

Furthering the Citywide Racial Equity Goals and Strategies

For the Period July 1, 2017 to June 30, 2022

Bureau: Portland Police Bureau
Director: Chief Danielle Outlaw

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

Implementation 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.

| Long-term Goal | Five Year Bureau Objective | Strategies and Bureau Actions* | Bureau Performance Measures | | | | | Evaluation Tool | Lead Branch | Lead Personnel/PM | Stakeholders |
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| | | | 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 set priorities , invest in preparation tools and set clear expectations for implementing the racial equity plan | Strategy: Operate with urgency and accountability | | | | | | | | | |
| | | Action 1.1: PPB 5 year racial equity plan implementation is led by senior leadership. | Develop monthly review/planning structure and approve strategic planning software. 1) CHO and EDO meets monthly to discuss REP progress. 2) CHO Participates in Annual Equity Retreat to update plan. 3) CHO signs updated plan. Tied to action item 1:2 | 1) CHO and EDO will meet monthly 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 actively move their action plans forward. | 1) CHO and EDO will meet monthly to discuss REP progress. All CHO all invited to monthly management. 2) CHO will participate in Annual Equity Retreat to update plan. 3) CHO will sign updated plan. 4) Division leads will actively move their action plans forward. 5) CHO will proactively address stalled action items. | | | Through calendar and attendance 1) CHO and EDO can verify meeting 9 out of the 12 months per year. Through attendance records 2) CHO and EDO can verify occurrence of Annual Equity Retreat to update plan. Through signature 3) an updated REP is signed by CHO annually. By creation of action plans 4) Division leads will demonstrate moving their actions items in the plan forward. | CHO/Equity and Diversity | Chief Outlaw or Designee | Division Leads, CHO |
| | | Action 1.2. PPB 5 Year racial equity plan will be: A) Reviewed by senior management and community stakeholders annually. After review, EDO will: B) Update the plan and C) Submit updated plan to PPB senior leadership at PPB for approval and D) OEHR for posting. | Meetings will be held with internal stakeholders, city stakeholders, and external stakeholders to inform plan update and to create Division action plans for the next year based on the REP. The REP will be reviewed, updated and approved by leadership based on feedback from this process (tied to Action 1.1). | OEHR will post updated and signed plan (contingent on completion of Action 1.1) A) Equity Retreat will be held to review plan engaging with both internal members and community. (tied to Action 1.1) B) EDO will update plan after 2019 Equity Retreat. (tied to Action 1.1) C) CHO will sign updated plan. (tied to Action 1.1) D) OEHR will post updated and signed plan. | Accountability tool will be integrated into review process. (Tied to 6.2) | | | Accountability tool developed by Racial Equity Review Committee. Through attendance records 1) CHO and EDO can verify occurrence of Annual Equity Retreat to update plan. For 2) thought 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 | CHO/Equity and Diversity | Chief Outlaw or Designee Equity Diversity Program Manager AC of Services | CERC, Equity Voices, Police Equity Council, OEHR |

