Furthering the Citywide Racial Equity Goals and Strategies	
For the Period July 1, 2017 to June 30, 2022	
Bureau: Portland Police Bureau **Director: Chief Chuck Lovell**	**Action Plan Development Lead(s): Marlon Marion, Equity and Diversity Program Manager** **Implementation Team Lead(s): Director's Team, Equity Leadership Council, Equity and Inclusion Office (EIO)**
Bureau Equity Guiding Statement: The Portland Police Bureau is committed to racial equity, building trust within our community, encouraging relationships between officers and the people they serve, and making Portland a safer and more livable community.	**Years four through five of this plan have been informed by years one through three.**

Prioritize

Long Term Goal: Center racial equity in all decision making and serve as a leader in citywide efforts to eliminate disparities.
Five Year Bureau Goal: Senior leadership will set priorities, invest in preparation tools and set clear expectations for implementing the racial equity plan.

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Operate with urgency and accountability				
1.1: PPB 5 year racial equity plan implementation is led by senior leadership. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One:** 1) EIO met regularly with Chief's Office to discuss REP Process. 2) CHO participated in 2018 Retreat and signed updated REP. **Year Two:** 1) EIO met with Chief's Office to discuss REP Process. 2) CHO participated in 2019 Retreat. **Year Three:** 1) EIO met with Chief's Office to discuss REP Process. 2) CHO participated in 2020 Retreat and has signed updated REP.	1) CHO and EIO will meet bi-weekly to discuss REP progress. 2) CHO will participate in Annual Equity Retreat to update plan. 3) CHO will sign updated plan. 4) Division leads will update the Chief on REP progress quarterly. 5) CHO will proactively address stalled action items through demonstrated accountability measures for completing assigned tasks.	1) CHO and EIO will meet bi-weekly to discuss REP progress. 2) CHO will participate in Annual Equity Retreat to update plan. 3) CHO will sign updated plan. 4) Division leads will update the Chief on REP progress quarterly. 5) CHO will proactively address stalled action items through demonstrated accountability measures for completing assigned tasks.	**Lead Branch:** CHO/Equity and Inclusion **Lead Role:** Chief of Police or Designee **Stakeholders:** Division Leads, CHO **Evaluation Tool:** Calendar and attendance will verify CHO and EIO meeting regularly. Attendance records can verify occurrence of Annual Equity Retreat to update plan. An updated REP is signed by CHO annually. Division leads will demonstrate their actions items are moving forward in the plan in quarterly meetings**.**

1.2: PPB 5 Year racial equity plan will be: 1) Reviewed by senior management and community stakeholders annually. After review, EIO will: 2) Update the plan and 3) Submit updated plan to PPB senior leadership at PPB for approval and 4) OEHR for posting.	**Year One:** EIO held 2018 Equity Retreat and used feedback to update REP. REP was updated, signed by the Chief and sent to OEHR to be posted. **Year Two:** EIO held a 2019 Equity Retreat and recorded community feedback. **Year Three:** EIO held 2020 Equity Retreat and used feedback to update REP. REP was updated, signed by the Chief and sent to OEHR to be posted.	1) Equity Retreat will be held to review plan engaging with both internal members and community. (tied to Action 1.1) 2) EIO will update plan after 2021 Equity Retreat. (tied to Action 1.1) 3) CHO will sign updated plan. (tied to Action 1.1) 4) OEHR will post updated and signed plan.	Future Equity Plans will be created with input from community stakeholders and senior management.	**Lead Branch:** CHO/Equity and Inclusion **Lead Role:** Chief of Police or Designee, Equity Inclusion Program Manager, Assistant Chief of Services **Stakeholders:** CERC, Equity Voices, Police Equity Council, OEHR **Evaluation Tool:** Through attendance records 1) CHO and EIO can verify occurrence of Annual Equity Retreat to update plan. For 2) and 3) an updated and signed plan can be verified by a date of chief's signature. For 4) a revised REP on OEHR's website will be the benchmark
1.3: Update mission/vision statements and assure the Bureau Equity Guiding Statement is embedded. 1) Update EIO's mission/vision statements.	**Year One:** Portland Police Bureau Secured Strategic Planners. **Year Two - Year Three:** EIO worked to embed Equity in PPB strategic plan. Equity Office explored consultants for help with EIO mission/vision but were unable to secure partner.	EIO will create a mission/vision statement. Statement will be available on its website. Tied to Affirmative Action 2018-2020 Focus Area 8 Retention and Inclusion-Messaging.	Embed awareness of equity values into bureau promotional process.	**Lead Branch:** CHO/ EIO **Lead Role:** Chief of Police or Designee Equity Program Manager **Stakeholders:** Review Committee/ Equity Voices, Strategic plan steering committee, EIO **Evaluation Tool:** For year 2-3.

