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## Excerpts from CDRI Compliance Officer and Community Liaison Letter of Interest

### Current or Recent Experience

John Campbell has been providing research, training, facilitation, and planning for the purpose of public safety problem-solving, community-oriented policing, and the goal of more effective law enforcement results since 1989. We incorporated what is now Campbell DeLong Resources, Inc. in 1990 to further that mission. We are unique in that John Campbell's interest in policing started out when he was a community activist in Inner Northeast Portland with a desire to improve public safety in his own drug-impacted neighborhood. Before long, it became evident that he could make a greater difference by combining his professional research & training background with his neighborhood organizing experience to contribute to making a positive change in his community. Examples of recent or relevant experience include the following:

**Facilitation of related issues:** Among many other facilitation projects undertaken for the City of Portland and others, a few stand out as particularly relevant to this project:

- ▶ **City of Portland Police Oversight Stakeholder Committee, 2010.** As per the March 2010 enabling ordinance, the group was organized per the following guidelines: "A stakeholder committee consisting of one member each from the Albina Ministerial Alliance, the IPR Citizen Review Committee, Oregon Action, the Portland Police Bureau, the Human Rights Commission, the Office of Independent Police Review, the National Alliance on Mental Illness, the National Lawyers Guild, the League of Women Voters, ACLU of Oregon, Copwatch, the Office of the Commissioner in Charge of Police, one representative from the Latino Network Center for Intercultural Organizing and one Native American representative, the City Attorney's Office, and a representative of each Council member's office shall convene to recommend additional improvements to the City's oversight of the Portland Police Bureau." The resulting report was successfully presented to City Council close to the originally mandated timeline with support of most of the participants involved for navigating a process that was at times more than a little trying and challenging. Facilitated the committee and wrote the report which may be reviewed at <http://www.cdri.com/coclappdocs.html>.<sup>1</sup>
- ▶ **Street Access For Everyone (SAFE) Workgroup, 2006.** The workgroup was convened by Mayor Tom Potter's Office for the purpose of working out a way forward in dealing with ongoing tensions between the business community and

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<sup>1</sup> Copies of documents created by CDRI referenced herein are posted at <http://www.cdri.com/coclappdocs.html>.

homeless advocates regarding use of sidewalks in downtown Portland. A grand bargain that included support for adopting a revised sit/lie ordinance at the same time as providing other amenities and services to be put in place to provide support for the homeless was developed that enjoyed the support of virtually all. After the workgroup's report was presented, the City Council then passed the ordinance without, as it turned out, following through on some of the other aspects of the bargain which resulted in understandable dissatisfaction by some workgroup members. Facilitated the workgroup and wrote the report, also available at <http://www.cdri.com/coclappdocs.html>.

- ▶ **Service Coordination Team — member retreat design and facilitation, 2010.** Conducted background interviews and then facilitated a joint session of SCT partners to develop common ground for a way forward. Participants included representatives from Volunteers of America, Multnomah County Department of Community Justice, Central City Concern, Portland Police Bureau, and the Multnomah County District Attorney's Office. January 2010.
- ▶ **Portland Police Bureau Business Optimization Task Force, 2011.** Facilitated an internal group of PPB personnel from virtually all parts of the Bureau to encourage effective thinking and innovation regarding ways to improve efficiency throughout the organization. A copy of the resulting report along with a link to a co-written article published in Government Finance Review Magazine can be found here: <http://www.cdri.com/coclappdocs.html>.

**Community and organizational research and analysis:** At Campbell DeLong Resources, Inc. we have been designing, implementing, and reporting on police performance in one manner or another since 1989. We recommended, and then developed, early community policing assessment tools for the City of Portland and for police departments in other states as well. We have designed and conducted one of the few scientifically-valid surveys on community attitudes toward racial fairness by law enforcement in the city of Portland (originally for the State of Oregon and then a similar benchmark for the City of Portland) and was hired by the City of Portland's Mayor's Office to conduct an objective analysis of data regarding the application of the Drug Free Zone ordinance in Portland and the degree to which racial disparity existed in its application. We were also asked by the Portland Police Bureau to conduct an objective analysis of changes made at its Internal Affairs Division. We believe that it is fair to say that the work we did on each of these projects was well-received as careful, objective, and effectively insightful. Links to related reports can be found at: <http://www.cdri.com/coclappdocs.html>.

**Training with police:** For many years we taught the Portland Police Bureau's Advanced Academy training on Landlord-Tenant Problem Solving using our guide "Landlord-Tenant Relations: A guide for police officers" as a supplement to our community training materials. In many ways it is problem-oriented policing in a basic, straightforward format. We have also taught police in multiple states on the subject of strategic planning and research and evaluation for community policing.

**Community involvement, problem solving, and crisis resolution:** John Campbell's first experience in problem-solving public safety issues was not academic — he began by organizing neighbors in his own Northeast Portland neighborhood in the Sabin community. Since then, he has taught community problem-solving to police and developed his “Neighborhood Involvement Training: A course in community renewal” which he has taught in many states to neighborhood organizations, city and county organizers, and low-income housing residents. In 2006 he was selected as Keynote Speaker at the Neighborhoods USA national conference in Kansas City, Missouri. An audio copy of that speech is available on request. He also developed, through a cooperative agreement with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, the *National Landlord Training Program: Keeping Illegal Activity out of Rental Property*, recognized as an *Innovation in State and Local Government* by the John F. Kennedy School of Government at Harvard University. John has taught over 17,000 landlords and property managers in the City of Portland alone and about twice that when the national trainings are included as well. To date, he has trained citizens, law enforcement, or both in over 33 states across the nation.

In addition, our *Solving Chronic Nuisances* training is specifically designed to teach every neighborhood leader — whether that person is an interested neighbor or a city employee with a willingness (and presumably permission) to go above and beyond a basic job description — how to get the job done. Every one of our trainings includes guidance on how to solve problems through proactive positive steps, how to prevent problems from escalating to a real crisis and then, always, how to deal with it when a crisis occurs. One of the models we use is what we have called the “Civil Force Continuum,” intentionally named to echo the “use of force continuum” taught in policing. The concept is to walk all problem-solvers through a series of choices that require putting what we describe as the “emotionally desired response” aside and focusing on the steps most likely to resolve the crisis at hand with a minimum of escalation and trauma.

**Strategic and resource planning with police departments.** Relevant to our general expertise in policing is that we have developed strategic plans generally, and community-policing plans specifically, for multiple departments in the nation, including the City of Portland. (Yes, we do have opinions of what works and doesn't in strategic planning and have updated our approach many times in the last 20 years.) We have also authored strategic planning training materials for the U.S. Department of Justice.

## Supplemental Question

**Regarding dealing with the mentally ill and people in crisis.** In our opinion, we will benefit from the expertise of others on the subject to provide specific skills to supplement the general awareness that we have. On the one hand, as noted below, we have not been in the shoes of a first responder dealing with a person with mental illness or other deep personal crisis (we have observed interactions many times on ride-alongs and done scenarios in mock training classes, but not responded to). On the other hand, regarding mental illness, we have first-hand experience discovering the huge

gaps in the system when a family member with dementia could not get reasonable assistance from law enforcement, the courts, or the state when a very serious criminal issue came up and have learned through emotionally-painful, and literal, trial-and-error how difficult it is to advocate for those who cannot advocate for themselves. We have also worked with those who provide services for, or advocate on behalf of, the homeless and worked with transitional housing providers in different capacities. We believe that base of experience will provide some use. On the legal side, Key Team partner Akin Blitz has dealt with the Constitutional issues of providing appropriate treatment and facilities for the mentally ill and has his own set of life experiences that can provide additional assistance. However, as noted under *Other Personnel*, we expect to include one or more experts in mental health and crisis intervention on the team.

**Regarding dealing with other diverse segments of the community.** While we will offer reflections on this question, we think the best way to answer the question will be through the comments and impressions that diverse stakeholders offer during the review process before COCL selection. If a sufficient diversity of stakeholders are not in support of us, you should pick someone else because a reasonable starting foundation of trust with both community and police will matter to successful fulfillment of the project. Our belief is that our experience in facilitating diverse groups for the City of Portland in recent years, as well our long-time organizing and training experience here, have established some degree of respect and acceptance by a diversity of the particular stakeholders at hand in this project.

John Campbell began his neighborhood organizing work in the 1980s in the Sabin community in Northeast Portland, was the founding Chair of the Inner Northeast Public Safety Action Committee, and helped Ron Herndon, Avel Gordly, Richard Brown, and many others with the plan for “A Community Under Attack” that called for, among other steps, the City of Portland to seek help from the National Guard to help supplement Police Personnel (primarily with logistics support, not enforcement) to reduce gang violence and deaths in Northeast Portland in the late 1980s. It was during this organizing effort that John first began to understand that trying to be the smartest guy in the room is never as important as being one of the more careful listeners. John has never forgotten the faith those three placed in him and, even more importantly, the willingness to tolerate and forgive extended by each when his younger self stumbled. Parts of that experience have shaped and informed John’s life ever since. Our body of work shows a track record, we believe, of listening well, questioning unfairness in commentary or attitude from any side, and doing our best to place the value of integrity over loyalty. We think that fair-minded police officers and community members who have worked with us genuinely see us as honest brokers — always working toward a solution that makes our community better while also being mindful of the tremendous challenges that police officers face over the arc of their careers. But, again, that is what we think. What matters is whether the community and other stakeholders think so too.

## Methodology

We are not proposing a specific methodology at this point because we believe it is far too early to know how the agreement’s procedures will be applied in practice. That said, broadly, the task seems to involve these elements:

**Data pulling and analysis.** We have worked on the sometimes very challenging task of getting the right data, with the right sorting, and the necessary elements of cleaning, from law enforcement. We have done this, specifically, in Portland. While we know it is not easy, we also know it can be done and assume that the positive relationship we have had in the past working with Bureau analysts to sort and clean<sup>1</sup> data can be continued. Being able to ask the right data questions about the correct data sets and objectively assess the answers is one of the critical parts of the job and a skill we have proven expertise in.

**Oversight and review with Inspector and other compliance personnel.** The COCL will need to work effectively in his/her “consultation” role with PPB’s internal compliance inspectors as well. We don’t know how this will work, but assume it will overlap with the data pulling and analysis work and are sufficiently comfortable working with these sorts of challenges that we believe we can perform this part of the work well.

**Independent investigation as necessary.** As the project unfolds there will necessarily be points where separate interviewing and records reviews will seem necessary, but we really cannot anticipate what those are at this point.

