



Center for Research in Law and Justice  
(MC 141)  
4022 Behavioral Sciences Building  
1007 W. Harrison Street  
Chicago, Illinois 60607-7140

February 22, 2014

City of Portland  
Office of Mayor Charlie Hales

RE: COMPLIANCE OFFICER AND COMMUNITY LIAISON

Dear Mayor Hales and City Council,

This letter expresses my intent to apply for the position of Compliance Officer and Community Liaison (COCL) for the City of Portland to assess the City's implementation of the Settlement Agreement between the United States and the City to remedy problems with the Portland Police Bureau's handling of cases involving mental illness (Case No. 3:12-cv-2265).

I would be able to bring a fair, impartial, and evidence-based approach to this settlement. In full disclosure, I grew up near Portland and attended Central Catholic High School. However, I am currently a Professor of Criminology, Law and Justice and Professor of Psychology at the University of Illinois at Chicago (UIC). Recently I have done research that involves the Portland Police Bureau (PPB) as part of a larger national project, so I have some understanding of Portland's management and supervisory approaches and their relations with the community.

### **Relevant Experience and Minimum Qualifications**

For more than three decades I have been researching and providing programmatic guidance to law enforcement agencies and communities throughout the United States. As Executive Director of the National Police Research Platform, I oversee a 7-university research program in more than 100 U.S. cities, funded by the National Institute of Justice (DOJ) to advance the current state of knowledge and practice in American law enforcement. As part of this work, we have developed new metrics to measure the

quality of police management, as well as the quality of police-community interactions. Much of my work over the years has focused on the relationship between the police and the communities they serve, with particular attention to the treatment of minorities, youth, and victims. My team has considerable expertise in developing and evaluating police training relevant to persons who experience mental illness as described in the Supplemental Question and as listed in the resumes below.

### **Desired Qualifications**

Management experience. I have served as project director or principal investigator for numerous large-scale national research projects evaluating the effectiveness of police and police-community programs throughout the country. I also have considerable experience managing and leading people. I am currently the director of two research centers at the University, and formerly served as department head at UIC, and as dean of the School of Criminal Justice at SUNY-Albany (ranked as the #1 program in the nation).

Use of force data. We are currently collecting data regarding use of force as part of the National Police Research Platform. Force applied to persons experiencing mental illness has been studied by Dr. Watson.

Engaging the community. We have organized numerous focus groups and in-person interviews in multiple cities to gain input on police practices (e.g. recent focus groups with minority youth in Chicago and Seattle, Rosenbaum et al., 2013; focus groups of African American and Latino residents in Chicago regarding trust of the police, Rosenbaum et al., 2005)

### **Expertise in mental illness**

Our research team has extensive experience evaluating service delivery systems for persons experiencing mental illness. Dr. Watson is one of the leading scholars in the nation on this subject and has evaluated the effectiveness of CIT programs.

### **Legal proceedings and consultations**

I have prepared data and served as an advisor in legal proceedings. As director of the Center for Research in Law and Justice, we often provide advice on policing issues. In 2013, I gave a Congressional briefing on stop-and-frisk practices by urban police and the adverse effects on youth perceptions of the police. Alternative models were proposed.

Police management experience. I worked as Director of Research and Planning for the Evanston Illinois Police Department in the 1980s, overseeing all personnel in the Records Bureau as well as planning and research staff. More recently, I have provided lectures, seminars, workshops, and training to commanders and supervisors in law enforcement in Chicago and at national conferences in the U.S. and other countries.

Community engagement. We have worked extensively with community members in many cities on policing issues and public safety programs. We have engaged community groups and social services agencies in several national community-oriented program evaluations, including the Community Responses to Drug Abuse program in 9 cities (Rosenbaum et al., 1997), the Strategic Approaches to Community Safety Program in 10 cities (Rosenbaum & Roehl, 2010 ), the Comprehensive Communities Program in 12 cities (Kelling et al., 1998). Many of my 8 books and review articles focus on the role of community and police-community partnerships in the co-production of public safety.

Evaluating processes for supervisors and managers. The National Police Research Platform involves the collection of data about managerial and supervisory processes in more than 100 agencies. The Platform not only introduces new approaches to measurement regarding procedural and organizational justice, it directly examines the processes involved in innovation and reform of law enforcement agencies.

Working with leaders and/or elected officials. I regularly serve as an advisor to local, state, federal and international agencies in the public safety field. As part of the National Police Research Platform, we have created a website where executives can review their organizational performance and compare it to “similar agencies” and “all agencies” in the national sample. I often provide technical assistance to agencies seeking help with the interpretation and utilization of our research findings.

Assessment of compliance. Previously, I have been invited to apply for monitoring positions, but have not done. My hope is that the Portland assessment has the potential to be somewhat different than the traditional consent decree monitoring (See “Methodology” section). In any event, my team prepared hundreds of program evaluation reports, based on the collection, analysis and interpretation of both quantitative and qualitative data.

Collaboration with multiple stakeholders. In 1997, I created and co-directed the Institute for Public Safety Partnerships to provide innovative education, training, technical assistance, and evaluation services to police agencies, community groups, and other nongovernmental organizations interested in the formation of community-

based partnerships. Since then I have published review articles on what we know about building effective multiagency partnerships with law enforcement (Rosenbaum, 2002) and building effective comprehensive community coalitions to prevent crime (Rosenbaum & Schuck, 2010)

### **Personnel**

Dennis Rosenbaum will be supported by a nationally recognized team of scholars and policing experts.