2) Update PPB's mission/vision and assure the Bureau Equity Guiding Statement is embedded in PPB's mission and vision.				PPB Mission/Vision statement updated to include the Bureau Equity Guiding Statement and found on Bureau website etcetera. PPB Values with equity exists and can be found on PPB website and documents. Awareness survey measures (year 4-5): Do people know the Bureau Equity Guiding Statement? Does PPB's Vision have equity noted in the values?
1.4: Explore project management programming/training to support continual progress and movement of the plan.	**Year One:** EIO evaluated various project management tracking software and selected Cascade Software **Year Two:** EIO completed uploading the Racial Equity Plan into Cascade software and trained membership on Cascade usage. EIO create "Core Teams" of users to meet and discuss REP progress. **Year Three:** EIO continued to use Cascade to track progress. EIO changed "Core Teams" from group meetings to 1:1 meetings to increase efficiency.	Core Teams will continue to meet. Core Teams will update action plans to meet their yearly goals. Cascade will be used to show progress to Chief.	Core Teams will continue to meet. Core Teams will address goals not completed from the REP. Cascade will be used to show progress to Chief.	**Lead Branch:** Equity and Inclusion **Lead Role:** Equity and Inclusion Program Manager or Designee **Stakeholders:** PEAC, Division Leads, CHO **Evaluation Tool:** Plan management software is in place and being used. Annual and quarterly progress reports on goals are generated. Division action plans are created annually.

Strategy: Implement Racial Equity Lens				
1.5: Integrate equity into all bureau initiatives. Ensure: A) strategic plans align with the REP and equity goals are central; B) all bureau departments initiatives /plan contains Equity Statement & decision making.	**Year One - Year Three:** EIO has worked with Chief's Office and Business Services to ensure that REP goals have been integrated into strategic plan.	All leadership will draft an equity goal statement for their division and submit a plan on how they will be using the Equity Lens within their division. EIO will work with Bureau Leadership to formalize an official Equity Statement for each unit.	EIO and Communication can work with units on embedding their Equity Statements into Division Documents.	**Lead Branch:** CHO/Equity and Inclusion **Lead Role:** Equity and Inclusion Program Manager or Designee AC of Services or Designee **Stakeholders:** PPB Division Leads, CHO, Communications **Evaluation Tool:** A) Strategic plan includes an equity statement. B) All equity relevant or programmatically important bureau printed materials include equity statements.
Strategy: Build Organizational Capacity				
1.6: Integrate equity lens within all decision-making processes. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One- Year Two:** Equity and Inclusion Office developed Equity Lens over many drafts and revisions. **Year Three:** Equity and Inclusion Office tested the use of its Equity Lens in focus groups with Neighborhood Response Team and Youth Services Division. Equity and Inclusion Office created Equity Lens Training.	Begin training on the Equity Lens. Explore policy options around use and training of the Equity Lens.	Finish development and begin implementation of Equity Lens Policy.	**Lead Branch:** Equity and Inclusion Office **Lead Role:** Equity and Inclusion Program Manager or Designee **Stakeholders:** CHO, PPB Leadership **Evaluation Tool:** Lens created and signed. Departments have signed documentation noting they understand the lens exists and commit to using it.

1.7: Senior leadership will support the development of and take the lead on the implementation of the equity communication plan (dependent on action item 5.1).	**Year One:** Item was created in 2018. **Year Two - Year Three:** EIO met with consultants about messaging work around Equity but was not able to contract due to budget and city contracting rules.	EIO will work with CHO and Communications to increase EIO visibility.	**Lead Branch:** CHO/Equity and Inclusion **Lead Role:** Chief of Police or Designee and Equity and Inclusion Program Manager or Designee **Stakeholders:** OEHR, PPB advisory bodies, PEC **Evaluation Tool:** Equity is included in Strategic Communication Strategy.
1.8: PPB will create a Chief's Equity Review Council composed of members from all current and advisories and to include any members from future advisories.	**Year Three:** Item created in 2019-2020. Advisory created in 2020.	Maintain advisory inclusive of representatives from all other advisories.	**Lead Branch:** CHO **Lead Role:** Chief of Police or Designee and Equity and Inclusion Program Manager or Designee **Stakeholders:** EIO, PPB Advisory **Evaluation Tool:** Meeting notes and records

Recruitment and Hiring

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

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Implement Racial Equity Lens				
2.1: Document PPB local and national recruitment and marketing strategies for members of color, women, those from non-traditional fields and academic programs, and any intersection of these. A) Create a plan for strengthening PPB local and national recruitment and marketing strategies for members of color, women, and any intersection of these. B) Assure that this plan is reviewed, updated and approved annually.	**Year One -Year Three:** Personnel division created an annual diversity recruitment plan that was evaluated by the Equity and Inclusion Office.	As recruitment and hiring is being moved to BHR, EIO will meet with BHR around recruitment and hiring process. Discuss and embed recommendations from Equity Retreat with BHR partners and personnel. Create plan for moving forward.	To be decided based on collaboration with BHR Partners.	**Lead Branch:** BHR Partners (*Formerly Personnel Division*) **Lead Role:** BHR Business Partner (*Formerly Personnel Manager or Designee*) **Stakeholders:** CHO, Equity and Inclusion, BHR, Recruitment partners, Personnel Division **Evaluation Tool:** Personnel REP action plans created.