**Facilitation and liaison work with the COAB.** This will take a second set of skills which may be somewhat rare to have in the same person who understands data analysis, but we do have that. There are many, many, undefined elements of how the COAB will work and the relationship with the COCL, which we believe we have the skills to work out collaboratively with the COAB. Essentially, as the proposed agreement is structured, these are two independent oversight bodies (one a “person” one a “board”) who are tasked with working together and in parallel. It’s a strange aspect of the agreement (which we have provided testimony on to the Court as well), but one we believe we can find a way to work with.

**Public meetings and process.** This is related to, and intertwined with, the work with the COAB. We assume we will need to work on the details as the players and their passions are better understood.

**Design, implementation, and analysis of community surveys.** This element is a significant “wild card” in determining the scope of work and budget. Depending on what the agreement means by the type of community surveys anticipated, the budget for the project may need to be increased very significantly. That said, while this is decidedly a skill area of ours, we will want to discuss in much more detail before agreeing on a way forward for this element.

**Report writing and review procedures.** There is a lot of report writing and analysis anticipated in the agreement, which is expertise we have and expect to spend many, many hours on if the specifications in the agreement are to be taken literally (which we assume is the case).

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<sup>1</sup> The reference to data “cleaning” is a catch-all phrase we are using to refer to work that sometimes must be done to ensure a given database can be used for the purpose at hand — e.g., removing all cases of a specific type, or adding them in, to ensure that the data analyzed represents the correct “population” sample necessary to draw appropriate conclusions — there are examples of this type of data cleaning described in our Drug Free Zones analysis report.

**Testifying, presenting, and otherwise sharing the gained findings and expertise.** Again, what this will look like is not yet known and is another open-ended part of the approach.

**Negotiations with parties regarding interpretation of agreement.** There are various parts of the agreement that are ambiguous in ways that could have substantial consequences in relationship to the budget for the COCL's work. Those will need to be sorted out and it seems reasonable to expect that legal expertise on the COCL's team for that element, among many others, will be necessary. We have that on the team as well.

### **Concerns and issues**

It is important to note here that the specifics of the methodology cannot be fully defined without additional discussion about the agreed-upon meaning of certain terms in the proposed agreement and the relationship of that meaning to the City's budget for the project. To take the full meaning of the proposed agreement's expected scope of work for the COCL, as we understand that meaning, it is not at all possible to deliver the services anticipated for at the annual budget set aside. However, some discussion of that understanding and more detailed agreements about how much support is anticipated to be provided by the City may help mitigate the need for the budget to rise higher than necessary. It is, frankly, our hope that the Court will direct the parties to, among other steps, substantially clarify the relationship between the COCL and the COAB while also simplifying the process requirements. If that is accomplished before the agreement is finalized, it is possible that a budget that is a bit closer to that anticipated by the City can be workable.



## Resumes of Team Members

### **JOHN H. CAMPBELL, PRESIDENT, CAMPBELL DELONG RESOURCES, INC.**

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John Campbell's interest in applying his professional skills to community problem solving grew out of recognizing the need for such approaches in his own community. A graduate of Harvard University, he has extensive professional experience in management consulting, market research, and training design. He also has firsthand knowledge of the dangers of living in a neighborhood impacted by criminal and nuisance activity and direct experience in mobilizing neighbors, landlords, and public agencies to clear up such problems.



Since 1989, in addition to supporting the research work of CDRI, John has been providing trainings for city and county leadership, public safety personnel, community organizers, landlords, business owners, and resident groups to help improve the problem solving ability of each and the ability of all to coordinate their efforts to achieve their common goal. He also develops and implements evaluation tools and engineers strategic planning solutions for the mystery of how the theory of "problem solving" and community-oriented government can become a community-impacting reality in today's cities, towns, and counties.

#### **Education/Background**

Harvard University, Cambridge, MA. B.A. English and American Literature and Language. Cum Laude General Studies. 1979. Phillips Exeter Academy, Exeter, NH. 1975 (graduated Dec. 1974).

Supplemental training in statistics and market research techniques at Portland State University and The Burke Institute. 1983 and 1984.

#### **Author**

- *Solving Chronic Nuisance Problems: A Nuisance Abatement Guide for Neighborhood Leaders*. By John H. Campbell. Published originally by the Enterprise Foundation, Inc. (10227 Wincopin Circle, Suite 500, Columbia, Maryland 21044, [www.enterprisefoundation.org](http://www.enterprisefoundation.org)). Copyright 2001, The Enterprise Foundation. Also available in [CDRI updated editions](#).
- *Officer-Per-Thousand Formulas and Other Policing Myths* (with co-authors Joseph Brann & David Williams). Public Management (PM) Magazine, March 2004, a publication of the International City/County Management Association (ICMA). Available online to ICMA members at: [www.icma.org/pm](http://www.icma.org/pm). Original article available at: <http://www.cdri.com/solutions/officer-per-thousand-myths.html>.



- *The Business Optimization Task Force: How one police department improved budget efficiency*, with co-authors Bob Winthrop and Greg Stewart. Published in the April 2012 issue of Government Finance Review Magazine. Available on line at: <http://www.cdri.com/library/botff/>.
- *The Landlord Training Program* manual. Sixteenth edition printed October 2013. First edition published in 1989. (Published by: City of Portland. Original funding by: Bureau of Justice Assistance, U.S. Department of Justice.) Also authored the [national version of the same manual](#), as well as customized versions for the Cities of Milwaukee, Wisconsin; San Bernardino, California; Boise, Idaho; and Syracuse, New York.
- *Keeping Illegal Activity Out of Rental Property: A Police Guide for Establishing Landlord Training Programs*. A monograph published by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, 98 pages. Published in March 2000. Text copyrighted 1993-1999 by Campbell DeLong Resources, Inc. Available in a "PDF" document online at: [www.ncjrs.org/pdffiles1/bja/148656.pdf](http://www.ncjrs.org/pdffiles1/bja/148656.pdf).
- *Strategic Planning for Community Policing*, (article co-authored with Tom Potter). Nov/Dec 1995. Community Policing Exchange, a publication of the Community Policing Consortium.
- *Landlord/Tenant Relations: A Guide for Police Officers*. Fourteen pages, 1991 to 2006. (Campbell DeLong Resources, Inc.)
- *Crime Prevention in Overnight Lodging*, a guidebook on preventing drug activity, prostitution, and other illegal activity in hotels and motels, 1991. (Portland/BJA.).
- *Clandestine Drug Labs: What every hotel and motel operator should know*, guidebook, 1990. (Portland/BJA.)
- *Crime Prevention in Liquor Outlets*, a guide to controlling drug activity and other illegal behavior in taverns and retail liquor outlets, 1991. (Portland/BJA.)
- *In My Opinion* columns: on the coordination of civilian and police resources to combat drug house activity, *The Oregonian*, August 22, 1990; on attitudes of City officials towards crime prevention in Northeast Portland, September 27, 1988.
- Forum essay on citizen responsibility to crime prevention, *The Oregonian*, February 3, 1989.
- *Mountain Madness*, an essay on mountaineering safety, Northwest Magazine, March 13, 1988.

## **Community Service**

Board member, The International School Board of Trustees; President, The International School Parent Teacher Organization, 2002 to 2003.

Awarded: *Special Officer*, Beaverton Police Department. Honorary Reserve Police Officer, City of Beaverton, Oregon. Sworn in April, 1998.

Awarded: 1998 Commercial Crime Prevention Award, Crime Prevention Association of Oregon.

Awarded: Certificate of Appreciation for participation in "Neighbor Safe" crime prevention project, Mayor Vera Katz, City of Portland, November, 1996.

Guest Lecturer: Criminal Justice Program course in civil law, Portland Community College, 1998 to 2000.

Member, *Multnomah County Landlord-Tenant Task Force*, 1993 to 1994.

Member, *Citizens Advisory Group on Quality Rental Housing*, 1991 to 1992.

Member, *Community Policing Work Group*, Portland Police Bureau, 1989 to 1991.

Vice President: *Sabin Community Association*, 1989 to 1991; Subcommittee Chair: Public Safety Advisory Committee, 1989.

Chair: *Public Safety Action Committee* for Inner Northeast Portland, 1989 to 1991.

Member 1992. Founding chairman.

Born, raised, and currently lives in Portland, Oregon.

### **Additional Experience & Professional Accomplishments**

Much more information about the work of John H. Campbell and Campbell DeLong Resources, Inc. can be found on line at [www.cdri.com](http://www.cdri.com).

**MARTHA A. DeLONG, CEO, Campbell DeLong Resources, Inc. Director of Market Research**

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Martha DeLong combines 30 years of expertise in market and opinion research with 8 years of experience in creating innovative communications solutions as a public relations executive. Her combination of expertise in research and communications means the research she directs not only finds the answers to her client's questions, but her clients don't have to sift through dry or confusing research dissertations to find the answers they need and her recommendations for improvements in communications and outreach strategies are astute.



DeLong's ability to quickly develop a thorough understanding of her clients' information needs, as well as her understanding of the latest research methodologies, has resulted in her being known for the development of insightful focus groups and for implementing a range of qualitative and quantitative research projects, from segmentation research for high technology market leaders to online customer surveys to public opinion polling on complex public policy issues including policing, fire and rescue, and sustainability. Among the skills that are key to her success are the ability to listen, ask the right questions, and develop measures that determine the true impact of proposed solutions.

DeLong became a principal in Campbell DeLong Resources in 1992. Since then, she has designed and implemented both qualitative and quantitative research projects for a wide range of clients. She has implemented research projects in the Portland metropolitan area and throughout the Pacific Northwest as well as nationally and internationally. She has conducted community-based surveys for cities throughout Oregon, including the City of Portland's Bureaus of Police, Water, Environmental Services, Planning and Sustainability, and Transportation, for the cities of Beaverton, Cornelius, Forest Grove, Gresham, Lake Oswego, Lebanon, Medford, Monmouth, Oregon City, Redmond, and Tigard, and for Washington, Clackamas and Yamhill counties, Tualatin Valley Fire and Rescue, and Missoula, MT, Rural Fire District.

All of the projects DeLong has conducted have been designed to help companies, non-profits, and government agencies determine how best to design products, programs, or services that positively impact communities, organizations, and companies.

Her professional background prior to joining Campbell DeLong Resources is listed below.

## **PROFESSIONAL BACKGROUND**

- ✓ **Account Executive, Griggs-Anderson Research, 1984 to 1991.** Developed and maintained market research clients. Key clients included Microsoft, Epson, and *The Oregonian*.