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| <p>Action 1.3: Update mission/vision statements and assure the Bureau Equity Guiding Statement is embedded.</p> <p>A) Update EDO's mission/vision statements.</p> <p>B) Update PPB's mission/vision and assure the Bureau Equity Guiding Statement is embedded in PPB's mission and vision.</p> | <p>Complete the procurement process for strategic planners.</p> | <p>The Bureau Equity Statement is reviewed and updated if needed.</p> <p>Equity considerations are integrated into the Bureau's operational strategy. Equity embedded as a core value of PPB.</p> <p>Tied to AA 2018-2022 Focus Area 8 Retention and Inclusion- Messaging.</p> | <p>Review of current media, and documents to assure Equity Guiding statements is present.</p> <p>Tied to AA 2018-2020 Focus Area 8 Retention and Inclusion-Messaging.</p> | <p>For year 2-3.</p> <p>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 document.</p> <p>Awareness survey measures (year 4-5):</p> <p>Do people know the Bureau Equity Guiding Statement? Does PPB's Vision have equity noted in the values?</p> | <p>CHO</p> | <p>Chief Outlaw or Designee AC of Services</p> | <p>Review Committee/ Equity Voices, Strategic plan steering committee, EDO</p> |
| <p>Action 1.4: Explore project management programming/training to support continual progress and movement of the plan.</p> | <p>Conduct needs assessment to determine project management skill gaps amongst leadership with responsibility for policy implementation.</p> | <p>Create accountability for REP using strategic planning software.</p> <p>Launch use of the strategic management process for the REP.</p> <p>Get yearly actions plans for REP items from Divisions such as Personnel, Fiscal and Training, CHO.</p> | <p>Design, develop and implement training of leadership with responsibility for policy implementation.</p> <p>Cascade program management software will be rolled out based on licenses or action plans for divisions so that it can be used by everyone to document progress and create reports.</p> | <p>Plan management software is in place and being used. Annual and monthly progress reports on goals are generated. Division action plans are created annually.</p> | <p>Equity and Diversity</p> | <p>Equity and Diversity Program Manager or Designee</p> | <p>Review Committee/ Equity Voices, Division Leads, CHO</p> |
| <p>Strategy: Implement Racial Equity Lens</p> | | | | | | | |
| <p>Action 1.5: Integrate equity into all bureau initiatives.</p> <p>Ensure:</p> <p>A) strategic plans align with the REP and equity goals are central;</p> <p>B) all bureau departments initiatives /plan contains Equity Statement & decision making.</p> | <p>Leadership (Lt. and above) understands systemic equity and are fully committed to holding themselves responsible and accountable for achieving the goals of the equity plan/strategy. (Tied to 3.2)</p> | <p>The equity strategy contributes to specific accomplishments and the Bureau's overall success in identifiable and measurable ways.</p> <p>A) Strategic plans aligns with the REP and racial equity is central to the REP. Cascade, the strategic management software purchased by PPB will be used to support the REP and the Bureau's Strategic Plan. The Bureau's Strategic Plan will align with the REP. (Tied to 1.4).</p> <p>B) The Equity messaging branding campaign will also provide concept for increased understanding of Equity to ensure that all bureau divisions with action plans have an equity statement in their plan. (Tied to 1.3).</p> | <p>Institutionalize Equity statements across the bureau.</p> | <p>A) Strategic plan includes an equity statement.</p> <p>B) All equity relevant or programmatically important bureau printed materials include equity statements.</p> <p>C) Completed Equity Lens is applied when appropriate to all activities and products.</p> | <p>CHO/Equity and Diversity</p> | <p>Equity and Diversity Program Manager or Designee AC Davis or Designee</p> | <p>PPB Division Leads, CHO</p> |

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| <p>Action 1.6: Integrate equity lens within all decision making processes.</p> | <p>Explore Equity lens models developed by other public institutions to identify best practices.</p> | <p>Equity Lens is developed and signed by the Chief.</p> | <p>Train all division managers with an action plan on use of equity lens for policing.</p> <p>An effectiveness survey is created and sent out at scheduled intervals.</p> | | <p>Lens created and signed.</p> <p>Departments have signed documentation noting they understand the lens exists and commit to using it.</p> <p>Effectiveness Survey Results.</p> | <p>Equity and Diversity</p> | <p>Equity and Diversity Program Manager or Designee</p> | <p>CHO, PPB Leadership</p> |
| <p>Action 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).</p> | <p>New action item as of 2018/19.</p> | <p>Embed equity communication within strategic communication strategy.</p> <p>Tied to Action Item 1.3.</p> | <p>CHO will co-create equity campaign with EDO.</p> | | <p>Catalogue of Campaign Docs. Short narrative review of equity campaign.</p> | <p>CHO/Equity and Diversity</p> | <p>Chief Outlaw or Designee and Equity and Diversity Program Manager or Designee</p> | <p>OEHR, PPB advisory bodies, PEC</p> |

