

Furthering the Citywide Racial Equity Goals and Strategies

For the Period July 1, 2023 to June 30, 2028

Bureau: Portland Police Bureau

Director: Chief Robert Day

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.



Contents

- Letter to the Community, 4
- REP Plan Progress..... 6
- Racial Equity Plan Update By Area 7
- Crime Prevention and Reduction 8
 - 1.01 Restorative Justice 9
 - 1.02 Bias Crime 9
 - 1.03 Houseless Safety 10
 - 1.04 Gun Violence 10
 - 1.05 Use of Force 10
 - 1.06 Racial Profiling..... 11
 - 1.07 Traffic Safety 11
 - 1.08 Data 12
- Community Engagement and Inclusion 13
 - 2.01 Community Relations..... 14
 - 2.02 Advisory Bodies..... 14
 - 2.03 Title VI 15
 - 2.04 Title II 15
 - 2.05 Community Feedback 15
 - 2.06 Equitable Communications 16
 - 2.07 Community Informed Training..... 16
 - 2.08 Behavioral Crisis Response..... 16
 - 2.09 Youth Engagement..... 18

Organizational Excellence	20
3.01 Equitable Training	21
3.02 Evolving Training	21
3.03 Procedural Justice	22
3.04 Wellness	22
3.05 Leadership Training.....	23
3.06 Recruitment and Retention	23
3.07 Promotions.....	24
3.08 Resource Dedication	24
3.09 Technology	25
3.10 Accountability	26
3.11 Culture of Inclusion	26
3.12 Equity Lens	27
Glossary.....	29