- ✓ **Public Relations Director, Marx, Knoll & Mangels, Inc., 1981 to 1984.** Developed and managed public relations programs for the agency's clients. Major clients included Willamette Industries, Oregon Public Broadcasting, and Kidney Association of Oregon. During tenure, built a nationally award-winning, profit-making enterprise.
- ✓ **Legislative Assistant, Oregon Legislature, 1981.** Legislative assistant to State Representative Nancy Ryles. Responsible for constituent contact. Dealt with lobbyists, other legislative staff, and government officials. Handled office management and bill tracking.
- ✓ **Community Relations Assistant, Beaverton School District, 1977 to 1980.** Developed improved communications strategies between the school district and its internal and external audiences. Major accomplishments included development of informational programs resulting in passage of a bond issue, a new tax base, and yearly tax levies.
- ✓ **Consultant, Oregon Department of Environmental Quality, 1976 to 1977.** Responsible for start-up of the agency's first external newsletter, as well as brochures on topics ranging from noise pollution to septic tank installation.

## COMMUNITY SERVICE

- *Oregon Foundation for Reproductive Health.* Board member, 2013 to present
- *Nancy Ryles Scholarship Fund.* Steering committee member, 2014 to present. Scholar Selection 2010 & 2014. Finance committee member, 1990 to 1993.
- *Pacific University College of Arts & Sciences Advisory Council.* Member 2014 to present
- *Tom Potter for Mayor campaign.* 2003-04
- *Northeast Community Child Development Center.* Treasurer, 1996 to 1998.
- *Oregon NARAL Foundation.* Board member, 1993 to 1995.
- *Planned Parenthood.* Board member, 1984 to 1988.
- *Portland Traffic Safety Commission.* Commission member, 1983 to 1985.
- *Betty Roberts for Governor campaign.* Assistant press secretary, 1974.

## EDUCATION

- Boston University, Boston, MA. M.S. in Public Relations, 1977.
- Pacific University, Forest Grove, OR. B.A. in Communications with highest honors, 1974.
- Burke Institute, Cincinnati, OH. Advanced training in applied market research techniques.

## **CHARLES AKIN BLITZ**

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### **Legal Practice**

Bullard Law, Shareholder, 1998-present

Lane Powell, Partner/shareholder, 1983-1998; Portland office chair for associate performance and compensation review

Oregon Department of Justice, Assistant Attorney General, 1982-1983, Labor Relations Section, serving all state agencies/offices

Young Horn Cass & Scott, Associate, 1979-1982

Office of the Judge Advocate General, Navy Department and Headquarters Battalion Headquarters Marine Corps 1976-1979



### **Education**

LL.M, 1979 Georgetown University Law Center (Labor & Employment Law)

J.D., 1975 Northwestern School of Law, Lewis & Clark College

B.A., 1972 Willamette University (Political Science)

Other: Public schools of Hillsborough, CA and San Mateo, CA and Punahou, Honolulu HA

FBI Academy, Quantico VA, Police Legal Advisor Course, 1991

Law School: "Best Written Brief" and "Best Overall Advocate" awarded 1973

Moot Court Board Member, 1974-1975

Legal Writing Honors Program, 1973-1974

Legal research and writing teaching assistant, 1973-1974

### **Admissions to Legal Practice & Bar Affiliations**

U.S. District Court – Oregon, 1975

U.S. Supreme Court, 1979

Oregon Supreme Court, 1975

Washington Supreme Court, 2002

U.S. Court of Appeals, Ninth Circuit, 1975

U.S. Court of Appeals, Fourth Circuit, 1977

U.S. Court of Appeals, D.C. Circuit, 1978

U.S. Military Court of Appeals, 1976

U.S. Tax Court, 1979

Oregon State Bar Assn., 1975-present

Chairman, Labor and Employment Section, Oregon State Bar, 1995-1996

Washington State Bar Assn., 2002-present

American Bar Association, 1976-present, with a gap in membership; ABA Committee on State & Local Government Bargaining; Young Lawyer's Division Delegate to the ABA Labor and Employment Section 1978-1980

Federal Bar Association, 1978-1982

## **Professional Recognition**

*The Best Lawyers in America*

*Oregon Super Lawyers*

The Oregon Assoc. Chiefs of Police *Karlyn Campbell Award*, 2013 in recognition of sustained mentoring and guidance of Oregon's law enforcement professionals over decades.

*The Daily Journal of Commerce* Leadership in Law Award, 2011 for demonstrating outstanding achievement in the law, in the profession and in the community.

The Oregon Humane Society Animal Advocate Award, 2012 for leadership and commitment to animal welfare and influence in the legislative process of HB 4021 (Humane Agent Bill)

*Oregon Super Lawyers* 2008 feature article, "The Akin Heart"

*Oregon State Bar Bulletin* October 2007 feature article, "Profiles in the Law: The Other End of the Leash – Akin Blitz Brings Pet Therapy to the Hurting and Fragile"

*The Oregonian* June 21, 2007 public interest article by John Snell, "These Dogs Wear a Badge of Caring" (page E-1)

## **Charitable and Civic Involvement**

Oregon Humane Society, Trustee; Chairman of Governmental Relations

Portland Metro Law Enforcement Dinner Council; periodic host and frequent attendee at law enforcement gathering of chiefs, sheriffs and federal partners instituted by FBI SAC Julius Madson over thirty years ago to foster communication and relationship among law enforcement leaders state and federal

Cascade Pacific Council, Boy Scouts of America, Executive Board; Former Council Vice President – Risk Management; Eagle Scout; Recipient of Silver Beaver Award and Vigil Honor; James E. West Fellow; Woodbadge Leadership course; former member, Butte Creek Scout Ranch Development Committee; horse trek wrangler; former asst. scoutmaster, asst. cubmaster, merit badge counselor, and Webelos Den Leader.

Cascade Crisis Canine Response, former Director and canine handler

Oregon Veterinary Medical Association Hall of Fame, 2007 canine team inductee for service to the veterinary profession and promoting awareness of the human-animal bond

Team Leader; Coordinator of the Washington County Sheriff's Office Canine Crisis Response Team

Pro bono legal representation of Jesuit High School

Auld Lang Syne Society, Portland

### **Additional Experience & Professional Accomplishments**

More complete information about Akin Blitz, his experience and accomplishments, has been posted on the web page supplementing this letter: <http://www.cdri.com/coclappdocs.html>. Included in the document about Akin Blitz on line is additional information about:

- Significant Accomplishments on Behalf of Clients

- Description of Law Practice

- Specific Representation Related to the Criminal Justice System

- Instruction Presented to Clients and Associations

- Papers and Publications

- Police Officer/Deputy Sheriff Service

- U.S. Marine Corps Service



# Alisha Moreland, M.D.

## Diplomate of Psychiatry and Neurology



Dr. Alisha Moreland-Capua is a Portland native and a licensed and board-certified psychiatrist in the state of Oregon.

She earned a Bachelor of Science in Biological Sciences and a minor in Urban Studies at Stanford University. Dr. Moreland-Capua then attended George Washington School of Medicine, where she earned a Doctor of Medicine. Dr. Moreland-Capua was appointed to the Governor's Council on Alcohol and Drug Abuse programs. Dr. Moreland-Capua completed four years of sub-specialty training in Psychiatry; and a one-year Fellowship in Addiction Medicine at Oregon Health & Science University.

## EDUCATION AND TRAINING

Fellow in Addiction Psychiatry at Oregon Health & Science University, OHSU, Portland, OR, (July 2013-June 2014)

Completed 4 years of Psychiatry Residency Training at Oregon Health & Science University, OHSU (June 2009-June 2013), Portland, OR

Doctor of Medicine, (May 2007) with a focus in Psychiatry and Addiction Medicine, George Washington University School of Medicine, Washington, DC

Bachelor of Science, Biological Sciences with a focus in Neurogenetics and Minor in Urban Studies, (June 2002), Stanford University, Palo Alto, CA

## LICENSURE/CERTIFICATION

Unlimited Medical License in the State of Oregon, Expiration date December 31, 2015, License number is MD 160109

Board Certified Diplomat of Psychiatry and Neurology, American Board of Psychiatry and Neurology – Psychiatry Certificate No. 66894

Suboxone/Buprenorphine Certification through the DEA

## **PROFESSIONAL EXPERIENCE**

### **Chief Medical Director**

#### **Volunteers of America**

**July 2014 – Present**

- Responsible to integrating and transforming Mental Health, Physical Health and Addiction Services across all of VOA's clinical programs
- Responsible for insuring VOA's full participation in Oregon's healthcare transformation and prison reform
- Oversee over 25 clinical programs that span three divisions to include Public Safety/Rehabilitation, Children & Families and Chemical Dependency
- Manage over 11 Million dollars in contracts through the State, County and Federal Grants
- Member of HealthShare Oregon's Addiction Education Committee which seeks to consistently educate primary care physicians and community mental health and addictions practitioners on chemical dependency, management and treatment
- Provide Professional Development training by Oregon Health & Science University (OHSU) expert physicians in addiction and mental health
- Supervise OHSU residents, Nurse Practitioners and Naturopathic Physicians who rotate through VOA's clinical sites

### **Director**

#### **Avel Gordly Center for Healing**

#### **Oregon Health & Science University (OHSU)**

**July 2014 – Present**

- Oversight of overall clinical, administrative and operations of OHSU Avel Gordly
- Manage County and State contracts
- Responsible for Public affairs of Avel Gordly
- Responsible for Community engagement and outreach of Avel Gordly
- Responsible for engagement and management of the Avel Gordly Advisory Board
- Provide administrative supervision of Clinic Director
- Provide direct patient care employing the following modalities: supportive psychotherapy; dialectal behavioral therapy (DBT); cognitive behavioral therapy (CBT); psychoanalysis; dual diagnosis treatment; medication management.
- Specialize in addiction, family as a system of care and trauma

### **Assistant Professor of Psychiatry**

#### **Oregon Health & Science University**

**July 2014 – Present**

- Responsible for teaching medical students, residents and fellows at OHSU
- Attend on the acute inpatient psychiatric unit and interdisciplinary consult service at OHSU – supervising psychiatric interns, second-third-fourth year psychiatric residents
- On the academic track – responsible for publication and research. Recently submitted a paper titled “The Fear Response Unwoven”

