

# Racial Equity Plan Progress Report

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MAY UPDATE

Equity and Inclusion Office  
PORTLAND POLICE BUREAU |



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Hello Community,

We at the Equity and Inclusion Office are excited to present the second monthly update of the Racial Equity Plan (REP). In this report and all future reports, any changes from previously released documents will be italicized and highlighted in red. We are committed to continual improvements and if community members have suggestions on how we can improve these please send to [PPBEquityOffice@portlandoregon.gov](mailto:PPBEquityOffice@portlandoregon.gov).

Progress Level	Meaning	Percent Complete (Est.)
No Progress	This item has had little to no progress.	<10%
Some Progress	This item has been started and had some work done on it but it is still mostly incomplete.	10%-50%
Moderate Progress	Considerable work on this item has been done but it is not yet near complete.	51%-89%
Near Complete	Most of this item is completed. There are a few final touches that need to be done.	90%-99%
Complete	This item has been completed.	100%
Extra Progress	This item been completed and additional work has been done on this item.	>100%

Best,



Marlon Marion, Equity and Inclusion Program Manager

<b>Furthering the Citywide Racial Equity Goals and Strategies</b>	
<b>For the Period July 1, 2017 to June 30, 2022</b>	
<b>Bureau: Portland Police Bureau Director: Chief Chuck Lovell</b>	<b>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)</b>
<b>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.</b>	<b>Years four through five of this plan have been informed by years one through three.</b>

**Some Frequently used Acronyms:**

- BHR- Bureau of Human Resources**
- CAG- Coalition of Advisory Groups**
- CHO- Chief's Office**
- EIO- Equity and Inclusion Office**
- MWESB- Minority Owned, Woman Owned, or Emerging Small Business**
- PEAC- Police Equity Advisory Council**
- PEC- Police Equity Council**
- PPB- Portland Police Bureau**
- REP- Racial Equity Plan**
- SSD- Strategic Services Division**

# Quick Guide to Progress by Area

	.1	.2	.3	.4	.5	.6	.7	.8	.9	.10
<b>Prioritize</b>	MP	NP	NC	NC	NC	MP	SP	C		
<b>Recruitment, Hiring and Retention</b>	SP	C	SP	NC	NC	SP	MP	SP	SP	MP
<b>Leadership Development</b>	NP	C	SP	NP	C	MP				
<b>Staff Development</b>	NC	C	C	SP	C	SP	MP			
<b>Communications and Access</b>	MP	C	C	C	MP	C				
<b>Stakeholders Engagement</b>	EP	C	SP	SP	C	SP	SP	SP		
<b>Data Management</b>	SP	C	MP	C						
<b>Budgeting and Contracting</b>	NC	C	SP	MP	C	C	NC	SP	MP	MP

NP=No Progress, SP= Some Progress, MP= Moderate Progress, NC= Near Complete, C= Complete, EP = Extra Progress

# 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.

**Strategies Used:**

**Operate with urgency and accountability-** Items 1.1, 1.2, 1.3, 1.4

**Implement Racial Equity Lens-** Item 1.5

**Build Organizational Capacity-** Items 1.6, 1.7, 1.8

**Acronyms:**

**AC-** Assistant Chief

**CAG-** Coalition of Advisory Groups

**CHO-** Chief's Office

**EIO-** Equity and Inclusion Office

**OEHR-** Office of Equity and Human Rights

**PEAC-** Police Equity Advisory Council

**PEC-** Police Equity Council

**PPB-** Portland Police Bureau

**REP-** Racial Equity Plan

Action Item	Year 4	Update	Information	Progress
<p>1.1: PPB 5 year racial equity plan implementation is led by senior leadership.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>1) CHO and EIO will meet bi-weekly to discuss REP progress.</p> <p>2) CHO will participate in Annual Equity Retreat to update plan.</p> <p>3) CHO will sign updated plan.</p> <p>4) Division leads will update the Chief on REP progress quarterly.</p> <p>5) CHO will proactively address stalled action items through demonstrated accountability measures for completing assigned tasks.</p>	<p>EIO currently meets with the Chief bi-weekly.</p> <p>EIO is engaging with monthly one on one meetings with REP leads. EIO is currently working on developing format for quarterly meeting between all staff and Chief.</p>	<p><b>Lead Branch:</b> CHO/Equity Inclusion Office</p> <p><b>Lead Role:</b> Chief of Police or Designee, EIO Program Manager</p> <p><b>Stakeholders:</b> Division Leads, CHO</p> <p><b>Evaluation Tool:</b> Calendar and attendance will verify CHO and EIO meeting regularly.</p> <p>Attendance records can verify occurrence of Annual Equity Retreat to update plan.</p> <p>An updated REP is signed by CHO annually.</p> <p>Division leads will demonstrate their actions items are moving forward in the plan in quarterly meetings.</p>	<p><b>Moderate Progress</b></p>

<p><b>1.2:</b> PPB 5 Year racial equity plan will be:</p> <p>1) Reviewed by senior management and community stakeholders annually.</p> <p>After review, EIO will:</p> <p>2) Update the plan and</p> <p>3) Submit updated plan to PPB senior leadership at PPB for approval and</p> <p>4) OEHR for posting.</p>	<p>1) Equity Retreat will be held to review plan engaging with both internal members and community. (tied to Action 1.1)</p> <p>2) EIO will update plan after 2021 Equity Retreat. (tied to Action 1.1)</p> <p>3) CHO will sign updated plan. (tied to Action 1.1)</p> <p>4) OEHR will post updated and signed plan.</p>	<p>EIO has begun preliminary work on Equity Retreat.</p>	<p><b>Lead Branch:</b> CHO/Equity Inclusion Office</p> <p><b>Lead Role:</b> Chief of Police or Designee, Assistant Chief of Services, Equity Program Specialist</p> <p><b>Stakeholders:</b> Police Equity Council, OEHR, PEAC</p> <p><b>Evaluation Tool:</b> Through attendance records 1) CHO and EIO can verify occurrence of Annual Equity Retreat to update plan.</p> <p>For 2) and 3) an updated and signed plan can be verified by a date of chief's signature.</p> <p>For 4) a revised REP on OEHR's website will be the benchmark</p>	<p><b>No Progress</b></p>
<p><b>1.3:</b> Update mission/vision statements and assure the Bureau Equity Guiding Statement is embedded.</p> <p>1) Update EIO's mission/vision statements.</p> <p>2) Update PPB's mission/vision and assure the Bureau Equity Guiding</p>	<p>EIO will create a mission/vision statement. Statement will be available on its website.</p> <p>Tied to Affirmative Action 2018-2020 Focus Area 8 Retention and Inclusion- Messaging.</p>	<p>EIO has received input on mission and vision from internal and external partners and is planning a retreat to finalize the statement.</p>	<p><b>Lead Branch:</b> CHO/ Equity and Inclusion Office</p> <p><b>Lead Role:</b> Chief of Police or Designee Equity Program Manager</p> <p><b>Stakeholders:</b> PEAC</p> <p><b>Evaluation Tool:</b> PPB Mission/Vision statement updated to include the Bureau Equity Guiding Statement and</p>	<p><b>Near Complete</b></p>



