

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
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Chicago, IL 60607
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ABBREVIATED RESUMES

RESUME: DENNIS P. ROSENBAUM, PHD

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University of Illinois at Chicago
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Ph: 312-355-2469
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., Corder, 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., & Corder, 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.

Rosenbaum, D.P., Graziano, L. M., Stephens, C. D., & Schuck, A. M. (2011). "Understanding Community Policing and Legitimacy-seeking Behavior in Virtual Reality: A National Study of Municipal Police Websites." *Police Quarterly*, 14(1): 25-47.

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
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Chicago, IL 60607
312 996-0039
e-mail: 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., Bahora, 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., Kriegl, 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 20th, 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.