

CITY OF PORTLAND
POLICE ACCOUNTABILITY COMMISSION
INTERNAL PROCESSES DOCUMENT

I. Interim-Community StandardsAgreements

The Police Accountability Commission agrees to approach its work with honesty, openness, and willingness to work together to develop and achieve shared goals. The Commission will work with each other, city staff support, and external support to address issues as they arise, communicate openly, and meet each other's needs as part of working to meet the city's needs as a Commission.

Our expectations of ourselves, and of each other, include:

- ~~KeepingKeep~~ the needs and concerns of the local community and the larger region at the forefront of the work.
- Always fight oppression.
- ~~KeepingKeep~~ focus on the objectives of the meetings and individual agenda items; utilize facilitators to note additional topics for discussion.
- Arrive on time and prepared (to the best of your ability).
- Let the group know if you are unable to attend a meeting.
- Keep multi-tasking to a minimum.
- Contribute to the overall success of the group by finding ways to participate that best meets your needs.
- Allow those who participate in different ways, or have types of participation or tasks they are responsible for, to fulfil their roles.
- Treat each other with respect and be supportive of each other.
- ~~Keep in mind that everyone has their own truth.~~
- Do not denigrate the commission or your colleagues or collaborators.
- Refrain from public shaming or using shame and embarrassment as a tactic.
- Listen without agenda, and refrain from interruptions.
- Be polite, courteous, and thoughtful.
- Keep in mind that everyone has their own truth.
- ~~AssumingAssume~~ good intentions from our colleagues and collaborators. Challenge ideas rather than individuals. Approach different opinions with curiosity. Seek to understand.
- Use "I" statements.
- Affirm other speakers. Do not use violent words; instead, say something positive about the previous speaker and simply add your own thoughts.
- Respect privacy. Everything shared in confidence needs to be kept in confidence.
- Honor the decisions of the group.
- Accept that you will not always have your way.
- Do not overstate or mischaracterize the work, level of agreement, or progress of the commission.
- Accept non-closure.

Commented [PAC1]: Moved, not removed.

Commented [PAC2]: DH Comment: "I think these two items need to be better defined or they will be used to suppress minority viewpoints and legitimate concerns about proposals/ decisions/ actions. For example, is pointing out a factual error to be seen as 'shame' or 'embarrassment'?"

Note: Co-chairs reviewed but did not propose text change.

II. Communications Guidelines: Media Relations, Community Engagement, and Social Media

Per the Police Accountability Commission Bylaws, Commissioners agree that transparency is essential to all information gathering, deliberations, and decision making.

1. Guidance on Media Requests

Working with local media is a strategic part of how the Police Accountability Commission builds visibility and supports community outreach for the development of an accountability system and oversight board for police. The privilege of being a Police Accountability Commissioner comes with a responsibility to invest a heightened level of clarity and care with public communications.

Media will be very interested in the progress of the Police Accountability Commission. You can expect to get questions from media and the community about the Police Accountability Commission and the development of an accountability system and oversight board for PPB.

Centralized management of media inquiries through Police Accountability Commission Co-Chairs and staff helps us make sure that we are clarifying our work and providing fair access to the same information for all. We also ensure that media receive consistent and accurate information from the best source.

If you receive a call from the media:

1. If the reporter's questions relate to publicly available information, for example, providing the location to a meeting or links to meeting minutes, and you know the answer please feel free to provide this and let the Police Accountability Commission Engagement and Communications Coordinator know.
2. Otherwise, please take down the reporter's topic, contact info, and deadline to pass along, and let them know you would like to redirect them to a Commission Co-Chair.

Sample response: "Thanks for calling. I'd like to have one of our Commission Co-Chairs call you back. To be sure you get the info you're looking for, can I take down your information and make sure someone follows up with you?"

- What is your name (first and last), your publication, phone number and email (which works best for you?)
- What kind of information do you need?
- What is your deadline?

Thank you! I'll pass this along and make sure someone gets back to you."

3. Then, immediately notify the Police Accountability Commission Co-Chairs and staff and pass along the reporter's information (topic, contact info, and deadline).
4. The Police Accountability Commission Co-Chairs and staff will coordinate and delegate a response, making sure that the reporter's questions are answered on time and by the best spokesperson.
5. If you're the best spokesperson, they will let you know and can help you prepare.