Statement is embedded in PPB's mission and vision.			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?	
<b>1.4:</b> Explore project management programming/training to support continual progress and movement of the plan.	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.	One on one meetings between Equity Office and REP Leads are occurring monthly. Core Team meetings will occur quarterly.	<b>Lead Branch:</b> Equity and Inclusion Office <b>Lead Role:</b> Equity and Inclusion Program Specialist <b>Stakeholders:</b> PEAC, Division Leads, CHO <b>Evaluation Tool:</b> Plan management software is in place and being used. Annual and quarterly progress reports on goals are generated. Division action plans are created annually.	<b>Near Complete</b>
<b>1.5:</b> Integrate equity into all bureau initiatives.  Ensure:	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.	Management Staff has crafted Equity Statements as part of the Equity Lens Training as well as submitted how they plan to use the Equity Lens.	<b>Lead Branch:</b> CHO/Equity and Inclusion Office <b>Lead Role:</b>	<b>Near Complete</b>

<p>A) strategic plans align with the REP and equity goals are central;</p> <p>B) all bureau departments initiatives /plan contains Equity Statement &amp; decision making.</p>	<p>EIO will work with Bureau Leadership to formalize an official Equity Statement for each unit.</p>	<p>EIO has crafted Equity Statements for each unit based on submission. These have not been formally approved or submitted.</p>	<p>Equity and Inclusion Program Manager, Equity and Inclusion Program Specialist, AC of Services or Designee</p> <p><b>Stakeholders:</b> PPB Division Leads, CHO, Communications</p> <p><b>Evaluation Tool:</b> A) Strategic plan includes an equity statement. B) All equity relevant or programmatically important bureau printed materials include equity statements.</p>	
<p><b>1.6:</b> Integrate equity lens within all decision-making processes.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>Begin training on the Equity Lens. Explore policy options around use and training of the Equity Lens.</p>	<p>EIO has completed the Equity Lens Training.</p> <p>There is currently no Equity Lens Policy drafts. <i>EIO has met with policy team who recommended that Equity Lens be written as an SOP not a policy.</i></p>	<p><b>Lead Branch:</b> Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity and Inclusion Program Manager</p> <p><b>Stakeholders:</b> CHO, PPB Leadership</p> <p><b>Evaluation Tool:</b> Lens created and signed. Departments have signed documentation noting they understand the lens exists and commit to using it.</p>	<b>Moderate Progress</b>
<p><b>1.7:</b> Senior leadership will support the development of and take the lead on the implementation of the equity communication plan</p>	<p><b>TWO YEAR GOAL</b> EIO will work with CHO and Communications to increase EIO visibility.</p>	<p>EIO and the Communications team are planning on doing a podcast on the role of EIO in the bureau.</p>	<p><b>Lead Branch:</b> CHO/Equity and Inclusion Office</p> <p><b>Lead Role:</b> Chief of Police or Designee and</p>	<b>Some Progress</b>

(dependent on action item 5.1).		<i>EIO has drafted a planned outline for the podcast.</i>	Equity and Inclusion Program Specialist <b>Stakeholders:</b> OEHR, PPB advisory bodies, PEC, CSD <b>Evaluation Tool:</b> Equity is included in Strategic Communication Strategy.	
<b>1.8:</b> 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.	<b>TWO YEAR GOAL</b> Maintain advisory inclusive of representatives from all other advisories.	The Chief's Office has created the CAG (Coalition of Advisory Groups). The group is currently operating.	<b>Lead Branch:</b> CHO <b>Lead Role:</b> Chief of Police or Designee <b>Stakeholders:</b> EIO, PPB Advisory Bodies <b>Evaluation Tool:</b> Meeting notes and records	<b>Complete And Ongoing</b>

# 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.**

**Strategies Used:**

**Implement Racial Equity Lens – Items 2.1, 2.2, 2.3**

**Be Data Driven – Items 2.4, 2.5**

**Partner with other institutions and communities – Item 2.6**

**Build Organizational Capacity – Items 2.7, 2.8, 2.9**

**Acronyms:**

**CHO- Chief's Office**

**BHR- Bureau of Human Resources**

**EIO- Equity and Inclusion Office**

**OEHR- Office of Equity and Human Rights**

**PEC- Police Equity Council**

**PPB- Portland Police Bureau**

**REP- Racial Equity Plan**

Action Item	Year 4	Update	Information	Progress
<p><b>2.1:</b> 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.</p> <p>A) Create a plan for strengthening PPB local and national recruitment and marketing strategies for members of color, women, and any intersection of these.</p> <p>B) Assure that this plan is reviewed, updated and approved annually.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>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.</p>	<p>EIO has established regular meetings with BHR.</p> <p><i>The hiring checklist has been created by the BHR business partners. EIO has submitted Equity Retreat suggestions to BHR. EIO, Personnel Division, and BHR business partner are currently working on a draft for hiring process. In particular focusing on eliminating inequitable barriers in the hiring process.</i></p>	<p><b>Lead Branch:</b> BHR Partners, <i>Personnel Division</i></p> <p><b>Lead Role:</b> BHR Business Partner, <i>Personnel Manager or Designee</i></p> <p><b>Stakeholders:</b> CHO, Equity and Inclusion, BHR, Recruitment partners,</p> <p><b>Evaluation Tool:</b> Personnel REP action plans created.</p>	<p><b>Some Progress</b></p>
<p><b>2.2:</b> Continually update officer panel interview questions to align with desired officer competencies related to equity.</p>	<p>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</p>	<p><i>Officer interview panels are no longer done at Portland Police Bureau. Command interviews are done after backgrounds are complete. Questions are</i></p>	<p><b>Lead Branch:</b> Personnel Division</p> <p><b>Lead Role:</b> Personnel Manager or Designee</p>	<p><b>Complete</b></p>