EQUITY RETREAT IDENTIFIED PRIORITY				
2.2: Continually update officer panel interview questions to align with desired officer competencies related to equity.	**Year One - Year Three:** EIO had input in officer panel interview. Officer panel interviews were discontinued in 2019.	As recruitment and hiring is being moved to BHR, EIO will meet with BHR around recruitment and hiring process. If officer interview panels are renewed, EIO will work with BHR to make sure equity questions are included. EIO will discuss and embed recommendations from Equity Retreat with BHR partners and personnel.	To be decided based on collaboration with BHR Partners.	**Lead Branch:** BHR Partners (*Formerly Personnel Division*) **Lead Role:** BHR Business Partner (*Formerly Personnel Manager or Designee*) **Stakeholders:** EIO, CHO **Evaluation Tool:** To be determined
2.3: Assess internal support needs of current members of color and women to assess inclusion, utilizing several outreach practices to assess satisfaction rate.	**Year One – Year Two:** No Progress. **Year Three:** A subcommittee of the Police Equity Council was convened to begin work on this project.	Collect data and ensure that it be used to make any necessary improvements in the future.	Work on improvement efforts based on survey results.	**Lead Branch:** Equity and Inclusion Office **Lead Role:** Equity and Inclusion Office **Stakeholders:** Chief's Office, PEC, Personnel **Evaluation Tool:** Survey
Strategy: Be Data Driven				
2.4: Track, measure and report changes in diversity of sworn and non-sworn bureau personnel.	**Year One – Year Three:** Changes in the Bureau's diversity were tracked but not reported to the public by the bureau. Changes in diversity can be seen on OEHR's Dashboard.	Work with BHR to create dashboard for recording changes in diversity.	Dashboard is functional and regularly updated.	**Lead Branch:** BHR Partners (*Formerly Personnel Division*) **Lead Role:** BHR Business Partner (*Formerly Personnel Manager or Designee*) **Stakeholders:** SSD, OEHR

				Evaluation Tool: Dashboard
2.5: Utilize exit interview tools to learn from members about the strengths and weaknesses of the organization. Create annual review and reporting processes.	**Year Two:** Action Item created. **Year Three:** BHR began to pilot exit interviews at PPB.	Develop formalized exit interview protocol.	Exit interview process fully embedded in bureau with mechanisms for recording insights into organization and informing retention efforts.	**Lead Branch:** BHR Partners (*Formerly Personnel Division*) **Lead Role:** BHR Business Partner (*Formerly Personnel Manager or Designee*) **Stakeholders:** EIO, CHO **Evaluation Tool:** Records of Exit Interviews Records of Exit Insights
Strategy: Partner with other institutions and communities				
2.6: Create long-term strategies that invest in the development of local talent. Develop partnerships with local organizations that support this development.	**Year One - Year Three:** Recruited at in-state colleges like PSU and PCC as well as in-state non-college career fairs.	As recruitment and hiring is being moved to BHR, EIO will meet with BHR around recruitment and hiring process. Outreach and recruitment partnerships will be led by BHR, with PPB supplying officers. Cadet program and any additional programs administered by PPB. Expand info sessions/how to apply workshops – in partnership with BHR. Will review and embed Equity Retreat suggestions. Efforts will be focused on building pipeline and leveraging talent pools.		**Lead Branch:** BHR Partners (*Formerly Personnel Division*) **Lead Role:** BHR Business Partner (*Formerly Personnel Manager or Designee*) **Stakeholders:** EIO, Personnel, CHO **Evaluation Tool:** Info Session Attendance
Strategy: Build Organizational Capacity				
2.7: Leadership, all HR personnel, and all those serving on interview panels are committed to recruiting and screening candidates	**Year One - Year Three:** All bureau members involved in hiring process received development toward racial equity core competencies through Equity 101 and anti-bias material prior to meeting.	As recruitment and hiring is being moved to BHR, EIO will meet with BHR around recruitment and hiring process.	BHR will develop or adopt tool to help foster equity and inclusion in the recruitment process.	**Lead Branch:** BHR Partners (*Formerly Personnel Division*) **Lead Role:** BHR Business Partner (*Formerly Personnel Manager or Designee*)

in a manner that fosters diversity and inclusion.		EIO and BHR will set targets for recruitment (e.g. 30 – 40% BIPOC or female) and focus on restoring and maintaining trust with community through equitable hiring. PPB leadership articulate and model goals for improved diversity hiring.		**Stakeholders:** Equity and Inclusion Office, **Evaluation Tool:** BHR created tool.
2.8: Embed Equity core competencies for every supervisor and manager position posting and job description.	**Year Two:** Action Item Created. **Year Three:** No progress made.	Work with BHR to embed equity competency requirement for all positions. Work with BHR to embed equity skills in class comp.		**Lead Branch:** BHR Partners (*Formerly Personnel Division*) **Lead Role:** BHR Business Partner (*Formerly Personnel Manager or Designee*) **Stakeholders:** Equity and Inclusion Office **Evaluation Tool:** Job Description
2.9: Increase understanding of proactive preventative options such as mediation options and navigating the 2.02 policy.	**Year Two:** Action Item Created. **Year Three:** Equity and Inclusion Office began to explore mediation options and engaging stakeholders around potential new systems.	Create new system, have system approved, and communicate new system to bureau membership.	Create training on how to talk about different identities both internally and externally.	**Lead Branch:** Equity and Inclusion Office **Lead Role:** Equity and Inclusion Program Manager or Designee **Stakeholders:** Internal Affairs, BHR **Evaluation Tool:** New mediation procedures and policies.

