

Eugene Police Department Equity & Human Rights Action Plan

Department Plans to Integrate Diversity
and Equity Strategic Plan Goals



City of Eugene
777 Pearl Street, Eugene, Oregon 97401
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Eugene Police Department

Department Mission and Guiding Principals

EPD Mission Statement

The mission of the Eugene Police Department is to enhance the quality of life in our city by providing quality police services. We work in partnership with the community to promote safety and security, enforce laws, prevent crime, and safeguard the constitutional rights of all people.

Organizational Values

Integrity: We act consistently with our values and our code of ethics.

Honesty: We are truthful in character and behavior.

Accountability: We are answerable to the public and each other for our actions and take responsibility for them.

Trustworthiness: We honor our word and keep our commitments.

Fairness: Our actions and decisions are based on reason and law, equally applied to all.

Service: We provide meaningful work for the betterment of our community.

Teamwork: We recognize we can accomplish more and achieve better results by working in groups to take advantage of our diverse skills, abilities, and perspectives.

Professionalism: We understand the importance of individual excellence in our many roles and adhere to the standards and expectations of our profession.

Respect: We treat all persons with dignity and honor their rights under law.

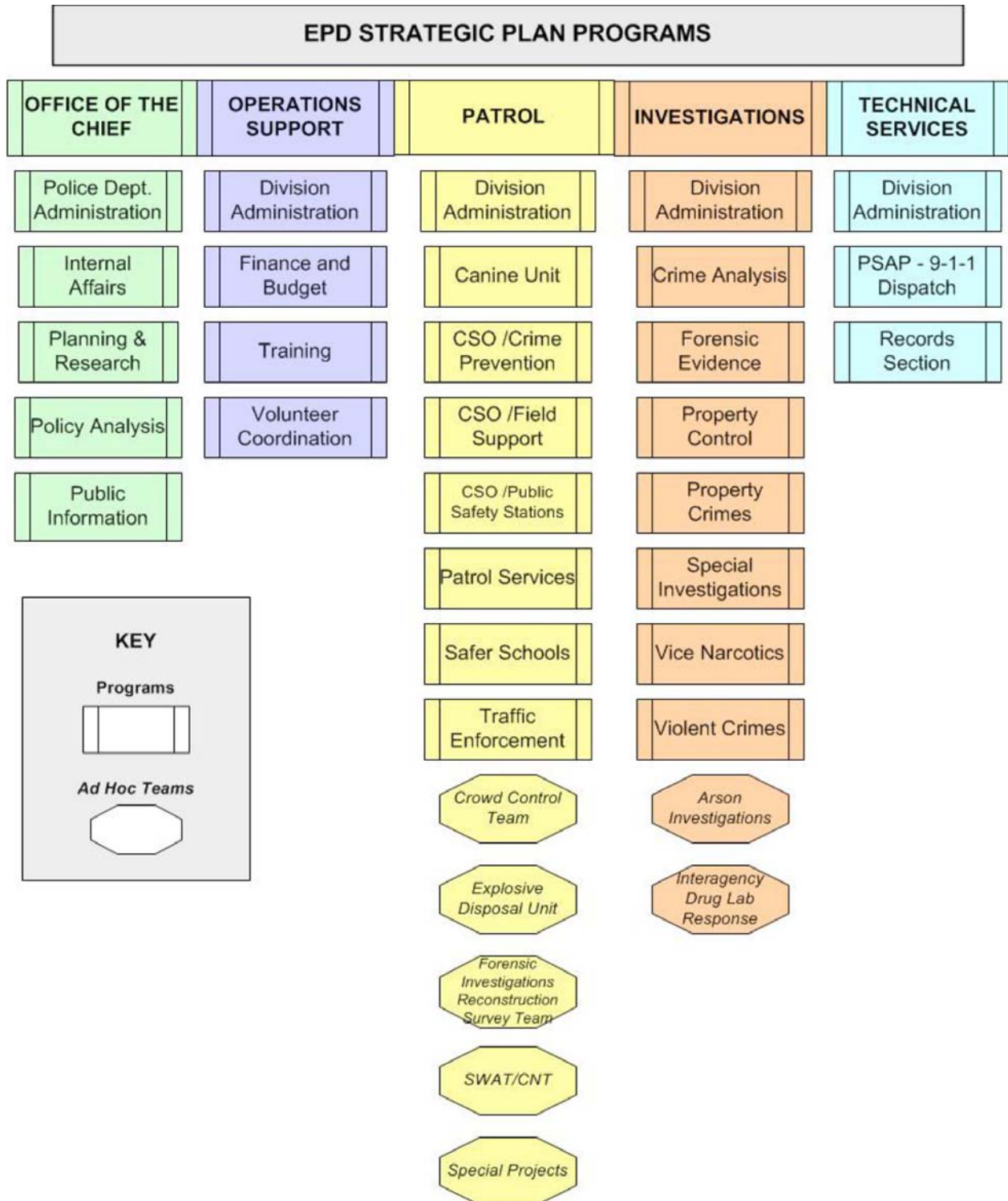
Innovation: We are open to new ideas to improve the quality and productivity of our work.

