

CITY OF PORTLAND

POLICE ACCOUNTABILITY COMMISSION

INTERNAL PROCESSES DOCUMENT

I. Community Agreements

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. All commission members, as well as city staff support and external support, will abide by these agreements as we perform the duties and mandates of the commission.

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

- Keep the needs and concerns of the local community and the larger region at the forefront of the work.
- Always confront oppression.
- Keep 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).
- Give notice 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.
- Model appropriate behavior, treating everyone with dignity and respect, and promoting an ethical, equitable, and inclusive culture free from all forms of harassment.
- We commit to wholeheartedly uplift and support the commission, our colleagues, and our collaborators, and portray them positively, rather than casting them in an unfavorable light.
- Act with awareness that our actions could harm our colleagues and collaborators, who have the right to be free from being unfairly criticized or cast unfavorably.
- Provide space for minority viewpoints and legitimate concerns about decisions and actions, as well as complaints about conduct, without reprisal.
- Listen without agenda, and refrain from interruptions.
- Be polite, courteous, and thoughtful.
- Keep in mind that everyone has their own truth.
- Assume 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, even if they are not your preferred outcome. You might not personally agree with every decision.
- Do not overstate or mischaracterize the work, level of agreement, or progress of the commission.
- Accept non-closure.

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, or publicly posted documents and decisions, 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."

Contact info for media:

Commission Co-chairs: use City email addresses)

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

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.

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, 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 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.
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.

External Communications

9. Emails sent out on behalf of the Commission shall indicate whether they are coming from the PAC staff, co-chairs, a sub-committee, the full commission, or a combination thereof.

** 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.*

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. Please feel free to provide publicly available information, for example, providing the location to a meeting or links to meeting minutes, or publicly posted documents and decisions.

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.

Commissioners are always strictly accountable for their conduct, whether in public or private, in person or through social media outlets. 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, or the Commission itself.

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.

- II. Definitions
 - A. Safety is defined that no idea shall be met by personal attacks or other demeaning responses, even if there is disagreement.
 - B. Harassment is any unwanted behavior (or suggested behavior), such as verbal, non-verbal, written, or physical conduct (including bullying or cyberbullying), that makes a reasonable person feel uncomfortable, humiliated, or mentally distressed or affects their work, participation, or access.

- III. 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.

- IV. Decision Making
 - A. Co-chairs will consult with facilitators before moving to a vote or tabling after attempts to reach consensus have been exhausted.

- V. 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 members of historically-excluded 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.

- VI. 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.

- E. Sub-committee Co-Chairs will encourage full and safe participation by sub-committee members in all aspects of the process, assist in the process of building consensus, and ensure all participants abide by the Commission's operating procedures.
- F. In consultation with the facilitator(s), staff, commission Co-Chairs, and Commission members, sub-committee Co-Chairs will develop meeting agendas and ensure an efficient advisory process.
- G. Sub-committee Co-Chairs may determine how to share or allocate the tasks listed above amongst themselves.
- H. The bylaws give authority to the co-chairs and the commission as a whole to create sub-committees. Any proposed sub-committees shall be communicated to all Commissioners before being adopted by the co-chairs or at a Commission meeting.

VII. Quarterly Reports

- A. At the conclusion of every three-month period, the co-chairs or designees shall draft a quarterly report for City Council to:
 - i. apprise them of the work done during the quarter
 - ii. make any requests approved by the Commission to support its ongoing work
 - iii. Invite and/or thank them and their staff for attending meetings.
- B. The quarterly reports shall be sent by email to Council, the media and the PAC's contact list, and added to City Council agenda for a public presentation by a co-chair or designee.

VIII. Violation of community agreements

- A. Per Bylaws section VIII-F the Commission shall determine gross violation of community agreements. If a Commission member has violated the guidelines by behavior which substantially and intentionally interferes with the Commission's mission:
- B. Co-chairs will alert the commissioner privately to the offending behavior and will give the opportunity to take steps to correct the behavior. If they do not, the Commission will proceed with the vote as outlined in the Bylaws.
- C. Co-chairs shall address minor violations of community agreements not affecting the Commission's work. The co-chairs shall address these minor violations in private communications and shall work together with the member to resolve the violation.

Appendix A: Quorum Required

Number of members expected for the PAC or sub-committee	Number of members required to be present for quorum to be met
3	2
4	3
5	3
6	4
7	4
8	5
9	5
10	6
11	6
12	7
13	7
14	8
15	8
16	9
17	9
18	10
19	10
20	11

Appendix B: Voting Chart

		Yes Votes																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
No Votes	0	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U
	1	50%	67%	75%	80%	83%	86%	88%	89%	90%	91%	92%	92%	93%	93%	94%	94%	94%	95%	95%	
	2	33%	50%	60%	67%	71%	75%	78%	80%	82%	83%	85%	86%	87%	88%	88%	89%	89%	90%		
	3	25%	40%	50%	57%	63%	67%	70%	73%	75%	77%	79%	80%	81%	82%	83%	84%	85%			
	4	20%	33%	43%	50%	56%	60%	64%	67%	69%	71%	73%	75%	76%	78%	79%	80%				
	5	17%	29%	38%	44%	50%	55%	58%	62%	64%	67%	69%	71%	72%	74%	75%					
	6	14%	25%	33%	40%	45%	50%	54%	57%	60%	63%	65%	67%	68%	70%						
	7	13%	22%	30%	36%	42%	46%	50%	53%	56%	59%	61%	63%	65%							
	8	11%	20%	27%	33%	38%	43%	47%	50%	53%	56%	58%	60%								
	9	10%	18%	25%	31%	36%	40%	44%	47%	50%	53%	55%									
	10	9%	17%	23%	29%	33%	38%	41%	44%	47%	50%										
	11	8%	15%	21%	27%	31%	35%	39%	42%	45%											
	12	8%	14%	20%	25%	29%	33%	37%	40%												
	13	7%	13%	19%	24%	28%	32%	35%													
	14	7%	13%	18%	22%	26%	30%														
	15	6%	12%	17%	21%	25%															
	16	6%	11%	16%	20%																
	17	6%	11%	15%																	
	18	5%	10%																		
	19	5%																			

U = Unanimous support.