Letter to the Community,

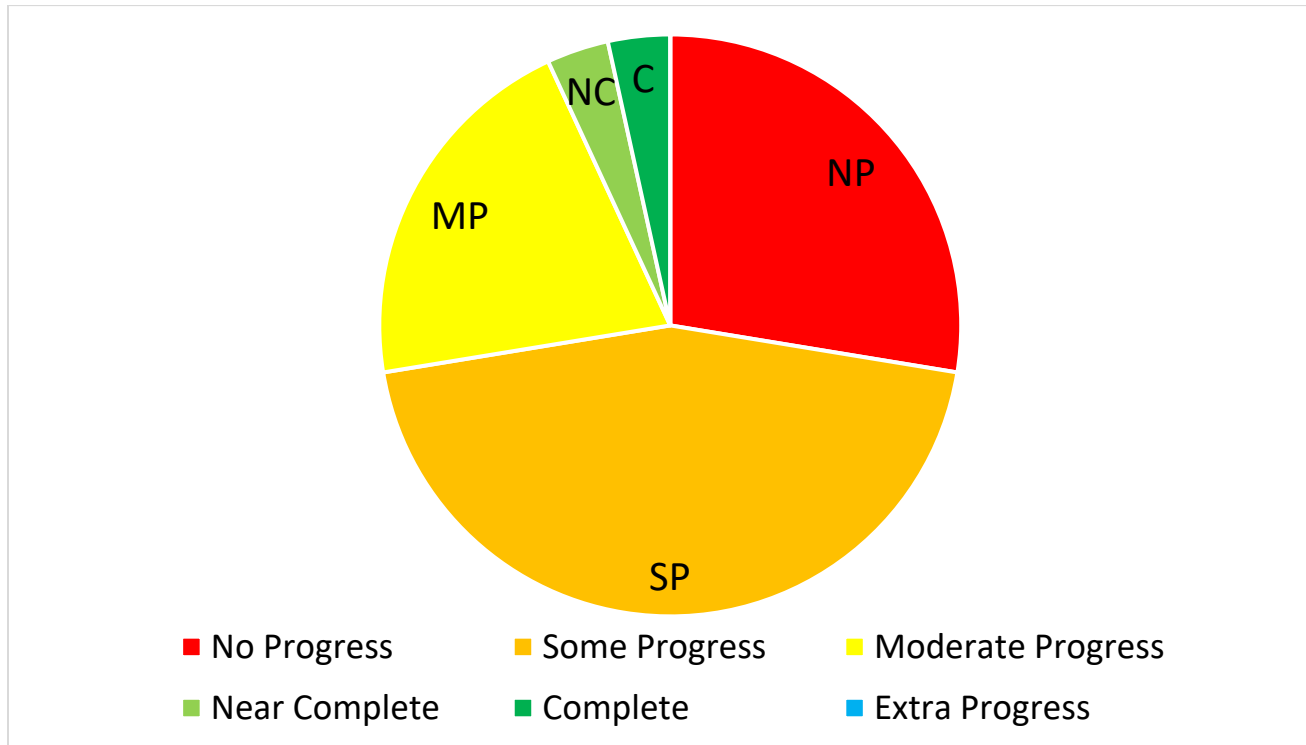
Dear Portland Community,

Welcome to our December update of the Racial Equity Plan. We are happy to inform you that we have made progress on several items and that items with improvements or updates are now marked by an arrow '↑' or a '!'. New text is bolded and italicized. Very few items remain in the 'no progress' phase and we suspect all items will see at least some progress by February, except for potentially 2.04 which is dependent on staff recruitment and backgrounding. While much work remains to be done, we expect the early months of 2024 will be very productive and we will see much more of the plan reach complete. As the year 2023 ends and 2024 begins we want to thank the countless community, city, and bureau members who have made this Racial Equity Plan possible. 2023 has been a tremendous year for our Office and we are proud of the plan that was created. We hope that 2024 brings with it the opportunity to see the completion of all the year one goals and a successful launch of year two.

Best,

The Equity and Inclusion Office

REP Plan Progress



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

	.1	.2	.3	.4	.5	.6	.7	.8	.9	.10	.11	.12
Crime Reduction and Prevention	SP!	SP	SP!	NP	MP	SP↑	MP	NP				
Community Engagement and Inclusion	SP	SP	SP	NP	SP	NP	SP↑	MP	SP!			
Organizational Excellence	C	MP!	MP	MP	SP	SP	SP↑	SP!	NC	SP↑	SP!	MP↑

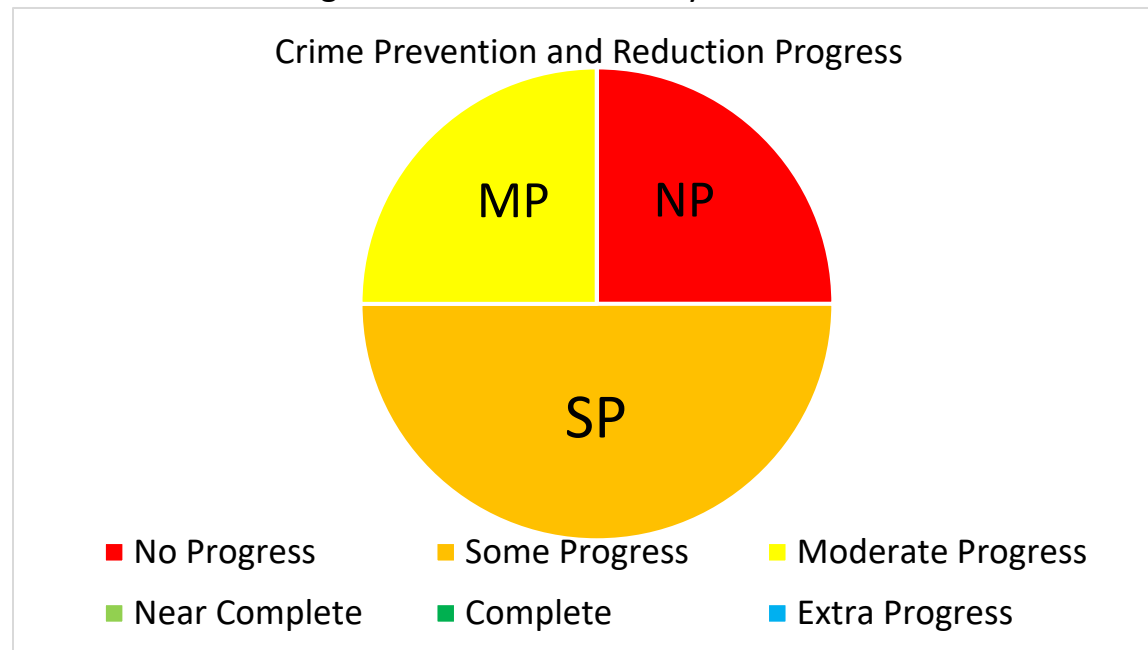
Racial Equity Plan Update By Area

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

Crime Prevention and Reduction

We will focus on reducing our crime rates by utilizing data driven strategies.