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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 |
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| | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | | |
| End disparities in city government hiring and promotions | Recruiting, Hiring and Retention: 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 | | | | | | | | | |
| | | Action 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. | Personnel Division will develop an achievable recruitment plan and will provide leadership with detailed progress every six months. | Personnel Division will develop an achievable recruitment plan and will provide leadership with detailed progress every six months. Targeted recruitment efforts will be informed by review of recruitment and hiring demographics. Tied to AA 2018-2022 Focus Area 1 Strategic Recruitment Plan, Focus Area 3 Recruiting Materials, Focus Area 5 Police Precincts Open Houses, Area 6 Hiring and Selection Process. | Measure effectiveness of recruitment strategies and adjust based on indications of success. | | | Annual Analysis Report written by Personnel. Personnel REP action plans created. | Personnel Division | Personnel Manager or Designee | CHO, Equity and Diversity, BHR, Recruitment partners |
| | | Action 2.2: Continually update officer panel interview questions to align with desired officer competencies related to equity. | New questions are continuously reviewed and approved for implementation for each hiring session | Personnel Division will integrate understanding of equity into question creation. Panel member feedback process will be formalized. | Continue to strengthen question creation process by formally integrating community voices. | | | Personnel and panel member feedback. | Personnel Division | Personnel Manager or Designee | Equity and Diversity, PPB Advisories, Equity Voices |
| | | Action 2.3: 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 People of Color and women and incorporate into retention and wellness efforts. | Conduct needs assessment to determine baseline satisfaction of People of Color and women and incorporate into retention and wellness efforts. Tied to AA 2018-2022 Focus Area 12 Staff Development. | Conduct needs assessment to determine progress. | | | Climate survey of members of color and women. Retention report. | Personnel Division | Personnel Manager or Designee | Equity and Diversity/PEC |
| | | Strategy: Be data driven | | | | | | | | | |
| | | Action 2.4: 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. | Create database to track and analyze recruitment and hiring efforts and begin to input data. Tied to Focus Area 2 Data Management Tracking System, Focus Area 18 Retention and Inclusion. | Review and analyze data. Develop report for submission to leadership, council and community. | | | Annual Analysis Report. | Personnel Division | Personnel Manager or Designee | CHO |
| | | Action 2.5: Utilize exit interview tools to learn from members about the strengths and weaknesses of the organization. Create annual review and reporting processes. | New action item as of 2018/19. | Personnel division/BHR business partners, will utilize citywide exit interview standards and implement a review/analysis process to assure the bureau is utilizing information in evaluating leaving members. | Exit interviews will be conducted with members who voluntarily leave PPB. A report of findings will be produced with recommendations on workplace changes. Plans for implementing recommendations and assessing impact from recommendations are developed for assessing impact. | | | Annual Analysis Report and Retention report. | Personnel Division | Personnel Manager or Designee | CHO |
| | | Strategy: Partner with other institutions and communities | | | | | | | | | |
| | | Action 2.6: 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. | 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 People of Color and/or women. | | | Contracts implemented as well as recorded demographics of participants. | Personnel | Personnel Manager or Designee | Equity and Diversity, community partners, PPB Advisories |
| Strategy: Build Organizational Capacity | | | | | | | | | | | |
| Action 2.7: Leadership, all HR personnel, and all those serving on interview panels are committed to recruiting and screening candidates in a manner that fosters diversity and inclusion. | All bureau members involved in hiring process receive development toward racial equity core competencies. Performance self-assessments evaluations include racial equity core competencies. | All bureau members involved in hiring process receive development toward racial equity core competencies. Performance self-assessments 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. | | | Training records of completion that indicate if equity is embedded in performance and self-assessment evaluations. | Personnel Division/Equity and Diversity | Personnel Manager or designee, Equity and Diversity Program Manager or Designee | CHO | | |

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| | | Action 2.8: Embed Equity core competencies for every supervisor and manager position posting and job description. | New action item as of 2018/19. | Develop template for core competencies for position postings and job descriptions. Develop corresponding policies. | Implement equity core competencies into all manager position postings and job descriptions. | | | Training video records. | Personnel Division | Personnel Manager or Designee | CHO, Equity and Diversity |
| | | Action 2.9: Increase understanding of proactive preventative options such as mediation options and navigating the 2.02 policy. | New action item as of 2018/19. | Develop in-person training platform for understanding of proactive preventative options such as mediation options and navigating the 2.02 policy. | Build supplemental training through LMS system. | | | Records of preventative options utilized. | Personnel Division | Personnel Manager or Designee | Personnel, CHO, Equity and Diversity, Police Equity Council |