### **Physician Fellow, Addiction Medicine**

#### **Oregon Health & Science University and Portland Veterans Medical Center**

**July 1, 2013-June 30, 2014**

- Served and trained in several clinics to include:  
HIV, Liver transplant  
Hepatitis C Clinic  
Suboxone Maintenance Clinic – Harm reduction medication assisted treatment for opiate dependence  
Methadone Maintenance Clinic – Harm reduction medication assisted treatment or opiate dependence  
Hooper Detox, Hazleton  
Neo- natal Clinic, Consult and Liaison  
Richmond Suboxone Clinic and Reed College
- Managed opiate substance use disorder

### **Psychiatry Resident Physician in Training**

#### **Oregon Health & Science University**

**June 2009-June 2013**

- Utilized and mastered electronic medical record systems to include CPRS and Epic
- Served patients at the Portland Veterans Medical Center
- Served patients at the Hillsboro Veterans Medical Center
- Served patients at the Vancouver Veterans Medical Center
- Served at OHSU clinics in the areas of internal medicine, primary care, neurology, emergency medicine

Residency experience includes:

- forensics
- geriatric
- addiction
- medicine
- psychotherapy (CBT, DBT, ACT, supportive, analysis)
- pharmacology
- child and adolescent

- psychosomatics
- inpatient and outpatient care
- consult-liaison

**Advisory Board Member**  
**Healing Hurt People (HHP)**  
**Portland chapter—Cascadia Behavioral Health**  
**July 2014 – Present**

Healing Hurt People is a partnership between Cascadia Behavioral Health and Legacy Emanuel Hospital (Level I trauma center in Portland, OR) that manages the disease of violence through a public health lens. HHP is a trauma-informed national hospital, community based violence intervention initiative that serves young men of color affected by intentional and or interpersonal violence. HHP's objective is to reduce repeat emergency room visits, retaliation, re-injury, and re-arrest while promoting healing among injured victims and their families. Dr. Alisha Moreland-Capua developed HHP Portland while in residency training at Oregon Health & Science University. The program launched on June 7, 2013.

**Administrator and Developer for Healing Hurt People (HHP)**  
**Portland chapter—Cascadia Behavioral Health**  
**July 2012-July 2014**

Dr. Moreland-Capua's role with HHP includes:

- Secured significant funding from CareOregon to initiate HHP Portland•  
Established an Advisory Council that includes State, City and County officials
- Managed a budget of \$160,000
- Recruitment: Peer Intervention Specialist and Injury Prevention Coordinator
- Collaborate with the Legacy Emanuel team that consist of Social Workers, Emergency Room physicians and staff, Chaplains and Trauma Surgeons at Legacy Emanuel Hospital
- Collaborate with Emergency room and Internal Medicine physicians with Philadelphia's Healing Hurt People project
- Grant writing and development
- Conducting national research on violence through national database, Ques-Gen, will publish once 12 months of data has been obtained

HHP Oregon Press includes:

- Presentation to Governor Kitzhaber and the Oregon Education Investment Board (OEIB), November 12, 2013
- HHP Portland featured on KBOO radio discussing social determinants of health (Adverse Childhood Experience ACE scores) and trauma-informed care, aired December

5, 2013 @ 8AM on JoAnn Hardesty's morning show

- HHP Portland featured in the Portland Observer on December 4, 2013
- HHP Portland featured in an OPB special aired mid-February 2014
- HHP featured in the Oregonian for one year of operation and successful outcomes, June 2014

### **Director, Gresham Recovery Center**

#### **Comprehensive Options for Drug Abusers, (CODA) INC**

**06/07-11/2008**

- Financial and clinical oversight of three programs for CODA's Gresham Treatment Recovery Prevention Center
  - Intensive Outpatient
  - Level I Outpatient
  - Men and Women In-patient services
- Managed a 1.2 million dollar budget for three clinics
- Managed and provided direct service for over one hundred patients per day to include individuals with drug and alcohol addiction in the presence of co-occurring disorders to include Schizophrenia, Major Depressive Disorder, Bipolar D/O, Post Traumatic Stress Disorder, Borderline Personality Disorder, Generalized Anxiety Disorder and various Axis II disorders
- Managed and ensured contract compliance with the Department of Community Justice, the Department of Human Services and Multnomah County
- Managed 50 employees, program and curriculum development, staff training/ professional development and continuous quality improvement change projects
- Chaired Clinical Practices Committee; worked in conjunction with Dr. Mark McGovern of Dartmouth University to establish the clinical and administrative direction for all of CODA's treatment prevention sites (Tigard, Portland, Gresham)

### **Psychiatrist at LifeWorks NW Project Network (PNET), Portland, Oregon**

**February 2013-June 2014**

- PNET provides culturally specific care to pregnant mothers, mothers and children who struggle with addictions and co-morbid mental health disorders. PNET has contracts with the Department of Human Services (DHS) and the Department of Community Justice (DCJ)
- Served as the Psychiatrist for DHS involved women with substance use and co-occurring mental health disorder

### **Psychiatrist, Cascadia Behavioral Healthcare Inc.**

**Portland, Oregon**

**December 2012-March 2014**

- Served in the Urgent Walk-In clinic, performed emergency evaluations and pro-

vided emergency prescriptions for persons in mental health crisis

- Worked with an interdisciplinary team of social workers and case manager
- Served as the primary psychiatrist for PNET and problem solved complex addiction and mental health issues in pregnant and breastfeeding women

### **Physician Intern, Dr. Douglas Private Practice**

**Washington, DC**

**9/2002-4/2007**

- Collaborated with Dr. Douglas to provide primary care for over one hundred patients in Maryland, Virginia and DC.
- Managed chronic disease states
- Managed guarantors and worked cooperatively with HMOs

### **Assistant Buyer, Meier & Frank (May Company)**

**Portland, OR**

**06/01-08/01 and 06/02-08/02**

- Prepared financial reports, purchase orders, and revenue statistics for Meier and Frank contingents in Oregon, Utah, Washington and Idaho states

### **Assistant Coordinator, SE Portland Community Court Project (CCP)**

**District Attorney's Office**

**Portland, OR, 06/99-08/99**

- Collaborated with elected officials, district attorneys, court appointed officials, and social service agencies to develop the CCP

## **RESEARCH EXPERIENCE**

**Research Intern:** National Institutes of Health, Neurogenetics Branch, Institute of Neurological Disorders and Stroke (NINDS), Bethesda, MD. 08/00-12/00

- Investigated the pathway by which nerve cells die and survive in various neuromuscular disorders, i.e. spinal and bulbar muscular atrophy (SBMA), Parkinson's, Huntington's and Alzheimer's.
- Presented findings in poster, power point, and written form to the NINDS and Dr. Kenneth Fischbeck's lab.

**Research Intern:** Toolik Field Station, Prudhoe Bay, Alaska, 06/97-08/97

- Via the National Science Foundation, investigated and wrote extensively on the impact of global warming on whole stream ecosystems.

**Research Intern:** Oregon Health Sciences Neurological Sciences Institute, Portland, OR, 06/96-08/96

- Investigated intracellular/molecular causes of Alzheimer's disease focusing on anchoring protein AKAP 95
- Employed several techniques including electrophoresis, protein purification,

chromatography, mini and maxi preps, P-32 labeling and PCR

**Research Intern:** Whitman College, Walla, Walla, WA, 06/95-08/95

- Investigated the role of analgesics in kidney cell death

## HONORS & ACTIVITIES

Board Appointments and Councils

**Board Member:** I Have A Dream Oregon (June 2014 – Present)

“I Have a Dream” Oregon is a non-profit organization focused on inspiring economic independence in low-income students through education. The goal is to break the cycle of poverty and make changes at a systemic level for children and families in low-income communities by providing access to and resources for completing post-secondary educations.

**Board Member:** Cascadia Behavioral Health (August 2011-March 2014)

Cascadia Behavioral Health is a large community based mental health organization in Oregon that serves persons with persistent mental illness and addictions. Cascadia provides residential, supported housing, and permanent housing to more than 600 individuals.

- Served on Cascadia’s Board while a resident physician in training
- Served on the Development and Marketing Subcommittee  
This committee set the agenda for RFP’s, grants and fundraising efforts for the organization at large
- Chaired of the Equity and Inclusion Subcommittee  
Developed a new position titled the Senior Director for Equity and Inclusion; developed the job description for this new position within the organization.
- Developed Healing Hurt People Portland (HHP Portland) for Cascadia while serving on the Board of Cascadia

**Board Member:** Governor’s Board—Oregon Health Sciences University, Heart Research Center (2007-2008)

**Appointee:** Governor’s Council on Alcohol and Drug Abuse Programs (Addiction and Mental Health) 2007-2009

- This Council inspired the legislative agenda for mental health and addiction policy in the state of Oregon. The Council developed a Domino Effect Report that is now being utilized by the Addictions and Mental Health Commission led by our State Attorney General, State Treasurer, Governor and other state offices to include DHS and Oregon Health Authority.

## SPECIAL HONORS

- Queen of Rosaria, Portland, OR (1998-1999)
- Honored for academic achievement and community involvement
- Represented Portland in the Rose Festival Star Light and Grand Floral Parade



- Represented Portland in the Rose Festival Parade of Roses in Pasadena, California @ the Rose Bowl
- Engaged county, local and state leaders as well as foreign leaders and dignitaries from Japan and Vietnam around leadership and business partnership
- Traveled the State of Oregon, Northern, Eastern, Southern and met various community and civic leaders
- Traveled internationally and represented the State of Oregon and the city of Portland
- Honored by the city of Portland in the form of golden plaques that are mounted in front of the Lloyd Cinemas and the Rose Garden at Washington Park—both plaques read “Queen Alisha, 1998”
- Received a significant scholarship award

## ACADEMIC ACTIVITIES

- Transformed the Addictions psychiatry resident educational experience at Oregon Health & Science University through the Educational Policy Review process (April 2012)
- Reviewed the Addictions Psychiatry rotation for third years Made formal recommendations for improvement in education quality
- Employed the recommendations that served to restructure the educational content and quality of the addiction psychiatry rotation
- Established an OHSU Community/Public Psychiatry Consultation with Jefferson High School (January 2012-ongoing)
- Identified a need to more effectively communicate and coordinate student crisis within Jefferson High School in North Portland
- Wrote an extensive proposal for the development of a Student Support Team (SST)
- Developed/Established a sustainable model for student support team consultation
- Student Support Team Proposal was accepted by Jefferson High School Administrative Staff and now an OHSU Psychiatry resident interested in community based High School consultation work will have the opportunity to work with the Student Support Team at Jefferson High School
- Ad hoc member of the Diversity Advisory Committee at Oregon Health & Science University—this committee reports directly to the office of the President on issues of diversity and inclusion (2011-2012)
- House Officer Association Representative at Oregon Health & Science University (2010-2012) Co-chair of the House Officers Diversity Committee, OHSU (2009-2010)

