OEHR to identify potential Equity Trainings. These trainings have been made known to SSD Staff. The Equity and Inclusion Office has put together a preliminary plan for the race data task force. First meeting has occurred.	Lead Branch: Equity and Inclusion/ Strategic Services Division Lead Role: Equity Manager/ Strategic Services Division Stakeholders: Personnel, Outside consultants, BHR, SSD Evaluation Tool: Report from committee addressing data needs, access, and collection with recommendations for upcoming year.	Complete
7.2: Strengthen data collection systems that document training activities related to equity.	Goal Complete.	Goal Compete.	Lead Branch: Equity and Inclusion Lead Role: Equity Manager Stakeholders: Training Evaluation Tool: Training Reports.	Complete

7.3: Utilize OEHR's Racial Equity Toolkit to review the stops data, GET data and hiring data to identify racial disparities.	SSD will continue to identify racial disparities in STOPS data and hiring data. Analysis of hiring data dependent on BHR process.	SSD has continued to analyze STOPS data. SSD has completed the last quarterly report of 2021 <i>and first quarter report of 2022. SSD has completed draft of the 2021 report.</i> SSD has not begun to analyze hiring data. <i>This process has been held up by staffing issues and access to the data.</i> <i>Equity Data Analyst interviews have been completed.</i>	Lead Branch: Equity and Inclusion/ Strategic Services Division Lead Role: Equity Manager/ Strategic Services Manager Stakeholders: CHO, SSD, OEHR, Operations Branch Evaluation Tool: Include analysis/narrative in annual Stops Data Report, Recommendations provided based on data.	Near Complete ↑
7.4: Implement an ongoing evaluation process of the racial equity plan.	EIO will post regular updates on REP progress on its website.	Complete and Ongoing.	Lead Branch: Equity and Inclusion Lead Role: Equity Program Specialist Stakeholders: CHO, Evaluation team, PEC Evaluation Tool: Equity Retreat and Cascade quarterly reports.	Complete

Budgeting and Contracting

Long Term Goal: Prioritize equity strategy by allocating funds to facilitate the equity plan and create greater opportunities in 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	Year 5	Update	Information	Progress
8.1: Continually assess the funding needs of the equity team.	Assess annually the budget needs of equity work at PPB and evaluate funding needs.	EIO meets with Business Services Division bi-weekly to discuss budget needs.	Lead Branch: Equity and Inclusion Lead Role: Equity Manager Stakeholders: CHO, Business Services Division Evaluation Tool: Budget Equity Tool.	Complete
8.2: Convene budget advisory council year round in order to strengthen involvement and recommendations to PPB budget. BUSINESS SERVICE GROUP IDENTIFIED PRIORITY	Assess Bureau-wide Advisory Council in areas of diversity, engagement, empowerment, and equity focus. Make note of areas for improvement. Create opportunity for community members to receive training on Portland Police's Equity Lens.	The Bureau-wide Advisory Council made recommendations for budget development. <i>EIO has led a self-assessment for the BAC in diversity, engagement, empowerment, and equity focus.</i> <i>EIO has decided to suspend an Equity Lens training for external groups. EIO hopes to look into collaborating with Civic Life and OEHR in the creation of future trainings.</i>	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders: CHO, EIO Evaluation Tool: Budget Advisory Council schedule, Documented Recommendations.	Near Complete ↑
8.3: Educate bureau procurement process owners in the importance of racial and	Training is embedded and will continue.	Business Services Division is in the process of improving the training.	Lead Branch: Business Services Division Lead Role: Business Services Manager	Complete ↑

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.		<i>The written training has been fully updated.</i> Business Services Division has been reminding members of their MWESB responsibilities during the procurement process.	Stakeholders: CHO, EIO Evaluation Tool: MWESB Procurement Reports, SAP reports, PCARD Reports.	
8.4: Develop education component for Sergeant's Academy, Lieutenant, and professional support staff in RUs to increase awareness and value of MWESB contracting and procurement priority.	Create plan to integrate data insights into future/current trainings.	Team has developed slides for the next Sergeant's Academy. Working on a general training for all members with budget authority.	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders: CHO, EIO Evaluation Tool: Lesson Plans	Some Progress
8.5: Incorporate MWESB procurement goals into the 1:1 fiscal consultation process.	Goal complete.	Goal complete.	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders: CHO, EIO Evaluation Tool: SOP	Complete
8.6: Utilize technology to enhance the communication around contracting priorities.	Create videos that highlight the importance of equity considerations during contracting. Include the importance of	Tracking sheet is prepared and reports are prepared on a regular basis.	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders:	Some Progress

	informing all vendors about COBID certification.	Video creation has not started yet.	CHO, EIO Evaluation Tool: Videos	
8.7: Draft PPB procurement policy that will strengthen the utilization of the state database and support management of pcard usage.	Finalize and approve draft of policy. Develop training for policy.	New Draft of Policy has been created and has been reviewed by the Business Services Manager. Business Services Division has revised policy draft based on Manager recommendations. The Final Draft is completed <i>and approved</i> . <i>Training for the policy has also been completed.</i>	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders: CHO, EIO Evaluation Tool: Policy and Lesson Plan.	Complete ↑
8.8: Incorporate equity outcome measures around hiring and MWESB procurement and budget development into the PPB's community facing dashboard.	Finalize and Publish Dashboard.	Data has been collected. Dashboard is not ready for publishing. Business Services Group is actively working on getting dashboard up and running. This item has been stalled by staff departure.	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders: CHO, EIO Evaluation Tool: Dashboard.	Some Progress
8.9: Utilize procurement data to set contracting & procurement goals.	Set contracting & procurement goals using equity lens.	The new director of procurement has been working with PPB on making sure that PPB is in line with city goals. Lens Tool is being actively used in process of contracting. Next step is standardizing Equity Lens into process.	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders: CHO, EIO Evaluation Tool: Completed Equity Lens Tool	Moderate Progress

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.	Continue to work with OEHR to identify process improvements and shared opportunities. Business Services Division will meet with OEHR to discuss REP items and opportunities to collaborate.	Business Services Division meet with OEHR in procurement meetings and EIO monthly update meetings. It has been announced that there will be a new Equity staff for citywide procurement. <i>This position has been hired.</i>	Lead Branch: Business Services Division Lead Role: Business Services Manager Stakeholders: CHO, EIO Evaluation Tool: Quarterly Meetings	Near Complete ↑
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Marlon Marion
Equity Manager



Charles Lovell III
Chief of Police