Crime is not a force that equally harms all members of society. Evidence shows that nationally women, people of color, and the poor are more likely to be victims of crime.¹ Here in Portland it is clear that some neighborhoods have higher rates of crime victimization relative to others.² Yet we are mindful that while crime can be a force of inequity, the wrong approaches to the prevention of crime can also be devastating to communities. We recognize that while under-policing of dangerous behavior can leave neighborhoods and communities feeling neglected and unsafe, over-policing can leave them feeling harassed, fearful and abused. Portland Police Bureau commits to consistently seeking to evolve its practices to best meet the needs of the community and offer solutions that seek to address the concerns of the most marginalized and offer safety for all.



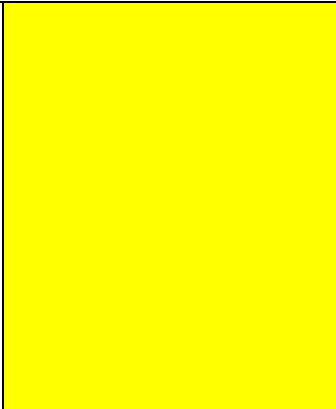

¹ Morgan R.E., Truman J. L., U.S. Department of Justice (2020), *Criminal Victimization, 2019*, Bureau of Justice Statistics.

² Portland Police Strategic Services Division, Portland Crime Statistics Dashboard, Accessed August 3rd, 2022.

5 Year Commitment	Year Goal (FY 2024)	Update	Progress
<p>1.01 Restorative Justice The Portland Police Bureau will incorporate and expand efforts towards the integration of Restorative Justice into the criminal justice system.</p>	<p>Educate community on how to request Restorative Justice from Police. Begin tracking Restorative Justice offers and referrals.</p>	<p>Community education on hold until state funding is secured for Restorative Justice Partners. Tracking of referrals has already begun. <i>Portland Police and Pacific Lutheran Community Services Northwest's Portland Community Justice Partnership are working together to find ways to streamline collaboration and increase responsiveness.</i></p>	<p>Some Progress!</p>
<p>1.02 Bias Crime The Portland Police Bureau will continue to address bias crime and its impacts on the community.</p>	<p>Create and distribute presentation materials on bias crime to community group representatives of top five populations victimized by bias category in Portland.</p>	<p>New Bias Response Directive is planned for first universal review. Communications on bias response will follow the update of the policy. New policy is expected to increase clarity and transparency for bureau's response to bias crimes.</p>	<p>Some Progress</p>

<p>1.03 Houseless Safety The Portland Police Bureau will improve the safety of the city's houseless population from the impacts of crime.</p>	<p>Provide guidance to houseless service providers on how to report crimes against their clients to the Police.</p>	<p>Portland Police is currently working to identify service providers and discuss with them what the needs are. <i>Portland Police has identified three service providers for initial connection. Initial connections expected to occur early in 2024.</i></p>	<p>Some Progress!</p>
<p>1.04 Gun Violence The Portland Police Bureau will invest in equitable solutions to Gun Violence and support for affected communities and individuals.</p>	<p>Build a program of tracking community outreach and relationship building for the Focused Intervention Team (FIT).</p>	<p>No update. Current tracking includes community meetings, community policing, community-other, community contacts. Current FIT tracking currently includes 80+ categories of activity. Future work includes identifying types of contacts and relationship building FIT is engaging in.</p>	<p>No Progress</p>
<p>1.05 Use of Force The Portland Police Bureau will invest in trainings and</p>	<p>Continuing to invest in de-escalation, crisis intervention, and communication best</p>	<p>This work is ongoing. Participation in ECIT certification is being</p>	<p>Moderate Progress</p>