	with BHR to make sure equity questions are included. EIO will discuss and embed recommendations from Equity Retreat with BHR partners and personnel.	<i>submitted to EIO for review before use.</i>	<b>Stakeholders:</b> EIO, CHO, BHR <b>Evaluation Tool:</b> To be determined	
<b>2.3:</b> Assess internal support needs of current members of color and women to assess inclusion, utilizing several outreach practices to assess satisfaction rate.	Collect data and ensure that it be used to make any necessary improvements in the future.	EIO is currently working with the Police Equity Council Subcommittee to determine best methods of researching inclusion within the bureau.  <i>EIO Program Specialist has used past research to gain preliminary insight into the culture around inclusion at the Portland Police Bureau.</i>	<b>Lead Branch:</b> Equity and Inclusion Office <b>Lead Role:</b> Equity and Inclusion Program Specialist <b>Stakeholders:</b> CHO, PEC, Personnel <b>Evaluation Tool:</b> Survey	<b>Some Progress</b>
<b>2.4:</b> Track, measure and report changes in diversity of sworn and non-sworn bureau personnel.	Work with BHR to create dashboard for recording changes in diversity.	BHR currently has a dashboard on hiring: <a href="https://www.portlandoregon.gov/bhr/index.cfm?&amp;a=698280">https://www.portlandoregon.gov/bhr/index.cfm?&amp;a=698280</a>  This can be compared to OEHR's demographic dashboard: <a href="https://www.portlandoregon.gov/oehr/index.cfm?&amp;a=595121">https://www.portlandoregon.gov/oehr/index.cfm?&amp;a=595121</a>  The BHR business partner plans to work with BHR data analyst on a more comprehensive dashboard.	<b>Lead Branch:</b> BHR Partners <b>Lead Role:</b> BHR Business Partner <b>Stakeholders:</b> SSD, OEHR <b>Evaluation Tool:</b> Dashboard	<b>Near Complete</b>
<b>2.5:</b> Utilize exit interview tools to learn from members about	Develop formalized exit interview protocol.	Exit interview protocol draft is completed. <i>Tool is being created by Strategic Services Division.</i>	<b>Lead Branch:</b> Personnel Division <b>Lead Role:</b>	<b>Near Complete</b>

<p>the strengths and weaknesses of the organization.</p> <p>Create annual review and reporting processes.</p>		<p><i>Equity and Inclusion Office has reviewed and approved tool.</i> Next steps are for the Chief’s Office to review the protocol.</p>	<p>Personnel Manager or Designee  <b>Stakeholders:</b>  EIO, CHO, <i>SSD</i>  <b>Evaluation Tool:</b>  Records of Exit Interviews  Records of Exit Insights</p>	
<p><b>2.6:</b> Create long-term strategies that invest in the development of local talent. Develop partnerships with local organizations that support this development.</p>	<p><b>TWO YEAR GOAL</b></p> <p>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.</p> <p>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.</p>	<p>BHR is looking into avenues for expanding partnerships with universities. Recruitment plans are currently in flux due to uncertainty of when the Bureau will be able to hire more officers. BHR is exploring opportunities to connect current officers with interested parties.</p> <p>The Chief has approved Standard Operating Procedures for Cadets program. The bureau has begun contracting for Camp Rosenbaum. The bureau facilitates 110 events with Cadets. Training Leadership is interested in embedding Equity and Procedural Justice Training into Cadet Program. Training seeks to support Personnel’s vision in recruitment.</p>	<p><b>Lead Branch:</b>  BHR Partners  Training Division  <b>Lead Role:</b>  BHR Business Partner  Training Division  <b>Stakeholders:</b>  EIO, Personnel, CHO  <b>Evaluation Tool:</b>  Info Session Attendance</p>	<p><b>BHR Portion</b></p> <p><b>Some Progress</b></p> <p><b>Training Portion</b></p> <p><b>Moderate Progress</b></p>
<p><b>2.7:</b> Leadership, all HR personnel, and all those serving on interview panels are committed to recruiting and</p>	<p>As recruitment and hiring is being moved to BHR, EIO will meet with BHR around recruitment and hiring process.</p>	<p>BHR discusses goals with EIO during weekly discussions. BHR is looking to create Equity in hiring tool similar to one used at other</p>	<p><b>Lead Branch:</b>  BHR Partners  <b>Lead Role:</b>  BHR Business Partner</p>	<p><b>Some Progress</b></p>

<p>screening candidates in a manner that fosters diversity and inclusion.</p>	<p>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.</p>	<p>bureaus. BHR will reach out to BHR analyst to review shortfall data before setting targets.</p>	<p><b>Stakeholders:</b> Equity and Inclusion Office <b>Evaluation Tool:</b> BHR created tool.</p>	
<p><b>2.8:</b> Embed Equity core competencies for every supervisor and manager position posting and job description.</p>	<p><b>Two Year Goal</b>  Work with BHR to embed equity competency requirement for all positions. Work with BHR to embed equity skills in class comp.</p>	<p>This item is in the preliminary stages. BHR is currently reviewing citywide class comp. BHR Business Partner will reach out to BHR to review classification specific to the Police Bureau.  <i>BHR partner has limited ability to change class competencies specific to police. Has focused on providing leadership trainings to increase Equity competency. Citywide Lead Training has already kicked off. It will continue to grow.</i></p>	<p><b>Lead Branch:</b> BHR Partners <b>Lead Role:</b> BHR Business Partner <b>Stakeholders:</b> EIO, Personnel, RU Posting Job <b>Evaluation Tool:</b> Job Description</p>	<p><b>Some Progress</b></p>
<p><b>2.9:</b> Increase understanding of proactive preventative options such as mediation options and navigating the 2.02 policy.</p>	<p>Create new system, have system approved, and communicate new system to bureau membership.</p>	<p>Equity and Inclusion Office has worked with BHR partners, Internal Affairs, the Policy team, Independent Police Review, and OEHR in the creation of a process that will increase member’s knowledge and access to programs that allow them to resolve conflicts between</p>	<p><b>Lead Branch:</b> Equity and Inclusion Office <b>Lead Role:</b> Equity and Inclusion Program Specialist <b>Stakeholders:</b> Internal Affairs, BHR <b>Evaluation Tool:</b></p>	<p><b>Moderate Progress</b></p>



		internal parties. Process is still in development.	New mediation procedures and policies.	
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# 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.**

**Strategies:**

**Be Data Driven – Item 3.1**

**Implement a Racial Equity Lens – Item 3.2**

**Build Organizational Capacity – Items 3.3, 3.4, 3.5, 3.6**

**Acronyms:**

**CHO- Chief's Office**

**BHR- Bureau of Human Resources**

**EIO- Equity and Inclusion Office**

**LMS- Learning Management Series**

**PEC- Police Equity Council**

**PPA- Portland Police Association**

**PPB- Portland Police Bureau**

**PPCOA- Portland Police Commanding Officer Association**

**RU- Responsible Units**

Action Item	Year 4	Update	Information	Progress
<p><b>3.1:</b> Identify the common core competencies of leadership and management (formal and informal) that are linked to advancing equity and inclusion goals within the organization.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>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.</p> <p><i>EIO will work with Training to build a leadership equity self assessment tool (independent of BHR processes) around increasing core competencies in these traits.</i></p>	<p>This work was initially planned to be assigned to be a Hatfield Fellow but due to background check failure, this work was delayed.</p> <p><i>EIO will be interviewing a new potential Hatfield Fellow.</i></p> <p><i>Hatfield Fellow or</i> Equity Data Analyst will begin work upon hiring.</p>	<p><b>Lead Branch:</b> Training Division, Equity and Inclusion Office</p> <p><b>Lead Role:</b> Training Division Captain or Designee, Equity Data Analyst</p> <p><b>Stakeholders:</b> CHO/Equity and Inclusion, PPCOA, PPA</p> <p><b>Evaluation Tool:</b> 360-degree feedback, interviews, performance reviews and leadership equity tool.</p>	<p><b>No Progress</b></p>
<p><b>3.2:</b> Develop individual equity leadership systems to embed within executive training programs; sergeant academies; and for non-sworn managers.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>All command staff and non-sworn managers will be trained on Equity Lens.</p>	<p>All command staff and non-sworn managers have been trained on Equity Lens as of the end of 2020.</p> <p><i>The Equity Lens has been part of the promotional exam process.</i></p>	<p><b>Lead Branch:</b> Training Division, Equity and Inclusion Office</p> <p><b>Lead Role:</b> Training Division Captain or Designee, Equity Program Manager</p> <p><b>Stakeholders:</b> CHO/Equity and Inclusion</p> <p><b>Evaluation Tool:</b> Training records.</p>	<p><b>Complete</b></p>

