

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.



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Letter to the Community,

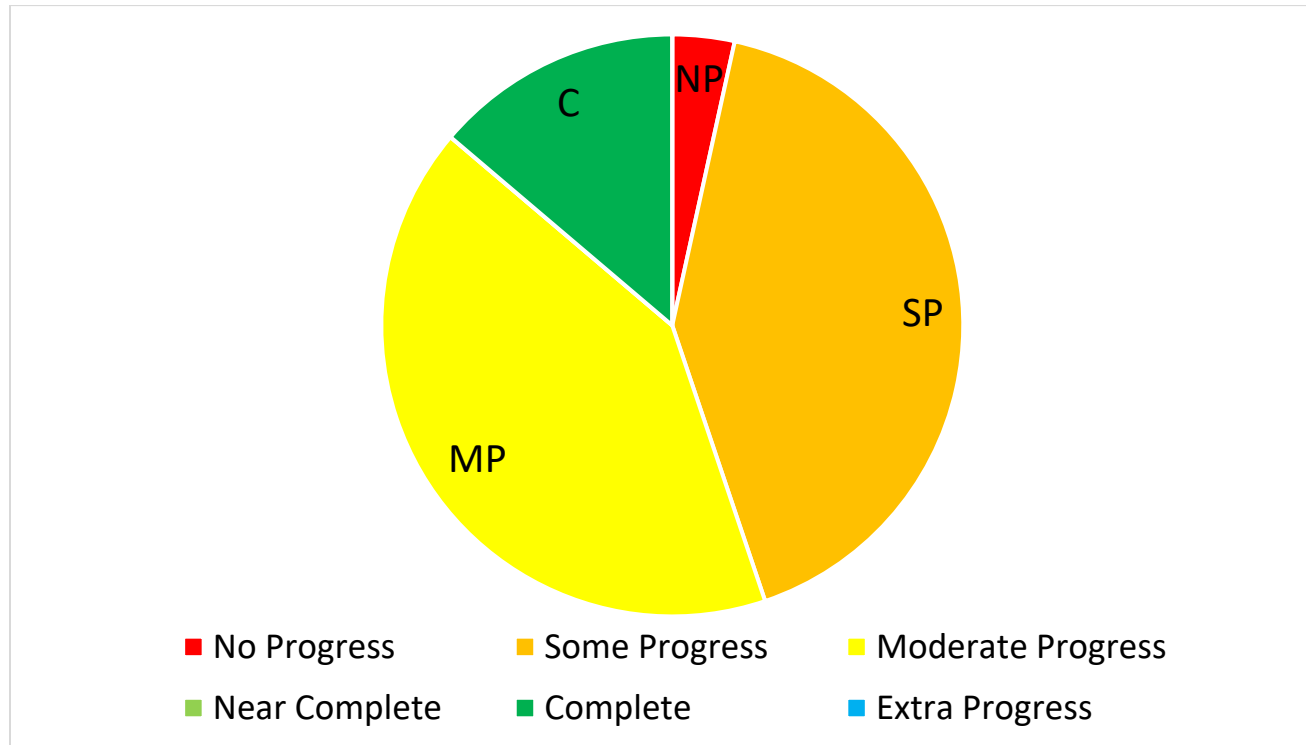
Dear Portland Community,

March has seen the completion of several REP Items and advancement of a few others. At this point with three months left of the plan we begin to set our sights on Next Years Goals. In our next meeting with our internal stakeholders, we will ask them to draft next years goals, keeping in mind what they have accomplished so far, what setbacks they have experienced, and how this year's progress can inform next year's possibilities. These goals will then be reviewed and discussed by community members and internal experts at our June Equity Retreat. While we are excited for next year, this year isn't done yet and we are hopeful that we will still be able to get many of our current items across the finish line. Thank you to the community for all your support.