## PUBLICATIONS

- Publication in the OPA Journal (2009): Treating Aggression in Autism, (Moreland & Wilson)
- Publication, Grandma's Kitchen: Published work in Reading, Writing, and Rising Up: Teaching About Social Justice and Power of the Written Word. Linda Christensen, 2002

## KEYNOTES, SPEAKING ENGAGEMENTS

- Keynote speaker, Sunday Assembly, July 2014
- Keynote speaker, Jefferson High School Commencement, June 2014
- Keynote speaker, Delta Wake Up to Wellness, May 2014
- Keynote speaker, Volunteers of America Al Forthan Scholarship, April 2014
- Keynote speaker, Urban League Young Professionals Day of Service, January 2014
- Keynote speaker, Martin Luther King Jr. Breakfast, January 2014
- Keynote speaker, Sam Johnson Scholarship, Concordia University, October 2013
- Keynote speaker, Dream Big, IHAD Oregon Chapter, November 9, 2013
- Addressed Governor Kitzhaber and the Oregon Education Investment Board on November 12, 2013
- Keynote Speaker for Portland Public School Administrators, August 2013
- Rose Festival Princess Court Pacific Power Mentorship Panel Speaker and Mentor (2009-2011)

## COMMUNITY INVOLVEMENT & AWARDS

- Keynote speaker, Dream Big, IHAD Oregon Chapter, November 9, 2013.  
The event raised \$335,000 for opportunity youth to pursue a college education
- Addressed Governor Kitzhaber and the Oregon Education Investment Board on November 12, 2013
- Nominated for the Josiah Hill Public Health Hero Award, Multnomah County, March 2013
- Woodlawn Elementary School Public Speaking Award and Honor (2012)
- Rose Festival Princess Court Pacific Power Mentorship Panel Speaker and Mentor (2009-2011)
- IHAD "I Have a Dream" hosts Chelsea and Bill Clinton at Woodlawn School in support of AmeriCorps and IHAD Oregon Chapter (2008)
- Mentor through the Jefferson Mentoring Program (2009-2010)
- Jefferson High School Community Leadership Award (2009 & 2010)

## TEACHING EXPERIENCE

- Medical Student teaching on psychiatry from June 2009-current
- Stimulant Medication use in the community, taught to Nurse Practitioners at Multnomah County, March 2012
- Atypical Antipsychotics, taught intern psychiatry residents at OHSU
- Anxiety Disorders, taught to intern psychiatry residents
- Treatment of Alcohol and Opiate Withdrawal, taught intern psychiatry residents at OHSU
- A Public Health Approach to Managing the Disease of Violence: Psychiatry Grand Rounds given at OHSU on February 5, 2013
- Benzodiazepine Management in the community setting, taught Licensed Medical Professionals at LifeWorks NW, June 11, 2013
- Alcohol's impact on the young brain, lecture given to resident deans at Reed College, September 2013
- Psychopharmacology of Addiction, taught to third year Psychiatry residents on December 10, 2013

## MEDIA / PRESS

Healing Hurt People: Trauma-informed program assists males of color

<http://portlandobserver.com/news/2013/dec/24/healing-hurt-people/>

Healing Hurt People: KBOO Radio Live

[http://www.kboo.fm/sites/default/files/episode\\_audio/kboo\\_episode.2.131205.0800.2711.mp3](http://www.kboo.fm/sites/default/files/episode_audio/kboo_episode.2.131205.0800.2711.mp3)

Healing Hurt People: Oregonian

[http://www.oregonlive.com/portland/index.ssf/2013/06/healing\\_hurt\\_people\\_new\\_legacy.html](http://www.oregonlive.com/portland/index.ssf/2013/06/healing_hurt_people_new_legacy.html)

Healing Hurt People: Oregon Public Broadcasting – Oregon Governor Kitzhaber

<http://www.opb.org/news/article/counseling-gang-members-just-after-theyve-been-shot/>

# Ferguson Exposes Issues of Race and Class

## REAL TRAGEDY IS LACK OF EMPATHY FOR HUMANITY

Dr. Alisha Moreland-Capuia

Originally published in *The Portland Observer*, 8/22/2014 at 12:28p.m., updated 8/25/2014 at 01:12p.m. See the original article at: <http://m.portlandobserver.com/news/2014/aug/22/ferguson-exposes-issues-race-and-class/>

Tension is high and trust is low. Events in Ferguson have uncovered deep seated issues of race and class in America. The city of Ferguson belongs to America and the trauma that has fallen on Ferguson is America's trauma.

Fundamental childhood lessons can assist in framing and perhaps understanding Ferguson. Let's start with the concept of inclusion. Recall childhood - find yourself at the playground and teams are being selected for kickball. Remember what it felt like to not get picked. There were typically two responses to not being selected; 1) your self-esteem was lowered or 2) hurt feelings, exclusion and anger contributes to acting out aggressively. Certainly, you can recall a time like this that impacted your childhood experience.

It is not my objective to oversimplify an exceedingly complex situation in Ferguson, but everyone can identify with what it feels like to not be included. Now let us broach another universal feeling, that of fear. Fear is a natural and universal response to threat and or perceived threat.

Have we considered that this is the state (traumatization) in which the people of Ferguson find themselves?

Fear unwoven and unchecked easily translate into trauma and trauma unwoven and unchecked can easily lead to aggression. Let us consider a protracted history of trauma combined with a history of exclusion.

The real tragedy here is the lack of empathy for humanity – we are talking about children and families, people, fellow Americans.

The solution – the people of Ferguson must be seen as a vital part of humanity. They must be treated with respect and dignity. They must be heard and understood. A trauma-informed approach must be applied – being trauma-informed means that one can understand the impact of fear and trauma. Understanding fear and trauma expands the capacity for empathy and humanity is the centerpiece.

When the lights are out; cameras are gone and America moves on to the next crisis, what will be the strategic solution for peace and keeping humanity as the flagship in Ferguson?

One solution is to employ trauma-informed approaches with the community of Ferguson. These steps should include the developing greater capacity for empathy – we can all identify with fear and not being included.

Resources should go to the community to improve living conditions for the people of Ferguson. It's important to establish a greater sense of community and work towards the goal of inclusion in the political, social and economic milieu of Ferguson

There should be a change in how we ask questions: Don't look at what is wrong with Ferguson, it is more powerful, meaningful, and transformative to ask what happened to Ferguson.

Ferguson should employ a community policing model. The police of Ferguson must get to know the people, it's about basic humanity.

It's also important to understand what impacts one part of America, impacts all of America. Dr. Maya Angelou said it best: "We are all human; therefore, nothing human can be alien to us."

*Dr. Alisha Moreland-Capuia is a physician and the chief medical director for Volunteers of America Oregon. She is the director of the Avel Gordly Center for Healing, an assistant professor of psychiatry at OHSU and the former director of Healing Hurt People in Portland, Oregon*

## **Maggie Bennington-Davis, M.D., M.M.M.**

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### SUMMARY OF QUALIFICATIONS

Experienced physician leader in developing systems, improving quality, leading change, working with physicians, and inspiring employees. Strong clinical and management education, teaching experience, leadership experience, and credentials. Thorough understanding of health systems and finances. Co-creator of The Engagement Model, based on the work of Dr. Sandra Bloom's Sanctuary Model. Helped a large organization (Cascadia) stabilize its finances and operations while improving quality. Closely engaged in Oregon's health transformation process.

### LICENSING INFORMATION

OR License: MD16578	(exp 12/15)	American Board of Psychiatry and Neurology
HA License: MD9565	(exp 1/15)	Board Certification and Recertification: #39895
		11/94 and 08/04 (exp 12/2014)

NPI: 1528176468

### PROFESSIONAL EXPERIENCE AND PERTINENT ACCOMPLISHMENTS

Cascadia Behavioral Healthcare\* 03/06 – present

Chief Medical Officer and Chief Operating Officer

- Leads operations of Oregon's largest (and now thriving) community mental health center
- Facilitating integration of primary care into mental health and addictions services
- Member of executive team
- Leadership for mental health & addictions medical services including MDs, NPs, PAs, and RNs
- Leadership for Recovery-oriented clinical portion of Cascadia, approximately 900 employees, serving approximately 12,000 clients per year; \$50M non-profit company
- Please note that I have been with Cascadia since 03/06 as Chief Medical Officer; the role of Chief Operating Officer was added in 4/10

\*Cascadia BHC, Oregon's largest mental health and addictions provider, is a \$50M non-profit organization that offers outpatient services, outreach, mobile crisis, urgent walk-in, crisis respite, forensic services, full spectrum residential services, more than 600 housing units for persons with mental illness and addictions; adults, children, families, and older adults. Cascadia is Recovery-oriented and Trauma-informed. Cascadia faced near financial collapse in 2008; I was part of a leadership team that helped the organization turnaround and become the thriving provider it is today. [www.cascadiabhc.org](http://www.cascadiabhc.org)

Mid-Valley Behavioral Care Network

07/08 – present

#### Medical Liaison

- Coordinate and provide support and education regarding best practices to MDs, DOs, NPs, and PAs within MVBCN region
- Facilitate communication among licensed providers and MVBCN Quality and Executive Committees

#### Samaritan Health Systems

07/08 – 07/09

#### Psychiatry Residency Training Director

- Development of psychiatry residency program for osteopathic students in cooperation with Western University Osteopathic School of Medicine; opened in 07/09 (this project was completed simultaneous with continuing service to Cascadia BHC)

#### Evolutions In Healthcare

2004 – 2007

#### Co-founder, Salem, Oregon

- Consultation and training for cultural change, elimination of coercion in mental health treatment, and partnership with those receiving service
- Consultations and training to multiple hospitals, systems, schools, and boards throughout the United States and internationally
- List of consultees available upon request

#### National Association of Mental Health Program Directors

2005 – 2007

#### Faculty

- Technical training/support to states with SAMHSA grants for reduction of seclusion and restraint
- Training/education for public mental health facilities to eliminate use of seclusion and restraint

