

**Please Note: This is a working draft of Directive 010.00, previously titled Directives Manual. This is proposed language and the Bureau has not implemented any changes at this time.*

Directive 010.00, Directives Review and Development Process

2nd Universal Review: 8/1/2017 – 8/15/2017(Clean View)

Refer:

- United States v. City of Portland Settlement Agreement
- City of Portland Public Involvement Principles
- DIR 020.00, Mission, Values, and Goals
- DIR 315.00, Laws, Rules, and Orders

Definitions:

- **Directive:** A Portland Police Bureau official document that addresses both the policy and procedural sections for a specific topic.
- **Executive Reconciliation:** A step in the review process that consists of internal meetings, facilitated by the Policy Development team, to discuss universal comments, meet with subject matter experts and draft new or revised policies.
- **Policy:** A course or line of action adopted and pursued by the Portland Police Bureau that provides guidance on the Bureau's philosophy on identified issues.
- **Procedure:** A detailed description of how a directive is carried out in practice, describing the steps to be taken, the frequency of the task, and the persons responsible for completing the tasks.

Policy:

1. The purpose of this directive is to establish the process for the review and development of Portland Police Bureau directives.
2. The Portland Police Bureau recognizes that community members entrust the Bureau with great authority. As a result, the Bureau has a responsibility to the public to ensure that its members appropriately exercise that authority. Member accountability is paramount. The Bureau must demonstrate due regard in guiding member action and holding members accountable to established policies and procedures.
3. Bureau directives serve as the foundation for all Portland Police Bureau operations. The policies and procedures contained in directives promote professional practices and provide staff with information to act decisively, consistently and legally. When unusual circumstances are encountered, the directives assist members in identifying the best course of action to follow. The Bureau strives to establish policies and procedures that promote professional practices and guide members to be good stewards of public resources.
4. The Bureau values the input of community members and our working partners. Collaboration and community involvement are essential to ensuring that Bureau policies and procedures reflect the values of the community we serve. For this reason, the Bureau encourages community members and other key stakeholders to participate in the directive

development process by contributing feedback on directives when they are scheduled for review.

Procedure:

1. Process Initiation.
 - 1.1. Any member of the Bureau may contact the Policy Development team to request the creation of a new directive or the revision or rescission of an existing directive.
 - 1.2. Generally, the initiation of the directives review and/or development process is tied to an administrative, legislative, or legal rationale.
 - 1.2.1. Administrative matters that may create a need to address a directive include, but are not limited to:
 - 1.2.1.1. A shift in organizational philosophy;
 - 1.2.1.2. A specific division need;
 - 1.2.1.3. Trend data;
 - 1.2.1.4. Complaints or discipline outcomes;
 - 1.2.1.5. Contract negotiations;
 - 1.2.1.6. Budget adjustments;
 - 1.2.1.7. Changes to administrative rules; and/or
 - 1.2.1.8. Audit findings.
 - 1.2.2. Legislative matters that may create a need to address a directive include changes in city, state, or federal law.
 - 1.2.3. Legal matters that may create a need to address a directive include the publication of a court holding or order issued in binding jurisdictions, or the execution of a term in a settlement agreement.
2. First Universal Review and Public Comment Period - Current or New Directive.
 - 2.1. When reviewing an existing directive(s), the Policy Development team shall post the current active version of the directive(s) on the Bureau's website for universal review and public comment for 30 calendar days.
 - 2.1.1. When a directive is scheduled for universal review and public comment, the Bureau shall endeavor to post the directive(s) on the first and/or fifteenth of the month. However, if an operational need requires that the directive(s) be immediately posted, the Bureau may post the directive(s) outside of that timeframe.
 - 2.2. When creating a new directive, the Policy Development team shall post a draft of the proposed language on the Bureau's website for universal review and public comment for 30 calendar days.
 - 2.3. Bureau members and members of the public may submit feedback by using the form provided on the Bureau's website.
 - 2.4. Comments that are received after the closing date of the initial universal review and comment period shall be maintained by the Policy Development team until the next review period for the directive.