*Amy Watson*, Associate Professor at UIC's Jane Addams College of Social Work, is one of our nation's leading authorities on police interactions with persons experiencing mental illness. She will help to assess compliance regarding the quality and adequacy of mental health services, crisis intervention services, and police training related to mental illness.

*Susan Hartnett*, coauthor of the widely acclaimed book, Community policing Chicago style, and director of the National Police Research Platform, will manage the overall compliance assessment and coordinate meetings with officials and community leaders in Portland.

*Dan Lawrence*, who will complete his PhD (March, 2014) on procedural justice exhibited by police officers during interactions with community members, will assist Dr. Rosenbaum in monitoring and assessing police data on use of force, citizen complaints, and related measures.

Sincerely,



Dennis P. Rosenbaum, Ph.D.  
 Professor of Criminology, Law and Justice  
 Director, Center for Research in Law and Justice  
 Executive Director, National Police Research Platform  
 University of Illinois at Chicago  
 1007 West Harrison St.  
 Chicago, IL 60607  
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## ABBREVIATED RESUMES

### RESUME: DENNIS P. ROSENBAUM, PHD

Department of Criminology, Law and Justice  
University of Illinois at Chicago  
1007 W. Harrison St. Chicago, IL 60607  
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E-mail: dennisr@uic.edu

### EDUCATION

Loyola University Chicago	Ph.D. in Social Psychology	1980
Claremont McKenna College	B.A. in Psychology	1974
Central Catholic High School	Diploma	1970

### PROFESSIONAL POSITIONS

Director	Center for Research in Law & Justice University of Illinois at Chicago	2002-
Co-Founder and core Faculty	Interdisciplinary Center for Research on Violence	2005-
Professor	Department of Criminology, Law and Justice University of Illinois at Chicago	1994-
Dean	School of Criminal Justice University at Albany, SUNY	1999- 2000
Department Head	Department of Criminal Justice University of Illinois at Chicago	1996- 1999
Co-Director and Co-Founder	Institute for Public Safety Partnerships University of Illinois at Chicago	1997- 1998
Assistant Professor	Department of Psychology and Center for Urban Affairs and Policy Research Northwestern University	1985- 1986
Director, Bureau of Research and Planning	Evanston Police Department Evanston, Illinois	1980- 1982

## SELECTED PUBLICATIONS

### Books

Popkin, S., Gwiasda, V. E., Olson, L. M., & Rosenbaum, D. P. (2000). *The Hidden War: Crime and the Tragedy of Public Housing in Chicago*. New Brunswick: Rutgers University Press.

Rosenbaum, D. P., Lurigio, A. J., & Davis, R. C. (1998). *The Prevention of Crime: Social and Situational Strategies*. Belmont, CA: Wadsworth.

Rosenbaum, D. P. (1994). *The Challenge of Community Policing: Testing the Promises*. Newbury Park, CA: Sage.

Davis, R. C., Lurigio, A. J., & Rosenbaum, D. P. (1993) *Drugs and the Community*. Springfield, IL: Charles C. Thomas.

Lewis, D.L., Grant, J.A. & Rosenbaum, D.P. (1988). *The Social Construction of Reform: Crime Prevention and Community Organizations*. New Brunswick, NJ: Transaction.

Rosenbaum, D.P. (1986). *Community Crime Prevention: Does it Work?* Beverly Hills, CA: Sage.

### Articles

Rosenbaum, D. P., Alderden, M., Cordner, G., Fridell, L., Hartnett, S., Mastrofski, S., McCarty, W., McDevitt, J., & Skogan, W.G. (2013). "The National Police Research Platform: Improving the Science of Police Administration," Research in Brief, *The Police Chief*, 80: 12–13.

Graziano, L. M., Rosenbaum, D. P., & Schuck, A. M. (2013). "Building group capacity for problem solving and police-community partnerships through survey feedback and training: A Randomized Control Trial within Chicago's community policing program". *Journal of Experimental Criminology*.

Rosenbaum, D.P., Tanksley, R., & Cordner, G. (2013). "Translating Research into Practice: Oak Park, Illinois and the National Police Research Platform." *Translational Criminology*, Spring issue: 11-13.

Rosenbaum, D.P., & Schuck, A. (2012). "Comprehensive Community Partnerships for Preventing Crime." In Welsh, B. C., & Farrington, D. P. (eds.). *The Oxford Handbook on Crime Prevention*. Oxford University Press.

Sanchez, C. V., & Rosenbaum, D. P. (2011). "Racialized policing: Officers' voices on policing Latino and African American Neighborhoods." *Journal of Ethnicity in Criminal Justice*, 9: 152–178.

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Rosenbaum, D. P., & Roehl, J. (2010). "Building Successful Anti-Violence Partnerships: Lessons from the Strategic Approaches to Community Safety Initiative (SACSI) Model." In Klofas, J., N. Kroovand Hipple, & E. McGarrell (eds.). *The New Criminal Justice: American Communities and the Changing World of Crime Control*. pp. 39-50. New York: Routledge.

Weiss, A., & Rosenbaum, D. P. (2009). *Illinois Traffic Stop Statistics Study, 2008 Annual Report*. Springfield, IL: Illinois Department of Transportation.

Rosenbaum, D. P. (2007). "Police Innovation Post 1980: Assessing Effectiveness and Equity Concerns in the Information Technology Era." *Institute for the Prevention of Crime Review*, 1: 11-44.

Rosenbaum, D. P. (2007). "Just say no to D.A.R.E." *Criminology and Public Policy*, 6: 1701-1711.

Rosenbaum, D. P. (2006). "The Limits of Hot Spots Policing" In D. Weisburd & A. A. Braga (eds.), *Police Innovation: Contrasting Perspectives*. pp. 245-263. Cambridge: Cambridge University Press.