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	MP!	MP↑	SP!	SP	MP	SP	C!	SP!				
Community Engagement and Inclusion	SP	MP	MP	NP!	SP	SP	SP	MP	MP!			
Organizational Excellence	C	C↑	MP	MP!	SP	SP	SP!	MP!	C↑	MP	SP	MP

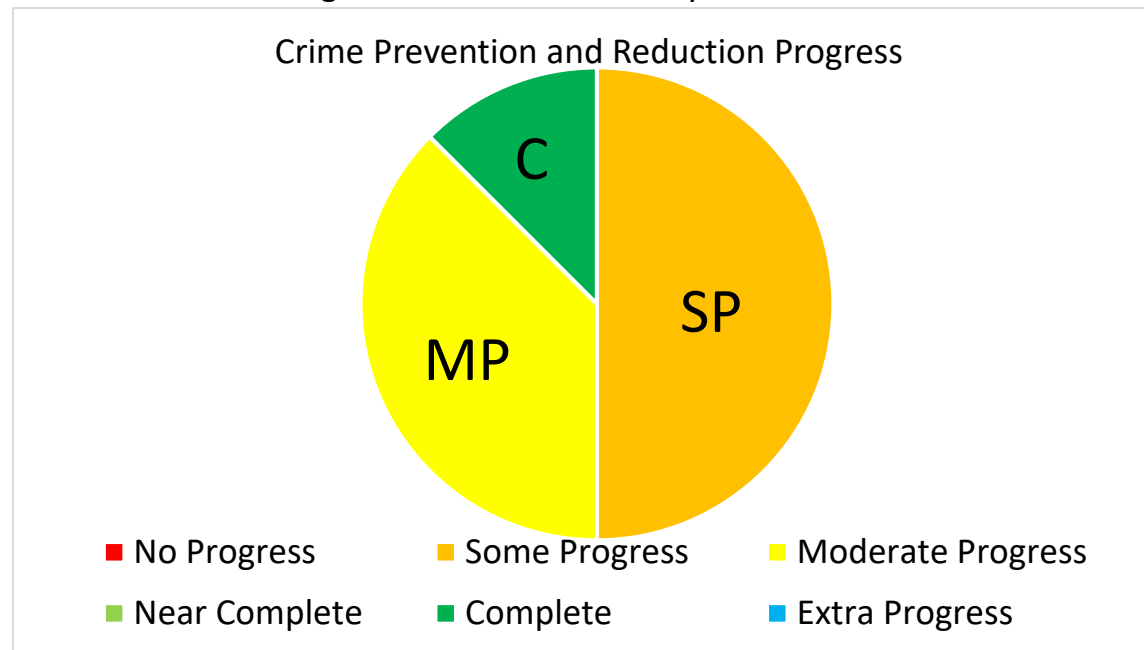
Racial Equity Plan Update By Area

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.

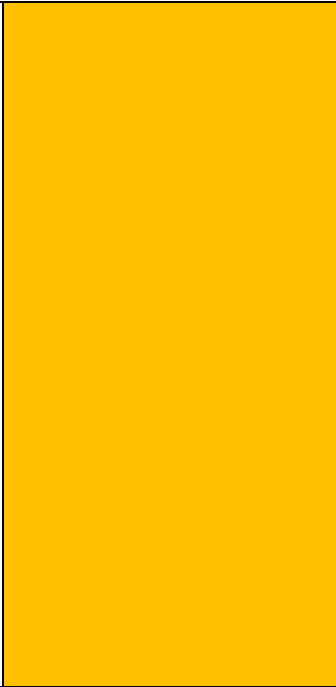

5 Year Commitment	Year Goal (FY 2024)	Update	Progress
<p>1.01 Restorative Justice The Portland Police Bureau will incorporate and expand efforts towards the integration of Restorative Justice into the criminal justice system.</p>	<p>Educate community on how to request Restorative Justice from Police. Begin tracking Restorative Justice offers and referrals.</p>	<p>Community education on hold until state funding is secured for Restorative Justice Partners. Funding of the project seems likely to be extended. Once the funding has been secured a community outreach campaign and officer outreach program will launch. Tracking of referrals has already begun. 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. Justice Partners has attended all Portland roll calls and have committed</p>	<p>Moderate Progress!</p>