#### Salem Hospital, Salem, Oregon

2000-2005

#### Medical Director, Psychiatry

- Led cultural/organizational change resulting in elimination of seclusion and restraint, including publication of a book "Restraint and Seclusion: The Model for Eliminating Use in Healthcare"
- Managed psychiatry services to becoming financially solvent
- Participated in developing the nation's first community-based early psychosis program
- Led Child/Adolescent Day Hospital program as alternative to inpatient hospitalization
- Developed clinical supervisory model for social work in the hospital ED
- Created relationships throughout the community and state for improved service
- Recruited, developed, and managed a premier group of psychiatrists for the hospital
- Completed masters degree (MMM) (Tulane University) in medical management
- Garnered national, state, and local leadership awards



Salem Hospital, Salem, Oregon

01/03-01/05

Chief of Staff, Medical Staff

- Successfully led medical staff renovation re: structure and function
  - Peer Review (Quality)
  - Credentialing
  - Governance
- Moved to single multi-disciplinary peer review committee structure
- Moved from 20 separate medical departments to three
- Instituted internal CME linked to quality trends
- Initiated quarterly individual physician profiles regarding quality measures
- Initiated cultural change in physicians regarding code of conduct; established behavior policy
- Established new credentialing standards including requirement for Board Certification

Greeley Company, Inc

2005 – 2006

Marblehead, MA

- Consultation for Quality reform to Hospital Medical Staffs
- Consultation for physician re-organization in hospital settings

Oregon Health Sciences University

1994 – present

Associate Clinical Professor

- Teach trauma informed care and the neurobiology of trauma to 3-4th year psychiatry residents, MPH students, and MSW students
- Teach Ethics Seminar for incoming psychiatry residents
- Facilitate discussion re: MH system of care in Oregon with 3-4th year psychiatry residents
- Participate in other teaching activities, mock oral boards

Salem Hospital, Salem, Oregon

1994-2000

Psychiatrist

- Developed consult/liaison service to med/surg and ED
- Expanded clinical adult inpatient services for geriatric persons
- Worked in both outpatient and inpatient psychiatric services

#### ADDITIONAL RESPONSIBILITIES

Transformational Resilience steering committee	2014-present
Portland Police Behavioral Health Unit Advisory Committee	2013-present
Health Share of Oregon Quality Committee	2013-present
Oregon Health Authority Coordinated Care Metrics Committee	2012-present
Tri-County Collaborative Model of Care group	2011-2012
Oregon Health Transformation Workgroup (Metrics/Quality/Outcomes)	2011
CareOregon Quality Committee	2011-present
Safer PDX-Bazelon Chair/Principle Investigator	2010-2012
American Academy of Community Psychiatry, Board Member	2010-present
Oregon State Hospital Advisory Board, vice-chair/chair	2009-2011
Drug Utilization and Review Board State of Oregon, Chair	2009-2011
Sanctuary Institute –faculty	2008-present
Oregon Psychiatric Assn, Legislative Committee Chair	2008-2010
The Foundation for Medical Excellence MH subcommittee	2008-2010
Oregon Business Association health committee	2008-2010
Drug Utilization and Review Board State of Oregon	2007-2010
Mental Health Coalition	2007-2010
Associate Clinical Professor, OHSU	1994-present
Drug Utilization and Review Board State of Oregon	2004-2005
Salem Hospital Ethics Committee	2000-2005
State Mental Health Advisory Board	1998-2005
State Mental Health Planning and Management Board	1998-2005
Mid Willamette Valley Regional Council	1994-2005
Board of Medical Examiners Diversion Task Force	2004
Oregon State Hospital Expert Review Task Force	2004
Oregon Psychiatric Assn, President	2001-2002
Salem Hospital Credentials Committee, Chair	1998-2001
Oregon Psychiatric Assn, Legislative Committee Chair	1997-2001

[Please request complete list if desired]

#### PUBLICATIONS

1. Bennington-Davis, Maggie. "Recovery in Acute Inpatient Services". In Recovery to Practice. 2012.
2. Bennington-Davis, Maggie. "Trauma Informed Services". In Social Workers' Handbook, 2nd Edition, Oxford University Press. 2011.

3. Bennington-Davis, Maggie, "Trauma Informed Services". In Social Workers' Desk Reference, 2nd Edition. Oxford University Press. 2009.
4. Murphy, Tim and Bennington-Davis, Maggie. "Restraint and Seclusion: The Model for Eliminating Use in Healthcare". HCPPro, Marblehead, MA. 2005.
5. "Opening Doors" videotape SAMHSA 2006
6. Bennington-Davis, Maggie. "Elimination of Seclusion and Restraint". Clinical Psychiatry News; November 2004.
7. U'Ren, Richard; Riddle, Matthew; Lezak, Muriel; Bennington-Davis, Margaret. "The Mental Efficiency of the Elderly Person with Type II Diabetes Mellitus"; Journal of the Geriatrics Society 38: 505-510, 1990.
8. Binder, Lawrence; Lezak, Muriel; Bennington-Davis, Margaret. "Hemisphere Side of Damage and Encoding Capacity. INS 1983.

## EDUCATION

Tulane School of Public Health, New Orleans, LA

- Masters in Medical Management 05/05

American College of Physician Executives Certification 12/03

Oregon Health Sciences University, Portland, Oregon

- Residency, Psychiatry (Chief Resident) 06/93
- M.D. 06/89 cum laude

Portland State University, Portland, Oregon

- M.S. Biology 06/84 cum laude
- M.S. Psychology 03/83

University of Montana, Missoula, Montana

- B.A. Psychology 06/78 cum laude
- B.A. English 06/78

## HONORS AND AWARDS

- 2012 SAMHSA (\$1.6M) grant for integration of primary care services into MH programs
- 2008 American Psychiatric Assn Distinguished Fellow
- 2007 Consumers' Research Council of America Top Psychiatrist
- 2005 American Assn of Community Psychiatry Moffic Ethics Award
- 2004 Salem Hospital Leadership Excellence Award
- 2003 NAMI Oregon Psychiatrist of the Year
- 2002 State Mental Health Award of Excellence

- 1993 AADPRT Ginsberg Fellowship
- 1993 Women Psychiatrists of Excellence (APA)

#### ADDITIONAL WORK EXPERIENCE

- 93-94 Private practice psychiatry, Lake Oswego, OR
- 93-94 Staff psychiatrist, Good Samaritan Hospital, Corvallis, OR
- 1992 Staff psychiatrist, Eastern Oregon Psychiatric Center, Pendleton, OR
- 92-93 Staff psychiatrist, Ryles Center for Evaluation and Treatment, Portland, OR
- 91-92 Staff psychiatrist, Dammasch State Hospital, Wilsonville, OR
- 83-87 Researcher, Pacific NW Psychiatric Clinic
- 82-84 Researcher, OHSU, Melatonin Laboratory Research
- 82-84 Portland State University clinical instructor (psychology)
- 81-83 Therapist, Oregon Medical Vocational Center
- 80-83 Researcher, Portland VA Medical Center

#### PRESENTATIONS, CONSULTATIONS, AND ACADEMIC ACTIVITY

(Sole or major speaker/presenter/consultant):

- 07/14 SAMHSA webinar: Local Crisis Systems
- 06/14 Vancouver(BC) General Hospital Systems - consultation
- 01/14 VOA workshop keynote Trauma informed care
- 01/14 Oregon Primary Care Assn Advanced Practice Model forum panelist
- 12/13 Massachusetts State Hospital system consultation
- 11/13 Minnesota Hospital Association - keynote
- 11/13 Iowa MH conference – all day facilitator/speaker
- 09/13 Minnesota Statewide Community MH annual conference - keynote
- 08/13 The Dalles DHS annual diversity conference - keynote
- 05/13 The Dalles Sanctuary conference
- 02/13 Telecare biennial corporate meeting – keynote presentation
- 02/13 DePaul Addictions Services – TIC presentation
- 02/13 Oregon Psychiatric Association: presentation (integration)
- 02/13 Oregon Conference on Violence – panel
- 12/12 State of Reform: CCOs - panel
- 09/12 Telecare annual national conference – key note
- 09/12 3rd International Conference on Violence (Vancouver BC) – key note
- 07/12 State of Massachusetts, State Hospital System Transformation
- 06/12 Oregon Primary Care Association – Roots of MH system

05/12 NAVOS Seattle, WA – Trauma Informed Environments  
 05/12 Catholic Community Services – Sanctuary introduction  
 12/11 Metropolitan Public Defenders Office – Neurobiology of Trauma  
 10/11 American Academy Of Community Psychiatrists – Organizational Trauma  
 10/11 Columbia Center for Living – Trauma Informed Care  
 08/11 Portland City Council (Safer PDX Project)  
 08/11 Bazelon Center for MH Law  
 05/11 NYS Learning Collaborative Summit (Poughkeepsie)  
 06/10-06/11 NYS Learning Collaborative facilitator  
 05/11 Community Psychiatry Forum “Project Development” (UPMC webinar)  
 05/11 National Council of BHC – Disruptive Innovation (with Jarvis, San Diego)  
 05/11 National Council of BHC – Safer PDX (with Bernstein, San Diego)  
 04/11 McLaren Juvenile Justice Center – Trauma Informed Care (Oregon)  
 04/11 Community Mental Health – organizational consultation (Great Falls, Montana)  
 01/11 GGNet, The Netherlands  
 11/10 Optum Behavioral Health/Telecare, Pierce County, WA  
 09/10 OMH New York State Learning Collaborative faculty (monthly webinars)  
 09/10 SAMHSA Recovery to Practice Webinar presenter  
 06/10 Speaker, SAMHSA conference Olmstead Coordinators  
 04/10 Columbia River MH systems consultation  
 01/10 Columbia River MH systems consultation  
 01/10 Children’s Farm Home consultation  
 03/09 Queen’s Medical Center (Honolulu, Hawaii) Conference key note Neurobiology of Trauma  
 01/09 Yakima Valley MHC consultation  
 11/08 Lancaster General Hospital (Lancaster, PA) Neurobiology of Trauma  
 06/08 NAMI workshop trauma informed care (Beaverton, OR)  
 05/08 OHSU psychiatry residents “meet the expert”  
 05/08 Greater Vancouver Mental Health System week long Recovery Conference; key note, consultation, staff & physician development (BC)  
 04/08 Kaiser ER Medical Staff symposium (Portland, OR)  
 03/08 Gresham Police presentation: Neurobiology of Trauma/implications  
 (note: this was a series of 12 presentations over 2 months)  
 02/08 Fraser Health System consultation & development (Abbotsford, BC)  
 10/07 U of Nevada Grand Rounds  
 10/07 APA Psych Institute Trauma informed care symposium (New Orleans)  
 09/07 Akron, Ohio Grand rounds and 2 day consultation