3. Executive Reconciliation.
 - 3.1. The Policy Development team shall compile all comments received during the universal review period and prepare those comments for consideration during executive reconciliation.
 - 3.2. The Policy Development team shall contact and confer with internal and, when appropriate, external subject matter experts (SMEs) to ensure that as policies are developed, they are accurate, clearly written, consistent with professional practices and that they satisfy legal requirements.
 - 3.2.1. The Policy Development team shall establish an SME meeting schedule to discuss the directive in detail and assist in the development of the directive.
4. Second Universal Review and Public Comment Period.
 - 4.1. During executive reconciliation, the Policy Development team shall post a draft containing proposed changes to the current active directive or, if the directive does not currently exist, recommended changes to the updated proposed directive.
 - 4.1.1. The directive shall be posted on the Bureau's website for 15 calendar days to gather additional feedback from members of the public and other stakeholders.
 - 4.1.1.1. When the directive is scheduled for the second universal review and public comment, the Bureau shall endeavor to post the directive(s) on the first or fifteenth of the month. However, if an operational need requires that the directive(s) be immediately posted, the Bureau may post the directive(s) outside of that timeframe.
 - 4.2. The Policy Development team shall consider all comments received during its ongoing internal review period (i.e., executive reconciliation).
 - 4.3. Comments that are received after the closing date of the additional public comment period shall be maintained by the Policy Development team until the next review of the directive.
5. Union Review.
 - 5.1. Unions are granted an opportunity to review revised directives prior to enactment to consider any potential labor-related issues and, when deemed necessary, exercise bargaining rights.
 - 5.1.1. The Policy Development team shall notify all recognized member unions that a new directive has been drafted and is being considered for implementation, and shall issue the proposed directive to the unions for a 15 business day review period.
 - 5.2. Upon conclusion of the review period, the Policy Development team shall compile all union comments and consult with the City Attorney's Office to address any union comments and/or concerns that resulted from the review process.

6. Chief's Office Review Period.
 - 6.1. The Chief's Office shall review the directive to ensure that it is reasonable, aligns with the Bureau's philosophy, comports with applicable legal requirements and meets best practice standards.
 - 6.1.1. The Assistant Chiefs shall have a period of five business days to review Bureau policies prior to enactment.
 - 6.2. Following the Assistant Chiefs' review, the Chief of Police shall perform a final review of the directive to ensure that it aligns with Bureau strategy and focus.
 - 6.2.1. The Chief of Police has complete discretion regarding the content and implementation of Bureau directives and may either approve the proposed directive, or refer it back to the Policy Development team for further reconciliation.
7. Executive Summary.
 - 7.1. Upon approval and signature by the Chief, the Policy Development team shall prepare the directive for internal dissemination and post the portfolio to the Bureau's website.
 - 7.1.1. The portfolio is comprised of a summary of the Bureau's internal review process for the directive(s), all public comments received during the public review periods and an updated and approved version of the directive(s), which reflects changes made throughout the review process. The portfolio shall be posted on the Bureau's website for 30 calendar days.
 - 7.1.1.1. The updated directive(s) shall be posted for review only, as it will be pending enactment at that time. No further public feedback will be sought or accepted.
8. Member Acknowledgment.
 - 8.1. The Policy Development team shall internally announce (via email) new or revised directive(s) to members prior to enactment.
 - 8.1.1. Pursuant to Directive 315.00, Laws, Rules and Orders, members shall be required to electronically sign a statement acknowledging that they have received, read and had an opportunity to ask questions about the directives within 30 calendar days of the Chief's signature and prior to enactment.
9. Enactment.
 - 9.1. Directives approved by the Chief shall be effective at midnight exactly 30 days from the signature date to allow sufficient time for members to read and acknowledge the updated or new directive.
 - 9.1.1. The effective date shall be included at the bottom of each directive as to make members aware of the time and date by which they are responsible for implementing the directive.
 - 9.1.2. Enactment dates and reconciliation processes may also be altered, depending on judicial orders or the interests of opposing parties in litigation or settlements.

9.2. The Chief shall have the authority to adjust the effective date of a directive (i.e., fewer than 30 days) if an operational need requires immediate enactment or when otherwise deemed necessary.

10. Publication.

10.1. At the conclusion of the 30 day member acknowledgement period, or when the Chief has determined that immediate enactment is necessary, the Policy Development team shall publish the enacted policy on the Bureau's website. The published copy shall include the updated review schedule for the directive.