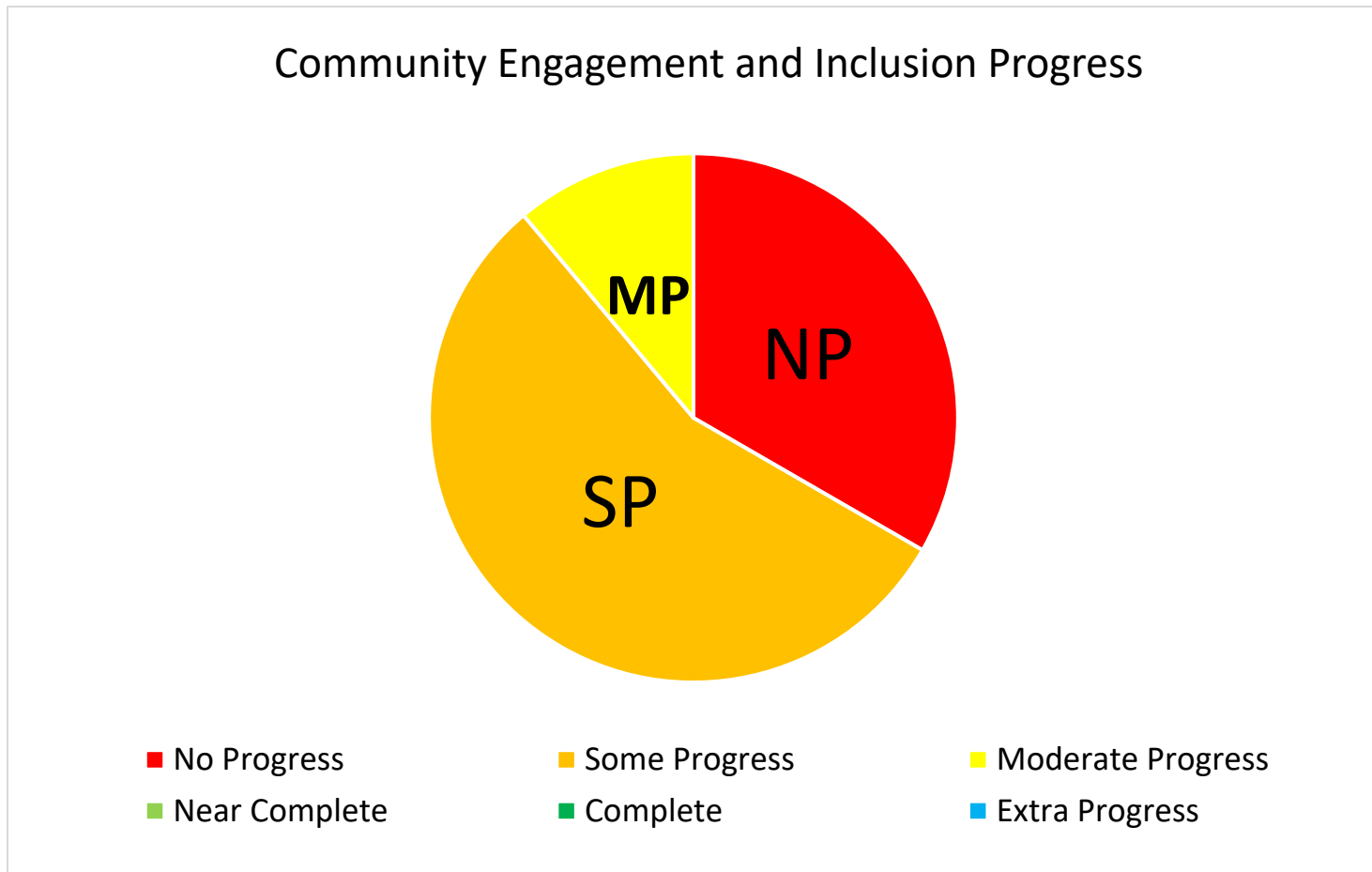
<p>strategies to increase police effectiveness while reducing the use of force in police action.</p>	<p>practices within Advanced Academy, Field Training Officer (FTO) Schools, In Service, and Enhanced Crisis Intervention Training (ECIT) certification courses.</p>	<p>tracked. Trauma informed interviewing was integrated into in-service. Current training schedule is on track.</p>	
<p>1.06 Racial Profiling The Portland Police Bureau will make continuous effort to ensure that biased-based police and racial profiling are not used within bureau operations.</p>	<p>Ensure that new Body Worn Camera's (BWC) policy, training and standard operating procedures includes focus on equity considerations, racial profiling, and bias.</p>	<p>Equity and Inclusion Office has had a meeting with the Policy Director to discuss best options so that Body Worn Camera program aid the Bureau's goals around preventing bias based policing and racial profiling. <i>Preliminary conversations between Equity and Inclusion and Internal Affairs have happened. Future of Policy will be dependent on BWC timeline and new Police Oversight structure.</i></p>	<p>Some Progress↑</p>
<p>1.07 Traffic Safety The Portland Police Bureau will work with City Partners to lower traffic fatalities</p>	<p>PPB will coordinate directly with PBOT Engineers to allow Bureau of Transportation staff to more quickly identify</p>	<p>Portland Police has quarterly check ins with PBOT. PBOT is coordinating with the</p>	<p>Moderate Progress</p>