Contact info for media:

Commission Co-chairs, rotates each phase (use City email addresses)

City support staff, including Project Manager and Engagement and Communications Coordinator:
policeaccountability@portlandoregon.gov

Commented [PAC3]: DH Comment: "this should also apply to publicly posted documents and decisions made by the Commission."

Note: Co-chairs reviewed but did not propose text change.

2. Guidance on Community Engagement and Public Speaking with community members, interest groups, or before City Council

Are you speaking on the Commission's behalf?

If you are talking about Police Accountability Commission matters, ~~then you should consider yourself as speaking on behalf of the Commission~~ you should consider that members of the public may believe you are speaking on behalf of the commission. Like an elected official, *even when specifying that your beliefs are purely personal*, community members are likely to interpret and represent your statements as official from a Police Accountability Commissioner.

Is the Commission's position clear?

1. Speak for the Commission only when its position is clear and a decision has been made. During deliberations, please express your opinions only in a public meeting of the PAC.
2. If you were the dissenting voice in a decision that has been finalized and made public, you are welcome to discuss why you dissented.
3. Please be careful not to undermine or cast doubt on the decision-making process. Members may describe the Commission's debate but should not challenge the legitimacy of the decision.

Are you unintentionally creating unequal advantage?

4. As someone who is making decisions about our city's future, Commissioners must be careful to avoid bias, favoritism, or unequal advantage by:
 - a. Conveying bias for or promoting one community or interest group over others.
 - b. Signaling a lack of objectivity in deliberations.
 - c. Providing special guidance or access to privileged information in an unequal way.

Are you coordinated with Police Accountability Commission staff?

5. Per the Police Accountability Commission Bylaws, Commissioners are encouraged to copy PAC staff on all written communications from or to interest groups or City Commissioners commenting on the Police Accountability Commission's work. All written communications by Commissioners regarding the Police Accountability Commission are public record, regardless of the email account.
6. After a Commissioner speaks with interest groups or with City Commissioners about Police Accountability Commission business, the Commissioner is encouraged to notify PAC staff of verbal communications.

Does the Commission want to make a formal statement? _____

7. On rare occasions, the Police Accountability Commission may write statements in support or opposition of *policy* issues that are *relevant to the purpose and scope of the Commission*. To create such a statement, the Police Accountability Commission shall propose a position to the project manager, who shall then work in partnership with the Commission to draft the position and have it approved by the Commission.

Remember that all communications are public record.

8. These communications will be included in the public record and should be copied to the Police Accountability Commission Co-Chairs.

** An interest group is any association of individuals or organizations that is seeking to influence the PAC's work in favor of its legislative or administrative interest, i.e., economic interest distinct from that of the general public.*

Commented [PAC4]: DH Comment: "this should be struck or rewritten as it is contrary to the bylaws provision for people to be able to speak as individuals or on behalf of their organizations."

DA comment: "it sounds as if no matter when, where, or to whom you speak, you are speaking on behalf of the PAC."

I have been an active League of Women Voters member for many years. The League has been closely involved in Portland's police oversight systems for over 40 years and I personally have been the lead on this issue for over 20 years. The League wants to continue its work as an organization on this issue and it was my understanding that joining the commission would not put an end to that. The sections from the Internal Processes/Communications should be written in a way that is consistent with our adopted bylaws."

Note: Co-chairs reviewed and proposed text change shown in track changes.

Commented [PAC5]: Note DA comment above.

Note: Co-chairs reviewed but did not propose text change.

Commented [PAC6]: DH proposed addition: "When such statements are sent out, they should be signed by the member or members of the commission who made the statement."

Note: Co-chairs reviewed but did not propose text change.

Commented [PAC7]: DH proposed addition: "Communicating with the public in general 11. Emails sent out on behalf of the Commission shall indicate whether they are coming from PAC staff, co-chairs, a subcommittee, the full commission, or a combination thereof. When applicable, people's names should be attached to emphasize the humanity of the Commissioners, rather than the PAC being a faceless bureaucracy."

12. Public meetings announcements shall list the names of all eligible PAC members who might attend the meeting, whether a full meeting or a subcommittee."