		<p>to attend Police ride-alongs to better collaborate and embed Restorative Justice within Police contacts. Community Outreach will begin once program is more fully integrated. PCJP will regularly attend roll calls moving forward. Community outreach plan will be built by PCJP</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. Portland Police has established contact with longstanding voices in the LGBTQ+ community</p>	<p>Moderate Progress ↑</p>

		<p>around addressing community safety. The Bureau has finalized outreach materials informing the public of how to report bias, and identified languages to translate material into. The Bureau has expanded outreach from initial five to fifteen. The finalized Bias Crime Directive is scheduled for release April 1st and will accompany messaging around Bias Crime. Next steps will be translating and distributing materials.</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. Portland Police has identified three service</p>	<p>Some Progress</p>

		<p>providers for initial connection.</p> <p>Initial meetings expected to occur within the next few weeks. Additionally, Portland Police has been exploring different Police models of delivering services to individuals experiencing houselessness.</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>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. Currently using data driven analysis to drive focused deterrence alongside the Office of</p>	<p>Some Progress</p>

		<p>Violence Prevention. Currently creating process measuring referral output while protecting anonymity.</p> <p>Currently Portland Police is supporting office of Violence Prevention in identifying at risk individuals for outreach in line with greater Ceasefire Strategy.</p>	
<p>1.05 Use of Force The Portland Police Bureau will invest in trainings and strategies to increase police effectiveness while reducing the use of force in police action.</p>	<p>Continuing to invest in de-escalation, crisis intervention, and communication best practices within Advanced Academy, Field Training Officer (FTO) Schools, In Service, and Enhanced Crisis Intervention Training (ECIT) certification courses.</p>	<p>This work is ongoing. Participation in ECIT certification is being tracked.</p> <p>ECIT Training is currently active and ongoing. Trauma informed interviewing was integrated into in-service and Advanced Academy. Current training schedule is on track.</p>	Moderate Progress
<p>1.06 Racial Profiling</p>	<p>Ensure that new Body Worn Camera's (BWC) policy,</p>	<p>Equity and Inclusion Office has had a meeting</p>	Some Progress

<p>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>training and standard operating procedures includes focus on equity considerations, racial profiling, and bias.</p>	<p>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. 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.</p>	
<p>1.07 Traffic Safety The Portland Police Bureau will work with City Partners to lower traffic fatalities and invest equitably in making the roads safer for pedestrians, cyclists, and motorists.</p>	<p>PPB will coordinate directly with PBOT Engineers to allow Bureau of Transportation staff to more quickly identify necessary infrastructure changes.</p>	<p>Portland Police has quarterly check ins with PBOT. PBOT is coordinating with the 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</p>	<p>Complete!</p> 

		<p>have scene intact for the investigation.</p> <p>Currently monthly meetings are occurring between PPB and PBOT and PBOT is receiving reports from major crash team detailing incident. Lines of communication is open and PBOT receives full information for environmental consideration. City Hall is being included in continuing conversations.</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. Equity and Inclusion Office has created an initial list of potential metrics. We will be evaluating metrics for impact and feasibility with</p>	Some Progress!

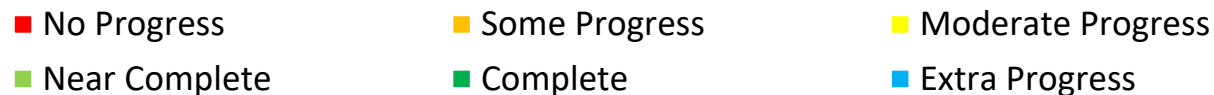
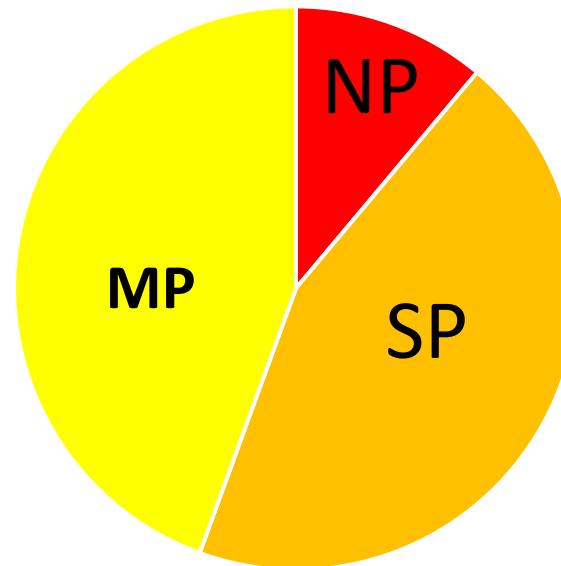
		<p>internal and external partners.</p> <p>Equity Data Analyst has had first meeting with internal partners to evaluate metrics and identify necessary stakeholders.</p> <p>Equity Data Analyst has requested data for first year dashboard and has begun creation process.</p>	
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Community 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.