Schuck, A.M., & Rosenbaum, D.P. (2006). "Promoting Safe and Healthy Neighborhoods: What Research tells us about Intervention." In Fulbright-Anderson, K. (ed.), *Community Change: Theories, Practices and Evidence*. Pp. 61-140. Washington, DC: The Aspen Institute.

Rosenbaum, D. P., Schuck, A. M., Costello, S. K., Hawkins, D. F., & Ring, M. K. (2005). "Attitudes toward the Police: The Effects of Direct and Vicarious Experience" *Police Quarterly*, 8: 343-365.

Schuck, A.M., & Rosenbaum, D.P. (2005). "Global and Neighborhood Attitudes toward the Police: Differentiation by Race, Ethnicity and Type of Contact." *Journal of Quantitative Criminology*, 21: 391-418.

Rosenbaum, D. P., & Wilkinson, D. (2003). "Can Police Adapt? Tracking the Effects of Organizational Reform Over Six Years." In W. G. Skogan (ed.), *Community Policing: Can it Work?* Belmont, CA: Wadsworth.

Rosenbaum, D. P. (2002). "Evaluating Multi-Agency Anti-Crime Partnerships: Theory, Design, and Measurement Issues." *Crime Prevention Studies*, 14: 171-225.

Rosenbaum, D. P. (1993). "Civil Liberties and Aggressive Enforcement: Balancing the Rights of Individuals and Society in the Drug War." In Davis, R. C., Lurigio, A. J., & Rosenbaum, D. P. (eds.). *Drugs and the Community*, pp. 55-82. Springfield, IL: Charles C. Thomas.

Rosenbaum, D.P. (1988). "Community Crime Prevention: A Review and Synthesis of the Literature." *Justice Quarterly*, 5: 323-395.

Rosenbaum, D.P. (1987). "Coping With Victimization: The Effects of Police Intervention on Victims' Psychological Readjustment." *Crime and Delinquency*, 33: 502-519.

## **RESUME: AMY C. WATSON, PHD**

Jane Addams College of Social Work  
University of Illinois at Chicago  
1040 W Harrison Street, MC 309  
Chicago, IL 60607  
312 996-0039  
e-mail: [acwatson@uic.edu](mailto:acwatson@uic.edu)

## **EDUCATION**

<i>Degree</i>	<i>Date</i>	<i>Institution</i>
B.A.	August, 1991	Aurora University
A.M.	June, 1997	University of Chicago, School of Social Service Administration
Ph.D.	December, 2001	University of Chicago, School of Social Service Administration
Fellow	1998-2000	Mental Health Services Research Training Program, National Institute of Mental Health

## **PROFESSIONAL POSITIONS (partial list)**

Jane Addams College of Social Work, University of Illinois at Chicago, Chicago, IL  
Assistant Professor, 8/05 to 2011  
Associate Professor 8/2011 to present

Department of Psychiatry and Behavioral Medicine, Feinberg School of Medicine  
Northwestern University, Evanston IL  
Assistant Professor, 7/04-8/05

Center for Psychiatric Rehabilitation/ Chicago Consortium for Stigma Research, Evanston  
Northwestern Healthcare, Research Institute  
Director of Research & Project Director 7/04-8/05

Department of Psychiatry, University of Chicago, Chicago, IL  
Research Associate (Assistant Professor), 4/2003-to 6/2004



Center for Psychiatric Rehabilitation, University of Chicago, Chicago, IL  
Director of Research, 4/03-6/04

Chicago Consortium for Stigma Research, University of Chicago, Chicago, IL  
Project Director 10/00-6/04

Center for Public Mental Health Services Research and Policy, Department of Psychiatry,  
University of Chicago, Chicago, IL  
Executive Director 1999-2000

## SELECTED PUBLICATIONS

Watson, A., Hanrahan, P., Luchins, D. & Lurigio, A. (2001). Paths to jail among mentally ill persons: Service needs and service characteristics. *Psychiatric Annals*, 31, 421-479.

Corrigan, P.W., Markowitz, F.E., Watson, A.C., Rowan, D., & Kubiak, M.A. (2003). Attribution and Dangerousness Models of Public Discrimination Towards People With Mental Illness. *Journal of Health and Social Behavior*, 44, 162-179.

Watson, A.C.; Corrigan, P.W., Ottati, V. (2004). Police Officer attitudes and decisions regarding persons with mental illness. *Psychiatric Services*, 55, 46-53.

Watson, A.C.; Corrigan, P.W., Ottati, V. (2004) Police responses to persons with mental illness: Does the label matter? *Journal of the American Academy of Psychiatry and the Law*, 32, 378-385.

Watson, A.C., Otey, E., Westbrook, A.L., Gardner, A.L., Lamb, T.A., Corrigan, P.W., & Fenton, W.S. (2004) Changing Middle Schoolers' Attitudes about Mental Illness through Education. *Schizophrenia Bulletin*, Vol 30(3) 563-572.

Watson, AC, Miller, FE, & Lyons, JS (2005). Adolescent Attitudes Toward Serious Mental Illness. *Journal of Nervous & Mental Disease*, 193. 769-772.

Watson, AC & Larson, JE (2006) Personal Responses to Disability Stigma: From Self Stigma to Empowerment. *Rehabilitation Education* 20 (4) 235-246.

Watson, Amy C., & Angell, B. (2007). Applying procedural justice theory to law enforcement's response to persons with mental illness. *Psychiatric Services*, 58:6, 787-793.