<p>and invest equitably in making the roads safer for pedestrians, cyclists, and motorists.</p>	<p>necessary infrastructure changes.</p>	<p>Major Crash Teams. PBOT has expressed interest in having engineers to respond to crash sites and speak with investigators. Current process is complicated by need to have scene intact for the investigation.</p>	
<p>1.08 Data The Portland Police Bureau will use data to better understand and address the impacts of crime and policing on marginalized populations.</p>	<p>Create a Public Dashboard of REP Metrics to track impacts of the Bureau's Racial Equity efforts.</p>	<p>Strategic Services Division will assist in the creation of the dashboard once metrics have been selected and scheduled by the Equity and Inclusion Office. Metric selection is expected to begin in January.</p>	<p>No Progress</p> 

Community Engagement and Inclusion

Our goal will be to institutionalize the concept and do so by seeking out increased opportunities to engage with the community and to provide better training in this area for our officers.

Community must be at the core of what we do. We believe that if police are not seen as, and do not act as, extensions of the public, we will be viewed as an occupying force and perceived as illegitimate. Further we believe that it is insufficient that Bureau Members merely engage with the general public. In many cases throughout history, police have been used as a tool of a powerful majority to suppress and surveil minority populations. For this reason, we seek to build relationships with vulnerable populations and provide pathways for the most marginalized to have meaningful access in shaping the direction and focus of the bureau.



5 Year Commitment	Year Goal (FY 2024)	Update	Progress
<p>2.01 Community Relations The Portland Police Bureau will continue to engage in community relationship building activities and programs.</p>	<p>Develop foundational framework for the PPB decentralized community engagement strategies.</p> <p>Build a foundation for PPB led community educational content tailored to contemporary needs, issues, and community priorities (e.g., active shooter, verbal de-escalation).</p>	<p>Portland Police currently engages in active shooter trainings. BHU currently teaches business de-escalation techniques. Current processes will be used to inform foundational framework.</p>	<p>Some Progress</p>
<p>2.02 Advisory Bodies The Portland Police Bureau will strengthen advisory body engagement and bureau responsiveness.</p>	<p>Develop a PPB policy/protocols, strategic framework for working with community-led advisory groups and forums.</p> <p>Hold an annual retreat with CAG members for assessment and strategic planning.</p>	<p>Portland Police has engaged in annual retreat with CAG last summer which will provide model for future engagement.</p>	<p>Some Progress</p>

<p>2.03 Title VI The Portland Police Bureau will exceed its Title VI requirements.</p>	<p>Create foundational framework for holistic, comprehensive, and equitable Language Justice Program, Practices and Polices. Language Justice is a holistic and person-centered approach to the rights of individuals to communicate in their primary language and have full and meaningful access to and understanding of the services they are using.</p>	<p>Preliminary research is being done on language justice program.</p>	<p>Some Progress</p>
<p>2.04 Title II The Portland Police Bureau will exceed its Title II requirements.</p>	<p>A completed needs assessment of the Portland Police Bureau's Title II requirements and opportunities.</p>	<p>Portland Police is in the process of hiring an ADA Specialist. The needs assessment will be done by this individual.</p>	<p>No Progress</p>
<p>2.05 Community Feedback The Portland Police Bureau will increase its capacity to receive feedback from and to actively participate in open and honest dialogue with community members impacted by police systems such as individuals impacted by crime, arrested</p>	<p>Explore options for increasing follow up services for community members who have had police contact.</p>	<p>Portland Police is exploring SPIDR Tech as a potential way to increase follow up services.</p>	<p>Some Progress</p>

individuals and communities impacted by crime.			
<p>2.06 Equitable Communications</p> <p>The Portland Police Bureau will integrate equity values and practices into communications with staff, public, and media.</p>	Create a style book for Police communications that incorporates equity values and practices. A style book will outline standard practices in various Portland Police Communications that establish a baseline for how the Bureau will present information.	No update.	No Progress
<p>2.07 Community Informed Training</p> <p>The Portland Police Bureau will incorporate community members most impacted by policing into the Training Process when feasible and in line with best practices.</p>	Create a best practice review for community involvement in training and policy.	Equity Training Specialist is developing process for review creation. <i>Training Specialist is in the process of survey design and has begun initial outreach to past participants and training staff.</i>	Some Progress ↑
<p>2.08 Behavioral Crisis Response</p> <p>The Portland Police Bureau will aid people in behavioral crisis resulting from known or suspected mental illness or drug and alcohol</p>	Work with Behavior Health Unit Advisory Committee to identify barriers to services, opportunities for improved support, and priorities for service.	The BHU continues to collaborate with multiple community partners, to include service providers, persons with lived experience, advocacy groups,	Moderate Progress