Community Engagement and Inclusion Progress



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>This year there is a planned expansion of Community Police Academies. CPA is a PPB program offered to community partners and government officials during which participate in both a classroom portion and the scenario-based teaching platforms on various policing and training topics and disciplines. During an all-day CPA program, the participants engage in a</p>	<p>Some Progress</p>

		<p>constructive discourse on policing reforms and police training relevant to the Portland community. The first is January 27th and the second is May 18th. Each is attended by 25 attendees.</p> <p>The first CPA event has been completed.</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>Portland Police will engage with CAG on finding the best time for the community retreat.</p> <p>Assistant Chief of Community Engagement is working on outlining Chief's Office commitment to advisory council.</p>	<p>Moderate Progress</p>

		Draft of outline is completed. Next step will be to reach to advisories about proposal. Proposal has been presented to CAG.	
<p>2.03 Title VI</p> <p>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 on language justice program has been completed. Language Policy has been completed. Currently in the process of creating training and video to support language policy. Miranda warning cards have been 16 different languages. A platform for language justice is being created on the internal Portland Police Internet.</p>	Moderate Progress
<p>2.04 Title II</p> <p>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 has hired an ADA Specialist, who is scheduled to start in April. The needs</p>	No Progress!

		assessment will be done by this individual.	
<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 individuals and communities impacted by crime.</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. Currently use of SPIDR Tech seems unlikely in the fiscal year. The Mayor's Office is putting together a workgroup to figure out how to do contact surveys. Strategic Services Division will advise process with record of past efforts. Community Engagement Office has sought to embed Community feedback into Community Academy.</p>	<p>Some Progress!</p>
<p>2.06 Equitable Communications</p>	<p>Create a style book for Police communications that</p>	<p>Rough draft of style guide has been created.</p>	<p>Some Progress</p>

<p>The Portland Police Bureau will integrate equity values and practices into communications with staff, public, and media.</p>	<p>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.</p>	<p>It is currently being reviewed by the Communications Team.</p>	
<p>2.07 Community Informed Training 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>	<p>Create a best practice review for community involvement in training and policy.</p>	<p>Equity Training Specialist is developing process for review creation. Training Specialist is in the process of survey design and has begun initial outreach to past participants and training staff. The Equity Training Specialist has created a list of current bureau initiatives as well as tracking opportunities and hindrances to community engagement in Training. Directive 1500 is currently in the creation process. The Directive</p>	<p>Some Progress</p>

		encourages use of community expertise in training.	
<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 addiction through coordination of services with partners and utilization of expertise from individuals with lived experiences.</p>	<p>Work with Behavior Health Unit Advisory Committee to identify barriers to services, opportunities for improved support, and priorities for service.</p>	<p>The BHU continues to collaborate with multiple community partners, to include service providers, persons with lived experience, advocacy groups, 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</p>	<p>Moderate Progress</p>