Data Led Policing Philosophy

Data Led Policing (DLP) is a large initiative around the country. It is an effort to move police agencies in a direction of using actual data, systems and technology to allocate resources to proactively impact crime. Key components include increased cross-coordination of patrol and detective units, focus on career and prolific offenders and their sentencing, and proactive and focused crime prevention efforts. DLP does not abandon Community Policing, but is designed to take advantage of certain aspects of Community Policing that involve developing relationships with community members in order to garner information and intelligence regarding the crime issues of the community.

Eugene Police Department

EPD Organizational Structure



Eugene Police Department

History of Diversity, Equity, and Human Rights Efforts in EPD

In the 1980s, EPD initiated the first of the Citywide Diversity Committees, and continues to be involved in issues related to cultural competency and cultural awareness in our community. Issues of equity and diversity have been an integral part of recruitment, retention, and training for our staff. The Police Department's workforce has achieved affirmative action goals through good representation compared to the hiring region's diversity. EPD has worked with outside agencies/organizations to sponsor in-service training focused on cultural competency in policing.

EPD has historically had a liaison on the Human Rights Commission (HRC), and there is crossover between the HRC and other advisory boards to the department (such as the Civilian Review Board and Police Commission.) This overlap has fostered increased trust, networking, and timely exchange of information related to EPD, within the context of equity and human rights.

Resources, Measurement and Accountability

EPD Senior Staff will assume responsibility for the management of cultural competency skills and strategies to respond to the needs of the community and employees. Using the EPD Diversity Committee as an action-committee to develop those skills and strategies, EPD will continue to implement training, attend and host conferences and participate in community events that focus on furthering understanding.

EPD has experienced recent success in partnering with outside agencies to host trainings and other conferences that improve the cultural competency of our employees. The low cost of these training sessions and conferences has allowed us to continue to sponsor more each year in a sustainable way.

Plan Development Process and Committee Description

The EPD Diversity Committee will work at the direction of EPD Senior Staff to develop skills and strategies to ensure a culturally competent workforce. Committee membership consists of the committee Chair, four employee members and a division manager. All members volunteer to serve and are selected as needed. Arranging a set meeting time is difficult due to the nature of 24/7 work schedules.

EPD Value Statement and Definition of Equity and Human Rights

A culturally responsive police department values and gets the most out of diversity. EPD's values are in sync with the goals of the DESP. Leadership, especially in a police department is essential. We want to establish a strong and visionary leadership team at all levels that values and reflects our community's diversity. We want to give employees the capacity to engage themselves and the community in areas that promote respect and understanding. We value the opportunity to improve service delivery by being proactive with the community and engaging employees to determine workforce needs. Our efforts to have a workforce that reflects our community are successful and we must continue that focus to increase those numbers as well as to ensure a supportive and welcoming work environment. Our communication on this and any subject is honest and transparent. Finally, we must develop measures to determine if our efforts are effective and act on change that is deemed necessary to reach our goals.