Compton, M.T., Badora, M.A., Watson, A.C., Oliva, J. (2008) Comprehensive Review of Extant Research on Crisis Intervention Team (CIT) Programs. *Journal of the American Academy of Psychiatry and the Law*, 36 (1) 47-55

Watson AC, Angell B, Morabito MS, & Robinson N.(2008)Defying negative expectations: Dimensions of fair and respectful treatment by police officers as perceived by people with

mental illness. *Administration & Policy in Mental Health & Mental Health Services Research*. 35, 449-457.

Watson AC Morabito MS, Draine J, Ottati V. (2008) Improving police response to persons with mental illness: A multi-level conceptualization of CIT. *International Journal of Law & Psychiatry*. 31, 359-368.

Watson, A.C, Ottati, V.C., Morabito, M., Draine, J., Kerr, A.N., Angell, B. (2010). Outcomes of police contacts with persons with mental illness: The impact of CIT. *Administration and Policy in Mental Health and Mental Health Services Research*. Vol 37 (4) p302-317. DOI:10.107/s10488-009-0236-9.

Watson, AC, Angell, B, Vidalon, T, Davis, K (2010) Measuring Perceived Procedural Justice and Coercion among Persons with Mental Illness in Police Encounters: The Police Contact Experience Scale. *Journal of Community Psychology*, 38, 2, 206-226.

Watson, AC (2010) Research in the real world: Studying Chicago Police Department's Crisis Intervention Team (CIT) program. *Research on Social Work Practice*. 20 536-543.

Watson, A.C., Ottati, V.C., Draine, J.N., Morabito, M. (2011) CIT in context: The Impact of mental health resource availability and district saturation on call outcomes. *International Journal of Law and Psychiatry*, 34 (4) 287-294.

Canada, K, Angell, B, Watson, AC (2012). Intervening at the Entry Point: Differences in How CIT Trained and Non-CIT Trained Officers Describe Responding to Mental Health-Related Calls. *Community Mental Health Journal*, 48 (6) 746-755. DOI: 10.1007/s10597-011-9430-9

Morabito, MS, Kerr, AN, Watson, AC, Draine, J, Angell, B (2012). Crisis Intervention Teams and People with Mental Illness: Exploring the Factors that Influence the Use of Force. *Crime & Delinquency*, 58 (1) 57-77. DOI [10.1177/0011128710372456](https://doi.org/10.1177/0011128710372456)

Watson, AC & Angell, B (2013). The Role of stigma and uncertainty in moderating the effect of procedural justice on cooperation and resistance in police encounters with persons with mental illnesses. *Psychology, Public policy and Law*. Vol 19(1), , 30-39. doi: [10.1037/a0027931](https://doi.org/10.1037/a0027931)

Watson, AC & Fulambarker AJ (Dec 2012) The Crisis Intervention Team Model of Police Response to Mental Health Crisis: A Primer for Mental Health Practitioners. *Best Practices in Mental Health*, 8 (2) 71-81

Watson, A.C., Swartz, J., Bohrman, C., Kriegel, L.S. & Draine, J. (in press). Understanding how police officers think about mental/emotional disturbance calls. *International Journal of Law & Psychiatry*.

## **Methodology and Supplemental Question Rosenbaum and Associates**

### **Methodology**

The methods and procedures used to complete this compliance assessment should be tailored to the unique circumstances in Portland. Historically, some independent auditors/monitors in consent decrees have imposed pre-existing “cookie cutter” recommendations on cities being studied, insisting on the adoption of “best practices” being used elsewhere. Unfortunately, many of these “best practices” are promoted not because they are based on rigorous evaluations or scientific research on human behavior, but rather because they have achieved growing popularity among police executives. Also, there is some tendency to use management consulting methods and management jargon rather than scientific theories and methods to guide the monitor’s actions and recommendations.

Here, Dr. Rosenbaum and his associates, as respected scholars with solid field experience, will use a more scientific approach to guide the compliance assessment. They will rely on evidenced-based practice and accepted research methods to determine what works, what looks promising, and what doesn’t work in terms of police leadership and supervision, accountability and oversight systems, police-community interactions, community engagement, service delivery to persons experiencing mental illness, and police training. Both qualitative and quantitative methods will be employed. Regular input will be sought from the community, the city council, the police, and other stakeholders as the assessment process moves forward.

At this point, there is little benefit in delineating a set of research methods or assessment techniques until we have established what is currently being done and what remains to be done under this Agreement. Our sense is that the Portland Police Bureau, in collaboration with community organizations and other agencies, has begun work on a range of new initiatives in response to the concerns raised in the Settlement. Various methods will be employed to assess this progress and its impact, from online surveys to analyses of police records. Also, the research done by Portland State University, along with other existing data, will be examined to ascertain what gaps in knowledge have been filled and what gaps remain.

**Supplemental Question**

As part of Dr. Rosenbaum's research on policing, he has given careful consideration to issues of diversity and policing. He has examined the question of how policing strategies can result in disparate attention to minorities via racial profiling (Weiss & Rosenbaum, 2009), and how aggressive encounter tactics can diminish public trust and confidence in the police (e.g. Rosenbaum, 2006; 2007), including a congressional briefing in 2013 on police-initiated contacts with youth . Dr. Rosenbaum has also done extensive research on how minority communities view the police and feel they are treated by the police (Rosenbaum et al., 2005; Rosenbaum & Schuck, 2005; Rosenbaum et al., 2012). Furthermore, he has developed and/or evaluated training programs in Detroit (Rosenbaum, 1987) and Chicago (Rosenbaum & Lawrence, 2012) designed to improve police-community interactions and enhance procedural justice and compassion for victims among police officers. The Chicago training was influenced by many of the concepts contained in the Memphis-based Crisis Intervention Training (CIT), now adopted nationally for interactions with persons with mental illness. In 1976, Dr. Rosenbaum worked with the Evanston Police Department to develop what was considered the first crisis-intervention team program for law enforcement agencies. On February 20<sup>th</sup>, 2014, he delivered a workshop on Evidence-based policing in Portland, including a review of the scientific literature on the effectiveness of CIT programs nationwide.