<p><b>3.3:</b> Design and institute tiered leadership development training for all sworn members.</p> <p>Design and institute separate tiered leadership development training for all non-sworn members.</p>	<p>Leadership will be trained on the Equity Lens.</p> <p>Develop Leading with Equity LMS trainings.</p>	<p>All command staff and non-sworn managers have been trained on Equity Lens as of the end of 2020.</p> <p>Leading with Equity LMS trainings has not happened due to Hatfield Fellowship falling through. This cannot be completed until 3.1 is complete.</p>	<p><b>Lead Branch:</b> Training Division, Equity Inclusion Office</p> <p><b>Lead Role:</b> Training Division Captain or Designee, Equity Training Specialist</p> <p><b>Stakeholders:</b> CHO/Equity and Inclusion</p> <p><b>Evaluation Tool:</b> Report on Course Use and Completion Rates.</p>	<p><b>Some Progress</b></p>
<p><b>3.4:</b> Explore self-guided leadership technology platform that encourages ongoing skill building outside of the in-service structure.</p>	<p>Create leading with Equity LMS trainings.</p>	<p>Has not happened due to Hatfield Fellowship falling through.</p> <p>This step cannot be completed until 3.1 is complete.</p>	<p><b>Lead Branch:</b> Training Division, Equity and Inclusion Office</p> <p><b>Lead Role:</b> Training Division Captain or Designee, Equity and Inclusion Office</p> <p><b>Stakeholders:</b> CHO/ Equity and Inclusion</p> <p><b>Evaluation Tool:</b> Course Use and Completion Rates.</p>	<p><b>No Progress</b></p>
<p><b>3.5:</b> Develop and provide opportunities for cross-training as well as multi/cross- agency training collaboration.</p>	<p>Explore institutionalizing Results Based Accountability trainings.</p>	<p>EIO has attended Results Based Accountability Training.</p> <p><i>PPB is unable to commit to RBA for more than a small number of staff at this time due to budget constraints.</i></p>	<p><b>Lead Branch:</b> Equity and Inclusion Office /Training Division</p> <p><b>Lead Role:</b> Equity Program Manager Training Division Captain or Designee</p> <p><b>Stakeholders:</b></p>	<p><b>Complete</b></p>

			Personnel, Equity and Inclusion <b>Evaluation Tool:</b> Centralized Participation Records.	
<b>3.6:</b> Assess the current promotional processes to identify opportunities to increase access for women and people of color.	<b>Two Year Goal</b>  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.	Equity and Inclusion Office have been added into promotional process.  BHR, Personnel, and EIO have begun to discuss how to analyze promotions and interest.  Equity material are used across promotional opportunities.  EIO has met with Personnel around accessing promotional interest and are formulating next steps.  EIO has reached out to BHR data specialist around promotional data.	<b>Lead Branch:</b> BHR/Personnel <b>Lead Role:</b> BHR Partner Personnel Division Captain or Designee <b>Stakeholders:</b> Training Division, Equity and Inclusion, CHO, Detectives, Forensics, All RUs <b>Evaluation Tool:</b> Bureau Plan for Promoting Women and People of Color created through Equity Lens.	<b>Moderate Progress</b>

# 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.**

**Strategies:**

**Build Organizational Capacity- Items 4.1, 4.2, 4.3, 4.4, 4.5, 4.6**

**Partner with other Institutions and Communities – Item 4.7**

**Acronyms:**

**BAC- Bureau Advisory Council**

**CAG- Coalition of Advisory Groups**

**CHO- Chief's Office**

**BHR- Bureau of Human Resources**

**EIO- Equity and Inclusion Office**

**FTO- Field Training Officer**

**PEAC- Police Equity Advisory Council**

**PPB- Portland Police Bureau**

**TAC – Training Advisory Council**

Action Item	Year 4	Update	Information	Progress
<p><b>4.1:</b> Strengthen training for leadership to build knowledge, attitudes and skills related to equity and inclusion.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>Leadership will be trained in Equity Lens Training.</p> <p>Further integrate procedural justice into patrol procedures program, including debriefs and scenarios.</p> <p>Begin to integrate the analyses from In-service trainings into future trainings.</p>	<p>All command staff and non-sworn managers have been trained on Equity Lens as of the end of 2020.</p> <p>Procedural Justice has been fully integrated into patrol procedures programs including debriefs and scenarios.</p> <p>Training Division has been evaluating effectiveness based on internal surveys and seeks to move to also measure impact externally <i>in the future</i>.</p>	<p><b>Lead Branch:</b> Training Division <i>and Equity and Inclusion Office</i></p> <p><b>Lead Role:</b> Training Division Captain or Designee <i>Equity Training Specialist</i></p> <p><b>Stakeholders:</b> EIO, Division Leads, CHO</p> <p><b>Evaluation Tool:</b> Training records. Procedural Justice Coordinator Action Plan.</p>	<p><b>Near Complete</b></p>
<p><b>4.2:</b> Strengthen the bureau's ongoing in-service equity training programs for sworn and nonsworn.</p>	<p>Equity Training Analyst or other leadership identified staff will work to begin to integrate Equity into training curriculum (similar to Procedural Justice).</p>	<p>Equity Training Specialist has been hired. The Equity Training Specialist is currently evaluating current trainings to see how the Equity Lens can be institutionalize, acknowledging gaps, and looking for areas to embed Equity. The Equity Training</p>	<p><b>Lead Branch:</b> Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity Training Specialist</p> <p><b>Stakeholders:</b></p>	<p><b>Complete</b></p>