Diversity and Equity Strategic Plan Goals

The DESP contains specific Action Items, Assigned Leads (City groups who are responsible for handling and reporting on specific Action Items) and Measurements to address the following six Goals:

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Workforce and Work Environment

Achieve and maintain a workforce reflecting our community and create a work environment to support all employees.

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Communication and Engagement

Communicate openly, respectfully and effectively with the community.

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Department Relevance

What This Focal Area Means to EPD

In a paramilitary organization such as the Police Department, leadership is defined through rank and position. However, universally, all organizations also have natural leaders - individuals who have the ability to inspire, organize, and move the organization toward goals. For EPD, it is essential that the organization communicates with employees and the community our commitment to diversity and equity and does so clearly and repeatedly. Both formal and informal leaders must be involved, and given the department's high level of public scrutiny, the department's commitment and leadership relative to diversity and equity will be constantly evaluated.

What EPD has Learned About This Focal Area

Members of the department are committed to diversity and equity; they are proud of their role in protecting the constitutional rights of all community members. For example, department members included these values in their strategic plan:

- Respect: We treat all persons with dignity and honor their rights under law.
- Teamwork: We recognize we can accomplish more and achieve better results by working in groups to take advantage of our diverse skills, abilities and perspectives.

EPD's Strengths and Challenges in This Area

Strengths include the department's use of a professional vendor to assist with promotional processes, the use of 360 evaluation processes, and the department's commitment to a three-day intensive listening process to hear from employees and the community on all aspects of EPD's leadership, vision, goals and day-to-day operations.

Challenges include the size of the department and varied work shifts, work locations, and duties; the lack of incentives for promotion, which in turn can lead to stagnation in the department's leadership development; and the cost of training and development programs when employees must attend on overtime due to work scheduling.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

DESP Goal 1: Leadership			
EPD Action	Measurement	Accountability	Timeline
Action 1: Restructure the department's diversity committee, including renaming, to clarify its mission, desired outcomes and to define the working relationship with EPD command leadership.	Annual work plan approved by June of each year. Monthly update on committee activities at Senior Staff meetings.	Operations Support Division Manager	Work Plans beginning June 2011. Restructure to begin in FY11.
Action 2: Establish curriculum to include discussions and training regarding equity and human rights as part of the new EPD leadership training series.	Curriculum includes these elements. Training evaluation to assess effectiveness	Operations Support Division Manager	Currently underway
Action 3: Identify, contract and deliver outside professional instructors and courses for general and specialty training opportunities (such as "Perspectives in Profiling").	One training opportunity per year available for employees.	Training Sergeant	Currently underway.
Action 4: Value of equity and human rights for EPD is emphasized in all promotional exams.	Each promotional exam/process includes questions or scenarios emphasizing the value of diversity and equity's for EPD.	Operation's Support Division Manager	Promotional processes beginning in FY11.

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Department Relevance

What This Focal Area Means to EPD

As a DESP goal, capacity means our ability to focus the Police Department's resources (financial, equipment, staff, etc.) on the development of the organization's cultural competencies. At EPD, we see the capacity goal as encompassing concepts from the other five DESP goals. Capacity includes our ability to lead, the workforce we hire and maintain, our work environment, the manner in which our services are delivered, and very importantly, our communication and engagement with the community and within the city organization and the department.

What EPD has Learned About This Focal Area

At the department-wide three-day Listening Sessions a significant number of employees stated that they want clear goals and direction coupled with the support to accomplish them. They also stated that they want to work in a department that the community respects and trusts. Supervisors stated that working with the community was an important goal and should be supported through an outreach strategy with proactively planned opportunities for community/police interaction in non-enforcement activities.

EPD's Strengths and Challenges in This Area

Strengths include: The size of EPD and ongoing recruitment processes have helped the department to achieve more success in diversity recruitment. Transparency has been improved through the efforts of the Police Commission, the Citizens Review Board and the proactive use of news releases and special media projects.