		<p>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. 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. Working with Community Safety Division to identify potential funding</p>	
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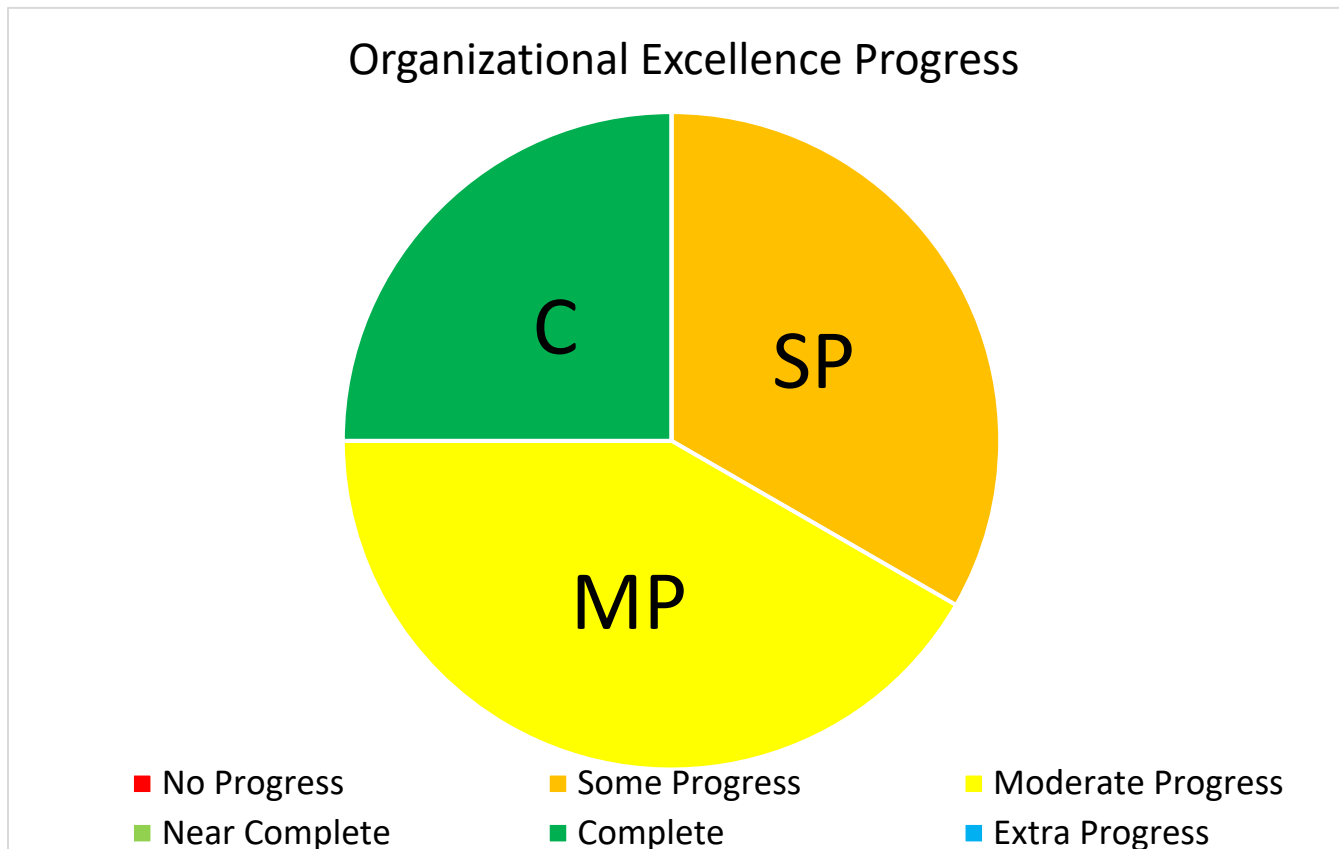
		<p>solutions and models for success.</p> <p>Behavioral Health Unit is working with Behavioral Health Advisory Committee on the creation of a dashboard for the unit.</p> <p>Currently on pause do to staffing changes. New Staff has been identified and project is expected to resume within a month.</p>	
<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. Multnomah Youth Advisory Council has developed a youth outreach plan to present to PPB Assistant Chief of</p>	<p>Moderate Progress!</p>

		<p>Community Engagement. The Youth Advisory has presented the materials to PPB representatives. PPB has approved Youth Advisory materials. The survey is currently active and MYAC is actively promoting it.</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.</p>	<p>Complete↑</p>

		<p>Equity has been integrated into lesson plan design with opportunities to update format in the future based on feedback. The new lesson plan template is being used by internal training staff and has been launched for instructors outside the training division.</p>	
<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</p>	<p>Moderate Progress</p>