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| Create a culture of continuous learning and improvement. | Leadership Development: 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. | Strategy: Be data-driven | | | | | | | | | |
| | | Action 3.1: Identify the common core competencies of leadership (formal and informal) that are linked to advancing equity and inclusion goals within the organization. | Conduct bureau-wide gap analyses and needs assessments to determine the key performance indicators required for leaders to meet Bureau equity outcomes. Utilize these indicators to build a leadership equity assessment tool. | Conduct bureau-wide gap analyses and needs assessments to determine the key performance indicators required for leaders to meet Bureau equity outcomes (i.e. 360 degree feedback). Utilize these indicators to identify model formal and informal leader traits and 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. | | | 360-degree feedback, interviews, performance reviews and leadership equity tool. | Training Division | Training Division Captain or Designee | CHO/Equity and Diversity, PPCOA, PPA |
| | | Strategy: Implement a Racial Equity Lens | | | | | | | | | |
| | | Action 3.2: Develop individual equity leadership systems to embed within executive training programs; sergeant academies; and for non-sworn managers. | All executive leadership will have been trained on diversity, equity and inclusion principles. | Executive Leadership will demonstrate knowledge and ability in use of the equity lens. All sergeants and non-sworn managers will have been trained on diversity, equity and inclusion principles. | Executive leadership will have created a clear and cogent message to which all have committed to practice. All sergeants and non-sworn managers will demonstrate knowledge and ability in use of the equity lens. Tied to 1.3, 1.5 and 5.1. | | | Training records. | Training Division | Training Division Captain or Designee | CHO/Equity and Diversity |
| | | Strategy: Build Organizational Capacity | | | | | | | | | |
| | | Action 3.3: Create objective measures of good and effective management skills, develop management core competencies and integrate equity outcomes in to manager competencies. | Conduct assessment of best management practice in policing in general and within PPB. Use data to inform performance management policies. Integrate best management traits into leadership equity assessment tool. Management section of tools should focus on effective management skills, core competencies, and equity outcomes. | Conduct assessment of best management practice in policing in general and within PPB. Use data to inform performance management policies. Integrate best management traits into leadership equity assessment tool. Management section of tools should focus on effective management skills, core competencies, and equity outcomes. | Use leadership equity assessment tool, this tool is distributed to leadership for self-assessment and for individuals to engage in self growth. | | | 360-degree feedback, interviews, performance reviews and leadership equity tool. | Training Division | Training Division Captain or Designee | CHO/Equity and Diversity |
| | | Action 3.4: Design and institute tiered leadership development training for all sworn members. Design and institute separate tiered leadership development training for all non-sworn members. | Create a plan for multi-tiered leadership development training. Tiers to include: Situational Leadership, Project Management, Change Management, Management through data, Coaching, etc. Tied to 3.2 | Create a plan for multi-tiered leadership development training. Tiers to include: Situational Leadership, Project Management, Change Management, Management through data, Coaching, etc. Tied to 3.2 | Complete development of all tiers of leadership development curriculum. | | | List of articles, videos with learning prompts and worksheets related to Equity. Level 1-5 training evaluation Report on Course Use and Completion Rates. | Training Division | Training Division Captain or Designee | CHO/Equity and Diversity |
| Action 3.5: Explore self-guided leadership technology platform that encourages ongoing skill building outside of the in-service structure. | Identify and implement online learning platform, Tied to 3.2 and 3.4 | Research models for leadership E-learning. Tied to 3.2 and 3.4 | E-learning program is piloted. | | | Course Use and Completion Rates. | Training Division | Training Division Captain or Designee Equity and Diversity Program Manager or Designee | CHO/ Equity and Diversity | | |
| Action 3.6: Develop and provide opportunities for cross-training as well as multi/cross- agency training collaboration. | Create specific openings for intra-agency on the job experience and inter-agency collaboration on equity in policing and tracking system for use of these opportunities. | Create specific openings for intra-agency on the job experience and inter-agency collaboration on equity in policing and tracking system for use of these opportunities. | Participants host and attend regular cross-agency and intra-agency trainings. | | | Centralized Participation Records. | Training Division | Training Division Captain or Designee | Personnel, Equity and Diversity | | |