Challenges include: The 24/7 schedule increases the department's costs for training due to overtime costs and can be a logistical stumbling block when guest presenters are utilized. The community has very high standards for its Police Department that far exceed the resources available to meet those expectations. For example the 2007 Magellan staffing study identified that a Community Policing model is highly valued by some members of the community. These national police staffing researchers estimated that EPD would need to hire a total of 177 staff, including 81 new officers, 33 investigators, 12 sergeants and 51 civilians to move to a typical Community Policing model.

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

DESP Goal 2: Capacity			
EPD Action	Measurement	Accountability	Timeline
Action 1: Utilize EPD's Employee Training Committee to recommend equity and human rights training opportunities for all EPD employees.	Annual training provided for all employees.	Operations Support Division Manager Training Sergeant	First meeting July 2010. Will meet quarterly.
Action 2: In-service training opportunities for sworn and civilian staff include curriculum emphasis in cultural competence, equity, and human rights.	Training curricula include equity and human rights components.	EPD Instructors, Training Sergeant	Begins: July 1, 2010, evaluated annually.
Action 3: Utilize programs for youth and young adults to increase interest in law enforcement careers.	Cadets program is maintained.	Cadet Program Manager	Ongoing
	Number of young adults in the Volunteers in Policing program.	VIP Program Supervisor	Ongoing
	Minimum of one youth activity program per year (such as Youth Academy, EPAL, etc.)	School Resource Team Sergeant	Ongoing
Action 4: Outreach to partner with local agencies to develop career development and recruitment programs for those interested in law enforcement.	Monthly presentation to University of Oregon Athletic Department Student Development program.	Operations Support Division Manager	On-going
	Develop long range plan with Central Latino Americano	Operations Support Division Manager	Begins January 1, 2011

Workforce and Work Environment

Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.

Department Relevance

What This Focal Area Means to EPD

This focal area represents the department's recruitment and retention policies and activities. In addition, this area is a reflection of the leadership of the department and the overall policies and guidance of the department in creating a supportive and healthy work environment.

What EPD has Learned About This Focal Area

Our recruitment procedures and policies have resulted in good statistical representation of employees as stated in the department's affirmative action plan. However, room for improvement is certainly present and the department has noted a slight decline in the hiring of women police officers. Employees have mixed feelings about retention and overall believe that the department could do a better job of creating a positive work environment for all. Employees perceive that the community is not supportive of them. In an exercise identifying the department they'd like to be in two years, employees said they would like to have city support and more positive interactions with the community.

EPD's Strengths and Challenges in This Area

The strengths are the current representation of people of various cultures and racial and ethnic diversity. The work environment is a current area of emphasis for department management and the organization has employee recognition events and activities scheduled throughout the year. Ad hoc teams exist to support employees during personal crises or difficulties, and the organization provides Chaplaincy services for interested employees. Recent work has improved respectful and honest conversations at all levels of the organization, and in some areas, has increased the image of the department externally.

Challenges include the perceived differences between management and labor, especially during the current budget reduction time period. A number of employees emphasized in the Listening Sessions that they believed there were different standards for accountability between labor and management (a perception heightened by the start-up of the Police Auditor's Office).

Workforce and Work Environment

Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.

DESP Goal 3: Workforce and Work Environment			
EPD Action	Measurement	Accountability	Timeline
Action 1: Recognize employee achievement and celebrate successes.	Employee of the Month award every month.	Public Information Officer	Ongoing
	Nominations for the Annual Award program are received by the committee.	Division Managers	Ongoing, next ceremony April 2011.
Action 2: Coordinate all human resources responsibilities for EPD through the Operations Support Division.	Recruitment activities are consistent and timely.	Operations Support Division Manager	Updates provided monthly at Senior Staff meetings.
Action 3: Manage the hiring and training program to retain employees and reduce drop-out rates.	Increase the number of female police officers by 3% within the next 5- years	EPD Recruitment Team and Hiring Teams, Operations Support Manager	Emphasis begins on all hiring processes after July 1, 2010
	Number of probationary employees leaving.	Call-taking Section Manager	Already implemented. Reporting every three-months
	Employee exit interviews to identify problem areas.	Operations Support Division Manager	June 2010
	Employee satisfaction check-ins.	All Supervisors	Coordination of standardized information to start by September 2010