<p>addiction through coordination of services with partners and utilization of expertise from individuals with lived experiences.</p>		<p>governmental and non-governmental organizations. Additionally, the officers and clinicians that comprise the BHU Behavioral Health Response Teams (BHRTs) continue to work with persons experiencing mental illness within our community and help the community members navigate the system to decrease their police contact and victimization through connection to supportive clinical and housing services. The BHU continues to recognize the shortage of services available to those in our community experiencing behavioral crisis, including mental health and addiction.</p>	
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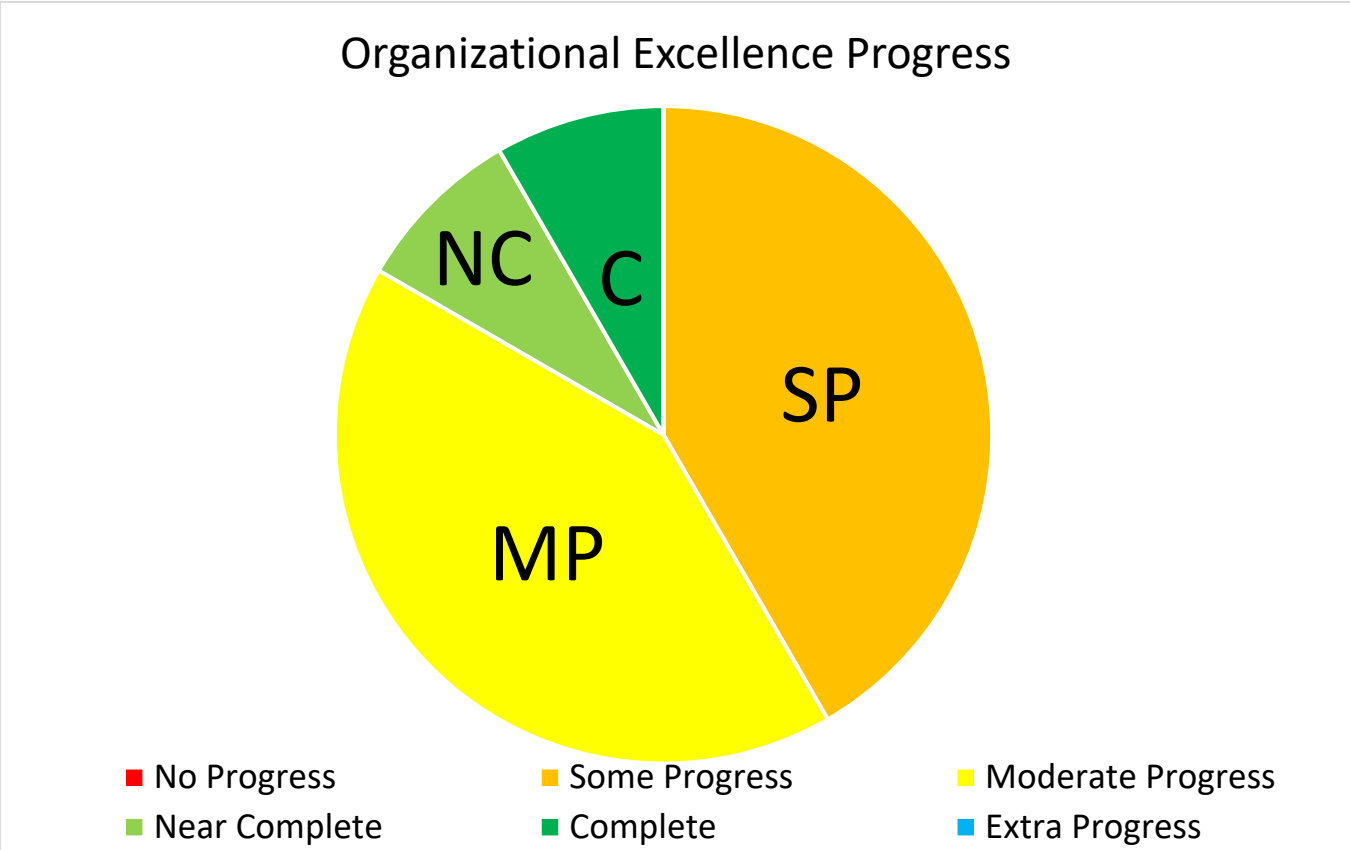
		<p>A set of recommendations is currently in use for the Behavioral Health Unit. Currently working on procuring a transport vehicle in collaboration with Fire and Rescue, PSR, and advocating for increasing accessibility of resources for individuals in crisis. Availability of resources dependent on funding at the state level.</p> <p>Behavioral Health Unit is working with Behavioral Health Advisory Committee on the creation of a dashboard for the unit.</p>	
<p>2.09 Youth Engagement The Portland Police Bureau will create opportunities for building impactful relationships centered on youth voice and agency.</p>	<p>The Equity and Inclusion Office will work with the Multnomah Youth Advisory Council to codevelop strategies for increasing Police Engagement with Youth.</p>	<p>The Equity Program Specialist has met with Multnomah Youth Advisory Council to discuss the process for strategy development.</p>	<p>Some Progress!</p>