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| <p>Action 3.7: Assess the current promotional processes to identify opportunities to increase access.</p> | <p>Develop system to track promotions of sworn and nonsworn and analyze patterns, barriers, and disparities with special focus given to racial, gender, and intersectional disparities.</p> | <p>Develop system to track promotions of sworn and nonsworn and analyze patterns, barriers, and disparities centering racial, gender, and intersectional disparities.</p> <p>Pilot information sessions with the goal of increasing awareness of promotional pathways within specialty units</p> <p>Tied to Action 3.3 and AAP 2018-2022 Focus Area 9 & 10 Inclusions Promotions.</p> | <p>Institutionalize by requiring that all specialty units implement information sessions. Create information sessions to aid each employees understanding of promotion pathways, the specific requirements to attain each level, and access to training to ensure they are prepared for the next level. Tied to Action 3.3</p> | | <p>Info session and mentorship attendance records.</p> <p>Formalized list of professional development opportunities.</p> <p>A record of succession pool and promotions data broken down by demographic taken annually.</p> | <p>Personnel Division</p> | <p>Personnel Division Manager or Designee</p> | <p>Training Division and Equity and Diversity</p> |
| <p>Action 3.8: Develop and implement executive equity training cohort model for captain and above level staff.</p> | <p>New action item as of 2018/19.</p> | <p>Engage regional public safety partners to coordinate around an outline of an equity cohort model.</p> | <p>Develop content and pilot cohort model. Receive feedback from participants.</p> | | <p>Training records, meeting minutes, participant feedback.</p> | <p>Equity and Diversity</p> | <p>Equity and Diversity Program Manager or Designee</p> | <p>Regional Safety Committee, AC of Services, Captain of Training</p> |

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| Create a culture of continuous learning and improvement. | Through integrated, sequential and ongoing training , all employees (sworn and non-sworn) will be equipped to build a diverse, inclusive and equitable workforce | Strategy: Build Organizational Capacity | | | | | | | | | |
| | | Action 4.1: Strengthen training for leadership to build knowledge, attitudes and skills related to equity and inclusion | Strengthen all leadership's understanding of the importance of centering race and embed in all leadership academy structures, promotional processes and accountability structures. Tied to Actions Items 2.7, 2.9 3.1, 3.2, 3.3., 3.4, 3.5 and 3.8 | 100% of all leadership are trained and have increased awareness of implicit bias, and have been trained on Procedural Justice. Action Plan is created for Lead Procedural Justice Instructor within training division. | Procedural Justice Action plan is implemented. | | | Training records. Procedural Justice Coordinator Action Plan. | Training Division | Training Division Captain or Designee | Equity and Diversity |
| | | Action 4.2: Strengthen the bureau's ongoing in-service equity training programs for sworn and nonsworn. | Finalize training plan and develop implicit bias training. Tied to Actions Items 2.7, 2.9 3.1, 3.2, 3.3., 3.4, 3.5, 3.8 and 4.1. | Embed implicit bias training into the in-service structure for sworn. Provide opportunities to attend implicit bias training for nonsworn. Tied to AA 2018-2022 Focus Area 12 Training Staff Development. | Equity Training Analyst implements audit of Advanced Academy Courses. | | | Training records, EDO Training Analyst Action Plan. | Training Division/Equity and Diversity | Training Division Captain or Designee Equity and Diversity Program Manager or Designee | Procedural Justice Coordinator (Training) |
| | | Action 4.3: Strengthen the bureau's advanced academy equity training programming | Finalize training plan and develop implicit bias training. | Institutionalize implicit bias training by embedding into advanced academy. Tied to AA 2018-2022 Focus Area 12 Training Staff Development. | Institutionalize implicit bias training by embedding into advanced academy. | | | Training records, EDO Training Analyst Action Plan. | Training Division/Equity and Diversity | Training Division Captain or Designee | Equity and Diversity |
| | | Action 4.4: Build capacity and awareness of equity of all training staff. | Training staff will participate in impact bias training. Training staff will engage with consultant to participate in training conversations around race. Tied to Action Item 4.7 | All training staff have participated in the equity capacity building process. FTO academy will include an internal or external SME to support embedding in curriculum trainings. Tied to AA 2018-2022 Focus Area 12 Training Staff Development. | All FTO's will be trained in equity training and facilitation skills. Training can be done by consultant, internal SME, or internal capacity. | | | Training staff records, EDO Training Analyst Action Plan. | Training Division/Equity and Diversity | Training Division Captain or Designee Equity and Diversity Program Manager or Designee | Equity and Diversity |
| | | Action 4.5: Normalize Community Engagement language and practices | 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. Include definition of community engagement into any of the Bureau's Strategic Planning Process. | With assistance from Portland Committee on Community Engaged Policing, 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. Include definition of community engagement into any of the Bureau's Strategic Planning Process. | Institutionalize training on community engagement across the bureau. | | | Training module as approved by the Training Captain. | CHO/Training Division | Assistant Chief of Services or Designee | Office of Community Engagement, Equity and Diversity, Strategic Planners, Training Division Captain |
| | | Action 4.6: Embed Wellness practices at all levels of the bureau, from the onset of all employment within PPB. | New action item as of 2018/19. | Utilize focus group process to engage internal stakeholders around wellness of PPB and create summary report to be utilized by wellness officer/sgt. Create wellness action that incorporates stakeholder feedback. | Prioritize internal stakeholder recommendations and finalize wellness action plan. | | | Action plan. Focus group recommendations. | Training Division | Training Division Captain or Designee | Personnel, CHO, Equity and Diversity |
| | | Strategy: Partner with other institutions and communities | | | | | | | | | |
| Action 4.7: 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. Tied to Action items 4.5 and 4.6. | Develop community trainer pool and engage community members of the 10 safe harbor languages. Tied to Action items 4.5 and 4.6. Design community Trainer Project. Corresponds to AAP 2018-2022 Inclusion – Community Trainer. | Embed community trainer project within advanced academy. | | | Training roster and schedule, Innovation Fund Grants Advanced Academy training records. | Equity and Diversity/Training Division, | Training Division Captain or Designee, Equity and Diversity Program Manager Designee | Multi-racial, multi-cultural advisory body | | |