07/07	Our House staff workshop trauma informed care (Portland, OR)
06/07	Christie School presentation (Portland, OR)
05/07	Salem Hospital Conference on Violence (Salem, OR)
05/07	Oregon State Hospital NTAC training (NASMHPD)
04/07	UCLA Neuropsych conference
04/07	Washington State Hospitals consultation (NASMHPD)
02/07	Kaiser Inpatient Development consultation (Portland, OR)
02/07	University of Akron, Ohio grand rounds and consultation
01/07	SW Washington Medical Center physician workshop
01/07	Hawaii State Mental Health Services (children) (NASMHPD)
01/07	Abbotsford Regional Hospital consultation and training (BC, Canada)
11/06	N. Adams Regional Hospital Physician Quality consultation/dev (Mass)
10/06	Hawaii State Mental Health Services (children) (NASMHPD)
10/06	Eastern Oregon Regional ER conference
10/06	Dutch Engagement Model consultation
10/06	APA Psych Services in NYC Engagement Model Symposium
10/06	Sanctuary Retreat Yonkers, NY
10/06	Alternatives Conference presentation
10/06	APA Psychiatric Institute meeting symposium
09/06	Salem Hospital Grand Rounds
09/06	Washington State Hospital (children) consultation (NASMHPD)
09/06	NAMI workshop trauma informed care
09/06	Iowa State University staff consultation, presentation, and development
08/06	State Mental Health Services (children) (NASMHPD)
07/06	Sheltercare staff development, Eugene, OR
06/06	Intern'l Society for psychotherapy of Schizophrenia workshop, Madrid
04/06	Washington State Hospital (children) workshop
04/06	Ohio University system all-week workshops & grand rounds
04/06	Chehalem Youth and Family Services workshop
03/06	Hawaii State Mental Health Services (children) (NASMHPD)
03/06	Medical University of South Carolina symposium
03/06	Chehalem Youth and Family Services leadership consultation
03/06	SW Washington Medical Center leadership consultation
02/06	Kaiser Permanente med/surg/ED workshop
02/06	Rapid City Regional Hospital Peer Review consultation
02/06	Salem Hospital Grand Rounds, Salem, OR

02/06	Sheltercare site visit/consultation, Eugene, OR
01/06	Massachusetts State Hospital site visit/consult (Westboro, Taunton)
01/06	Tidwell Parkway Hospital, Houston, Texas med staff consultation
	Peer Review
01/06	Women and Children's Hospital, Vancouver, BC, symposium
12/05	Psych Services meeting workshop San Diego
12/05	NAMI workshop – trauma informed care
11/05	Blue Mtn Recovery Center, staff consultation and workshop, OR
11/05	Sheltercare staff development, Eugene, OR
11/05	Tidwell Parkway Hospital, Houston, Texas med staff consultation
	Peer Review
11/05	Rapid City Regional Hospital Peer Review consultation
10/05	Kaiser Permanente presentation Portland, OR
10/05	Eastern Washington State Hospital site visit/consult NASMHPD
10/05	Cascadia Residential Site visit and consultation
10/05	Sheltercare workshop/consultation, Eugene, OR
10/05	Psychiatric Institute Meeting symposium, San Diego, CA
09/05	Illinois State physician workforce symposium
09/05	Kaiser Permanente Consultation Portland, OR
09/05	Hawaii State Mental Health System (NASMHPD)
08/05	OHSU public psychiatry seminar
08/05	Portland Public Schools, Teacher in-service training day
08/05	Cascadia Residential Site visit and consultation
07/05	SIG site visit and consultation: Massachusetts State Hospitals (Tewksbury, Shattuck)
07/05	NASMHPD faculty: Boston, Mass
06/05	Delaware State staff development
06/05	Peer Review Assessment, Rapid City Hospital, Rapid City, SD
06/05	Consultation to Carrier Clinics, New Jersey, Engagement Model
06/05	Cornell University: Symposium on the Elimination of Seclusion & Restraint in children and adolescents
05/05	NASMHPD conference – Baltimore, MD
05/05	Cascadia Behavioral Health, Portland, OR – Leadership workshop
03/05	SIG Reduction project consultation Baltimore, MD
03/05	Sheltercare Residential Services, Eugene, OR – Engagement Model
02/05	Oregon Psychiatric Assn annual winter mtg – Healing Environments



02/05	Sacred Heart Hospital – consultation to physicians, leadership, and staff
01/05	NASMHPD conference, Seattle – Salem Hospital
12/04	8 Portland area Hospital managers and line staff – Healing Cultures
10/04	Executive leaders of Portland area Hospitals – Leading for a Change
09/04	APNA Oregon Chapter – Cultural Revolution and the Oregon Model
08/04	OHSU Public Psychiatry – Cultural Revolution
06/04	Consultation: Carrier Clinics, NJ – Leadership and Cultural Revolution
02/04	Consultation: Christie School Child/Adolescent Residential Treatment
12/03	Oregon Health Sciences University Grand Rounds
11/03	Consultation: Lane County Hospital: Eugene, OR
11/03	Consultation: OHSU Inpatient Psychiatry Program
09/03	Leadership for renovation project of Salem Hospital Medical Staff
09/03	Consultation: OSH: Cultural Revolution/Elimination of Coercion
08/03	Children’s Farm Home – Elimination of Seclusion and Restraint
07/03	OHSU Ethics Seminar
06/03	Workshop for Cascadia Mental Health on Cultural Change
02/03	Polk County Mental Health Department Elimination of Coercion
11/02	NARPA – Coercion-free environments of care
10/02	Consultation: Auckland City Hospital, New Zealand – Inpatient Reform
10/02	Consultation: University of Melbourne, Australia – Inpatient Reform
10/02	Oregon State Hospital – Portland campus: Ethics in Inpatient Psychiatry
09/02	NAMI – Sanctuary model for inpatient treatment
07/02	Oregon Advocacy Center
04/02	Good Samaritan Hospital, Corvallis, OR
03/02	Rogue Valley Hospital, Medford:, OR
02/02	Oregon State Mental Health Division: Seclusion & Restraint Reduction
07/01	OHSU Ethics Seminar
10/00	Making It Work: Primary Care & Mental Health Conference
07/00	OHSU Ethics Seminar
09/99	Mid Valley Behavioral Care Network, “Depression and Antidepressants”
06/99	Health First Primary Care Physicians, “Depression in Primary Care”
12/98	Public Forum, Salem Hospital, “Depression & Physical Health”
12/97	Public Forum, Salem Hospital, “Effects of Depression on the Family”
05/97	OHSU Resident Seminar, “Psychology of Women”
12/96	Healthy Options Managed Care Group, Vancouver, WA; “Diagnosis and Management of Depression in Primary Care”

12/96	Closed Circuit Teleconference, "Psychiatric Disorders in Women"
11/96	Eugene Primary Care Physicians, "Psychiatric Disorders in Pregnancy"
11/96	Eugene Nurse Practitioners, "Open Forum - Questions and Answers"
10/96	Oregon Association of Physician Assistants Annual Meeting, Lincoln City, OR; "Psychiatric Disorders during Pregnancy"
12/95	Radio Broadcast, Salem, OR; "Holiday Blues"
10/95	Public Forum, Salem Hospital, "Seasonal Affective Disorder"
09/95	Grand Rounds, Santiam Hospital, Stayton, OR; "SSRI'S"
04/95	Grand Rounds, Good Samaritan Hospital, Corvallis, OR; "SSRI'S"

**Oregon Health Sciences University:**

1993-present	Affiliate faculty, OHSU School of Medicine
1993	AADPRT fellowship
1992	Women in Psychiatry award
1990-1994	Intern Orientation to Teaching Medical Students
1990-1993	OHSU Residency Training Curriculum Committee chair
1989-1996	OHSU Psychiatry Department Medical Student Education Committee
1989-1996	OHSU Culpepper Grant Behavioral Sciences Task Force

Updated 07/14

## **JOSEPH BRANN**

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Joe Brann is founder and CEO of Joseph Brann & Associates, LLC (also known as JBA), a consulting firm serving public sector clients. JBA provides tailored services to achieve improvements in policing, specializing in management performance and accountability, successful implementation of crime reduction strategies, and the adoption of effective problem solving measures.



### **EMPLOYMENT HISTORY**

#### **Joseph Brann & Associates, CEO, 2001 – present**

Founder and CEO of Joseph Brann & Associates (also known as JBA), a consulting firm serving public sector clients, JBA provides tailored services to achieve improvements in policing, specializing in management performance and accountability, successful implementation of crime reduction strategies, and the adoption of effective policies and problem solving measures. Particular emphasis is placed on diagnosing the organizational and community culture so that community policing and community governance solutions developed are suitable to the unique aspects of the particular community. New and evolving best practices, policies, information system technologies and other considerations are evaluated for their ability to improve organizational accountability, crime reduction and public safety goals. The firm also provides monitoring and oversight services related to police reform measures on behalf of federal and state courts and DOJ authorities.

Mr. Brann has served as a special consultant to the California Attorney General in evaluating and monitoring police departments in California and as a Special Master for the Federal Court in Ohio in monitoring police reform efforts in Cincinnati. Currently he is serving as a member of the monitoring team for the Seattle, WA consent decree; is a consultant to Los Angeles County on Jail Reform efforts; is working with the City of Anaheim on the development of a civilian public safety board/commission; assisting the New Orleans Police Department with the refinement of their performance assessment system and management accountability; and serves as an expert witness on police policies and practices in federal court litigation. He also works with an executive search firm, Teri Black & Company, LLC, on their executive recruitments of Police Chiefs.

#### **PSCComm, LLC, Senior Vice President, 1999 — 2001**

Served as Senior Vice President with this international public safety consulting firm, working with public sector organizations to address organizational development challenges, policy analysis and the development and application of crime reduction strategies and evolving technologies to improve police performance. The firm was headquartered in the Washington, D.C. metropolitan area.

### **COPS Office, U.S. Department of Justice, Director, 1994 — 1999**

Appointed by President Clinton to serve as the founding Director of this newly created component of the Department of Justice, with responsibility for implementing key elements of the 1994 Crime Act. The COPS Office was the lead agency at the federal level for advancing community policing and administering grant programs to support over 13,000 local and state law enforcement agencies, further “best practices” in the field, and drive research regarding policing strategies and programs. The budget for this program was \$9.6 billion.