Leadership Development

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

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Be Data Driven				
3.1: Identify the common core competencies of leadership and management (formal and informal) that are linked to advancing equity and inclusion goals within the organization. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One - Year Three:** Hatfield Fellow hired to begin this work in early 2020 but position was lost with budget cuts.	Training will work with Equity and Inclusion Office to identify equity leadership and management competencies and add them to the Bureau's identified leadership competencies. Training will build a leadership equity self assessment tool (independent of BHR processes) around increasing core competencies in these traits.	Use leadership equity assessment tool, this tool is distributed to leadership for self-assessment and for individuals to engage in self-growth.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** CHO/Equity and Inclusion, PPCOA, PPA **Evaluation Tool:** 360-degree feedback, interviews, performance reviews and leadership equity tool.
Strategy: Implement a Racial Equity Lens				
3.2: Develop individual equity leadership systems to embed within executive	**Year One:** Executive Leadership was trained on diversity, equity, and inclusion principles through Equity 101. **Year Two:**	All command staff and non-sworn managers will be trained on Equity Lens.	All sergeants and non-sworn managers will be trained on Equity Lens.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:**

training programs; sergeant academies; and for non-sworn managers. **EQUITY RETREAT IDENTIFIED PRIORITY**	Sergeants and Non-Sworn Managers was trained on diversity, equity, and inclusion principles through Equity 101. **Year Three:** Equity Lens training was created.			CHO/Equity and Inclusion **Evaluation Tool:** Training records.

Strategy: Build Organizational Capacity

3.3: Design and institute tiered leadership development training for all sworn members. Design and institute separate tiered leadership development training for all non-sworn members.	**Year One - Year Three:** Hatfield Fellow hired to begin this work in early 2020 but position was lost with budget cuts.	Leadership will be trained on the Equity Lens. Develop Leading with Equity LMS trainings.	Leading with Equity LMS trainings continued and expanded.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** CHO/Equity and Inclusion **Evaluation Tool:** Report on Course Use and Completion Rates.
3.4: Explore self-guided leadership technology platform that encourages ongoing skill	**Year One:** Researched online learning and selected LMS (Learning Management System) as its primary system. **Year Two -Year Three:**	Create leading with Equity LMS trainings.	Leading with Equity LMS trainings continued.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** CHO/ Equity and Inclusion

building outside of the in-service structure.	No work.			**Evaluation Tool:** Course Use and Completion Rates.
3.5: Develop and provide opportunities for cross-training as well as multi/cross-agency training collaboration.	**Year One - Year Three:** There has been no specific work done on this at this point. PPB does share space at academies and participate in a metro sergeant's academy.	Explore institutionalizing Results Based Accountability trainings.	Work to integrate PPB into BHR Lead Trainings.	**Lead Branch:** EIO/Training Division **Lead Role:** Equity Program Manager Training Division Captain or Designee **Stakeholders:** Personnel, Equity and Inclusion **Evaluation Tool:** Centralized Participation Records.
3.6: Assess the current promotional processes to identify opportunities to increase access for women and people of color.	**Year One - Year Three:** EIO has done some preliminary research on this topic. Personnel has data on diversity by rank.	Build a robust system of analyzing promotions and interest. Create Bureau Plan for Promoting Women and People of Color based on available data potentially using a Cohort model.		**Lead Branch:** BHR/Personnel **Lead Role:** BHR Partner Personnel Division Captain or Designee **Stakeholders:** Training Division and Equity and Inclusion **Evaluation Tool:** Bureau Plan for Promoting Women and People of Color created through Equity Lens.

Staff Development

Long Term Goal: Create a culture of continuous learning and improvement.
Five Year Bureau Goal: Through integrated, sequential and ongoing training, all employees (sworn and non-sworn) will be equipped to build a diverse, inclusive and equitable workforce.

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Build Organization Capacity				
4.1: Strengthen training for leadership to build knowledge, attitudes and skills related to equity and inclusion. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One:** Leadership participated in Equity 101. **Year Two:** Leaders trained on implicit bias and procedural justice. Procedural Justice position created. **Year Three:** Procedural Justice integrated into training curriculum and training scenarios.	Leadership will be trained in Equity Lens Training. Further integrate procedural justice into patrol procedures program, including debriefs and scenarios. Begin to integrate the analyses from In-service trainings into future trainings.	Integrate anti-racism and equity into patrol procedures program including debriefs and scenarios.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** EIO, Division Leads, CHO **Evaluation Tool:** Training records. Procedural Justice Coordinator Action Plan.
4.2: Strengthen the bureau's ongoing in-service equity training programs for sworn and nonsworn.	**Year One:** Implicit bias training created. **Year Two:** Members trained on implicit bias and procedural justice. **Year Three:** Training and EIO explored options for an Equity Training Analyst.	Equity Training Analyst or other leadership identified staff will work to begin to integrate Equity into training curriculum (similar to Procedural Justice).	Equity Training Analyst or other leadership identified staff will work to develop a plan for curriculum review with community input.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** EIO, Procedural Justice Officer **Evaluation Tool:** Training records, EIO Training Analyst Action Plan