Note: Co-chairs reviewed but did not propose text change.

3. Guidelines for Social Media

Your work to engage community members and share Police Accountability Commission work is essential. As with all communications, as a Commissioner your statements regarding the development of an accountability system and oversight board for PPB carry weight and are not only a direct reflection of you personally but also the entire Police Accountability Commission. This holds true on social media.

Social media is an important tool for activists and organizers to stay connected, target immediate action and support, advocate and educate, and broadcast a variety of voices and perspectives.

The privilege of being a Commissioner comes with a responsibility to invest a heightened level of clarity and care with public communications. These guidelines are intended to create a common understanding of expectations in how to leverage the power of social media while balancing the need to protect your and the Commission's reputations.

Social Media. Commissioners are strictly accountable for their conduct at all times, whether in public or private, in person or through social media outlets. Of course Commissioners may engage in activity that is protected by the First Amendment. However, Commissioners who maintain personal social media accounts and publicly disseminate information related to the Commission's work must understand that their social media posts may discredit, undermine, or otherwise negatively impact the Commission, the City of Oakland, or the Oakland Police Department. For these reasons, Commissioners should exercise good judgment when posting content on social media platforms, and should refrain from using social media to attack, retaliate against, or harass other Commissioners, the Commission itself, the Oakland Police Department, and City staff.

PLEASE DO

- Engage with and share content posted by Police Accountability Commission-and City- branded accounts.
- Represent yourself as a Commissioner on your personal profiles if you wish and highlight the opportunities and outcomes that the Police Accountability Commission is making possible.
- Be thoughtful when promoting community organizations or sharing their posts to avoid the perception of favoritism or bias as a decision maker. For example: you could congratulate a community organization when their grant is approved or a project is underway. If you advocate or promote the work of community organizations on non-Police Accountability Commission work, be careful to avoid any appearance of favoritism.
- Follow Common Sense Social Media Etiquette when sharing posts about the Police Accountability Commission:
 - Always pause and think before posting.
 - Stick to your area of expertise.
 - Post meaningful, respectful comments—no Spam and no remarks that are off-topic or offensive.
 - Reply to comments in a timely manner, when a response is appropriate.
 - If you make a mistake, admit it. Be upfront and be quick with your

Commented [PAC8]: Proposed inclusion or replacement from DH. Would be find/replaced with Portland-specific information if kept.

Commented [PAC9]: DH Comment: "I do not use social media, but this seems terribly limiting for Commission members who are already active on police issues."

Note: Co-chairs reviewed but did not propose text change.

correction. If you revise a post, make it clear that you have done so.

- Remember that what you publish will be public for a long time and is a public record.

PLEASE DON'T

- Post to social media during Commission meetings. These posts then must be documented and added to the meeting record, just like a verbal statement.
- Share any Commission-privileged information.
- Discuss Commission deliberations. Please express your opinions verbally in a public meeting.
- Participate in postings or discussion threads on Social Media Sites that includes enough Commissioners to create a quorum. This is to avoid the possibility of inadvertently creating an online public meeting without proper notice.
- Use social media commentary to undermine or cast doubt on the decision-making process. Members may describe the Commission's debate but may not challenge the legitimacy of the decision.
- Communicate with the ~~press-media~~ about any post that relates to Police Accountability Commission business (see media guidelines).
- ~~Have a conflict with an individual or organization? Please work it out in person. Airing your grievances on social media rarely leads to positive outcomes.~~
- Make comments that are ~~considered~~ defamatory, ~~obscene~~, proprietary or libelous ~~by any offended party~~ that could ~~subject you to personal liability and~~ damage the Police Accountability Commission's reputation. Once it's on the Internet, it's there forever.

Commented [PAC10]: DH Comment: "'press" is an outdated term that applies to print media only, the word here should be "media"

Note: Change shown in track changes was suggested directly by commission member.

Commented [PAC11]: DH Comment: I don't understand what this means; if there is a social media post that says the Commission is meeting on such-and-such date does this mean Commissioners cannot confirm the date with a reporter?

Note: Co-chairs reviewed but did not propose text change.

Commented [PAC12]: DH comment: I guess these are all common sense guidelines, it just seems like a lot of rules for something that can be said more simply.