		<p>Multnomah Youth Advisory Council has developed a youth outreach plan to present to PPB Assistant Chief of Community Engagement.</p> <p><i>The Youth Advisory has presented the materials to PPB representatives.</i></p>	
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Organizational Excellence

We will constantly strive to improve and perform at a higher level. This will be done by focusing on our overall organizational level of professionalism as well as on our individual levels of professionalism displayed to the public in our everyday work.

We believe that in order to connect with the community and proactively prevent and reduce crime we need to be an organization that holds itself to the highest standards in areas like hiring, budgeting, and training. This section set the goals for the internal workings of the organization. It focuses on how the organization can improve performance in areas of member wellness, creating an inclusive environment, and dealing with cases of misconduct. It recognizes that excellence is always a work in progress, standards are always improving and there will always be room for innovation and improvement.



5 Year Commitment	Year Goal (FY 2024)	Update	Progress
<p>3.01 Equitable Training The Portland Police will incorporate Equity Practices throughout the training development, implementation, and evaluation process.</p>	<p>Hiring and retaining the Inclusion and Civil Rights Trainer to develop and implement equity practices in the Training Division through reviewing and providing recommendations for training materials and creating best practice and resource guides.</p>	<p>Civil Rights Trainer has been hired.</p>	<p>Complete</p>
<p>3.02 Evolving Training The Portland Police will align with best practices and seeking to be innovative in training and policy.</p>	<p>Embed Equity considerations into systemic creation of Training Lesson Plans. Ensure that systemic creation of Lesson Plans complies with Americans with Disabilities Act (ADA) best standards.</p>	<p>New lesson plan template has been created with built in quality check that includes ADA compliance. Training division is in the process of imbedding CC into all training videos. Implementation of ADDIE (Analysis, Design, Development, Implementation) instructional design model to include equity in design phases. Equity concepts are planned to</p>	<p>Moderate Progress!</p>

		be integrated into lesson design resources. <i>Template is planned to go live on January 1st.</i>	
<p>3.03 Procedural Justice The Portland Police Bureau will commit to continual growth in the areas of customer service and Procedural Justice.</p>	<p>Continuing to invest in customer service and Procedural Justice best practices within Advanced Academy, Field Training Officers (FTO) Schools, and In-Service.</p>	<p>Equity and Inclusion Team has met with Charlotte Police Department to learn more about Customer Service in Policing. Police Training Staff has also received materials from Charlotte Police. Procedural Justice has been integrated into in-service, advanced academy and FTO as well as scenarios. Procedural Justice components are also included in the systematic lesson plan quality check list.</p>	<p>Moderate Progress</p>
<p>3.04 Wellness The Portland Police Bureau will continue efforts in</p>	<p>Document and highlight Culturally Specific and Diverse Wellness Resources on available material to reflect</p>	<p>Portland Police has made efforts to ensure that Employee Assistance Program</p>	<p>Moderate Progress</p>