4.3: Strengthen the bureau's advanced academy equity training programming.	**Year One:** Implicit bias training created. **Year Two - Year Three:** Basic Academy has a 4-hour instructional block on implicit bias and a 2-hour lab.	Equity Training Analyst or other leadership identified staff to identify areas to embed Equity into Advanced Academy.	Equity Training Analyst or other leadership identified staff to identify begin to embed Equity into Advanced Academy.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** EIO, **Evaluation Tool:** Training records, EIO Training Analyst Action Plan.
4.4: Build capacity and awareness of equity of all training staff. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One:** Training Staff participated in Equity 101. **Year Two:** Training Staff participated in Implicit Bias and Procedural Justice. **Year Three:** EIO created Equity Lens training. EIO Field Training Officer training delayed due to staff turnover.	Training Staff will be trained on Equity Lens Training. EIO will work with Training to embed Equity and courageous conversations within current FTO training.	Equity Lens tool will be used in curriculum development.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** EIO **Evaluation Tool:** Training staff records.
4.5: Normalize Community Engagement language and practices.	**Year One - Year Two:** No progress. **Year Three:** Community Engagement Officer developed training for 2020 Sergeants Academy.	Members of the Community Service Division will train at 2020 Sergeants Academy.	Members of the Community Service Division will work with Training Division to plan integration of best community engagement practices into training, creating training module.	**Lead Branch:** Office of Community Engagement/Training **Lead Role:** Captain of Training/Captain of Office of Community Engagement **Stakeholders:** EIO, Strategic Planners **Evaluation Tool:** Training module as approved by the Training Captain.

4.6: Embed Wellness practices at all levels of the bureau, from the onset of all employment within PPB.	**Year Two:** Action item created. Wellness focus groups convened and program created. **Year Three:** Wellness program continues to evolve. Currently has a website 2 fulltime positions. Responsible Units encouraged to implement wellness initiatives around maintaining members health and fitness at work.	Training will analyze data for RUs that reach the 1-year mark, create and implement a Wellness Directive, create and train an internal group of members that can coach other members in fitness, yoga, mobility, and meditation.	Evaluate and report on successes of Wellness Program.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** Personnel, CHO, EIO **Evaluation Tool:** Action plan. Focus group recommendations.
Strategy: Partner with other Institutions and Communities				
4.7: Integrate community expertise into department training programs to serve as advisors to assist in building culturally responsive trainings.	**Year Two:** Community Members participated in Implicit Bias Training. EIO hired consultant to work on Community Partners Project. **Year Three:** EIO identified partners for Community Partner Project and worked with Training on planning Community Trainer Pool.	Explore options for creation of program to bring diverse community expertise to training with TAC and EIO. Decide on best program.	Begin process of integrating community expertise into training consistent with year four program.	**Lead Branch:** Training Division **Lead Role:** Training Division Captain or Designee **Stakeholders:** TAC, EIO, PEAC **Evaluation Tool:** Training roster and schedule, Innovation Fund Grants Advanced Academy training records.

Communications and Access

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

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

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Implement A Racial Equity Lens				
5.1: Develop a proactive external and internal communication strategy to promote equity, diversity and inclusion. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One:** No Progress. **Year Two - Year Three:** Internal Video Campaign created with equity skills and members selected. Rough script created but filming canceled due to new social distancing rules of COVID 19. Project suspended.	Add videos, articles, policy points, resources and communication around anti-racism work to EIO's page on the PPB internal website.	Resume video campaign should safety permit.	**Lead Branch:** EIO **Lead Role:** Equity Manager or Designee **Stakeholders:** Communications Specialist, CHO, Training Division. **Evaluation Tool:** Video Views. Website Materials.
5.2: Develop equity lens toolkit that will be utilized in all programs, policies, practices, missions and decisions. Ensure that understanding of	**Year One- Year Two:** EIO worked on researching and creating the racial equity lens. **Year Three:** Equity lens finalized and approved by leadership. Equity Lens training created and approved.	All command staff and non-sworn managers trained on Equity Lens.	All professional staff and Sworn Sergeants trained on Equity Lens.	**Lead Branch:** EIO/Training Division **Lead Role:** Equity Manager or Designee, Training Captain **Stakeholders:** Communications, OEHR, Policy Team, Core Team, Training. **Evaluation Tool:** Lens signed by leadership. Training Records.

inclusive processes are integrated throughout the bureau. **EQUITY RETREAT IDENTIFIED PRIORITY**				
Strategy: Operate with urgency and accountability				
5.3: Assure that communications meet the needs of the ten safe harbor languages groups and comply with Title VI regulations. **FEDERAL MANDATE**	**Year One - Year Three:** The bureau uses language line or internal translators to communicate with community members who speak limited English. Its online releases have google translate options and some printed material is printed in most common languages spoken in Portland.	Consult with OEHR around creation of more formalized approach to meeting the requirements of the ten safe harbor languages groups and Title VI regulations.	Develop SOP and training for communications on the requirements of the ten safe harbor languages groups and Title VI regulations.	**Lead Branch:** EIO **Lead Role:** Equity Manager or Designee **Stakeholders:** Communications, OEHR, City Attorney, DOJ OCR, SSD, Office of Community Engagement **Evaluation Tool:** Data related to language access and stops.
5.4: Assure compliance with the Americans with Disabilities Act, Title II. **FEDERAL MANDATE**	**Year One - Year Two:** Equity Inclusion Office and Chief's Office explored proper home for Title II complaints. EIO discussed creating proper response with OEHR. **Year Three:** EIO created a committee to focus on Title II and Title VI.	Work with OEHR on a workshop to identify weaknesses in the Bureau's proposed accommodation apparatus and roll out.	Report to OEHR on an annual basis and make changes when necessary.	**Lead Branch:** CHO/EIO **Lead Role:** Executive Lieutenant & Equity and Inclusion Manager **Stakeholders:** Communications, Equity and Inclusion, and OEHR **Evaluation Tool:** OEHR