Note: Co-chairs reviewed and proposed text change shown in track changes.

III. General Operating Procedures

This section covers additional operating procedures of the Police Accountability Commission. Procedures below cover details regarding the workings and operations of the Commission that are not covered in the Bylaws. If these two documents should conflict, the provisions in the Bylaws document will supersede this Internal Processes document. This list is not exhaustive and is subject to additions and edits as they arise.

I. Co-Chairs

A. Outgoing co-chairs will commit to a warm handoff with new co-chairs when their term ends and the new term begins.

B. The Co-Chairs will encourage full and safe participation by representatives in all aspects of the process, assist in the process of building consensus, and ensure all participants abide by the Commission's operating procedures. Safety is defined that no idea shall be met by personal attacks or other demeaning responses, even if there is disagreement.

II. Community Engagement

A. Commissioners are encouraged to engage community networks outside of public meetings. Information obtained from those engagements should generally be recorded and brought back to the Commission for discussion. There may be times when Commissioners choose not to disclose the source of the information.

III. Decision Making

A. If any Commissioner is in opposition to a proposal, Commissioners will discuss the item further to try to achieve consensus. If consensus is not achievable, the Commissioners will either vote on the proposal or table it. Facilitators will consult with Co-Chairs before moving to a vote after attempts to reach consensus have been exhausted.

IV. Weighted Stack

A. Facilitators will keep a stack including Commissioners who have indicated they'd like to speak

B. The stack will be ordered to encourage contributions from as many members possible, and to ensure that ensure that people who have not contributed much in the current meeting (or past meetings), as well as members of historically-marginalized groups, are prioritized and are able to contribute in meaningful ways if and when they decide to speak.

C. Facilitators can notify the group of who is next to speak after the current speaker.

V. Sub-Committees

A. The officers of each sub-committee shall consist of two Co-Chairs whose renewable term corresponds to a phase of work or the length of the sub-committee's term (whichever is shorter), approved by the commission.

B. Sub-committee Co-Chairs shall be responsible for conducting the meetings of the sub-committee.

C. Each sub-committee Co-Chair may act as Chair when the other Co-Chair is not available.

D. Sub-committee Co-Chairs will be active and voting members.

Commented [PAC13]: Added by co-chairs.

Commented [PAC14]: Highlighted text should be included or struck, but not changed, as it is in the Bylaws.

Commented [PAC15]: DH comment: "There need to be guidelines created for the following (taken from the 3/12/22 revised Parking Lot):

- Who gives the quarterly report to City Council and in what format? (ie is it an email, a more formal document that can be attached, and will it be presented at a City Council meeting as a public facing way to let the community know of the Commission's progress?)

- How does the facilitaiton team decide when it is time to end discussion on an issue? How many tries are made to come to consensus before turning to a vote?

- What does a "gross violation" of community agreements look like?

- Clarify the roles of the co-chairs and the full Commission in creating subcommittees. DH Note: nothing in the bylaws indicates that subcommittees have to be created and dissolved at the beginning or end of a phase, so standing subcommittees such as internal processes and community engagement can be seen as lasting throughout the existence of the PAC."

Note: Co-chairs reviewed and did not propose text change to 1st, 3rd, or 4th. Co-chairs proposed text change shown in track changes to 2nd comment.

Commented [PAC16]: ZS Comment: "I'd like to propose adding a weighted stack to this section. The facilitators could be responsible for keeping stack; wherein Commissioners indicate that they'd like to speak and then facilitators notify the group (perhaps through the group chat function) who is on deck to speak after the current speaker. A weighted stack means that people who have not contributed much in the current meeting (or past meetings), as well as members of historically marginalized groups, are prioritized in the stack."

"Could we be a bit more specific in outlining how the Chair encourages full and safe participation? I think it could be quite useful to implement a weighted stack here to ensure that people who haven't contributed as frequently, or are from marginalized communities, are able to contribute in meaningful ways if and when they decide to speak."

Note: Co-chairs reviewed and adapted comment above into text shown in track changes, then made a proposed change to that (shown in a different color).

15	6%	12%	17%	21%	25%														
16	6%	11%	16%	20%															
17	6%	11%	15%																
18	5%	10%																	
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U = Unanimous support.