10.2. The Policy Development team shall maintain a record of all current and previous versions of Bureau directives.

PROVIDE FEEDBACK: [Use this Form](#)

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**Please Note: This is a working draft of Directive 010.00, previously titled Directives Manual. This is proposed language and the Bureau has not implemented any changes at this time.*

Directive 010.00, Directives Review and Development Process Manual

2nd Universal Review: 8/1/17-8/15/17 (Redline Markup View)

Refer:

- ~~• DIR 020.00, Mission, Values, and Goals~~
- ~~• DIR 315.00, Laws, Rules, and Orders~~
- United States v. City of Portland Settlement Agreement
- City of Portland Public Involvement Principles
- ~~• United States v. City of Portland Settlement Agreement~~ Directive DIR 020.00, Mission, Values, and Goals
- ~~• Directive DIR 315.00, Laws, Rules, and Orders~~

Definitions:

- Directive: A Directives: The name the Portland Police Bureau official document that addresses both the has given to its collection of policy and procedural sections for a specific topic, procedure, and rule.
- ~~• Executive Order: A written memorandum signed by the Chief of Police (or designee) that dictates compliance and/or amends a specific directive.~~
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- Executive Reconciliation: A step in the review process that consists of internal meetings, facilitated by the Policy Development team, to discuss universal comments, meet with subject matter experts and draft new or revised policies.
- Policy: A course or line of action adopted and pursued by the Portland Police Bureau that provides guidance on the Bureau's philosophy on identified issues.
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- Procedure: A detailed description of how a directive is carried out in practice to be accomplished, describing the steps to be taken, the frequency of the task, and the persons responsible for completing the tasks.
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- ~~• Rule: Procedures that apply each and every time a situation occurs with specific direction members are required to follow, which may result in members being disciplined for failing to follow the direction provided.~~

Policy:

1. The purpose of this directive is to establish the process for the review and development of Portland Police Bureau directives.
- ~~1.2.~~ The Portland Police Bureau recognizes that community members entrust the Bureau members are entrusted with great authority. With great authority comes great responsibility, thus great liability. As a result, the Bureau has a responsibility to the public to ensure that City of Portland and its members appropriately exercise that authority. Member accountability is paramount. The Bureau Police Bureau must demonstrate due regard in guiding directing member action and holding hold members accountable to established policies and procedures. such direction.

~~3. Bureau directives Member action is directed through the establishment of policy, procedure, and rule, as found within directives. Directives serve as the foundation for all Portland Police Bureau operations. The policies and procedures contained in directives promote professional practices. The policy, procedure, and rule reflected within directives provide staff with information to act decisively, consistently, and legally. When unusual circumstances are encountered, the directives assist help members in identifying identify the best course of action to follow. The Bureau strives to establish policies. Therefore, directives promote confidence and procedures that promote professional practices and guide members to be good stewards of public resources.~~

~~professional contact among~~

~~2.4. The Bureau values the input of community members and our working partners.~~

~~Collaboration and community involvement are essential to ensuring that Bureau policies and procedures reflect the values of the community we serve. For this reason, the Bureau encourages community; thereby demonstrating members and other key stakeholders to participate in the directive development process by contributing feedback on directives when they are scheduled for review. are good shepherds of public trust.~~

~~3. Because collaboration among many people is critical to successful Bureau outcomes, feedback on directives is necessary. First and foremost, the Bureau believes all members should be involved in the development of directives. Secondly, the work of the Bureau could not be accomplished without intergovernmental collaboration, thus our working partners add value and should have consideration in the development of directives. Additionally, the City of Portland prides itself in having active, involved, and informed residents, as reflected in the Council approved Public Involvement Principles. Therefore, community stakeholders may contribute worthy insight into directives. Finally, in accordance with the United States v. City of Portland Settlement Agreement, directives specific to force, training, community-based mental health services, crisis intervention, employee information system, officer accountability, and community engagement require public review and comment prior to a directive being finalized.~~

Procedure:

~~1. Process~~ 1. Initiation. :

1.1. Any member of the ~~Portland Police~~ Bureau may ~~contact the Policy Development team to make a written request, routed through the creation chain of command, to create a new directive or the revision or rescission of , revise an existing directive. , or rescind a directive.~~

1.2. ~~Generally, the~~ The initiation of the directives ~~review and/or development process is procedure will likely be~~ tied to an administrative, legislative, or legal rationale.