5.5: Assure that access for historically marginalized groups is in compliance with Title VI. **FEDERAL MANDATE**	**Year One - Year Three:** EIO has formed a close working relationship with the Tribal Director of the Office of Government Relations. It has contributed to increased bureau understanding of tribal protection orders and full faith and credit as well as working with the Director on the issue of MMIW.	Use data to determine whether we are providing access to all marginalized groups in compliance with Title VI. Use results to develop solutions where needed and to create access for identified marginalized groups.		**Lead Branch:** EIO **Lead Role:** Equity Manager **Stakeholders:** OEHR, Tribal Director **Evaluation Tool:** Relevant Documents
Strategy: Be Data Driven				
5.6: Develop the tools necessary to document compliance with Title II and Title VI related requests and accommodations. **FEDERAL MANDATE**	**Year One - Year Two:** No Progress Made. **Year Three:** EIO established an internal team focused on meeting requirements and streamlining accommodation requests.	Develop accommodations tracking policy and procedure.	Roll out accommodations tracking policy and procedure.	**Lead Branch:** EIO/CHO **Lead Role:** Equity Manager **Stakeholders:** OEHR, BHU, Policy Team, Title VI Coordinator, Title II Coordinator **Evaluation Tool:** Documentation of compliance plan is found sufficient by OEHR to track and report requests and accommodations as required by federal and local authorities.

Stakeholder Engagement

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

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

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Partner with other institutions and communities				
Action 6.1: Strengthen established community Advisory Groups to empower collaborative engagement with bureau leadership. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One - Year Two:** EIO actively engaged with all bureau's advisories on a semi-annual basis. **Year Three:** Latino Advisory for the Portland Police Bureau created.	Advisories to engage with bureau leadership through CHO Advisory (Tied to 1.8).		**Lead Branch:** Community Services Division **Lead Role:** Captain of Community Services Division **Stakeholders:** PPB Advisory Committees, Office of Community Engagement, Equity and Inclusion **Evaluation Tool:** Frequency of Meetings
6.2: Establish and maintain new Advisory Committee to support the bureau's equity initiatives empowered to collaboratively	**Year One:** No progress. **Year Two:** Equity Inclusion Office hired consultant for Community Partners Project. Consultant created list of community partners.	Continue to support and shape the advisory council through its first year in operation.		**Lead Branch:** Equity and Inclusion **Lead Role:** Equity and Inclusion Program Manager or Designee **Stakeholders:** Community Services Division **Evaluation Tool:** Meeting Minutes

engagement with bureau's Equity and Inclusion Office.	**Year Three:** List of community partners and advertising used to recruit community members for PEAC (Police Equity Advisory Council). PEAC was created and is fully functional.			
6.3: Establish and maintain new Advisory Committee specifically targeted to engage youth in the community. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One:** EIO has created materials for youth advisory and shared those materials with the Youth Services Division. **Year Two - Year Three:** Youth Services Division was in the process of creating advisory when unit was disbanded.	Convene PCCEP Youth Subcommittee, Youth Educating Police and the Community Service Division to identify need and existing structures. Ensure that the plan is sustainable and respectful.	Establish new Advisory Committee specifically targeted to engage youth in the community.	**Lead Branch:** Community Services Division **Lead Role:** Captain of Community Services Division **Stakeholders:** Community Services Division **Evaluation Tool:** Meeting Minutes
6.4: Work with other City structures to continually enhance bureau community engagement efforts and equity initiatives progress. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One – Year Three:** EIO regularly attended advisory committees, PIAC, and PCCEP.	Work with PCCEP and PIAC to ensure that the Police Bureau continues to grow in its community engagement efforts.	Community Service Division work with Office of Civic Life to ensure that efforts are not being duplicated.	**Lead Branch:** Community Services Division and Equity and Inclusion Office **Lead Role:** Equity Manager and Captain of Community Services Division **Stakeholders:** PIAC, CHO, Civil Life **Evaluation Tool:** Community Engagement App and Equity Lens Tool