		Specialist is preparing to pilot Equity program in ongoing in-service. <i>The process to integrate Equity into training has begun through LMS Equity Training.</i>	EIO, Procedural Justice Officer <b>Evaluation Tool:</b> Training records, EIO Training Analyst Action Plan	
<b>4.3:</b> Strengthen the bureau's advanced academy equity training programming.	Equity Training Analyst or other leadership identified staff to identify areas to embed Equity into Advanced Academy.	Equity Training Specialist has been hired. The Equity Training Specialist is currently evaluating current trainings to see how the Equity Lens can be institutionalize, acknowledging gaps, and looking for areas to embed equity. The Equity Training Specialist is preparing to pilot equity program in advanced academy. <i>Pilot program was completed. Equity Training Specialist is currently reviewing training to identify areas of improvement.</i>	<b>Lead Branch:</b> Equity and Inclusion Office <i>and Training Division</i> <b>Lead Role:</b> Equity Training Specialist <i>and Captain of Training Division</i> <b>Stakeholders:</b> Training, <i>Community Services Division</i> <b>Evaluation Tool:</b> Training records, EIO Training Analyst Action Plan.	<b>Complete</b>
<b>4.4:</b> Build capacity and awareness of equity of all training staff.  <b>EQUITY RETREAT IDENTIFIED PRIORITY</b>	Training Staff will be trained on Equity Lens Training.  EIO will work with Training to embed Equity and courageous conversations within current FTO training.	Training Leadership has received Equity Lens Training.  <i>EIO will ensure that Equity Training Specialist is familiar with past work on courageous conversations and equity lens. EIO has not yet worked with Training to embed Equity into Courageous Conversations within current FTO training.</i>	<b>Lead Branch:</b> Equity and Inclusion Office <b>Lead Role:</b> Equity Training Specialist <b>Stakeholders:</b> Training <b>Evaluation Tool:</b> Training staff records.	<b>Some Progress</b>



<p><b>4.5:</b> Normalize Community Engagement language and practices.</p>	<p>Members of the Community Service Division will train at 2020 Sergeants Academy.</p>	<p>Community Service Division Training in 2020 Sergeants Academy on Community Engagement. Training included Equity components and instructions on communicating with community members with Limited English Proficiency.</p>	<p><b>Lead Branch:</b> Community Services Division/Training <b>Lead Role:</b> Captain of Training/Captain of Office of Community Engagement <b>Stakeholders:</b> EIO, Strategic Planners <b>Evaluation Tool:</b> Training module as approved by the Training Captain.</p>	<p><b>Complete</b></p>
<p><b>4.6:</b> Embed Wellness practices at all levels of the bureau, from the onset of all employment within PPB.</p>	<p>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.</p>	<p>Training Division is currently doing an end of pilot analysis on the wellness initiative. A Wellness Directive has been drafted and is being reviewed. The plan to train an internal group of members on fitness will move forward depending on survey and pilot.</p>	<p><b>Lead Branch:</b> Training Division <b>Lead Role:</b> Training Division Captain or Designee <b>Stakeholders:</b> Personnel, CHO, EIO <b>Evaluation Tool:</b> Action plan. Focus group recommendations.</p>	<p><b>Complete</b></p>
<p><b>4.7:</b> Integrate community expertise into department training programs to serve as advisors to assist in building culturally responsive trainings.</p>	<p>Explore options for creation of program to bring diverse community expertise to training with TAC and EIO. Decide on best program.</p>	<p>Working on a Standard Operating Procedure that would bring in TAC and other impacted community leaders to weigh in on new trainings. Still in discovery phase.</p>	<p><b>Lead Branch:</b> Equity and Inclusion Office <b>Lead Role:</b> Equity Training Specialist <b>Stakeholders:</b></p>	<p><b>Moderate Progress</b></p>

		<i>Currently Equity Training Specialist is working with CAG, PEAC, and the BAC to formalize best program.</i>	TAC, EIO, PEAC <b>Evaluation Tool:</b> Training roster and schedule, Innovation Fund Grants Advanced Academy training records.	
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# 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.**

**Strategy:**

**Implement A Racial Equity Lens – Items 5.1, 5.2**

**Operate with urgency and accountability - 5.3, 5.4, 5.5**

**Be Data Driven – 5.6**

**Acronyms:**

**CHO- Chief's Office**

**BHU- Behavioral Health Unit**

**BHR- Bureau of Human Resources**

**DOJ OCR- Department of Justice Office of Civil Rights**

**EIO- Equity and Inclusion Office**

**OEHR- Office of Equity and Human Rights**

**PEC- Police Equity Council**

**PPB- Portland Police Bureau**

**REP- Racial Equity Plan**

**SSD- Strategic Services Division**

Action Item	Year 4	Update	Information	Progress
<p>5.1: Develop a proactive external and internal communication strategy to promote equity, diversity and inclusion.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>Add videos, articles, policy points, resources and communication around anti-racism work to EIO's page on the PPB internal website.</p>	<p>EIO has consulted with its Police Equity Council around what resources are need. EIO is in the process of creating the basic resources.</p>	<p><b>Lead Branch:</b> Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity Program Specialist</p> <p><b>Stakeholders:</b> Communications Specialist, CHO, Training Division.</p> <p><b>Evaluation Tool:</b> Video Views. Website Materials.</p>	<p><b>Moderate Progress</b></p>
<p>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.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>All command staff and non-sworn managers trained on Equity Lens.</p>	<p>All command staff and non-sworn managers have been trained on Equity Lens as of November of 2020.</p>	<p><b>Lead Branch:</b> Equity Inclusion Office/Training Division</p> <p><b>Lead Role:</b> Equity Manager or Designee, Training Captain</p> <p><b>Stakeholders:</b> Communications, OEHR, Policy Team, Core Team, Training.</p> <p><b>Evaluation Tool:</b></p>	<p><b>Complete</b></p>

			Lens signed by leadership. Training Records.	
<p><b>5.3:</b> Assure that communications meet the needs of the ten safe harbor languages groups and comply with Title VI regulations.</p> <p><b>FEDERAL MANDATE</b></p>	Consult with OEHR around creation of more formalized approach to meeting the requirements of the ten safe harbor languages groups and Title VI regulations.	The Equity Office has reviewed the Language Access Resolution and has consulted OEHR around the creation of a formalized Language Access Plan.	<p><b>Lead Branch:</b> Equity Inclusion Office</p> <p><b>Lead Role:</b> Equity Manager or Designee</p> <p><b>Stakeholders:</b> Communications, OEHR, City Attorney, DOJ OCR, SSD, Office of Community Engagement</p> <p><b>Evaluation Tool:</b> Data related to language access and stops.</p>	<b>Complete</b>
<p><b>5.4:</b> Assure compliance with the Americans with Disabilities Act, Title II.</p> <p><b>FEDERAL MANDATE</b></p>	Work with OEHR on a workshop to identify weaknesses in the Bureau’s proposed accommodation apparatus and roll out.	Equity and Inclusion Manager has met with OEHR and discussed accommodations. OEHR communicated that they are centralizing the process citywide.	<p><b>Lead Branch:</b> CHO/Equity and Inclusion Office</p> <p><b>Lead Role:</b> Executive Lieutenant &amp; Equity and Inclusion Manager</p> <p><b>Stakeholders:</b> Communications, Equity and Inclusion, and OEHR</p> <p><b>Evaluation Tool:</b> OEHR</p>	<b>Complete</b>

