

**RACIAL EQUITY PLAN**  
**Furthering the Citywide Racial Equity Goals and Strategies**  
For the Period July 1, 2016 to June 30, 2021

Bureau: Portland Police Bureau  
Director: Chief Mike Marshman/Acting Chief Chris Davis

Action Plan Development Lead(s): Elle Weatheroy, Equity and Diversity Program Manager  
Implementation Team Lead(s): Director's Team, Equity Leadership Council, Equity and Diversity Team

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 three through five of this plan will be informed by years one and two. The expectation for years one and two include ongoing assessment of the work and prioritization of strategies and actions within each long-term goal.

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Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Branch	Lead Personnel/ PM	Stakeholders	
			Year 1	Year 2	Year 3	Year 4	Year 5					
Center racial equity in all decision making and serve as a leader in citywide efforts to eliminate disparities	Senior leadership will <b>set priorities</b> , invest in preparation tools and set clear expectations for implementing the racial equity plan	Strategy: Operate with urgency and accountability										
		Action(s): PPB 5 year racial equity plan is reviewed, updated and approved annually by senior management utilizing an accountability tool developed by the Racial Equity Review Committee made up of bureau and community members. Community members of the Racial Equity Review Committee will include members of the multi-racial/multi-cultural Advisory Committee.	Set up system for managing progress and review plan (6 mos.)	Conduct baseline survey and convene implementation team					Accountability tool developed by Racial Equity Review Committee	CHO/Equity and Diversity	Chief Marshman or Designee	Review Committee/ Equity Voices
		Action(s): Update mission/vision statements and assure acknowledgement and understanding of direction by all members	A cogent and credible vision, strategy and business case for racial equity has been developed and communicated bureau-wide.	Equity considerations are wholly integrated into the Bureau's operational strategy.					Climate surveys on an array of equity dimensions.	CHO	Chief Marshman or Designee	Review Committee/ Equity Voices
		Action(s): Explore project management programming/training to support continual progress and movement of the plan	Conduct needs assessment to determine project management skill gaps amongst leadership with responsibility for policy implementation.	Design, develop and implement training of leadership with responsibility for policy implementation.					Level 1-5 evaluation	CHO/Equity and Diversity	Chief Marshman or Designee	Review Committee/ Equity Voices
		Strategy: Implement Racial Equity Lens										
		Action(s): Integrate all bureau strategic plans to assure that equity goals are central	Leadership understands systemic equity and are fully committed to holding themselves responsible and accountable for achieving the goals of the equity plan/strategy.	The equity strategy contributes to specific accomplishments and the Bureau's overall success in identifiable and measurable ways.					Metrics for evaluation to be determined.	CHO/Equity and Diversity	Chief Marshman or Designee	CHO/Equity and Diversity
		Action(s): Integrate equity lens within the policy development and review process	Leaders with specific responsibility for policy development and execution are fully trained to use the equity lens.	Leadership is fully involved in developing equity initiatives and actively communicates the equity strategy.					Metrics for evaluation to be determined.	Services/SSD/Equity and Diversity	Chief Marshman or Designee	Services/SSD/Equity and Diversity