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Department Relevance

What This Focal Area Means to EPD

For Police, services include enforcement, education, crime prevention, public access to data and records, the communication system for call-taking and dispatch, non-emergency services, etc. This broad array of services provides literally hundreds of opportunities for members of the community to interact with police employees every day. Employees adopted a set of values for the organization, and they include two items that directly support this focal area:

- Fairness: Our actions and decisions are based on reason and law, equally applied to all.
- Respect: We treat all persons with dignity and honor their rights under law.

A third item should be added that is relevant to this strategic plan:

- Equitable: Programs and services are provided in a fair and equal manner.

What EPD has Learned About This Focal Area

In the listening sessions we learned that employees have core beliefs regarding their role in serving the public in a fair and equal manner. They believe that each person should be treated with dignity, and they react strongly when they believe that other people do not understand how important these values are to police officers and employees when serving the public. Most Police employees have entered the profession because of their belief that by doing so they can improve their community and serve the public.

EPD's Strengths and Challenges in This Area

Certainly, a strength for the department is the strong commitment of employees to serve people and to do so in a fair and consistent manner. Employees are highly motivated and provide services to many individuals who are not considered to be part of the public 'mainstream'. Many of these people have disabilities or other physical and emotional concerns that limit their ability to communicate their needs and police employees must ensure that all members of the community receive the services they need. The department has good equipment and through grants has increased equipment and kept it updated. A robust volunteer program has helped the department increase crime prevention and education services.

The department is challenged by negative perceptions of law enforcement in general, and sometimes of EPD in particular. Many news reports of events tell only a small part of the story and the services that were provided by employees are lost in the sensational selling part of a story. Working day in and day out in an environment that is under intense public scrutiny can be demoralizing. Especially when the many acts of kindness, efforts to treat people with dignity and the careful attention given to ensuring that people's legal rights are honored are ignored by members of the public and/or the story in the evening news. The number of employees has fallen over the last 20 years and currently is one of the lowest staffing ratios in the country. As a result, the highly desired aspects of community policing that ensure that employees have adequate time in their work day to interact with community members and develop community-based solutions to problems are hard to provide with so few staff.

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

DESP Goal 4: Service Delivery			
EPD Action	Measurement	Accountability	Timeline
Action 1: Department brochures and key program information is provided in accessible formats.	Annual audit of materials to ensure accessibility.	Public Information Office	Ongoing
	Accessibility options explained to users on Web and in EPD facilities.	Public Information Office	Revised and new info published by January 1, 2011.
	Initial training on accessibility format and ADA provided at all supervisor's meeting.	Public Information Office, Senior Staff	Completed by December 31, 2010.
Action 2: Accommodate persons with disabilities in law enforcement contacts.	Training bulletins provided to reinforce EPD policy #370, <i>Communication With Persons With a Disability</i> , issued annually.	Training Sergeant, Patrol Lieutenants	Ongoing - Policy has been adopted.
	Communications Center maintains current list of qualified interpreters for Deaf or hearing impaired persons.	Communication Center Manager	Evaluation to occur annually
Action 3: Provide limited English proficiency services to reduce barriers for individuals with limited English from gaining meaningful access to, or understand of, important rights, obligations, and services.	Watch commanders can identify the four-factor analysis model used to ensure meaningful access to critical services.	Patrol Captain, Training Sergeant	Policy Written and operational. Evaluation to occur annually
	Communications Center has available at all times a list of bilingual employees and authorized interpreters.	Communications Section Manager	Policy Written and operational. Evaluation to occur annually
Action 4: Provide training to enable officers to effectively and respectfully manage and investigate calls for service with concern and care for the safety and well being of all involved.	Crisis Intervention Training (CIT) – 40 hours provided to all sworn personnel.	Training Sergeant	CIT for all current officers to be complete 2011. New officers receive CIT in academy.
	Eugene Police act in accordance with the City of Eugene Hate and Bias Incident Response plan.	Chief of Police	Hate and Bias Response Plan reviewed annually.