Dr. Watson has done extensive work on mental illness and policing around the world. She has worked with the National Institutes of Health and the National Institutes of Mental Health on this issue. In local jurisdictions, Dr. Watson has provided technical assistance on policing training and has evaluated police responses to persons experiencing mental illness. As one of the leading researchers in the field, she has examined CIT effectiveness in a larger police context (e.g. Watson, 2010), the role of procedural justice during police encounters with persons experiencing mental illness (Watson, 2008; 2010), the role of stigmatizing attitudes about mental illness during contact with the police (Watson & Angell, 2013), and CIT training as it relates to use of force in mental health cases (Morabito et al., 2013). She is the principal investigator on a multi-million dollar research project to examine the impact of CIT and mental health services on persons with serious mental illnesses.

## **Strengths of the Rosenbaum-Watson Team Compliance Officer and Community Liaison (COCL) Position in Portland**

### ***International Experts with a Local Focus***

The Rosenbaum-Watson COCL team is comprised of renowned experts on police and mental health:

- Dr. Rosenbaum is one of the leading authorities on police organizations, police management, and police community relations. He has pioneered new ways to measure police-citizen interactions and procedural justice, as well as new approaches to police training.
- Dr. Watson is an internationally recognized expert on mental health and police handling of mental health related encounters. She has also consulted on, and evaluated the effectiveness of police training for responding to incidents involving persons experiencing mental health crises.
- Dr. Alpert is one of the world's leading experts on police use of force and risk management in policing, and was responsible for the groundbreaking work on the "force factor" in policing.
- Chief Justice Paul De Muniz, recently retired Chief Justice of the Oregon Supreme Court, is a nationally and locally respected jurist, committed to fair and impartial negotiation and government reform. He was inducted into the National Center for State Courts' Warren E. Burger Society in recognition of his commitment to improving the administration of justice within the states.
- Tom Christoff is an expert in police data systems and statistical analysis. He has extensive knowledge of mental health crisis intervention teams and worked closely with the developers of the original CIT training program in Memphis.

### ***Methods, Roles, and Responsibilities***

We are acutely aware that we could be perceived by the community as "outsiders." In order to build trust and relationships, we will do everything necessary to provide a high level of in-person service to the public and the City.

Dr. Rosenbaum and Dr. Watson will share the leadership of this initiative, with our complementary knowledge of policing and mental health. Dr. Rosenbaum will serve as the official COCL and will have the final responsibility for any actions that are taken or not taken by the COCL. Dr. Rosenbaum, in consultation with Dr. Alpert, will take the lead role in assessing police policies and data systems regarding use of force, officer accountability, supervision and early intervention. Dr. Watson will take the lead role in assessing components of the

settlement involving responses to persons with mental illnesses, including police training and community-based mental health services.

Community engagement is critical to the success of the City's effort, and we urge the City to make engagement a high priority. All team members are available to engage the community at any frequency and in every form the City Council determines is appropriate. Community engagement is so important that we sought out Justice De Muniz to ensure the Community Oversight Advisory Board (COAB) process and other community engagement efforts are meaningful and productive. With the help of Justice De Muniz, Dr. Rosenbaum and Dr. Watson will facilitate regular face-to-face meetings with community members and other stakeholders and provide substantive reports. Justice De Muniz will chair the quarterly public meetings with the Community Oversight Advisory Board and other COCL meetings where diverse stakeholders are present. He will be available to the public as needed, commit at least one day per week to community engagement and serve as the moderator and person responsible for making sure that all voices are heard, that information is effectively communicated to the public and that the process is fair to all involved.

Mr. Christoff, a doctoral candidate, will organize and direct the day-to-day compliance monitoring and data collection functions of the COCL team, as well as schedule meetings for Drs. Rosenbaum and Watson and coordinate all activities of the COCL. Because of his specific expertise, Mr. Christoff will hold meetings on police data systems and will assist Drs. Rosenbaum and Watson with other meetings and tasks as needed. Mr. Christoff will work full-time on the project. (The Rosenbaum-Watson team has led dozens of large-scale projects and in nearly every case we have employed a full-time manager. Without this type of daily management, it is hard to envision how the COCL position can be fully responsive to the Portland community and keep the assessment on schedule).

The Rosenbaum-Watson team will travel to Portland on a regular basis for meetings, interviews, observations, and data extraction. Drs. Rosenbaum and/or Watson will hold in-person meetings every month with relevant stakeholders, including those named in the settlement. We expect to stay from two to five days during each visit to gather information and input. Both Drs. Rosenbaum and Watson will work on COCL functions every week for one or more days per week.

When not in Portland, the Rosenbaum-Watson COCL team will receive and give updates through regular phone conferences, skype conferences, and email correspondence to monitor compliance with the agreement and stay abreast of new developments. We will also establish a website that creates an opportunity for community input and feedback specifically for the COCL function. Key persons in the police department, City, mental health community, and neighborhood organizations will be identified as regular contacts and monitors. We expect to

maintain weekly contact throughout the project and be available at any time if events occur that affect the function of the COCL.

