



RACIAL EQUITY PLAN COMMITMENTS

For The Portland Police Bureau 2023-2028

ABSTRACT

The following document overviews the five-year commitments of the Portland Police Bureau to the City of Portland's Values of Equity and Anti-Racism. This document will review the commitments that will guide the organization between 2023 and 2028 and the reason each was chosen. These commitments were created with input from both internal and community partners.

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Racial Equity Plan

Five Year Commitments

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Opening Statement

Hello member of the Portland Community. We are excited to invite you to this opportunity to comment on our Five-Year Commitments for the next Racial Equity Plan. The City defines Racial Equity as when “when race does not determine or predict the distribution of resources, opportunities, and burdens for group members in society”.¹ This plan will use Racial Equity as well as equity across other demographic differences as its guide to envisioning how the Portland Police Bureau can work to better support the Community of Portland. This will be the first of two rounds of community review that will occur this year. This part of Community Review focuses not on specific tasks or tactics but the broad goals for the plan. The idea was to think broadly about what makes a city safe, especially for populations that have often felt unprotected or unseen by law enforcement. The next round will focus on the yearly goals and metrics we will use to achieve these larger objectives. Please save your ideas for specific programs, initiatives, or actions for our next round and focus here on what broad overarching objectives the Portland Police Bureau should aim to accomplish. We are deeply proud of the progress achieved over the last five years and we hope to build on those successes and continue our growth in the years to come.

Values of the Plan

Effectiveness- We want a plan that makes a positive impact on the lives of individuals, especially individuals who have been systematically excluded. All other values of the plan are to ensure that the plan works to better the lived experience of Portlanders. We commit to improving or removing any part of the plan that does not serve this value.

Focus- We seek a plan that focuses on the most critical problems within the City of Portland and effectively directs the energy of the Equity and Inclusion Office and the Police Bureau. It is for this reason that we are seeking to create a smaller plan, so that we can ensure that each item receives proper attention and not spread the energy of the office too thin. This will likely lead to tough choices but we believe that overpromising can create harm and is not good for the community or the office.

Accountability- We seek to be transparent and open about the successes and failures in completion of our plan. We will build a plan that lends itself to structures of transparency and accountability, with clear project leads and progress updates.

¹ OEHR, n.d.

Flexibility- We seek a plan that allows us to adapt to changing circumstances. For this reason, we are going to keep our commitments broad and create our more specific goals annually so that the plan will remain current and relevant throughout the next five years.

Transparency- We seek to be clear in our goals and metrics. We want to communicate effectively to Portland Police members and the broader community what we are doing and why. We also hope to effectively communicate any changes that occur to the plan and lay out the reasons for the change and how it will better help us meet the plans overall objectives.

Racial Equity Plan Commitments

Below is a list of the currently drafted commitments, our definitions of some the meanings behind the language used and brief explanation as to why this item was included in the plan. These commitments are meant to be broad enough that they can support a variety of yearly goals over the next five years. The Plan is broken into three broad areas to match the bureau's three goals of Crime Prevention and Reduction, Community Engagement and Inclusion, and Organizational Excellence.

Crime Prevention and Reduction

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.² Here in Portland it is clear that some neighborhoods have higher rates of crime victimization relative to others.³ 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.

1.01 The Portland Police Bureau will incorporate and expand efforts towards the integration of Restorative Justice into the criminal justice system.

Definitions:

Restorative Justice: A system of criminal justice that focuses on the rehabilitation of offenders through reconciliation with victims and the community at large.⁴

Reason: The reasons the Portland Police Bureau has to commit to Restorative Justice are many. Evidence suggests Restorative Justice has been found to decrease recidivism, increase probability of restitution, and create more satisfaction for both victims and offenders.^{5 6} Additionally, some have suggested that Restorative Justice may even be a beneficial approach for dealing with police misconduct.⁷ We do not want to overpromise on what Restorative Justice means or present it as a simple solution for the complex problems of crime, like any process it has its strengths and limitations.⁸ However we do recognize the promise of restorative processes and commit to finding the best way for the bureau to support those processes.