<p>5.5: Assure that access for historically marginalized groups is in compliance with Title VI.</p> <p><b>FEDERAL MANDATE</b></p>	<p><b>Two Year Goal</b></p> <p>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.</p>	<p>EIO has worked with Tribal Director to improve Police support of indigenous communities.</p> <p>EIO is in process of hiring Equity Data Analysis to use data to identify access for marginalize groups.</p>	<p><b>Lead Branch:</b> Equity Inclusion Office</p> <p><b>Lead Role:</b> Equity Manager</p> <p><b>Stakeholders:</b> OEHR, Tribal Director</p> <p><b>Evaluation Tool:</b> Relevant Documents</p>	<p><b>Moderate Progress</b></p>
<p>5.6: Develop the tools necessary to document compliance with Title II and Title VI related requests and accommodations.</p> <p><b>FEDERAL MANDATE</b></p>	<p>Develop accommodations tracking policy and procedure.</p>	<p>Equity and Inclusion Manager is consulting with OEHR in developing draft for accommodation tracking.</p> <p><i>OEHR is taking over accommodation tracking for the city.</i></p>	<p><b>Lead Branch:</b> Equity and Inclusion Office/CHO</p> <p><b>Lead Role:</b> Equity Manager</p> <p><b>Stakeholders:</b> OEHR, BHU, Policy Team, Title VI Coordinator, Title II Coordinator</p> <p><b>Evaluation Tool:</b> Documentation of compliance plan is found sufficient by OEHR to track and report requests and accommodations as required by federal and local authorities.</p>	<p><b>Complete</b></p>

# 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.**

**Strategy:**

**Partner with other institutions and communities – Items 6.1, 6.2, 6.3, 6.4**

**Building Organizational Capacity- Items 6.5, 6.6, 6.7**

**Be Data Driven- Item 6.8**

**Acronyms:**

**CAG- Coalition of Advisory Groups**

**CHO- Chief's Office**

**BHR- Bureau of Human Resources**

**EIO- Equity and Inclusion Office**

**PCCEP- Portland Commission on Community Engaged Policing**

**PEC- Police Equity Council**

**PIAC- Public Involvement Advisory Council**

**PPB- Portland Police Bureau**

**REP- Racial Equity Plan**

**SSD- Strategic Services Division**

Action Item	Year 4	Update	Information	Progress
<p><b>Action 6.1:</b> Strengthen established community Advisory Groups to empower collaborative engagement with bureau leadership.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p><b>Two Year Goal</b></p> <p>Advisories to engage with bureau leadership through CHO Advisory (Tied to 1.8).</p>	<p>The CAG (Coalition of Advisory Groups) has regular meetings with the Chief’s Office.</p> <p>The Bureau has created a Latino advisory.</p> <p>The Behavior Health Unit Advisory Council group had its first quarterly community engagement meeting.</p>	<p><b>Lead Branch:</b> Community Services Division</p> <p><b>Lead Role:</b> Captain of Community Services Division</p> <p><b>Stakeholders:</b> PPB Advisory Committees, Office of Community Engagement, Equity and Inclusion</p> <p><b>Evaluation Tool:</b> Frequency of Meetings</p>	<p><b>Extra Progress And Ongoing</b></p>
<p><b>6.2:</b> Establish and maintain new Advisory Committee to support the bureau's equity initiatives empowered to collaboratively engagement with bureau's Equity and Inclusion Office.</p>	<p><b>Two Year Goal</b></p> <p>Continue to support and shape the advisory council through its first year in operation.</p>	<p>The PEAC (Police Equity Advisory Council) has be operational for over a year. It has drafted formal recommendations to the Chief and interfaced with the REP stakeholders.</p> <p><i>It is currently exploring the possibility of subcommittees.</i></p>	<p><b>Lead Branch:</b> Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity and Inclusion Program Specialist</p> <p><b>Stakeholders:</b> Community Services Division</p> <p><b>Evaluation Tool:</b> Meeting Minutes</p>	<p><b>Complete and Ongoing</b></p>



<p><b>6.3:</b> Establish and maintain new Advisory Committee specifically targeted to engage youth in the community.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>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.</p>	<p>Community Services Division has begun to plan on Youth Advisory. Plan is expected to be completed by July 1<sup>st</sup>.</p> <p><i>Process is currently dependent on working with Portland Public Schools. PPB is exploring multiple options for moving forward with this item.</i></p>	<p><b>Lead Branch:</b> Community Services Division</p> <p><b>Lead Role:</b> Captain of Community Services Division</p> <p><b>Stakeholders:</b> Community Services Division</p> <p><b>Evaluation Tool:</b> Meeting Minutes</p>	<p><b>Some Progress</b></p>
<p><b>6.4:</b> Work with other City structures to continually enhance bureau community engagement efforts and equity initiatives progress.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>Work with PCCEP and PIAC to ensure that the Police Bureau continues to grow in its community engagement efforts.</p>	<p>EIO representatives, the Inspector General, and representatives of the Chief’s Office attend PCCEP (Portland Commission on Community Engaged Police) meetings regularly.</p> <p>Community Services Division Captain attends Building Bridges Events.</p> <p>EIO has been keeping in touch with City Wide Advisory Coordinator around when it may be best to engage with PIAC (Public Involvement Advisory Council).</p>	<p><b>Lead Branch:</b> Community Services Division and Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity Manager and Captain of Community Services Division</p> <p><b>Stakeholders:</b> PIAC, CHO, Civil Life</p> <p><b>Evaluation Tool:</b> Community Engagement App and Equity Lens Tool</p>	<p><b>Some Progress</b></p>

<p><b>6.5:</b> Reconvene and maintain an internal advisory committee, PEC, inclusive of sworn and non-sworn members that will inform bureau initiatives inclusive of equity.</p>	<p><b>Two Year Goal</b></p> <p>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.</p>	<p>PEC has two reoccurring subcommittees. The Training Subcommittee provides feedback to the Equity Training Specialist on the Equity video series for the Bureau’s LMS (Learning Management Series). The Culture Subcommittee has begun work on a project that will assess how to make a more inclusive culture within the bureau.</p>	<p><b>Lead Branch:</b> Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity Manager or Designee</p> <p><b>Stakeholders:</b> CHO/Equity and Inclusion, Police Equity Council</p> <p><b>Evaluation Tool:</b> Attendance Records, Action Plan and Meeting Minutes.</p>	<p><b>Complete and Ongoing</b></p>
<p><b>6.6:</b> Create mechanism to support protected classes of employees within PPB.</p>	<p>Collect data related to the experience of PPB protected classes.</p>	<p>The PEC Culture Subcommittee has begun the work on a project which will evaluate the experience of employees from protected classes.</p> <p><i>EIO Program Specialist has reviewed past research on the inclusiveness of the culture at PPB.</i></p>	<p><b>Lead Branch:</b> Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity Program Specialist</p> <p><b>Stakeholders:</b> Equity and Inclusion, Police Equity Council</p> <p><b>Evaluation Tool:</b> Anonymous Surveys</p>	<p><b>Some Progress</b></p>
<p><b>6.7:</b> Explore past initiative- Intergroup Dialogues. Identify city partners to assist with reconvening and modifying the practice to encourage the continued practice of courageous conversations.</p>	<p><b>Two Year Goal</b></p> <p>Create and implement a concrete plan about moving forward in intergroup dialogue.</p>	<p>The Chief Office exploring options for increasing comfort around discussions of race in leadership.</p> <p><i>The first of these discussions is planned for August.</i></p>	<p><b>Lead Branch:</b> Equity and Inclusion Office/ <i>CHO</i></p> <p><b>Lead Role:</b> Equity Manager or Designee/ <i>Assistant Chief Assigned</i></p> <p><b>Stakeholders:</b></p>	<p><b>Some Progress</b></p>