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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. | Communications and Access: 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 5.1: Develop a proactive external communication strategy to promote equity, diversity and inclusion | Exploration of opportunities for equity communications platform. Tied to Action Items 1.3 and 1.7 | Exploration of opportunities for equity communications platform and communications consultant. Tied to Action Items 1.3 and 1.7 An equity video messaging and branding campaign is developed. | Completion of proposal for the equity communications platform Equity video messaging campaign is launched. | | | Survey . | Equity and Diversity | EDO Program Manager or Designee | Communications Specialist, CHO, Training Division. |
| | | Action 5.2: Develop equity lens toolkit that will be utilized in all programs, policies, practices, missions and decisions. Ensure that understanding of inclusive processes are integrated throughout the bureau. | Equity lens template created. Inclusive process visualized. Tied to Action items 1.6 | Equity Lens template is finalized. Leadership is trained on inclusive processes. | Use of equity lens is institutionalized. | | | Lens signed by leadership. Training Records. | Equity and Diversity | Equity Diversity Program Manager or Designee | Communications, OEHR, policy team, Core Team |
| | | Strategy: Operate with urgency and accountability | | | | | | | | | |
| | | Action 5.3: Assure that communications meet the needs of the ten safe harbor languages groups and comply with Title VI regulations | Work with OEHR and other SME's to identify components of language and determine strategy for implementation. | 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. Tied to Action 4.7. | Implementation of the Language access plan and related policies in compliance with Title VI. | | | Data related to language access and stops. | Equity and Diversity | Equity Diversity Program Manager or Designee | Communications, OEHR, City Attorney, DOJ OCR, SSD, Office of Community Engagement |
| | | Action 5.4: Assure compliance with the Americans with Disabilities Act, Title II | Work with OEHR to go over plan requirements. | 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. | | | Process Map. | CHO | Executive Lieutenant | Communications, Equity and Diversity, and OEHR |
| | | Action 5.5: Assure that access for historically marginalized groups is in compliance with Title VI. | Create position to analyze data relating to historically marginalized groups through an equity lens. | Work with partners in City of Portland to identify projects for working with marginalized groups. Tied to 7.3. | Annual assess progress of current projects is completed and additional support is given if needed. | | | Training Records, communication plan. | Equity and Diversity | Equity Diversity Program Manager or Designee | OEHR, Tribal Director |
| | | Strategy: Be data driven | | | | | | | | | |
| | | Action 5.6: Develop the tools necessary to document compliance with Title II related requests and accommodations | Convening of a multi-disciplinary team to develop a description of the data necessary to document Title II related requests and accommodations. | Convening of a multi-disciplinary team to develop a description of the data necessary to document Title II related requests and accommodations. | Convening of a database knowledgeable team to assess the options for documenting Title II 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. | Equity and Diversity/CHO | Executive Lieutenant | OEHR, BHU, Policy Team, Title VI Coordinator, Title II Coordinator |
| | | Action 5.7: Develop the tools necessary to document compliance with Title VI related requests and accommodations | Convening of a multi-disciplinary team to develop a description of the data necessary to document Title VI related requests and accommodations. | Convening of a multi-disciplinary team to develop a description of the data necessary to document Title VI related requests and accommodations. | Convening of a database knowledgeable team to assess the options for documenting 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. | Equity and Diversity/CHO | Equity Diversity Program Manager or Designee | OEHR, BHU, Policy Team, Title VI Coordinator, Title II Coordinator |