² Morgan R.E., Truman J. L., U.S. Department of Justice (2020), *Criminal Victimization, 2019*, Bureau of Justice Statistics.

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

⁴ Restorative Justice Project Maine, 2022.

⁵ Latimer, Dowden, & Muise, 2005, 135-138.

⁶ Nascimento, Andrade, & de Castro Rodrigues, 2022, 13-15.

⁷ Pavlacic, Kellum, and Schulenberg, 2021 July 13,8.

⁸ Daly, 2002 January 1, 71-73

1.02 The Portland Police Bureau will continue to address bias crime and its impacts on the community.

Definitions:

Bias Crime: “A crime motivated by bias against another person’s race, color, disability, religion, national origin, sexual orientation, or gender identity.”⁹

The Community: The broad community of those who live, work, play, worship or go to school in Portland.

Reason: The Portland Police Bureau is aware of the impact of both bias crimes and non-criminal instances of bias hate on the community.¹⁰ The bureau currently has a bias crimes unit and dashboard of bias crimes and incidents.^{11 12} Yet the challenge of bias crimes remains a pressing priority, as bias crimes appear to be rising and are one of the most underreported types of crimes in the country.¹³ Fighting hate and protecting vulnerable populations remains a Bureau priority and we will continue to seek out ways to make sure all Portlanders feel safe and protected.

1.03 The Portland Police Bureau will improve the safety of the city’s houseless population from the impacts of crime.

Reason: We recognize that among the many hardships that comes from being houseless is vulnerability to crime. Indeed, evidence suggests that in Portland as well as the greater US the houseless are far more likely to be victims of crimes than the housed population.¹⁴ While we seek to provide individuals experiencing houselessness the same service as the rest of the city we also recognize that the needs of the community may be in ways unique and require different strategies and resources. We are committed to being innovative and attentive in protecting the unhoused population of Portland.

1.04 The Portland Police Bureau will invest in equitable solutions to gun violence and support for affected communities and individuals.

Definitions:

⁹ Oregon Department of Justice, n.d., *What’s the Difference between a Hate or Bias Crime and a Bias Incident?*

¹⁰ Portland Police Bureau. 2021, August 3, *0640.80, Bias Crime Reporting.*

¹¹ Portland Police Bureau. n.d., *Person Crimes*

¹² Portland Police Bureau, n.d., *Reported Bias Crime Statistics*

¹³ Sparling, 2022, February 11.

¹⁴ McDaniel, 2022 July 13

Equitable Solutions: Solutions that effectively address a problem while not placing disproportionate burdens on communities or individuals on account of their demographics.

Reason: Gun violence in Portland has been a persistent problem that has increased in recent years.¹⁵ Gun violence does not impact all communities equally and Black community members are highly disproportionately impacted by gun violence.^{16 17} However the Portland Police Bureau's past response to gun violence also has been criticized by community members as leading to disproportional impacts for Black community members.¹⁸ In short this commitment is meant to ensure that the policies, practices, and procedures that make up our response to gun violence demonstrates both the urgency and commitment the issue deserves and the mindfulness it requires.

1.05 The Portland Police Bureau will invest in trainings and strategies to increase police effectiveness in alternatives to use of force such as de-escalation in police action.

Definitions:

De-escalation: A deliberate attempt to prevent or reduce the amount of force necessary to safely and effectively resolve confrontations.¹⁹

Effectiveness: Ability to resolve calls while maintaining community and officer safety.

Force: "Physical coercion used to effect, influence or persuade an individual to comply with an officer, to include the intentional pointing of a firearm at an individual."²⁰

Reason: As Police we recognize that use of force is sometimes necessary to complete lawful objectives. We have also committed to using force only when necessary and understand that unreasonable use of force can damage community police relationships.²¹ As such we expect members to use de-escalation techniques and attempt to reduce force whenever reasonable.²² This item reflects our commitment to investing in providing our members with the best possible trainings on de-escalation and other resources that reduce the need to use force.