~~1.2.1. Administrative~~ Examples of administrative matters that may create a need to address a directive include, but are not limited to:

~~1.2.1.1. A shift in; organizational philosophy;~~

~~1.2.1.2. A specific; division need;~~

~~1.2.1.3. Trend, trend data;~~

~~1.2.1.4. Complaints, complaints or discipline outcomes;~~

~~1.2.1.1.2.1.5. Contract, contract negotiations, budget, administrative rule, audits, and more.~~

1.2.1.6. Budget adjustments;

1.2.1.7. Changes to administrative rules; and/or

1.2.1.8. Audit findings.

1.2.2. ~~Legislative~~Example of legislative matters that may create a need to address a directive ~~include~~includes changes in city, state, or federal law.

1.2.3. ~~Legal~~Examples of legal matters that may create a need to address a directive ~~include~~ the publication of a court holding or order, issued in binding jurisdictions, ~~or the execution of a term in a settlement agreement.~~ -

2. First Universal Review and Public Comment Period - Current or New Directive.

~~2. When reviewing an existing~~Drafting:

~~2.1. Upon approval by the Chief of Police (or designee) of a requested new, revised, or reissued directive(s), the Policy Development team shall post, the current active Strategic Services Division will be directed to initiate the directives procedure and commence drafting.~~

~~2.2.2.1. The Strategic Service Division will compile a Lead Reviewer Packet regarding the directive before presenting the information to the Lead Reviewer, who is the managing member of the area most impacted by the directive. The packet will contain a copy of the most current version of the directive(s) on the Bureau's website for universal review and public comment for 30 calendar days any supporting documentation as applicable.~~

~~2.1.1. The~~When a directive is scheduled for universal~~Lead Reviewer will review and public comment, all the Bureau shall endeavor to post material in the~~ directive(s) on the first and/or fifteenth of the month. However, if an operational need requires that the directive(s) be immediately posted, the Bureau may post the directive(s) outside of that timeframe.

2.2. When creating a new directive, the Policy Development team shall post a draft of the proposed language on the Bureau's website for universal review and public comment for 30 calendar days.

2.3. Bureau members and members of the public may submit feedback by using the form provided on the Bureau's website.

2.4. Comments that are received after the closing date of the initial universal review and comment period shall be maintained by the Policy Development team until the next review period for the directive.

3. Executive Reconciliation. packet, identify a

3.1. The Policy Development team shall compile all comments received during the universal review period and prepare those comments for consideration during executive reconciliation.

3.2. The Policy Development team shall contact and confer with internal and, when appropriate, external subject matter experts (SMEs) to ensure that as policies are developed, they are accurate, clearly written, consistent with professional practices and that they satisfy legal requirements.

3.2.1. The Policy Development team shall establish an SME meeting schedule to discuss the directive in detail and assist in the development of the directive.

4. Second Universal Review and Public Comment Period.

2.3.4.1. During executive reconciliation, the Policy Development team shall post a draft containing proposed changes to the current active directive or, if the directive does not currently exist, expert(s) for the directive topic, solicit and document input from that expert(s), before creating a recommended directive draft, complete with tracked changes to the and an updated proposed directive. reference section.

2.4. The directive shall recommended draft will be returned to the Strategic Services Division.

3. Universal Review:

3.1.4.1.1. The recommended draft will be posted on the Bureau's website for 15 calendar days to gather additional feedback from members of the public and other stakeholders universal review and comment for thirty (30) days.

4.1.1.1. When the directive is scheduled for the second universal review and public comment, the Bureau shall endeavor to post the directive(s) on the first or fifteenth of the month. However, if an operational need requires that the directive(s) be immediately posted, the Bureau may post the directive(s) outside of that timeframe.

4.2. The Policy Development team shall consider all comments received during its ongoing internal review period (i.e., executive reconciliation).

4.3. Comments that are received after the closing date of the additional public comment period shall be maintained by the Policy Development team until the next review of the directive.

5. Union Review.

5.1. Unions are granted an opportunity to review revised directives prior to enactment to consider any potential labor-related issues and, when deemed necessary, exercise bargaining rights.

