

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.