¹⁵ California Partnership for Safe Communities, 2022, pg. 8-10.

¹⁶ Jaquiss & Mesh, 2021, August 11

¹⁷ California Partnership for Safe Communities, 2022, 56

¹⁸ Gazaway, 2022, October 27

¹⁹ Portland Police Bureau, 2022, November 15, *0850.20 Police Response to Mental Health Crisis*

²⁰ Portland Police Bureau, 2022, November 17, *1010.00 Use of Force*.

²¹ Ibid.

²² Ibid.

1.06 The Portland Police Bureau will make continuous effort to ensure that biased-based policing and racial profiling are not used within bureau operations.

Definitions:

Bias Based Policing: “The differential treatment of any person or any group of persons and/or any discriminatory practices by the Bureau or its members that are motivated by prejudicial judgments of the individual on the basis of their membership in classes protected by law or Bureau policy.”²³

Profiling: “Where a Bureau member targets an individual belonging to a class protected by law or Bureau policy when conducting stops or detentions unless the Bureau member is acting on suspect description or information related to an identified or suspected violation of a provision of law.”²⁴

Reason: Portland Police has a long-standing policy against the use of profiling and bias-based policing.²⁵ We will remain vigilant in the enforcement and monitoring of this policy. Additionally, Portland Police has in the past educated its membership about the role of implicit bias in impacting decisions and will continue to explore how we can use this information to ensure fair treatment of all community members.²⁶

1.07 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.

Definitions:

Equitably: Not placing disproportionate burdens on communities or individuals on account of their demographics.

Reason: Traffic fatalities remain a dangerous reality in Portland, particularly for low income communities, Black and Latinx community members, and individuals experiencing houselessness.²⁷ Traffic enforcement however carries with it risks to both officer and community safety and has been a source of concern nationally as well as in Portland.^{28 29} While Portland Police is resolved to addressing dangerous behaviors and support public safety, we recognize that this can be accomplished in

²³ Portland Police Bureau, 2020, March 17th, *0344.05 Bias-Based Policing/Profiling Prohibited*.

²⁴ Ibid.

²⁵ Ibid.

²⁶ Portland Police Bureau Equity and Inclusion Office, 2022, 19-20

²⁷ PBOT, 2022 January, 8.

²⁸ Kirkpatrick, Eder, & Barker, 2022 April 15.

²⁹ Levinson, 2021 June 22.

collaboration with partners in PBOT, community organizations, and others who can help us find innovative ways to increase safety while maintaining public trust.

1.08 The Portland Police Bureau will use data to better understand and address the impacts of crime and policing on marginalized populations.

Definitions:

Marginalized Populations: “Groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions”.³⁰

Reason: As stated earlier crime does not impact all community members equally, and often those who have already been systematically excluded from power or marginalized have faced both the harshest impacts of crime and police response to crime. All items in this plan will intersect with data. Data both qualitative and quantitative need to inform our understanding of community suffering and what an appropriate Police response will be. Data will inform our approach and whenever necessary change it.

³⁰ National Collaborating Centre for Determinants of Health, 2022.

Community Engagement and Inclusion

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 will of the communities we serve, 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 populations that have been systematically excluded and oppressed. For this reason, we seek to build relationships with populations that have been historically and currently discriminated against and provide pathways for the most marginalized to have meaningful access in shaping the direction and focus of the bureau.

2.01 The Portland Police Bureau will continue to engage in community relationship building activities and programs.

Definitions:

Community Relationship Building: Increasing community knowledge of and trust in Portland Police.