			Intergroup Dialogue Facilitators <b>Evaluation Tool:</b> Participant Evaluation.	
<b>6.8:</b> Develop the tools necessary to document, analyze, and develop community engagement to inform equity management decisions.	Create data management team that will help expand/inform how to best collect additional data and use data to inform community engagement decisions.	Materials for Data Management Team have been created with the Police Equity Council. The team will be created by the Equity Data Analyst.  <i>The Equity Data Analyst Position will be reposted in June.</i>	<b>Lead Branch:</b> Equity and Inclusion Office <b>Lead Role:</b> Equity Manager or Designee <b>Stakeholders:</b> Operations, SSD Statistical Support Unit, Office of Community Engagement, Equity and Inclusion <b>Evaluation Tool:</b> Proposed tool(s) for documentation, analysis, and development of community engagement and records indicating wide use of tool.	<b>Some Progress</b>

# 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.**

## **Strategies**

**Be Data Driven – 7.1, 7.2, 7.3**

**Build Organizational Capacity – 7.4**

## **Acronyms:**

**CHO- Chief's Office**

**BHR- Bureau of Human Resources**

**EIO- Equity and Inclusion Office**

**OEHR- Office of Equity and Human Rights**

**PEC- Police Equity Council**

**PPB- Portland Police Bureau**

**REP- Racial Equity Plan**

**SSD- Strategic Services Division**

Action Item	Year 4	Update	Information	Progress
<p><b>7.1:</b> 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.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>Work on putting together data team to guide EIO on data collection.</p> <p>Leverage capacity of Strategic Services Division to provide expertise on data collection and analytical support as a substitute for unfunded Equity Data Analyst position.</p>	<p>Equity Data Analyst position funded and housed in OEHR. EIO and OEHR are in the process of hiring the analyst.</p>	<p><b>Lead Branch:</b> Equity Inclusion Office/ Strategic Services Division</p> <p><b>Lead Role:</b> Equity Manager/ Strategic Services Manager</p> <p><b>Stakeholders:</b> Personnel, Outside consultants, BHR, SSD</p> <p><b>Evaluation Tool:</b> Report from committee addressing data needs, access, and collection with recommendations for upcoming year.</p>	<p><b>Some Progress</b></p>
<p><b>7.2:</b> Strengthen data collection systems that document training activities related to equity.</p>	<p>Increasing available online equity trainings and recording use of those equity trainings.</p>	<p>The EIO led Equity Training are tracked like other Trainings within the Learning Management System.</p>	<p><b>Lead Branch:</b> Equity Inclusion Office</p> <p><b>Lead Role:</b> Equity Manager</p> <p><b>Stakeholders:</b> Training</p> <p><b>Evaluation Tool:</b> Training Reports.</p>	<p><b>Complete</b></p>
<p><b>7.3:</b> Utilize OEHR's Racial Equity Toolkit to review the stops data, <del>GET data</del> and</p>	<p>Strategic Services Division will use <i>data analysis section of</i> OEHR's toolkit to analyze</p>	<p>BHR has made data on hiring available:</p>	<p><b>Lead Branch:</b> Equity and Inclusion Office/ Strategic Services Division</p>	<p><b>Moderate Progress</b></p>

<p>hiring data to identify racial disparities.</p>	<p>PPB's hiring data. SSD will continue to identify racial disparities in STOPS data.</p>	<p><a href="https://www.portlandoregon.gov/bhr/article/698280">https://www.portlandoregon.gov/bhr/article/698280</a></p> <p>SSD plans to use this data to recommend improvements BHR's recruitment as well as the bureau's backgrounding and hiring process to better bring in diverse candidates within the bureau.</p> <p>SSD has produced quarterly STOPS report: <a href="https://www.portlandoregon.gov/police/65520">https://www.portlandoregon.gov/police/65520</a>.</p> <p><i>Another STOPS Quarterly report is available and will be posted by end of May.</i></p> <p><i>Annual STOPS Report is in progress.</i></p>	<p><b>Lead Role:</b> Equity Manager/ Strategic Services Manager</p> <p><b>Stakeholders:</b> CHO, SSD, OEHR, Operations Branch, <i>Personnel Division, BHR</i></p> <p><b>Evaluation Tool:</b> Include analysis/narrative in annual Stops Data Report, Recommendations provided based on data.</p>	
<p><b>7.4:</b> Implement an ongoing evaluation processes of the racial equity plan.</p>	<p>Use Cascade to update Chief's Office and Stakeholders on progress.</p>	<p>EIO has used Cascade to inform the monthly updates.</p> <p>EIO has begun to track update progress in the monthly update sheet.</p>	<p><b>Lead Branch:</b> Equity Inclusion Office</p> <p><b>Lead Role:</b> Equity Program Specialist</p> <p><b>Stakeholders:</b> CHO, Evaluation team, PEC</p> <p><b>Evaluation Tool:</b> Equity Retreat and Cascade quarterly reports.</p>	<p><b>Complete and Ongoing</b></p>

# Budgeting and Contracting

**Long Term Goal:** Prioritize equity strategy by allocating funds to facilitate the equity plan and create greater opportunities in 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.

**Strategies:**

**Operate with urgency and accountability – 8.1, 8.2**

**Build Organizational Capacity- 8.3, 8.4, 8.5, 8.6, 8.7**

**Be Data Driven- 8.8, 8.9**

**Partners with other institutions and communities- 8.10**

**Acronyms:**

**CHO- Chief's Office**

**BHR- Bureau of Human Resources**

**EIO- Equity and Inclusion Office**

**MWESB- Minority Owned, Woman Owned, or Emerging Small Business**

**OEHR- Office of Equity and Human Rights**

**PEC- Police Equity Council**

**PPB- Portland Police Bureau**

**REP- Racial Equity Plan**

**RU- Responsible Unit**

**SAP- Systeme, Anwendungen, Produkte in der Datenverarbeitung (Systems, Applications, Products in Data Processing) – A software used by the City of Portland for budgeting**