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Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Branch	Lead Personnel/ PM	Stakeholders	
			Year 1	Year 2	Year 3	Year 4	Year 5					
End disparities in city government hiring and promotions	<b>Recruiting, Hiring and Retention:</b> 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	Strategy: Implement Racial Equity Lens										
		Document PPB local and national recruitment strategies and marketing strategies focused on recruiting members of color , women from non-traditional fields and academic programs	10% Increase in applicants of color and women	Continue to increase the percentage of applicants who are POC and women. The percentage increase goal will be established after review of year one.					Annual Analysis report	CHO/ Personnel	Personnel Recruitment PM	Personnel/ Equity and Diversity
		Assess internal support needs of current members of color and women to assess inclusion, utilizing several outreach practices to assess satisfaction rate.	Conduct needs assessment to determine baseline satisfaction of POC and women	70% of members who identify as women and POC participate in survey/assessment					Survey of members of color and women	Services/Personnel	Vincent Woods	Personnel/Equity and Diversity
		Update officer panel interview questions to assure they align with desired officer competencies	New questions reviewed and approved for implementation	100% of all perspective officers are interviewed with new questions					Personnel and panel member feedback	Services/Personnel	Vincent Woods	Personnel/Equity and Diversity
		Strategy: Be data driven										
		Track, measure and report changes in diversity of sworn and non-sworn bureau personnel,	Create database to track and analyze recruitment and hiring efforts and begin to input data	Review and analyze data. Develop report for submission to leadership, council and community					Annual Analysis Report	CHO/ Personnel/SSD	Vincent Woods	Personnel/ Equity and Diversity/SSD
		Strategy: Partner with other institutions and communities										
Create long term strategies that invest in the development of local talent. Develop partnerships with local organizations that support this development	Contract with local schools and other youth service organizations and college programs to launch an internship program/stipend to develop future qualified candidates from communities of color and women for careers within PPB.	The program is launched with 50% of participants identifying as POC and women					Contracts implemented as well as recorded demographics of participants	CHO/Personnel	Personnel Recruitment PM	Personnel and Equity and Diversity		
Strategy: Build Organizational Capacity												
Action(s): Leadership, all HR personnel, and all those serving on interview panels committed to recruiting and screening candidates in a manner that fosters diversity inclusion.	All bureau members receive development toward racial equity core competencies. Performance evaluations include racial equity core competencies.	100% of bureau members involved in the hiring process have increased awareness in the areas of racial/gender equity and how bias surfaces in everyday decision making					All members involved in the hiring process able to articulate the impact of their decisions on equity and diversity	CHO/Personnel	Vincent Woods	Personnel/ Equity and Diversity		





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continuous learning and improvement.	sequential and ongoing <b>training</b> , all employees (sworn and non-sworn) will be equipped to build a diverse, inclusive and equitable workforce	Strengthen training for leadership to build knowledge, attitudes and skills related to equity and inclusion	Strengthen all leaderships understanding of the importance of centering race (LT above?) and embed in all leadership academy structures, promotional processes and accountability structures	100% of all leadership are trained and have increased awareness of implicit bias				Training records	CHO/Services/Training Division	Training Division Captain, Day	Training Division/Equity and Diversity
		Strengthen the bureau's ongoing in-service equity training programs for sworn and non-sworn employees	Finalize training plan and develop implicit bias training	Embed implicit bias training into the in-service structure				Training records	CHO/Services/Training Division	Training Division Captain, Day	Training Division/Equity and Diversity
		Strengthen the bureau's advanced academy equity training programs for sworn and non-sworn employees	Finalize training plan and develop implicit bias training	Embed into the advanced academy so that all new officers are aware of the role implicit bias plays on everyday interactions				Training records	CHO/Services/Training Division	Training Division Captain, Day	Training Division/Equity and Diversity
		Build capacity of all training staff and training personnel	Utilize consultants to engage all training staff in conversations about race, implicit bias and utilization of equity lens	All training staff have participated in the equity capacity building process				Training staff records	CHO/Services/Training Division	Training Division Captain, Day	Training Division/Equity and Diversity
		Action(s): Normalize Community Engagement	With assistance from outside consultant, define community engagement as it will be understood by the bureau and build training module(s) to inform members of this definition and related expectations.	Institutionalize training on community engagement across the bureau				Training module as approved by the Training Captain	CHO/Services/Training Division	Training Division Captain, Day	Training, Office of Community Engagement, Equity and Diversity, Outside Consultant
		Strategy: Partner with other institutions and communities									
		Integrate community expertise into department training programs to serve as advisors to assist in building culturally responsive trainings	Develop community trainer pool and engage community members of the 10 safe harbor languages	embed community trainer project within advanced academy				Training roster and schedule	CHO/Services/Training Division	Training Division Captain, Day	Training Division/Equity and Diversity

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Branch	Lead Personnel/ PM	Stakeholders
			Year 1	Year 2	Year 3	Year 4	Year 5				