3.2.5.1.1. The Policy Development team shall Strategic Services Division will notify all recognized member unions that a new directive has been drafted and is Bureau

~~members and interested parties of the recommended draft being considered for implementation, and shall issue the proposed directive to the unions for a 15 business posted to the Bureau's website for review and comment at the start of the thirty (30) day review period.~~

~~5.2. Executive Reconciliation: Upon conclusion of the review period, the Policy Development team shall compile all union comments and consult with the City Attorney's Office to address any union comments and/or concerns that resulted from the review process.~~

~~4. Chief's Office Review Period.~~

~~4.1. The recommended draft and comments submitted via the website will be compiled by the Strategic Services Division for executive reconciliation.~~

~~4.2. The Strategic Services Division, together with the Lead Reviewer and the Office of the City Attorney, will staff the Bureau's executive members in finalizing the directive for enactment.~~

~~6. Focus will be given to ensuring language ultimately reflects Bureau operations;~~

~~4.3.6.1. The Chief's Office shall review the directive to ensure that it is reasonable, aligns with the Bureau's clearly written and easy to understand, and mirrors organizational philosophy, comports with applicable legal requirements, and meets applicable standards of best practice standards.~~

~~5. Enactment:~~

~~5.1. Executive members of the Bureau will present the final directive draft to the Chief (or designee) for approval.~~

~~1.~~

~~5.2.1.1. Upon approval, the directive will be prepared for publication by the Strategic Services Division.~~

~~6. Publication:~~

~~6.1. The Strategic Services Division will announce a new directive to members before posting the directive on the Intranet as an Executive Order.~~

~~1.~~

~~6.1.1. The Assistant Chiefs shall have a period of five business days to review Bureau policies prior to enactment.~~

~~6.2. Following the Assistant Chiefs' review, the Chief of Police shall perform a final review of the directive to ensure that it aligns with Bureau strategy and focus.~~

~~6.2.1. The Chief of Police has complete discretion regarding the content and implementation of Bureau directives and may either approve the proposed~~

directive, or refer it back to the Policy Development team for further reconciliation.

~~6.2. Executive Summary. Strategic Services Division will schedule the directive for routine review, biennially, unless otherwise required by the United States v. City of Portland Settlement Agreement.~~

~~6.3. The Strategic Services Division will record the directive within Bureau archives, enabling a member to retrieve a prior version of a directive.~~

~~6.4. The Strategic Services Division will further coordinate needs with internal divisions as necessary (e.g. Training Division, Professional Standards Division, etc.).~~

7.

7.1. Upon approval and signature by the Chief, the Policy Development team shall prepare the directive for internal dissemination and post the portfolio to the Bureau's website.

7.1.1. The portfolio is comprised of a summary of the Bureau's internal review process for the directive(s), all public comments received during the public review periods and an updated and approved version of the directive(s), which reflects changes made throughout the review process. The portfolio shall be posted on the Bureau's website for 30 calendar days.

7.1.1.1. The updated directive(s) shall be posted for review only, as it will be pending enactment at that time. No further public feedback will be sought or accepted.

7.8. Member Acknowledgment.

8.1. The Policy Development team shall internally announce (via email) new or revised directive(s) to members prior to enactment.

7.1.8.1.1. Pursuant to Directive 315.00, Laws, Rules and Orders~~In accordance with the United States v. City of Portland Settlement Agreement,~~ members ~~shall~~ will be required to electronically sign a statement acknowledging that they have received, read, and had an opportunity to ask questions about the ~~directives~~ directive within ~~thirty (30 calendar) days of the Chief's signature and prior to enactment. its~~ release.

9. Enactment.

9.1. Directives approved by the Chief shall be effective at midnight exactly 30 days from the signature date to allow sufficient time for members to read and acknowledge the updated or new directive.

9.1.1. The effective date shall be included at the bottom of each directive as to make members aware of the time and date by which they are responsible for implementing the directive.

9.1.2. Enactment dates and reconciliation processes may also be altered, depending on judicial orders or the interests of opposing parties in litigation or settlements.

7.2. The Chief shall have the authority to adjust the effective date of a directive (i.e., fewer than 30 days) if an operational need requires immediate enactment or when otherwise deemed necessary. Supervisors will be responsible for ensuring member statements have been electronically signed.

9.2.

10. Publication.

10.1. At the conclusion of the 30 day member acknowledgement period, or when the Chief has determined that immediate enactment is necessary, the Policy Development team shall publish the enacted policy on the Bureau's website. The published copy shall include the updated review schedule for the directive.

10.2. The Policy Development team shall maintain a record of all current and previous versions of Bureau directives.

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