### ***Knowledge of Portland***

Everyone on the Rosenbaum-Watson team is eager to spend as much time in Portland as necessary to see this project through to a successful conclusion. This project and the town have engaged us and we are eager to devote our energy, time and expertise to Portland's future. For some of us, this is also an opportunity to renew or strengthen ties with the area.

Dr. Rosenbaum, Dr. Alpert and Chief Justice De Muniz are all from Oregon and know the history of Portland. Dr. Rosenbaum grew up in the Portland area and attended Central Catholic High School. He returns to Portland often to visit with family and friends in the area. Chief Justice De Muniz was raised in Portland, attended Portland's public schools, and continues to live in the area.

Dr. Rosenbaum has considerable research knowledge of the Portland Police Bureau and the community it serves. As part of the National Police Research Platform, his team has conducted multiple surveys of employees in the Portland Police Bureau (both sworn and civilian) and has gathered more than 2000 surveys of Portland residents, documenting their perceptions of how they were treated when stopped by, or seeking help from, the Portland police. This research provides important baseline and contextual information for the current settlement and the community survey.

### ***Objective and Independent***

The Rosenbaum-Watson team is uniquely positioned to provide an objective and independent viewpoint regarding this settlement. We do not have contracts with any local government entities or prior relationships that may favor one stakeholder over another. Furthermore, we bring a rigorous, scientific approach to this settlement, asking hard questions about whether the required tasks have been implemented and whether the reforms have resulted in improvements. Dr. Rosenbaum is an expert on program evaluation (teaching PhD students advanced evaluation techniques and having completed dozens of controlled evaluations), so he will apply this knowledge to assess whether this package of reforms is being implemented with high fidelity and is having the desired effects.

### ***Experience with Community***

The Rosenbaum-Watson COCL team has worked with community organizations, schools, businesses, and service agencies in many cities to better understand and improve relations with the local police. The team has studied the factors that contribute to distrust of the police

within African American and Latino communities, the extent of racial profiling by police agencies, and the reasons why minority youth are often dissatisfied with police encounters. Most importantly, Dr. Watson has listened to the voices of persons with mental illnesses and how they feel about the responses they have received from the police, and has looked at the quality of mental health services available to them.

The Rosenbaum-Watson team has done considerable research on the factors that contribute to effective public safety collaborations and partnerships. Our research has been widely cited, and we have been critical of police partnerships that do not fully engage the community or listen to their concerns. Also, Dr. Rosenbaum has written scholarly books on community policing and community crime prevention, both popular strategies for engaging the community, giving community members a voice, and acknowledging their importance in public safety matters.

### ***Knowledge of Innovation and Evidence-based Policing***

The Rosenbaum-Watson COCL team is on the cutting edge of innovation in policing, and can share with Portland the leading evidence-based practices being employed in other cities across the nation. We are experts on use of force policies, innovation in training, early intervention programs for at-risk officers, use of force technology (e.g. Tasers), police management (including leadership, supervision, discipline), racial profiling, consent decrees, community policing, police legitimacy, specialized police response to mental health crises and other areas directly relevant to this settlement.

### ***Knowledge of Data and Measurement Issues***

A considerable portion of the settlement requires the Portland Police Bureau to develop new systems or improve existing systems of record keeping as a mechanism for monitoring the performance of individual officers and intervening when problematic behavior is observed. Hence, the COCL must be able to determine, through independent analysis and assessment, whether the police have developed and implemented adequate systems of measurement.

To determine the level of compliance and make specific recommendations for change, the COCL team must be knowledgeable in police data systems, with specific expertise regarding measures of use of force (a complex issue); measures of incidents involving mental health issues (another complex issue); measures of internal and external complaints against officers; and measures of other processes and outcomes specific to police performance. The Rosenbaum-Watson team has extensive knowledge of the issues and obstacles involved in measuring these factors and has worked with large police databases on many occasions. Without this type of experience and skill set, the job of the COCL would be impossible.



### ***Knowledge of Police Early Intervention, Training, and Culture***

The settlement gives attention to the importance of early intervention with officers who show signs of use-of-force problems. Developing a good set of risk factors is important so that the PPB's program is able to "flag" the right group of officers. This requires a special set of research skills possessed by the Rosenbaum-Watson team. Also, deciding how to respond to at-risk or problem officers is critically important. Recent research suggests that targeted training can be counterproductive if not handled properly. The background of the Rosenbaum-Watson team allows them to provide guidance in how to avoid these types of outcomes. The team has considerable expertise on police supervision and discipline. Members of the team have also helped to develop and evaluate training designed to increase officers' ability to be more respectful and fair when interacting with members of the community, and to de-escalate situations involving persons with mental illnesses.

The settlement also assumes a strong knowledge of police culture and police operations. The Rosenbaum-Watson team has a deep knowledge of police culture and the factors that influence police decision making and behavior during contact with the public. Members of the team have logged thousands of hours riding in squad cars in dozens of cities, observing the handling of traffic stops, drug busts, crime reports, disorder, and mental health related encounters. Over the past three years, we have collected survey data from more than 22,000 police officers in 100 cities, and from 20,000 citizens who have had recent contact with a police officer. The team has acquired a thorough and nuanced understanding of police and community perceptions and behaviors toward each other.

### ***Experience Managing Large Public Safety Projects and Compliance***

The Rosenbaum-Watson team has substantial experience managing large projects and gaining police agency compliance with specific requests. As noted earlier, we are currently working with 100 law enforcement agencies nationwide, asking them to provide a wide range of data. Thus, we have employed and tested a number of strategies for gaining compliance. Also, Dr. Rosenbaum has provided guidance to cities under consent decrees and Dr. Alpert has served as a compliance monitor.