Reason: Portland Police Bureau is currently engaged in multiple activities aimed at increasing its relationships with the broader Portland community. This includes multiple Police Advisories, Community Events, Cadet Program, and Sunshine Division.³¹ We value these opportunities as a way to build trust and connection with the community we serve. Additionally, we look forward to building out new innovative ways to foster relationships with community members from all walks of Portland.

2.02 The Portland Police Bureau will strengthen advisory body engagement and bureau responsiveness.

Reason: The Bureau has engaged with multiple Advisory Bodies over its history. Some of the current bodies include the African American Advisory Council, Asian Pacific Islander American Advisory Council, Behavior Health Unit Advisory Committee, Coalition of Advisory Groups, Muslim Advisory Council, Police Bureau wide Advisory Council, Police Equity Advisory Council, and the Training Advisory Council.³² This item is so that the Bureau can continuously consider how to best support these advisories in recruitment, retention, and interaction with the Bureau. We seek to build on the good work done by

³¹ Portland Police Bureau (n.d.), *Police Community Outreach*.

³² Portland Police Bureau (n.d.). *Advisory Groups*

these groups in the past, maximize cohesiveness between the groups, and provide the bureau support to the work they do.

2.03 The Portland Police Bureau will exceed its Title VI requirements.

Definitions:

Title VI Requirements: The requirements of Title VI of the Civil Rights Act. For more information see here: [Title VI, Civil Rights Act of 1964 | U.S. Department of Labor \(dol.gov\)](#) .

Reason: Making sure that we meet the requirements of Title VI of the Civil Rights Act is an important part of our promise to ensure the safety of all community members. We believe it is critical that all members of the community regardless of their background or spoken language are able to access Police services.

2.04 The Portland Police Bureau will exceed its Title II requirements.

Definitions:

Title II Requirements: The requirements of Title II of the Americans with Disabilities Act. For more information see here: <https://www.ada.gov/law-and-regs/title-ii-2010-regulations/>.

Reason: While meeting the requirements of Title II of the Americans with Disabilities Act is essential, we believe that we owe the members of our community and within our organization living with disabilities more than just what is required by the federal government. We will demonstrate our commitment to continual improvement and be receptive to community and expert feedback on how we can improve in this area.

2.05 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.

Reason: While we believe it is important to build trust with all community members it is especially important to interact with individuals who have had direct contact with law enforcement. The organization must be able to see itself not only through its own perspectives but also through the perspectives of those who it directly impacts. We believe these relationships will be able to help us grow through dialogue, listening and reflection.

2.06 The Portland Police Bureau will integrate equity values and practices into communications with staff, public, and media.

Definitions:

Equity Values and Practices: The use of mindfulness, advocacy, and cultural humility in assuring communications are broadly accessible regardless of identity.³³

Communications: Press briefings, social media posts, emails, and other means of informing the public and Portland Police employees.

Reason: While it is true that actions speak louder than words, the words we use still have the potential for enormous impact. Research suggests that social media can be a beneficial tool for police in reaching communities.^{34 35} We wish to use every tool at our disposal to effectively communicate with a variety of audiences taking time to consider the needs of members of the community with visual impairments, limited English proficiency, or who lack access to traditional channels of communications. Communications will be an ever-evolving process which is why we will seek to continue to grow our understanding of best practices and community needs.

2.07 The Portland Police Bureau will incorporate community members most impacted by policing into the Training Process.

Definitions:

Community Members Most Impacted by Policing: Individuals who have had direct experience with the Police as a suspect, survivor or witness or serves as an advocate for those who do.

Training Process: The process of creating, implementing and reviewing trainings.

Reason: The Training process is where the bureau sets its expectations and standards for how Portland Police employees will behave in the course of their duties. It is only fair that we give community members impacted by policing an opportunity to inform the expectations and standards trained. We believe in the Platinum Rule, “Do unto [community members] as they would want done unto

³³ City of Portland, n.d., 1

³⁴ Williams & Fedorowicz, 2019

³⁵ Franks & Evans, 2015 July

themselves” and wish to let the community inform our understanding of best practices, while also prioritizing community and officer safety.³⁶

2.08 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.