Strategy: Build Organizational Capacity				
6.5: Reconvene and maintain an internal advisory committee, PEC, inclusive of sworn and non-sworn members that will inform bureau initiatives inclusive of equity.	**Year One:** PEC established. **Year Two:** PEC created focus groups for bureau wellness then restructured to have working subcommittees. **Year Three:** PEC worked on major projects like Equity in Motion Video Campaign, bureau response to COVID 19 and beginning the crafting of protected classes satisfaction survey.	Continuing work on the video campaign and creating programs to assess the supports needed for women and People of Color within the bureau. Establish Subcommittees to assist in moving REP and Anti-Racism work forward.		**Lead Branch:** Equity and Inclusion Office **Lead Role:** Equity Manager or Designee **Stakeholders:** CHO/Equity and Inclusion, Police Equity Council **Evaluation Tool:** Attendance Records, Action Plan and Meeting Minutes.
6.6: Create mechanism to support protected classes of employees within PPB.	**Year One -Year Two:** EIO explored the possibility of affinity groups. **Year Three:** PEC will include questions around affinity groups in its upcoming member satisfaction survey.	Collect data related to the experience of PPB protected classes.	Develop data informed mechanism to both protect and provide voice to protected classes of employees within PPB.	**Lead Branch:** Equity and Inclusion Office **Lead Role:** Equity Manager or Designee **Stakeholders:** Equity and Inclusion, Police Equity Council **Evaluation Tool:** Anonymous Surveys
6.7: Explore past initiative- Intergroup Dialogues. Identify city partners to assist with reconvening and modifying the practice to encourage the continued practice of	**Year One - Year Three:** Equity and Inclusion Office has explored reports of past inter-group dialogue and recommended that the organization re-start the program.	Create and implement a concrete plan about moving forward in intergroup dialogue.		**Lead Branch:** Equity and Inclusion Office **Lead Role:** Equity Manager or Designee **Stakeholders:** Intergroup Dialogue Facilitators **Evaluation Tool:** Participant Evaluation.

courageous conversations.				
Strategy: Be Data Driven				
6.8: Develop the tools necessary to document, analyze, and develop community engagement to inform equity management decisions.	**Year One – Year Three:** Community Engagement tracking app developed by Strategic Services Division is used to track Community Engagement within the Bureau.	Create data management team that will help expand/inform how to best collect additional data and use data to inform community engagement decisions.	Develop the tools necessary to document, analyze, and develop community engagement to inform equity management decisions and develop trainings for them. Make these resources available on website/intranet.	**Lead Branch:** Equity and Inclusion Office **Lead Role:** Equity Manager or Designee **Stakeholders:** Operations, SSD Statistical Support Unit, Office of Community Engagement, Equity and Inclusion **Evaluation Tool:** Proposed tool(s) for documentation, analysis, and development of community engagement and records indicating wide use of tool.

Data Management

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

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Be Data Driven				
7.1: Invest in systemic improvements of data collection, analysis, and reporting to inform equity-related management decisions relating to community engagement, recruitment, hiring, and retention activities. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One:** EIO approved for Data analyst position to analyze data. **Year Two:** EIO hired data analyst. **Year Three:** Data analyst went through background and began role. They then vacated position to become program manager, future of position uncertain with current budgets. A data team is being created by a Police Equity Council Subcommittee to inform this work.	Work on putting together data team to guide EIO on data collection. Leverage capacity of Strategic Services Division to provide expertise on data collection and analytical support as a substitute for unfunded Equity Data Analyst position.	First PPB Equity Report Published. Explore opportunities for professional development in Equity topics for Strategic Services members.	**Lead Branch:** Equity and Inclusion/ Strategic Services Division **Lead Role:** Equity Manager/ Strategic Services Division **Stakeholders:** Personnel, Outside consultants, BHR, SSD **Evaluation Tool:** Report from committee addressing data needs, access, and collection with recommendations for upcoming year.
7.2: Strengthen data collection systems that document	**Year One - Year Three:** Training researched online learning and selected LMS (Learning Management System) as its	Increasing available online equity trainings and recording use of those equity trainings.	Explore option for an equity flag so that we are able to identify equity related trainings.	**Lead Branch:** Equity and Inclusion **Lead Role:** Equity Manager

training activities related to equity.	primary system. This system will allow analysis of Equity trainings once they are created.			**Stakeholders:** Training **Evaluation Tool:** Training Reports.
7.3: Utilize OEHR's Racial Equity Toolkit to review the stops data, ~~GET data~~ and hiring data to identify racial disparities.	**Year One:** EIO approved for data analyst position to analyze data. SSD provided public with STOPS data analysis and reporting. **Year Two:** EIO hired data analyst. SSD provided public with STOPS data analysis and reporting. **Year Three:** Data analyst went through background and began role. They then vacated position to become program manager, future of position uncertain with current budgets. SSD provided public with STOPS data analysis and reporting.	Strategic Services Division will use OEHR's toolkit to analyze PPB's hiring data. SSD will continue to identify racial disparities in STOPS data.	SSD will continue to identify racial disparities in STOPS data and hiring data.	**Lead Branch:** Equity and Inclusion/ Strategic Services Division **Lead Role:** Equity Manager/ Strategic Services Manager **Stakeholders:** CHO, SSD, OEHR, Operations Branch **Evaluation Tool:** Include analysis/narrative in annual Stops Data Report, Recommendations provided based on data.
Strategy: Build Organizational Capacity				
7.4: Implement an ongoing evaluation processes of the racial equity plan.	**Year One:** EIO selected Cascade Software to track the progress of the Racial Equity Plan. **Year Two - Year Three:** EIO used Cascade software to track progress on the strategic plan and trained membership on how to use Cascade software.	Use Cascade to update Chief's Office and Stakeholders on progress.	Cascade data will be included in the PPB Equity Report.	**Lead Branch:** Equity and Inclusion **Lead Role:** Equity Program Specialist **Stakeholders:** CHO, Evaluation team, PEC **Evaluation Tool:** Equity Retreat and Cascade quarterly reports.