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Change Existing City Services using racial equity best practices to increase access for communities of color and immigrant and refugee communities. Increase internal legitimacy.	<b>Communications and Access:</b> We are committed to internal and external transparency and collaboration. We document our compliance with Titles II and VI of the Civil Rights Act. We have developed and maintained open, direct, and multi-faceted lines of communication with all of the communities we serve.	Strategy: Implement a racial equity lens									
		Action(s): Develop a proactive external communication strategy to promote equity, diversity and inclusion	Exploration of opportunities for equity communications platform	Completion of proposal for the equity communications platform				Metrics for evaluation of the proposal will be designed when the platform requirements are understood	CHO/Communications and Equity and Diversity	Commander Jones	Communications and Equity and Diversity
		Strategy: Operate with urgency and accountability									
		Action(s): Assure that communications meet the needs of the ten safe harbor languages groups and comply with Title VI regulations	Continued engagement of multi-disciplinary team to develop a language access plan in compliance with Title VI in collaboration with OEHR and other City agencies	Implementation of the Language access plan and related policies in compliance with Title VI				To be designed in cooperation with OEHR and the DOJ office of Civil Rights (OCR) to assure compliance with Federal and City law and policy related to language access	Services/SSD - Directives	Equity Diversity Program Manager	Communications, Equity and Diversity, OEHR, City Attorney, DOJ OCR
		Action(s): Assure compliance with the Americans with Disabilities Act, Title II	Establishment of a multi-disciplinary team to develop a Title II informed access plan and related policies	Implementation of the Title II access plan in compliance with applicable law and regulations				To be designed in cooperation with OEHR to assure compliance with Federal and City law and policy related to Title II	Services/SSD - Directives	Title II Coordinator & Equity Diversity Program Manager	Communications, Equity and Diversity, and OEHR
		Strategy: Be data driven									
		Action(s): Develop the tools necessary to document compliance with Title II and Title VI related requests and accommodations	Convening of a multi-disciplinary team to develop a description of the data necessary to document Title II and Title VI related requests and accommodations	Convening of a database knowledgeable team to assess the options for documenting Title II and Title VI related accommodation requests and fulfillment			Documentation of compliance plan is found sufficient by OEHR to track and report requests and accommodations as required by federal and local authorities	Services/SSD - Directives and Statistical Support Unit	Title II Coordinator & Equity Diversity Program Manager	SSD-Directives, Equity and Diversity, and OEHR	

Community Engagement

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Branch	Lead Personnel/ PM	Stakeholder
			Year 1	Year 2	Year 3	Year 4	Year 5				
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.	<b>Community Engagement:</b> We are responsive to the needs of the communities we serve.	Strategy: Partner with other institutions and communities									
		Action(s): Strengthen established Advisory Groups to empower collaborative engagement with bureau leadership	Engagement of all PPB advisory groups in Equity and Diversity discussions and create a process for identifying the needs of the communities represented by these groups	Each PPB advisory group develops an equity and diversity statement for their mission and receives feedback from leadership regarding their identified community needs.				Equity and Diversity statements	CHO/PPB Advisory Committees	CE Office Captain	PPB Advisory Committees, Office of Community Engagement, Equity and Diversity
		Action(s): Establish and maintain two specific new Advisory Committees to support the bureau's equity initiatives empowered to collaboratively engage with bureau leadership	Continue development of a youth advisory committee and establish a multi-racial, multi-cultural advisory structure. Identify members from each of these groups to serve on the Racial Equity Review Committee. Create a process for identifying the needs of the communities represented by these groups.	Recognition of both the youth and multi-racial, multicultural advisory groups as full Advisory Committees to bureau leadership. Identified members of the multi-racial, multicultural advisory group are active on the Racial Equity Review Committee. Each group receives feedback from leadership regarding needs identified by their respective communities				To be developed by each of the new groups inclusive of an assessment of their influence on the bureau in areas of their concern	CHO/PPB Advisory Committees	CE Office Captain	PPB Advisory Committees, Office of Community Engagement, Equity and Diversity
		Action(s): Work with other City structures to continually enhance bureau community engagement	Utilization of the City's Public Involvement Advisory Committee (PIAC) to inform further development of advisory bodies and involvement of community members	Implementation of suggestions from PIAC and/or other community partners				To be developed with PIAC and others to include documentation of either acceptance/implementation or reasons for rejection of each recommendation	CHO/Equity and Diversity	CE Office Captain	Equity and Diversity and PIAC
		Strategy: Build organizational capacity									
		Action(s): Reconvene and maintain an internal advisory committee inclusive of sworn and non-sworn members that will inform bureau initiatives inclusive of equity, amplifying voices of members not currently holding command level positions. The expressed desire for this committee is from front line members wishing to be included in bureau wide decision processes. These voices will strengthen both decision making and change management.	Development of the structure and membership needs for this committee inclusive of diverse voices	The committee is regularly providing recommendations to leadership and receiving feedback on those recommendations from leadership.				The internal advisory committee will assess the quality of responsiveness from leadership to their concerns	CHO/Equity and Diversity	CE Office Captain	CHO/Equity and Diversity, Involved bureau members
		Action(s): Reconvene and maintain a Bureau Equity Committee	The equity committee is engaged in activities to develop their equity and diversity competencies particularly as related to implementing the racial equity plan. The committee also identifies needs for employee resource or affinity groups for protected classes and/or members involved in the equity strategy. This work will include building an internal process for inter group dialogs. A member of the human resources department will be intentionally placed on the BEC to assist with questions and concerns about appropriate interaction.	The committee is regularly providing recommendations to leadership and receiving feedback on those recommendations from leadership. If a need is identified, at least one resource/affinity group has been established. Inter group dialogues have been established and are functioning.				The bureau equity committee will assess the responsiveness of leadership to their concerns. Progress toward resource/affinity groups will be evaluated by the needs identified in year one.	CHO/Equity and Diversity	Equity and Diversity Program Manager	Equity and Diversity, Involved bureau members
		Strategy: Be data driven									
Action(s): Develop the tools necessary to document, analyze, and develop community engagement to inform equity management decisions	Informed by the multi-disciplinary equity data team described in the Data Management section of this plan, develop a description of the data necessary to document and develop bureau wide community engagement, this effort should include an understanding of data gathering, analysis, and use for the development of community engagement and equity management decisions	Convening of a database knowledgeable team to assess the options for documenting all types of community engagement including comparative and other analyses to continually develop community engagement in response to community effort and propose a tool(s) for this documentation, analyses, and development to inform equity management decisions				Proposed tool(s) for documentation, analysis, and development of community engagement	Operations/SSD - Statistical Support Unit	ED Program Specialist	Operations, SSD Statistical Support Unit, Office of Community Engagement, Equity and Diversity		