Definitions:

Behavioral Crisis: A disruption in an individual’s mental or emotional stability or functioning resulting in a need to assist the person to prevent a deterioration in the individual’s mental or physical health.³⁷

Lived Experience: Experience of mental illness, drug, or alcohol addiction.

Reason:

The problems of mental illness, drug addiction and alcohol addiction may often intersect with Police work but cannot be addressed by the Police alone. It is for this reason that Portland Police has invested in a Behavioral Health Unit. This unit coordinates with Mental Health Clinicians, supportive housing, treatment resources, and multiple community advisories so that people experiencing behavioral crisis can get the help they need.³⁸ We believe the work of this unit reflects the values of the Racial Equity Plan and felt it was important to include in the plan’s yearly goals.

2.09 The Portland Police Bureau will create opportunities for building impactful relationships centered on youth voice and agency.

Definitions:

Impactful Relationships: Relationships that go beyond surface level and extend to genuine trust and openness.

Voice: The ability of youth to be heard and have their thoughts, experiences, and opinions taken seriously by the organization.

Agency: The ability of youth to exercise choice in how and when they engage with Portland Police in community building.

³⁶ Chochinov, 2022 June.

³⁷ Adapted from OR Rev Stat § 441.053 (2017)

³⁸ Portland Police Bureau, n.d., Behavioral Health Unit

Reason: Portland Police recognizes the importance of youth voice in informing both the present and future of the Portland Police Bureau. In the past the Portland Police has set out to create a Youth Advisory Council but due to changes within the Bureau was unable to complete this item.³⁹ It is our goal to keep this commitment a little more open ended so that we can adapt it based on the feedback we receive from the youth and their advocates. No matter what projects we move forward we seek to ensure the youth are actively involved in the creation of the process and are able to give continual feedback in how to best engage them.

³⁹ Portland Police Bureau Equity and Inclusion Office, 2022, 28

Organizational Excellence

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. Finally, it recognizes the importance of systemic and institutional change in order to address longstanding social inequities.

3.01 The Portland Police will incorporate Equity Practices throughout the training development, implementation, and evaluation process.

Definitions:

Equity Practices: Practices that focus on inclusion of diverse lived experiences and perspectives and equitable outcomes.

Reason: Training is at the core of what we do. It is our best way to prepare our members for the types of challenges they may encounter in their work. By embedding talented equity practitioners into the processes of the training division we can ensure that City values of equity and anti-racism are adequately integrated throughout the process.

3.02 The Portland Police will align with best practices and be innovative in training and policy.

Reason: While the item above refers to the practice and process of training this item focuses on the content. Policing is an ever-evolving field and while we seek to innovate we also seek to learn from other cities, states and even countries. We recognize that what works elsewhere will not necessarily work in Portland, but that it is always valuable to explore all possible ways to do something. In both our policies and trainings, we will evolve with the time and be a leader on the cutting edge of what is possible.

3.03 The Portland Police Bureau will commit to continual growth in the areas of customer service and Procedural Justice.

Definitions:

Customer Service: The ability to “identify customers and their needs, to understand why customers complain, and to be able to use this knowledge to communicate effectively”.⁴⁰

Procedural Justice: A philosophy built around the principles of treating people with respect, giving them voice, being neutral and transparent in your decisions, and conveying trustworthiness.⁴¹

Reason: We recognize that one of the most basic but critical jobs of an officer is to have conversations with the public. Creating a space in which community members feel safe, heard and respected is essential in the work of law enforcement. For this reason, we wish to identify customer service and procedural justice as core areas in which we will continually refine and improve through training and practice.