		<p>components are also included in the systematic lesson plan quality check list.</p> <p>Charlotte Police has presented to PPB leadership, Community Engagement and Training Division. Next steps will be to debrief the training within PPB staff.</p>	
<p>3.04 Wellness The Portland Police Bureau will continue efforts in increasing member wellness and wellbeing.</p>	<p>Document and highlight Culturally Specific and Diverse Wellness Resources on available material to reflect diversity of member needs and demographics.</p>	<p>Portland Police has made efforts to ensure that Employee Assistance Program (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.</p>	<p>Moderate Progress!</p>

		<p>Equity Training Specialist will compile list of diverse resources to add to internal Police Bureau Resources.</p> <p>Wellness In-Service training has begun within the Police Bureau for sworn and professional staff.</p> <p>The Equity Training Specialist has completed a review of past wellness recommendations and their implementation status. A survey on needed resources will be sent out to members.</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>Equity Training Specialist has discussed how to integrate Equity Practice</p>	<p>Some Progress</p>

		<p>throughout the year. The Equity Training Specialist has compiled a list on potential partners to connect with in designing training for leadership.</p>	
<p>3.06 Recruitment and Retention The Portland Police Bureau will prioritize and innovate in the recruitment, hiring and retention of a diverse workforce.</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. Equity Data Analyst has scheduled a preliminary review meeting. Equity Data Analyst will meet with Strategic Services to go over review. Recruiters have updated job posting language to attract a diverse applicant pool. Changes were made to the posting and the process of how posting flows from Bureau of Human</p>	<p>Some Progress</p>

		Resources to background.	
<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>Equity and Inclusion Office has discussed suggestions with Chief's Office. Next steps will be to identify career growth pathways and create updated forms. Performance evaluation forms will be moved to web based which will enable easier data collection.</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>Moderate Progress!</p>

		<p>Budget Retreat with leadership discussed use of funds to increase use of community expertise in development of training and equitable efforts in recruitment. Police Bureau is using equity as criteria in its internal budget decision regarding tradeoffs.</p> <p>Final step will be to review spending with the Equity Office.</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</p>	<p>Complete ↑</p>

		<p>changes are positively received but still indicate that online reporters still prefer officer follow up. Portland Police is currently exploring other potential online platforms that may increase ease of use.</p> <p>Options for reporting has been expanded to retailers. Current system ease of use updates have been completed. Future ease of use updates may occur if Portland Police changes reporting software used.</p>	
<p>3.10 Accountability The Portland Police Bureau will productively address police accountability and staff misconduct while fairly and transparently</p>	<p>Identify opportunities for improvements in the accountability system.</p>	<p>Ongoing conversations between Independent Police Review and Internal Affairs identify improvements. Internal Affairs is currently in the process of reviewing and</p>	<p>Moderate Progress</p>

upholding professional standards.		updating all Standard Operating Procedures.	
<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. First experiences of People of Color groups has been conducted. Second session is planned to collect further data.	Some Progress
<p>3.12 Equity Lens The Portland Police Bureau will integrate the Equity Lens into all facets of</p>	Create a directive incorporating the Equity Lens into the Bureau policy and procedures process.	Policy Team has worked with Equity and Inclusion Office to create Equity Lens tool specifically tailored to	Moderate Progress

<p>bureau business and operations.</p>		<p>the policy process. First draft of tool has been submitted to Policy Team for review. Policy Team has used this to create an equity checklist that has been approved by the Equity Office.</p>	
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Glossary

ADA- Americans with Disabilities Act

BHU- Behavior Health Unit

BHRT- Behavioral Health Response Teams

BWC- Body Worn Camera

CC – Closed Captioning

CPA- Community Police Academy

EAP- Employee Assistance Program

ECIT - Enhanced Crisis Intervention Training

FTO- Field Training Officer

LCSNRJ- Lutheran Community Services Northwest Restorative Justice

PCJP- Portland Community Justice Partnership

PPB – An Acronym for the Portland Police Bureau.