| Long-term Goal | Five Year Bureau Objective | Strategies and Bureau Actions | Bureau Performance Measures | | | | | Evaluation Tool | Lead Branch | Lead Personnel/PM | Stakeholder |
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| | | | 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. | Stakeholder Engagement: We are responsive to the needs of the communities we serve. | Strategy: Partner with other institutions and communities | | | | | | | | | |
| | | Action 6.1: Strengthen established community 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. Tied to Action Item 5.1 | 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. Tied to Action Item 5.1 | Each PPB advisory group develops an equity and diversity statement for their mission and receives feedback from leadership regarding their identified community needs. Tied to Action Item 1.3 | | | Equity and Diversity statements. | Office of Community Engagement | Community Engagement Office Officer | PPB Advisory Committees, Office of Community Engagement, Equity and Diversity |
| | | Action 6.2: Establish and maintain new Advisory Committee, identified by community and internal bureau members, to support the bureau's equity initiatives empowered to collaboratively engagement with bureau leadership | Establish a multi-racial, multi-cultural advisory structure. Identify members from this groups to serve on the Racial Equity Review Committee (Tied to Action Item 1.1 and updating the plan). Create a process for identifying the needs of the communities represented by this group. | Establish a multi-racial, multi-cultural advisory structure. Identify members from this groups to serve on the Racial Equity Review Committee (Tied to Action Item 1.1 and updating the plan). Create a process for identifying the needs of the communities represented by this group. | Multi-racial, multi-cultural advisory is fully functional and integrated into the bureau. | | | Statement of purpose. | Equity and Diversity | Equity and Diversity Program Manager or Designee | Office of Community Engagement |
| | | Action 6.3: Establish and maintain new Advisory Committee specifically targeted to engage youth in the community. | Identify partners and create structure for future youth advisory committee. | Identify partners and create structure for future youth advisory committee. | Resume creation of youth advisory committee. Create a process for identifying the needs of the communities represented by this group. | | | Statement of purpose. | Youth Services Division | Captain of Youth Services or Designee | Office of Community Engagement |
| | | Action 6.4: Work with other City structures to continually enhance bureau community engagement efforts and equity initiatives progress. | Utilization of the City's Public Involvement Advisory Committee (PIAC) to inform further development of advisory bodies and involvement of community members. EDO attends PIAC meetings in a liaison role and brings info back for the work at PPB. | EDO attends PIAC meetings in a liaison role and brings info back for the work at PPB. Support development and implementation of citywide tools. | Participate in public involvement citywide practice. | | | Attendance Records. | Equity and Diversity | Equity and Diversity Program Specialist | PIAC, CHO |
| | | Strategy: Build organizational capacity | | | | | | | | | |
| | | Action 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. | Develop the structure and membership needs for this committee inclusive of diverse voices. 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. Tied to 6.6 | The committee serves as a resource to internal stakeholders. PEC will finalize its action plan. Corresponds to AA 2018-2022 Focus Area 15 Retention and Inclusion Bureau Equity Committee. | The committee is regularly providing recommendations to leadership and receiving feedback on those recommendations from leadership. | | | Attendance Records and Action Plan. | Equity and Diversity | Equity and Diversity Program Manager or Designee | CHO/Equity and Diversity, Police Equity Council |
| | | Action 6.6: Create mechanism to support protected classes of employees within PPB. | Determine need for resource/affinity group based on PEC feedback and the survey's conducted for 2.3. Tied to 2.3 and 6.5 | Determine need for resource/affinity group based on PEC feedback and the survey's conducted for 2.3. Tied to 2.3 and 6.5 | Create affinity groups adapted to PPB needs. | | | Anonymous Surveys | Equity and Diversity | Equity and Diversity Program Manager or Designee | Equity and Diversity, Police Equity Council |
| | | Action 6.7: Explore past initiative-Intergroup Dialogues. Identify city partners to assist with reconvening and modifying the practice to encourage the continued practice of courageous conversations. | Meet with past participants to evaluate initiative lessons learned. | Begin to adapt initiative based on feedback. Corresponds to AA 2018-2022 Focus Area 13 Inclusion-Dialogues about Race | Begin updated intergroup dialogue. | | | Participant Evaluation. | Equity and Diversity | Equity and Diversity Program Manager or Designee | Intergroup Dialogue Facilitators |
| | | Action 6.8: Reconvene and maintain an internal operations advisory committee 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 for front line members wishing to be included in bureau wide decision processes. | Development of the structure and membership needs for this committee inclusive of diverse voices. | Development of the structure and membership needs for this committee inclusive of diverse voices. Corresponds to AA 2018-2022 Focus Area 16 Retention and Inclusion Internal Advisory Structure and Focus Area 17 Retention and Inclusion Internal Advisory Structure | 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 | AC of Investigations or Designee AC of Operations or Designee | Equity and Diversity, Involved bureau members |
| Strategy: Be data driven | | | | | | | | | | | |
| Action 6.9: 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. Tied to Action Items 4.6 and 7.1 | 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. Tied to Action Items 4.6 and 7.1 | 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 and records indicating wide use of tool. | Equity and Diversity | ED Program Specialist | Operations, SSD Statistical Support Unit, Office of Community Engagement, Equity and Diversity | | |