3.04 The Portland Police Bureau will continue efforts in increasing member wellness and wellbeing.

Reason: The functioning of an organization cannot be disentangled from the mental, physical and emotional health of its members. It is for this reason that Portland Police takes seriously the wellness needs of both its Sworn and professional staff. The stresses of working in Law Enforcement can lead to a variety of negative impacts both on physical and mental health.⁴² We seek to build a holistic wellness program that offers a variety of resources that consider the diversity of needs of our internal members.

3.05 The Portland Police Bureau will invest in training and building capacity of its organizational leaders and supervisors to lead on equity.

Reason: In any organization it falls on leadership to set an example around the values and practices of the organization. In the last Racial Equity plan our Office devoted an entire section to developing leaders to lead on equity.⁴³ Due to a variety of set backs the bureau was unable to complete some of its leadership goals in its last plan.⁴⁴ We want to maintain the focus on ensuring leaders in the organization receive the training and support they need to feel confident in their ability to lead on Equity.

⁴⁰ Canadian Police Knowledge Network, n.d.

⁴¹ Office of Community Oriented Policing Services, 2015,3

⁴² Rex, 2022, Nov 2.

⁴³ Portland Police Equity and Inclusion Office, 2022, 14

⁴⁴ Portland Police Equity and Inclusion Office, 2022, 15

3.06 The Portland Police Bureau will prioritize and innovate in the recruitment, hiring and retention of a diverse workforce.

Definitions:

Diverse: Varied in demographic characteristic including but not limited too race, gender, sexual orientation and disability.

Reason: In the years in which the current Equity and Inclusion Team has been working on the last Racial Equity Plan, few elements were more discussed in public conversations then the diversity of the bureau. There is a strong community desire for the Bureau to look like the city it serves. There are further benefits such as building public trust, bringing diverse perspectives and abilities (such as language) into the bureau, and changing the idea of what being a police officer means.⁴⁵ We recognize that the literature and views on some outcomes of diversification of police officers is contentious and inconclusive, and that many believe that diversifying police will do little to change long term outcomes.^{46 47} We agree that diversity alone cannot be expected to address the harm and distrust between law enforcement and communities. We do however believe this is one way to honor community requests and that the impacts of more diversity within the Portland Police will be positive.

3.07 The Portland Police will ensure an Equitable process for promotions, assignments to specialty units, and career development for both sworn and professional staff.

Definitions:

Equitable Process: A process that ensures that opportunities are equally available for members regardless of their demographic background.

Reason: It is not enough that Portland Police recruit a diverse membership, it must be able to ensure that all members have equitable access to promotions, specialty units, and opportunities to grow their career and abilities. Research suggests that women and people of color, particularly black workers, do not receive promotions at the same rate as their white male peers.^{48 49 50} Further there is concern that women in policing can have difficulty with career development and face barriers their male peers do

⁴⁵ Flavin, 2018, December 10

⁴⁶ Fifield, 2016, August 22

⁴⁷ Olson, 2021, February 21

⁴⁸ Yap & Konrad, 2009, 593-595

⁴⁹ Mattinson, 2021, September 17

⁵⁰ Tilo, 2022, October 12

not.⁵¹ We recognize the importance of making sure that we have diverse leadership and specialty units and a fair process that recognizes all employees' skills and ambitions.

3.08 The Portland Police Bureau will dedicate staff, time and resources to best support equitable outcomes.

Definitions:

Resources: The physical assets of the bureau such as space, equipment, and finances.

Equitable Outcomes: Outcomes that remedy or address disparities that negatively impact marginalized populations.

Reason: We recognize that it is often easy to say you are committed to a principle and another to actually demonstrate that you are. Here at Portland Police Bureau we are committed to not just pay lip service to diversity, equity and inclusion but to devote time, money, and priority to the demonstration of our values. This item exists so that we can show the community our commitment annually to evaluating our resource management for opportunities to be more equitable and community centered.

3.09 The Portland Police Bureau will ensure equitable use of current and future technology.

Definitions:

Equitable Use: Use that does not cause disparate burdens upon a population based on their identity.