Communication and Engagement

Communicate and engage openly, respectfully and effectively with the community.

Department Relevance

What This Focal Area Means to EPD

This focal area is absolutely essential to the department's effectiveness. As stated earlier, hundreds of interactions occur daily for EPD, and because of the nature of law enforcement, many of these conversations occur in stressful or emotionally charged situations. At the root of many communication issues for EPD employees are the perceptions of others regarding police representatives who have broader power and control than most members of the public. Ironically, employees who place a high value on honesty, accountability, trustworthiness, fairness and respect often are in situations where a few members of the public are less than truthful and acting disrespectfully. For officers, the challenge is to continue to maintain their values and communicate with every individual openly and respectfully, even when they are being treated in a very different manner.

What EPD has Learned About This Focal Area

Officers and call-takers have very high personal standards regarding their ability to effectively communicate in their encounters with people. However, the intensity of many conversations in the law enforcement context can affect the ability of employees to communicate with the public and each other. Effective communication and public engagement is a high priority for the department and essential to the provision of police services.

EPD's Strengths and Challenges in This Area

The department has a robust training program and has opportunities throughout the year to reinforce communication skills. Commercial programs such as Verbal Judo and de-escalation techniques have been purchased and are utilized to increase skills in this area. The department is participating in community-based "Listening Sessions" that are designed to increase effective communication for police employees and members of the public. These sessions are effective at increasing respect and open communication in a safe environment. The department has a strong Internal Affairs program that investigates complaints of discourtesy; this helps the department understand where training or counseling is needed. The department has a professional and effective public information office that provides information to media and interested members of the public.

Weaknesses of the department include the high stress and volatility of many interactions that can range from a phone call from a family member in crisis to a car stop that the driver believes to be unfounded. In these types of situations, it isn't easy to create an open and trusting communication process. In addition, the department's scheduling makes it more difficult for the public to contact employees. Officers work four, 10-hour days, and if an incident occurs on the last day of the officer's week, they are then off three days before they even will know that someone is trying to reach them. This causes members of the public to become frustrated and sparks complaints of discourtesy. The many layers of accountability to the public that have been developed in Eugene (Police Auditor, Civilian Review Board, Police Commission and the Internal Affairs Office) can be overwhelming to officers and employees.

Communication and Engagement

Communicate and engage openly, respectfully and effectively with the community.

DESP Goal 5: Communication and Engagement			
EPD Action	Measurement	Accountability	Timeline
Action 1: Provide timely and accurate response and/or referral to City staff and members of the public seeking information.	Number of information requests and average amount of time for response.	Public Information Office	Already underway, reported quarterly.
Action 2: Provide Crisis Intervention training for all department employees who work in positions dealing directly with the public.	All officers and call-takers receive CIT training by December 2012.	Training Sergeant, Division Managers	Currently underway. Complete first round of training by December 2012.
Action 3: Include de-escalation training, or other communication skill training for police officers.	One course of Verbal Judo is taught to EPD officers in 2010.	Training Sergeant, Patrol Captain	Complete initial course and determine future course design by September 2010.
Action 4: Increase # of bilingual employees to improve service delivery.	Increase the number of bilingual employees by 3% within the next five years.	EPD Hiring and Recruitment Teams, Operations Support Division Manager	Emphasis begins on all hiring after July 1, 2010.
Action 5: Facilitate listening sessions between community and/or inter-agency members and Police employees.	Outcomes generated at each meeting followed-up by next quarter.	Office of Professional Standards Lieutenant	Quarterly meetings already underway

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Department Action Plans have integrated DESP goal number six, Measurement and Accountability, into each of the other goals.



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Equity and Human Rights Action Plan

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