Data Management

| Long-term Goal | Five Year Bureau Objective | Strategies and Bureau Actions* | Bureau Performance Measures | | | | | Evaluation Tool | Lead Branch | Lead Personnel/PM | Stakeholder |
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| | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | | |
| Provide equitable City services to all residents | Data management: 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 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. | A) Convene a multi-disciplinary equity data team inclusive of outside consultants to evaluate what data is 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. B) Engage the multidisciplinary team to create an equity tool to be used in all recruitment, hiring, and retention evaluations. | A) Convene a multi-disciplinary equity data team (potentially including outside consultants) to evaluate what data is 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. B) Engage the multidisciplinary team to create 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 upcoming year. | Equity and Diversity | ED Data Analyst | Personnel, Outside consultants, BHR, SSD |
| | | Action 7.2: Strengthen data collection systems that document training activities related to equity | Explore options for collecting data relating to LMS Equity training and identify process for tracking and storing equity related training data. | Explore options for collecting data relating to LMS Equity training and identify process for tracking and storing equity related training data. | Build system for tracking LMS equity data. | | | Training Reports. | Equity and Diversity | ED Data Analyst | Training |
| | | Action 7.3: Utilize OEHR's Racial Equity Toolkit to review the stops data, GET data and hiring data to identify racial disparities. | EDO, Policy, and SSD will participate in OEHR training . | Data Analyst will be hired. | Provide analysis of racial impacts of stops data. | | | Include analysis/narrative in annual Stops Data Report, Recommendations provided based on data. | Equity and Diversity | ED Data Analyst | CHO, SSD, OEHR, Operations Branch |
| | | Strategy: Build organizational capacity | | | | | | | | | |
| | Action 7.4: Implement an ongoing evaluation processes of the racial 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. Tied to Action 1.2 and 1.4 | Utilization of Cascade software to present progress of REP to internal and external stakeholders. Tied to Action 1.2 and 1.4 | Production of a first year evaluation as well as recommendations for years three through five for this plan. | | | Equity Retreat and Cascade quarterly reports. | Equity and Diversity | ED Data Analyst | CHO, Evaluation team, PEC | |