The team's supervisory and leadership experience is also noteworthy. Members of the Rosenbaum-Watson team have served as Principal Investigator or Project Director on dozens of large-scale projects involving hundreds of employees, and two members of the team have served as department head and/or dean within the university structure, with responsibility for many employees.

### ***Experience with Mental Illness***

Studying mental illness is not the same as experiencing it. Your understanding is inherently limited if you are an outsider looking in. Dr. Watson brings the perspective of her own lived experience of mental illness, having spent a total of 18 months of her life in a psychiatric hospital as a teenager and continuing to receive care on an outpatient basis as an adult. She acknowledges her experience of mental illness and psychiatric care has been one of privilege, as she has always had access to high quality services and choice of providers. Her work is dedicated to improving the response of both the mental health and criminal justice systems, so that all have access to quality care and opportunities to pursue a meaningful life in the community. She feels that including the voice of persons with lived experience is critical to these efforts. Dr. Watson conducted the first large-scale study examining the experience of persons with mental illnesses who have had encounters with police and developed a survey measure that is being used in several similar studies in the US and Canada. Her current work examining the Crisis Intervention Team model is guided by a peer advisory board and includes interviews with both police officers and persons with mental illnesses involved in police encounters. Dr. Watson's personal experience combined with her education and professional experience make her uniquely qualified for this work.

### ***Compassion and Sensitivity to Persons with Mental Illnesses***

All members of the Rosenbaum-Watson team share a deep compassion and sensitivity to persons with mental illnesses. We know and care about persons with mental illnesses in our personal lives. We are acutely aware of the stigma that individuals and families encounter and will work diligently to make sure that our work does not add to that burden. We also value immensely the full participation of persons with mental illnesses and their families in the process of monitoring the City of Portland's compliance with the settlement agreement.

### ***Summary***

In sum, the Rosenbaum-Watson team has the credentials and international reputation to produce reports and recommendations that can withstand careful scrutiny at the local and national level and provide a legitimate foundation for restoring public trust and confidence in the Portland Police Bureau.

## **Biographies for Rosenbaum-Watson Team**

### **Dennis P. Rosenbaum, Ph.D.**

Dr. Rosenbaum is a Professor of Criminology, Law and Justice and Director of the Center for Research in Law and Justice at the University of Illinois at Chicago. Previously, he served in the positions of Director of Graduate Studies and Department Head. He also served as Dean of the School of Criminal Justice, SUNY Albany, ranked the #1 criminology school in the nation.

Dr. Rosenbaum's areas of research expertise include law enforcement organizations, public perceptions of the police, police-community relations, policing strategies, and multi-agency partnerships for crime control and prevention. He has directed many national evaluations for the National Institute of Justice and has completed many scholarly books. He is the Executive Director of the National Police Research Platform, a longitudinal research program in 100 cities designed to advance the current state of knowledge and innovation in American law enforcement.

Dr. Rosenbaum regularly serves as an advisor to local, state, federal and international agencies in the public safety field and represents the United States on the Scientific Committee of the International Center for the Prevention of Crime. He served as a scientific advisor to DARPA – the advanced research agency of the Department of Defense – to assist in the development of social competencies needed to improve relations between military and civilian personnel in the field.

Dr. Rosenbaum has developed and evaluated training programs on police-citizen encounters that focus on encouraging fair, respectful, and compassionate behavior on the part of police officers. He has also developed and implemented a standardized evaluation system in 55 cities to determine public satisfaction with police contacts and identify the factors that contribute to dissatisfaction. Dr. Rosenbaum has also developed measures of internal police culture related to perceptions of the community and other aspects of organizational behavior. He has translated this work into practical feedback for 100 participating agencies so they can strive for organizational excellence when comparing themselves to similar agencies. Dr. Rosenbaum grew up in the Portland area and attended Central Catholic High School, where he served as student body president.

**Amy Watson, Ph.D.**

Dr. Watson is an associate professor at Jane Addams College of Social Work at University of Illinois at Chicago. Her research focuses on police encounters with persons with mental illnesses and the Crisis Intervention Team (CIT) model. She has conducted National Institute of Mental Health (NIMH) funded research on the experiences of persons with mental illnesses in police encounters (Police, Procedural Justice and Persons with Mental Illnesses) and developed a measure of perceived procedural justice in these encounters that is being used in projects in the United States and Canada. She has completed several federally funded studies of the Crisis Intervention Team model and is currently in the field with a \$3.1 million multi-method study of Chicago's CIT program (CIT & MH Service Access in Police Contacts: Impact on Outcomes of Persons with Serious Mental Illnesses) that examines crisis encounters from officer and call subject perspectives and the role of service accessibility and neighborhood characteristics in outcomes for persons with mental illnesses in the 12 months following their focal police encounter. Dr. Watson has published extensively on this work and presented findings to local, national and international audiences.

Dr. Watson has also conducted research and provided consultation to programs serving persons with mental illnesses with criminal justice system involvement. These include mental health courts and prison re-entry programs.

Prior to joining the faculty at UIC, she was the project director and co-investigator National Institute of Mental Health Research Infrastructure Support Program grant that funded the Chicago Consortium for Stigma Research (PI Corrigan). This was an interdisciplinary project focused on understanding and reducing mental illness stigma that included multiple studies and dissemination of findings to academic, professional and advocacy and community audiences. Dr. Watson continues to be interested in mental illness stigma and incorporates considerations of the impact of stigma in all of her work.