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Provide equitable City services to all residents	<b>Data management:</b> 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.	Strategy: Be data driven									
		Action(s): Invest in systemic improvements of data collection, analysis, and reporting to inform equity-related management decisions, community engagement, and strengthen data collection systems that document recruitment, hiring, and retention activities related to equity	Convene a multi-disciplinary equity data team inclusive of outside consultants to evaluate what data are needed to inform equity related management decisions including community engagement and recruitment, hiring, and retention inclusive of an analysis of impediments during the hiring process resulting in an equity tool to be used in all recruitment, hiring, and retention evaluations	Establish a process through which data necessary for equity related management decisions including community engagement and documenting recruitment, hiring, and retention outcomes may be accessed and/or collected				Report from committee addressing data needs, access, and collection with recommendations for years three through five of this plan.	CHO/Equity and Diversity, HR, SSD/Statistical Support Unit	ED Data Analyst & ED Program Specialist	Personnel, Outside consultants, and CHO/Equity and Diversity
		Action(s): Strengthen data collection systems that document training activities related to equity	Utilization of the new learning management system (LMS) to document and inform training activities related to equity	Assessment of the effectiveness and usefulness of the LMS for informing equity training needs				Metrics designed by training staff to evaluate the appropriateness of the LMS as a documentation and assessment tool for equity trainings and equity training needs	Services/Training	ED Data Analyst	Training and Diversity
		Utilize OEHR's Racial Equity Toolkit to review the stops data to identify racial disparities	Provide analysis of racial impacts of stops data	Develop strategies to address disparities				Include analysis/narrative in annual Stops Data Report	SSD/ Equity and Diversity Office	ED Data Analyst	CHO/SSD/ Equity and Diversity/ OEHR
		Develop implementation plan to identify how management can utilize the stops data reports	Develop data usage tool and training	Develop new policy and practices around equitable stops				Staff Survey, Performance Evaluations	SSD/ Equity and Diversity Office	ED Data Analyst/ Equity and Diversity Office	CHO/SSD/ Equity and Diversity/ OEHR
		Strategy: Build organizational capacity									
	Action(s): Implement an ongoing evaluation of the strategic equity plan	Establishment of an evaluation team for this plan to include bureau leaders, community members, and representation from other bureaus engaged in equity and diversity	Production of a first year evaluation as well as recommendations for years three through five for this plan				Metrics to be developed by the evaluation team to assess their work as well as the plan	CHO/Equity and Diversity	ED Data Analyst	Equity and Diversity	