<p>increasing member wellness and wellbeing.</p>	<p>diversity of member needs and demographics.</p>	<p>(EAP) mental health providers are from a diverse set of backgrounds to reflect our membership. Police members have access to culturally specific wellness resources through its provider choices. Equity Training Specialist will compile list of diverse resources to add to internal Police Bureau Resources.</p>	<p></p>
<p>3.05 Leadership Training The Portland Police Bureau will invest in training and building capacity of its organizational leaders and supervisors to lead on equity.</p>	<p>Research and development of course materials on diagnosing inequities and systemic problem solving.</p>	<p>Equity Training Specialist has begun conversations on materials and planned next steps.</p>	<p>Some Progress</p>
<p>3.06 Recruitment and Retention The Portland Police Bureau will prioritize and innovate in the recruitment, hiring</p>	<p>Identify trends and opportunities in Portland Police recruitment efforts through Equity Data Analyst's Needs Assessment Report.</p>	<p>Equity Data Analyst has received data from the Bureau of Human Resources on applicant diversity and has begun analysis of data.</p>	<p>Some Progress</p>

<p>and retention of a diverse workforce.</p>		<p>Recruiters are currently assessing job posting language to assess opportunities to attract a diverse applicant pool.</p>	
<p>3.07 Promotions The Portland Police will ensure an Equitable process for promotions, assignments to specialty units, and career development for both sworn and professional staff.</p>	<p>Update annual performance evaluation to better collect data on individual aspirations within the organization.</p>	<p><i>Equity and Inclusion Office has created initial suggestions for data collection and scheduled time to discuss them with Chief's Office.</i></p>	<p>Some Progress ↑</p>
<p>3.08 Resource Dedication The Portland Police Bureau will dedicate staff, time and resources to best support equitable outcomes.</p>	<p>Incorporate Equity Review of Budget as a yearlong process.</p>	<p>Business Services Division has begun regular meetings with Equity and Inclusion Office. The strategic planning process for the budget strategy has begun with engagement with equity office and community members incorporated into process.</p>	<p>Some Progress!</p>

		<p><i>Budget Retreat with leadership discussed use of funds to increase use of community expertise in development of training and equitable efforts in recruitment.</i></p>	
<p>3.09 Technology The Portland Police Bureau will ensure equitable use of current and future technology.</p>	<p>Increase transparency and legitimacy to online reporting system by increasing ease of use.</p>	<p>Portland Police has updated the splash page for online reporting to increase ease of use by providing guidance for online reporting, revising language, and removing redundancies. Changes were based on surveys. Portland Police used pre and post surveys. Preliminary responses suggest that changes are positively received but still indicate that online reporters still prefer officer follow up. Portland Police is currently exploring</p>	<p>Near Complete</p>

		other potential online platforms that may increase ease of use.	
<p>3.10 Accountability The Portland Police Bureau will productively address police accountability and staff misconduct while fairly and transparently upholding professional standards.</p>	Identify opportunities for improvements in the accountability system.	<i>Ongoing conversations between Independent Police Review and Internal Affairs identify improvements. Internal Affairs is currently in the process of reviewing and updating all Standard Operating Procedures.</i>	Moderate Progress ↑
<p>3.11 Culture of Inclusion The Portland Police Bureau will foster an inclusive and welcoming environment for all members.</p>	Creation of an Internal Inclusion Study that will be used to inform the next four years of the plan.	The Equity and Inclusion Office has begun internal inclusion study and completed the work group exploring professional staff experiences. Additional work groups exploring experiences of women, people of color, and members of the LGBTQIA2S+ community are planned.	Some Progress!

		<p><i>First experiences of People of Color groups has been conducted. Second session is planned to collect further data.</i></p>	
<p>3.12 Equity Lens The Portland Police Bureau will integrate the Equity Lens into all facets of bureau business and operations.</p>	<p>Create a directive incorporating the Equity Lens into the Bureau policy and procedures process.</p>	<p>Policy Team has worked with Equity and Inclusion Office to create Equity Lens tool specifically tailored to the policy process. First draft of tool has been submitted to Policy Team for review. <i>Policy Team has used this to create an equity checklist that has been approved by the Equity Office.</i></p>	<p>Moderate Progress↑</p>

Glossary

ADA- Americans with Disabilities Act

BHU- Behavior Health Unit

BHRT- Behavioral Health Response Teams

BWC- Body Worn Camera

CC – Closed Captioning

EAP- Employee Assistance Program

ECIT - Enhanced Crisis Intervention Training

FTO- Field Training Officer

PPB – An Acronym for the Portland Police Bureau.