Dr. Watson work has been recognized locally and internationally. In 2008, she received the Young Researcher of the Year Award from NAMI of Greater Chicago and in 2013, she was the recipient of the Crisis Intervention Team International CIT Researcher of the Year Award.

Early in her career, Dr. Watson worked as a probation officer on a specialized mental health team.

**Paul J. De Muniz, J.D.**

The Honorable Paul J. De Muniz was elected to the Oregon Supreme Court in 2000 and served as the court's chief justice and administrative head of the Oregon Judicial Department from January 2006 to May 2012, retiring from the court at the end of 2012. Between 1990 and 2000, he sat on the Oregon Court of Appeals and served as presiding judge on one of the three panels that comprise that body. Prior to ascending to the bench, De Muniz was in private practice for 13 years with the Salem, Ore., law firm of Garrett, Seideman, Hemann, Robertson and De Muniz P.C., where he specialized in complex criminal and civil litigation, as well as appeals. From 1975 to 1977, he was a deputy public defender for the State of Oregon. De Muniz is currently a Distinguished Jurist in Residence at Willamette University College of Law.

In November 2011, De Muniz was inducted into the National Center for State Courts' Warren E. Burger Society in recognition of his commitment to improving the administration of justice within the states. In addition to his work within Oregon, he also was a member of the Conference of Chief Justices and was elected to its board of directors in 2008. He is on the board of trustees for the National Judicial College. In 2011 De Muniz completed a three-year term as a member of the Harvard Kennedy School's Executive Session for State Court Leaders in the 21st Century. In 2002, De Muniz founded a rule-of-law partnership with judicial leaders in the Russian Far East, working with lawyers and judges in Russia to implement reforms within the Russian criminal justice system. De Muniz currently serves on the board of directors of the National Crime Victim Law Institute and Susan G. Komen for the Cure, Ore. & SW Wash.

De Muniz speaks frequently to both national and international audiences on the importance of maintaining independent state judiciaries, improving state court administration and the need for adequate state court funding. He has served as the 2009 Robert H. Jackson Lecturer for the National Judicial College and, in 2010, addressed judicial leaders from 55 countries at the Asian Pacific Courts Conference on the ways and means of judicial branch strategic planning. Later that year, De Muniz gave the 17th annual Justice William Brennan Lecture on State Courts and Social Justice at New York University Law School, discussing the need for reengineering state court operations. In 2013 De Muniz addressed the National Academy of Sciences in Washington, D.C. on the subject of evaluating eyewitness identification evidence in court.

De Muniz's work has been recognized with a number of state and national awards, among them: the National Judicial College's *2009 Distinguished Service Award*, the National Association of Criminal Defense Lawyers' *Judicial Recognition Award*, the Oregon Area Jewish Committee's *2010 Judge Learned Hand Lifetime Achievement Award*, the Oregon Hispanic Bar Association's *Paul J. De Muniz Professionalism Award*, the Edwin J. Peterson *Racial Reconciliation Award*, the Oregon Criminal Defense Lawyers' Association *Ken Morrow Lifetime Achievement Award*, the Marion County Bar's *Paul De Muniz Professionalism Award*, the Oregon Classroom Law Project's *2011 Legal Citizen of the Year Award*, the Campaign For Equal Justice *2012 Public*

*Access to Justice Award*, and the 2013 Oregon State Bar *Judicial Excellence Award*.

He was raised by his mother in Portland, Ore., and attended Portland's public schools. After finishing high school, he joined the U.S. Air Force and served a one-year tour of duty in Viet Nam. After his discharge from the service, he received his bachelor degree from Portland State University in 1972 and his juris doctor from the Willamette University College of Law in 1975. In 2010, Hispanic Business Magazine named him among the 100 most influential Hispanics in America. In 2012, Willamette University awarded De Muniz the honorary degree of Doctor of Laws. De Muniz and his wife, Mary, reside in Salem, Ore., and have three grown children and two grandchildren.

### **Geoffrey P. Alpert, Ph.D.**

Geoffrey Alpert is professor in the Department of Criminology and Criminal justice at the University of South Carolina. Dr. Alpert has been conducting research on high-risk police activities for three decades, and has published more than 100 journal articles and 15 books. His books include *Managing Accountability Systems for Police Conduct: Internal Affairs and External Oversight* (with J. Noble) and *Understanding Police Use of Force: Officers, Suspects, and Reciprocity* (with R. Dunham) which was published by Cambridge University Press. Dr. Alpert completed a major study on police officer decision making, funded by the National Institute of Justice, as well as investigations of racial profiling for the Miami-Dade County, Florida Police Department and the city of Los Angeles, California. Dr. Alpert has been the Principal Investigator on a major study of use of force, conducted energy devices and injuries funded by the National Institute of Justice. He is currently one of the monitors for a consent decree in New Orleans.

### **Tom Christoff, M.A.**

Tom Christoff is a Ph.D. Candidate at the University of Illinois at Chicago. For the last 3 years, Mr. Christoff has been working with the National Police Research Platform, assisting with the development of survey tools and research methodology, as well as the collection/analysis of police-community interaction data. Mr. Christoff's personal research during this time has focused on specific issues in communication skills of police during police-community interactions. After receiving his B.A. in Law Enforcement and Justice Administration from Western Illinois University, Mr. Christoff obtained his M.A. in Criminology and Criminal Justice from the University of Memphis. In his time at the University of Memphis, Mr. Christoff worked with Dr. Randy Dupont and Major Sam Cochran in the CIT Center. Mr. Christoff assisted in multiple phases of CIT, including training for officers, CIT site development, and development of the CIT national resource website. Mr. Christoff has strong statistical skills and knowledge of police records.