### **City of Hayward, CA, Chief of Police, 1989 — 1994**

Served as Chief of Police in this ethnically diverse, urban community of approximately 150,000 residents located in the San Francisco Bay area. The Hayward Police Department received national recognition as a model community-policing agency during Chief Brann’s tenure as Police Chief, based on the innovations undertaken and leadership displayed in merging the concepts and philosophy of community policing with problem solving training and strategies.

### **City of Santa Ana, CA, Police Officer to Captain, 1969 – 1989**

Rose through the ranks and commanded various divisions and bureaus of the agency, including Field Operations, Personnel & Training, Narcotics & Vice, and Management & Budget. Santa Ana is a densely populated and very ethnically diverse community of more than 355,000 residents. The SAPD was one of the earliest pioneers in the community policing movement. Beginning in the 1970’s the SAPD was instrumental in developing innovative organizational strategies and programs that have long been recognized for their effectiveness in changing traditional policing culture and institutionalizing the community policing philosophy.

## **PROFESSIONAL ACCOMPLISHMENTS**

### **Joseph Brann & Associates**

Established a consulting practice that provides organizational assessments, conducts performance audits and engages in monitoring reform efforts of police agencies. Services have been provided to several dozen clients serving communities with populations ranging from 1,500 to over 1,000,000. Many of these clients have subsequently retained JBA to assist with the implementation of the recommendations made and in evaluating subsequent organizational progress.

Serve as a subject matter expert on investigations involving allegations of civil rights violations by law enforcement agencies; provide technical expertise related to the development, implementation and evaluation of reform measures and solutions undertaken as a result of such investigations.

Working with local policymakers and agency executives, JBA stresses the importance of establishing goals and devising meaningful performance measures to evaluate

progress in achieving desired outcomes (as opposed to utilizing more traditional measures of police performance that favor and emphasize the measurement of activities rather than results).

### **COPS Office, United States Department of Justice**

Appointed by President Clinton as the founding Director of a new federal agency within the U. S. Department of Justice. The COPS Office provided funding for the hiring and redeployment of more than 100,000 police officers in over 13,000 law enforcement agencies, launching national strategies to support the adoption and expansion of community policing at the state and local level.

Created a national network of 35 Regional Community Policing Institutes to provide training and promote the sharing of best practices among law enforcement agencies and community partners.

Advocated for and provided funding to support research initiatives, launch new strategies and evaluate programs dealing with critical contemporary policing issues including: Racial Profiling, Police Ethics/Integrity, Youth Firearm Violence, Gangs, Domestic Violence, the Reintegration of Ex-Offenders and initiatives dealing with "Community Justice" and "Restorative Justice" models.

Pioneered the development and funded the implementation of "3-1-1" in communities across the United States. 3-1-1, a national non-emergency phone number, was established to create improved access to non-emergency public safety and other local government services while reducing demands on the 9-1-1 system.

### **Hayward, California Police Department**

Established a strategic planning process, involving broad-based employee and community participation, which guided the implementation and evolution of HPD's Community Oriented Policing and Problem Solving (COPPS) philosophy.

Implemented a centralized data and information services bureau to support and oversee the installation of a state-of-the-art computer system capable of meeting the department's dispatching, records management and information systems (CAD/RMS/MIS) needs.

Instituted a decentralized patrol (Area Command) system in order to improve police department responsiveness and management accountability at the neighborhood level.

Substantially revised recruitment, hiring and training practices and significantly improved the Department's ability to attract successful candidates and establish a representative workforce. Many of these personnel strategies involved innovative approaches that have since been widely adopted by other agencies.

Successfully addressed major budget shortages and organizational downsizing by leading the agency through a process to identify alternative funding sources (new fees, grants, and enterprise fund charges) and service delivery strategies (service prioritization, creation of volunteer programs, expanded use of civilians, etc.)

## **Santa Ana, California Police Department**

Chaired the development of SAPD's "Five Year Plan" to develop long-term organizational strategies to deal with increasing service demands, growth and diversity in the community while also promoting improved collaboration with other governmental agencies.

Designed, developed and managed a wide array of crime prevention programs that received recognition as national models by the National Crime Prevention Institute, FBI, American Association of Retired Persons, California Department of Justice and Office of Criminal Justice Planning.

In concert with other local agencies, created a Regional Narcotics Suppression Program that resulted in asset seizures exceeding \$100,000,000 in five years and major reductions in street level narcotics activity. This program later served as a model touted by DEA for other regional drug enforcement programs involving federal, state and local agencies.

Implemented personnel and financial practices to correct significant financial and human resource problems associated with disability retirements and worker's compensation claims. Disability retirements were reduced by 50% annually and industrial injuries by 47%.

Initiated and chaired the development of the California Model Building Security Ordinance. This document was subsequently adopted by the International Conference of Building Officials as Chapter 41 of the Uniform Building Code and has contributed to significant reductions in burglaries and thefts across the country.

## **EDUCATION**

Master of Public Administration - University of Southern California

Bachelor of Arts in Criminal Justice - California State University, Fullerton

Graduate, FBI National Academy, 144th Session

## **PUBLICATIONS**

2012 Brann, J.E. "Asking the Tough Questions", American Policing in 2022: Essays on the Future of a Profession, COPS Office, USDOJ.

2004 Campbell, J., J. Brann, D. Williams. "Officers-Per-1,000 and Other Policing Myths: A Leadership Model for Better Police Resource Management", Public Management, ICMA.

1999 Brann, J.E., J. Travis. Measuring What Matters: Proceedings from the Policy Research Institute Meeting. NIJ & COPS Office, USDOJ.

1997 Brann, J.E., "COPS: Partnerships With Communities", Law Enforcement in a Free Society, Vol. II, No. 4, USIA

1997 Brann, J.E., J. Travis. "Police Integrity: Public Service With Honor", NIJ & COPS Office, USDOJ.

1992 Brann, J.E., S. Wallace. "COPPS: The Transformation of Police Organizations", Community Oriented Policing and Problem Solving. California Attorney General's Crime Prevention Center.

1992 Brann, J.E., C. Calhoun, Paul Wallace. "A Change in Policing Philosophy", Community Oriented Policing and Problem Solving. California Attorney General's Crime Prevention Center.

## **PROFESSIONAL AFFILIATIONS/HONORS**

National Advisory Board Member, Community Safety Initiative, Local Improvement Support Corporation

Member, International Association of Chiefs of Police (IACP)

Member, Police Executive Research Forum (PERF)

Former Ex-Officio Member – U.S. Attorney General's National Advisory Committee on Domestic Violence

Former Member – Advisory Committee for the Federal Law Enforcement Training Center, Glencoe, GA

Past President and Member, Alameda County Police Chiefs' and Sheriff's Association

Former Member, International City/County Management Association and Advisory Board Member, Community Policing Task Force

Former Member, California Attorney General's Advisory Committee on Community Oriented Policing and Problem Solving (COPPS)

Recipient of the "New Pioneer" Award, National Association of Drug Court Professionals, 2000

Honored as the "1998 Person of the Year" by Law Enforcement News for the creation of 3-1-1, the national non-emergency public safety phone number

Distinguished Alumni Award (1998) – California State University, Fullerton

## **Chief Ronald J. Louie (Ret.) MA, MPA**

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Ron Louie has over 33 years of law enforcement experience and was the Chief of the Hillsboro, Oregon, Police Department from 1992 to his retirement in 2007. He was recently called back out of retirement to serve as interim Hillsboro Chief of Police, retiring a second time in June 2014. He was the Chief of the Astoria, Oregon, Police Department from 1987-1992. Prior to assuming command in Astoria, Chief Louie served 13 years with the Palo Alto, California, Police Department.

A 1999 graduate of the FBI Executive Leadership Institute in Quantico, Virginia, he also is a 1995 graduate of the FBI National Academy, and a 1988 graduate of the Oregon Executive Development Institute (Oregon Command College).

Chief Louie has extensive teaching experience on the university and community college level (anthropology, Asian history, social science, crisis intervention/tactical communication, hostage negotiation, critical incident management, public safety strategic planning, diversity in law enforcement, executive leadership, management and supervisory skills development) and consulting in community policing and organizational leadership in Alaska, California, New Mexico, Oregon, and Washington, D.C. He is a published author in crisis intervention/tactical communication, contemporary community policing, public safety leadership and public safety strategic planning.

Chief Louie holds a Masters Degree in Public Administration from California State University, Hayward, a Masters Degree in Anthropology from San Francisco State University, a Bachelors of Arts in Social Science (graduating Magna Cum Laude) from California State University, Hayward, and an Associates of Arts Degree (with Honors) in Business Administration from the College of San Mateo, California.

An active participant in issues of diversity and anti-discrimination, Chief Louie served 10 years with the Oregon Committee, U.S. Civil Rights Commission, served on the Oregon Attorney General's Use of Force Task Force, the Governor's Committee on Law Enforcement Contacts (Racial Profiling Committee), State of Oregon Criminal Justice Commission, and is a past member of the Human Rights Council of Washington County, the Pacific Institute of Ethics and Social Policy (Pacific University) and previously served on the Board of Directors of Community Action of Washington County.

Chief Louie recently served as a member of Governor Kitzhaber's Driver's License Committee which advised the Governor on immigration and driver privileges issues. Aside from teaching, Chief Louie remains active as an organizational consultant; his most recent projects were to conduct organizational reviews of the Hermiston, Oregon, Police Department and the Hillsboro, Oregon, Police Department.



In 2007, Chief Louie received the prestigious Vollum Ecumenical Ministries Humanitarian of the Year Award, the American Legion Officer of the Year Award, the Administrator of the Year Award from the Oregon Crime Prevention Association, and from the Oregon Association of Chiefs of Police, the Max Patterson Excellence in Policing Award.

Based on his years as a Hostage Negotiator and Crisis Intervention instructor, Chief Louie recently published Tactical Communication in Crisis Incidents; Interpersonal Crisis Intervention Skills when Dealing with People in Stressful Situations (Second Edition; Odin Ink Publishers, Portland State University, 2012). This text focuses on training public safety professionals on how to respond to and attempt to communicate with people experiencing emotional trauma or mental health behaviors without using physical force. He currently is an adjunct professor of Criminal Justice at Portland State University and Portland Community College, teaching his Tactical Communication courses.

The son of a Chinese immigrant and Classic Chinese Opera actor, Chief Louie was born and raised in San Francisco, dropped out of high school at age 16, joined the U.S. Marines, also at age 16, and served in Vietnam. Chief Louie and his wife Jo Anne, a Registered Nurse, live in Hillsboro, Oregon with their adult son and daughter living nearby.