Action Item	Year 4	Update	Information	Progress
<p><b>8.1:</b> Continually assess the funding needs of the equity team.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>Assess annually the budget needs to the office and where additional funding may be needed.</p>	<p>EIO is meeting with Business Services Group bi-weekly to discuss Equity in Budgeting and EIO’s budget opportunities.</p> <p><i>EIO has submitted target to Business Services Group, which is now being reviewed.</i></p>	<p><b>Lead Branch:</b> Equity and Inclusion Office</p> <p><b>Lead Role:</b> Equity Manager</p> <p><b>Stakeholders:</b> CHO, Business Services Group</p> <p><b>Evaluation Tool:</b> Budget Equity Tool.</p>	<p><b>Near Complete</b></p>
<p><b>8.2:</b> Convene budget advisory council year round in order to strengthen involvement and recommendations to PPB budget.</p> <p><b>BUSINESS SERVICE GROUP IDENTIFIED PRIORITY</b></p>	<p>Increase the scope of meetings to be more comprehensive, and increase the number of community members serving on advisory.</p>	<p>There is a 12 member Bureau Wide Advisory Committee that has expanded its scope from a budget focus to looking at all of Police Functions.</p> <p>More Information can be found here: <a href="https://www.portlandoregon.gov/police/63881">https://www.portlandoregon.gov/police/63881</a></p>	<p><b>Lead Branch:</b> Business Services Group</p> <p><b>Lead Role:</b> Business Services Manager</p> <p><b>Stakeholders:</b> CHO, EIO</p> <p><b>Evaluation Tool:</b> Bureau Advisory Council schedule, Documented Recommendations.</p>	<p><b>Completed and Ongoing</b></p>
<p><b>8.3:</b> Educate bureau procurement process owners in the importance of racial and gender equity when soliciting quotes from vendors, in its</p>	<p><b>Two Year Goal</b></p> <p>Training is embedded and will continue.</p>	<p>The current procurement training occurs at the Sergeant’s Academy and does not incorporate MWESB (Minority Owned, Woman Owned, or Emerging Small Business) goals.</p>	<p><b>Lead Branch:</b> Business Services Group</p> <p><b>Lead Role:</b> Business Operations Manager</p> <p><b>Stakeholders:</b> CHO, EIO, Training</p> <p><b>Evaluation Tool:</b></p>	<p><b>Some Progress</b></p>



<p>contracting and purchases, regardless of total dollar amount. Develop education component for RU Managers to increase awareness of MWESB contracting, general procurement priority.</p>		<p>Business Services Group is preparing to develop a training for a future Sergeants academy. In addition, Business Services Group is exploring training for admin staff and professional staff managers. Plans for training include value of MWESB contracts, advice on how to identify MWESB contracts, and the importance of informing businesses who qualify to be MWESB but are not recognized as such how to apply.</p>	<p>MWESB Procurement Reports, SAP reports, PCARD Reports.</p>	
<p><b>8.4:</b> Develop education component for Sergeant’s Academy, Lieutenant, and professional support staff in RUs to increase awareness and value of MWESB contracting and procurement priority.</p>	<p>Gather MWESB data and identify areas to increase contracts.</p>	<p>Business Services Group has gathered MWESB data and done a preliminary analysis. Next steps will be to identify areas of weakness and opportunity.</p>	<p><b>Lead Branch:</b> Business Services Group <b>Lead Role:</b> Business Operations Manager <b>Stakeholders:</b> CHO, EIO <b>Evaluation Tool:</b> Training Evaluation &amp; measured increase in procurements year over year.</p>	<p><b>Moderate Progress</b></p>
<p><b>8.5:</b> Incorporate MWESB procurement goals into the 1:1 fiscal consultation process.</p>	<p>Formalize discussions with SOPs.</p>	<p>Business Services Groups is currently working with RUs on budget management.</p> <p>There is currently a SOP (Standing Operating Procedure) in place for working with RUs. <i>SOP has been modified to include MWESB procurement goals into discussion.</i></p>	<p><b>Lead Branch:</b> Business Services Group <b>Lead Role:</b> Business Operations Manager <b>Stakeholders:</b> CHO, EIO <b>Evaluation Tool:</b> SOP</p>	<p><b>Complete</b></p>

<p><b>8.6:</b> Utilize technology to enhance the communication around contracting priorities.</p>	<p>Explore options relating to using online Learning Management Software to communicate contract priorities.</p>	<p>Business Services Group met with Equity and Inclusion and Training Division to the explore options.</p> <p><i>The outcome of the meeting was the decision that BSG would provide education through SGTs Trainings and SOPs rather than LMS videos.</i></p>	<p><b>Lead Branch:</b> Business Services Group <b>Lead Role:</b> Business Services Manager <b>Stakeholders:</b> CHO, EIO, Training Division <b>Evaluation Tool:</b> Annual Procurement Report, to become more frequent.</p>	<p><b>Complete</b></p>
<p><b>8.7:</b> Draft PPB procurement policy that will strengthen the utilization of the state database and support management of pcard usage.</p>	<p>Finalize Policy Draft.</p>	<p>Draft is currently in progress. Business Operations Manager is currently reviewing policy.</p>	<p><b>Lead Branch:</b> Business Services Group <b>Lead Role:</b> Business Operations Manager <b>Stakeholders:</b> CHO, EIO <b>Evaluation Tool:</b> Annual Procurement Report, to become more frequent.</p>	<p><b>Near Complete</b></p>
<p><b>8.8:</b> Incorporate equity outcome measures around hiring and MWESB procurement and budget development into the PPB's community facing dashboard.</p> <p><b>EQUITY RETREAT IDENTIFIED PRIORITY</b></p>	<p>Continuing to the process of accessing data. Creating dashboard with types of contracts.</p>	<p>Data around Hiring is publicly available through Bureau of Human Resources: <a href="https://www.portlandoregon.gov/bhr/index.cfm?&amp;a=698280">https://www.portlandoregon.gov/bhr/index.cfm?&amp;a=698280</a></p> <p>Current contracts are being analyzed by Business Services Group. Plans for the development of a dashboard are in progress.</p>	<p><b>Lead Branch:</b> Business Services Group <b>Lead Role:</b> Business Operations Manager <b>Stakeholders:</b> CHO, EIO <b>Evaluation Tool:</b> Annual Procurement Report, Tableau reports.</p>	<p><b>Some Progress</b></p>
<p><b>8.9:</b> Utilize procurement data to set contracting &amp; procurement goals.</p>	<p>Analyze data that was collected.</p>	<p>Business Operations Manager is currently analyzing procurement for MWESB data. Business Services Group is currently</p>	<p><b>Lead Branch:</b> Business Services Group <b>Lead Role:</b> Business Operations Manager</p>	<p><b>Moderate Progress</b></p>

		engaging around internal discussion around setting goals.	<b>Stakeholders:</b> CHO, EIO <b>Evaluation Tool:</b> Procurement and SAP purchasing reports.	
<b>8.10:</b> 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.	<b>Two Year Goal</b>  Continue to work with OEHR to identify process improvements and shared opportunities.	Business Services Group has worked with OEHR on use of the budget equity tool. Business Services Group plans to meet with OEHR to discuss REP items and opportunities to collaborate. <i>OEHR representative has been added to monthly BSG REP check ins.</i> <i>Citywide procurement is starting a project exploring how to maximize MWESB in contracting. BSG will seek to begin to attend meetings relating to this project.</i>	<b>Lead Branch:</b> Business Services Group <b>Lead Role:</b> Business Services Manager <b>Stakeholders:</b> CHO, EIO <b>Evaluation Tool:</b> Procurement and budgetary reports & narrative.	<b>Moderate Progress</b>



Marlon Marion  
Equity Manager