Budgeting and Contracting

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

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

Action Item	Past Progress	Year 4	Year 5	Information
Strategy: Operate with urgency and accountability				
8.1: Continually assess the funding needs of the equity team. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One:** Office funded for Program Manager, Program Specialist, and temporary support staff (PSU Intern, Hatfield Fellow). **Year Two:** Office funded for Program Manager, Program Specialist, Equity Data Analyst and temporary support staff (PSU Intern, Hatfield Fellow). **Year Three:** Office funded for Program Manager, Program Specialist, and Data Analyst. Temporary staff and Data Analyst funding compromised by COVID 19 and budget cuts..	Assess annually the budget needs to the office and where additional funding may be needed.	Assess annually the budget needs to the office and where additional funding may be needed.	**Lead Branch:** Equity and Inclusion **Lead Role:** Equity Manager **Stakeholders:** CHO, Business Services Group **Evaluation Tool:** Budget Equity Tool.
8.2: Convene budget advisory council year round in order to strengthen involvement and	**Year One:** Budget Advisory Council was active. **Year Two:** BAC membership expanded. Members of BAC engaged in capacity building.	Increase the scope of meetings to be more comprehensive, and increase the number of community members serving on advisory.	Assess Budget Advisory Council for functionality and areas for improvement.	**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:**

recommendations to PPB budget. **BUSINESS SERVICE GROUP IDENTIFIED PRIORITY**	**Year Three:** Number of Budget advisory meetings increased per year.			Budget Advisory Council schedule, Documented Recommendations.
Strategy: Build Organizational Capacity				
8.3: Educate bureau procurement process owners in the importance of racial and gender equity when soliciting quotes from vendors, in its contracting and purchases, regardless of total dollar amount. Develop education component for RU Managers to increase awareness of MWESB contracting, general procurement priority.	**Year One:** Identify baseline data points for vendor selection of MWESB vendors & develop training materials. **Year Two-Three:** Roll out of Training.	Training is embedded and will continue.		**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:** MWESB Procurement Reports, SAP reports, PCARD Reports.

8.4: Develop education component for Sergeant Academy, Lieutenant, and professional support staff in RUs to increase awareness and value of MWESB contracting and procurement priority.	**Year One:** Fiscal Services (now Business Services Group) developed academy specific training materials, conducted training. **Year Two:** Develop understanding for what capacity the Bureau has for MWESB contracting. **Year Three:** Position hired that will work on this item.	Gather MWESB data and identify areas to increase contracts.	Create plan to integrate data insights into future/current trainings.	**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:** Training Evaluation & measured increase in procurements year over year.
8.5: Incorporate MWESB procurement goals into the 1:1 fiscal consultation process.	**Year One - Three:** Business Services Group incorporates MWESB goals into 1:1 consultations with RU.	Formalize discussions with SOPs.	Goal complete	**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:** SOP
8.6: Utilize technology to enhance the communication around contracting priorities.	**Year One:** Explored options with training division and began development of process. **Year Two - Three:** Contracts stored in excel spreadsheets and reviewed quarterly.	Explore options relating to using online Learning Management Software to communicate contract priorities.	Create videos that highlight the importance of equity considerations during contracting.	**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:** Annual Procurement Report, to become more frequent.

8.7: Draft PPB procurement policy that will strengthen the utilization of the state database and support management of pcard usage.	**Year One - Year Three:** Procurement policy drafted.	Finalize Policy Draft.	Develop training for policy.	**Lead Branch:** Business Services Group **Lead Role:** Equity Manager **Stakeholders:** CHO, EIO **Evaluation Tool:** Annual Procurement Report, to become more frequent.
Strategy: Be Data Driven				
8.8: Incorporate equity outcome measures around hiring and MWESB procurement and budget development into the PPB's community facing dashboard. **EQUITY RETREAT IDENTIFIED PRIORITY**	**Year One - Three:** Business Services Group accessed ability to track and maintain baseline data.	Continuing to the process of accessing data. Creating dashboard with types of contracts.	Finalize and Publish Dashboard.	**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:** Annual Procurement Report, Tableau reports.
8.9: Utilize procurement data to set contracting & procurement goals.	**Year One - Three:** Data collected but not analyzed.	Analyze data that was collected.	Set contracting & procurement goals using equity lens.	**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:**

				Procurement and SAP purchasing reports.
Strategy: Partners with other institutions and communities				
8.10: Regularly engage with procurement and OEHR to assure that the Police Bureau aligns racial and gender focused practices and goals with the citywide efforts for procurement and budget practice.	**Year One - Year Three:** Preliminary meeting with OEHR held.	Continue to work with OEHR to identify process improvements and shared opportunities.		**Lead Branch:** Business Services Group **Lead Role:** Business Services Manager **Stakeholders:** CHO, EIO **Evaluation Tool:** Procurement and budgetary reports & narrative.

Marlon Marion
Equity Manager

Charles Lovell III
Chief of Police