Reason: The Portland Police Bureau is constantly evolving in its use of technology. Some recent examples of technology being considered that would impact the work of the Portland Police Bureau are the use of body worn cameras and ShotSpotter.⁵² ⁵³ We believe that as we evolve in our use of technology, we should always be asking what the potential impacts new technology could have. Both ShotSpotter and body worn cameras have been the subject of much discussion in whether they should be implemented and how.⁵⁴ ⁵⁵ The questions around equity and technology are not likely to stop at this and the Bureau recognizes its responsibility to look at how technology can make Portland safer and the potential for harm in technological adoption.

⁵¹ U.S. Department of Justice, 2019, July, 20-21

⁵² Levinson, 2022, April 29

⁵³ Levinson, 2022, September 23

⁵⁴ Levinson, 2022, January 26

⁵⁵ Levinson, 2022, September 23

3.10 The Portland Police Bureau will productively address police accountability and staff misconduct while fairly and transparently upholding professional standards.

Productively: In a manner that seeks to create the best results and most consistent beneficial behavior within the organization.

Fairly: To enforce without bias or prejudice in an impartial manner.

Transparently: Providing clear guidelines and consistent discipline.

Professional Standards: Regulated standards of acceptable behavior for Police Bureau Employees.

Reason: We believe that the standards of transparency and accountability are meaningful for two reasons. The first is fairness, it would be unjust if those who enforced the law were not held to standards of their own. The second is community trust. This aspect is so critical it has been recognized by the White House in the Executive Order on Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety which states *“Building trust between law enforcement agencies and the communities they are sworn to protect and serve also requires accountability for misconduct and transparency through data collection and public reporting.”*⁵⁶ The public will not trust the police if they believe the police can act with impunity and not be held accountable.⁵⁷ Accountability done well however can actually serve to mitigate distrust or even build trust.⁵⁸ This is why we believe that proving ourselves accountable for our actions is a clear indicator to the public of our commitment to the greater good and safety of all Portlanders.

3.11 The Portland Police Bureau will foster an inclusive culture and welcoming environment for all members.

Definitions:

Inclusion: A state in which an employee is both fully integrated and accepted into the workplace while still able to express their own uniqueness without fear of reprisal or isolation. Marked by a sense of belonging.⁵⁹

⁵⁶ The White House, 2022, May 25

⁵⁷ Goldsmith, 2005, 453

⁵⁸ Goldsmith, 2005, 461

⁵⁹ Nair & Vohra, 2015, March, 12-14

Reason: Multiple scholars and workplaces have pointed out that increasing diversity without creating an inclusive environment can lead to a system in which the actual benefits of diversity are not realized.^{60 61} Portland Police Bureau's Equity and Diversity Office changed its name to Equity and Inclusion in 2019 for this very reason. We seek to ensure all employees feel like they belong in the organization and seek to create spaces in which employees feel comfortable expressing their diversity.

3.12 The Portland Police Bureau will integrate the Equity Lens into all facets of bureau business and operations.

Definitions:

Equity Lens: A five-part tool designed by the Equity and Inclusion Office focusing on setting equitable goals, using data, involving community, revising goals as necessary, and evaluating and reporting efforts.⁶²

Reason: This item seeks to continue the work started in the last five-year plan. It is the desire to integrate equity not as check but as a process into the larger system of decision making at the bureau. It is to help bureau members at all levels clearly articulate how the bureau's actions are intended to serve the larger city goals around equity. We hope that wider use of this tool will create a consistent standard process that become deeper ingrained into bureau operations as time moves on. A copy of Portland Police's Equity Lens can be found on the Equity and Inclusion's Office Website:
<https://www.portland.gov/police/divisions/equity-and-inclusion-office>.

⁶⁰ Roberson, 2004, June, 4

⁶¹ Nair & Vohra, 2015, June, 10

⁶² Portland Police Bureau Equity and Inclusion Office, (n.d.), *Equity Lens Tool*.

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