Long-term Goal	Five Year Bureau	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead	Lead Personnel/ PM	Stakeholders
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Prioritize equity strategy by allocating funds to facilitate the equity plan and create greater opportunities City government contracting	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	Strategy: Operate with urgency and accountability									
		Action(s): Assure that the Equity team remains funded (EDPM, EDPS, .5 FTE Analyst)	Recruitment and hiring of staff needed to complete Equity team	Team established and recommends any needed changes to fulfill team mission				Team completion and functioning	CHO/Services/Fiscal, Personnel and Equity and Diversity	CHO Services Branch AC	CHO/Equity and Diversity and Services/Fiscal
		Action(s): Convene budget advisory council year round in order to strengthen involvement and recommendations to PPB budget	Schedule Budget Advisory Council for the full fiscal year	Budget Advisory Council is meeting regularly and contributing recommendations for budget development				Budget Advisory Council schedule	CHO/Services/Personnel and Equity and Diversity	CHO Services Branch AC	CHO/Equity and Diversity and Services/Fiscal
		Strategy: Build organizational capacity									
		Action(s): Educate bureau procurement process owners in the importance of racial and gender equity when soliciting quotes from vendors, regardless of total dollar amount. Develop education component for RU Managers to increase awareness of MWESB contracting and general procurement priority.	Identify baseline data points for vendor selection of MWESB vendors & develop training materials	Identify baseline and increase MWESB procurements over baseline data by 10%				MWESB Procurement Reports, SAP reports, PCARD Reports	Services/Fiscal	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal
		Action(s): Develop education component for Sergeant Academy to increase awareness and value of MWESB contracting and procurement priority.	Develop academy specific training materials, conduct training	Identify baseline and increase MWESB procurements over baseline data by 10%				Training Evaluation & measured increase in procurements year over year	Services/Fiscal & Training	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal
		Action(s): Develop education component for Lieutenant Academy to increase awareness and value of MWESB contracting and procurement priority.	Develop academy specific training materials, conduct training	Identify baseline and increase MWESB procurements over baseline data by 10%				Training Evaluation & measured increase in procurements year over year	Services/Fiscal & Training	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal
		Action(s): Develop education component for professional support staff in RU's to educate about the value of the City's MWESB contracting and procurement priority.	Develop procurement support staff specific training materials, conduct training	Identify baseline and increase MWESB procurements over baseline data by 10%				Training Evaluation & measured increase in procurements year over year	Services/Fiscal & Training	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal
		Action(s): Incorporate MWESB procurement goals into the 1:1 fiscal consultation process	Have SOP for conducting Fiscal consultations & 1:1's with RU Managers	Materials are understood by managers, and there are increases in use of MWESB vendors				Annual survey	Services Branch /Fiscal Services Division	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal
		Action(s): Utilize technology to enhance the communication around contracting priorities	Explore options with the training division and begin development process	Finalize development processes and implement new technology options for communicating contracting priorities				Annual Procurement Report, to become more frequent	Services/Fiscal & Training	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal
		Strategy: Be data driven									
		Action(s): Incorporate equity outcome measures around hiring and MWESB procurement and budget development into the PPB's community facing dashboard	Assess baseline data and develop performance measures for contracting at PPB	Collect relevant data to populate on-line fiscal performance dashboard				Procurement and budgetary reports & narrative	Services/Fiscal	Business Ops Mgr and Principal Financial Analyst	CHO/Equity and Diversity and Services/Fiscal
		Action(s): Utilize procurement data to set contracting & procurement goals	Inventory of current procurement data for contracting & procurement at PPB	evaluate if training of staff on use of MWESB vendors is achieving goals stated above				Procurement and SAP purchasing reports	Services/Fiscal	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal
		Strategy: Partner with other institutions and communities									
		Action(s): Regularly engage with OEHR to assure that the Police Bureau aligns racial and gender focused practices and goals with the citywide efforts for procurement and budget practice	Utilize OEHR assessment of current efforts at PPB	through gap analysis, identify where barriers exist outside of PPB's control				Procurement and budgetary reports & narrative	Services/Fiscal	Principal Financial Analyst	CHO/Equity and Diversity and Services/Fiscal
Action(s): Utilize new practices to identify barriers in the procurement process.	Conduct environmental scan of City Bureau's for shared learning opportunities	through gap analysis, identify where barriers exist outside of PPB's control				Procurement Report	Services/Fiscal	Business Ops Mgr	CHO/Equity and Diversity and Services/Fiscal		
Bureau Director Signature:	 March 23, 2017 Chief of Police	 March 29, 2017 Acting Chief of Police									