



Office of Mayor Charlie Hales  
City of Portland

## **REPORT TO COUNCIL**

**To:**

Commissioner Fish  
Commissioner Novick  
Commissioner Saltzman  
Auditor LaVonne Griffin-Valade

**From:** Mayor Hales and Commissioner Fritz

**Subject:** Consider candidates for independent monitoring of City's compliance with Department of Justice Settlement Agreement (Report)

The City of Portland continues to actively implement requirements of the police-reform Settlement Agreement with the U.S. Department of Justice, Albina Ministerial Alliance for Justice Reform, and the Portland Police Association.

We are nearing the conclusion of the important, collaborative process of hiring a Compliance Officer/Community Liaison (COCL) to oversee the City's compliance with those reforms. The selection process included community involvement at every stage, including the development of the request for resumes, vetting of applications, and interview of candidates.

In accordance with the Settlement Agreement, the City Council on Sept. 29 identified three candidates and then held a 30-day public comment period. The comment period will close on Oct. 29 following this City Council hearing to receive in-person public testimony on the COCL applicants. City Council will deliberate and on Nov. 5 it will vote on which candidate to enter into a contract negotiations with.

### **PUBLIC INTERVIEWS AND PRESENTATIONS**

Public presentations and interviews of the three finalists were held on Sept. 29. Resolutions Northwest provided facilitation for the Selection Advisory Committee's in-person public interviews and group debrief. The organization summarized the committee's debrief feedback highlighting their comments about the strengths and weaknesses of each candidate or candidate team.

In response to the committee feedback and public input, **applicants have submitted supplemental information** to further detail their plans and/or team members. Below are links to applicants' submissions along with the Resolutions Northwest summary from the

Selection Advisory Committee's debrief. All documents also attached to this report as Exhibits A-F.

**Resolutions Northwest Summary of Selection Advisory Committee Debrief (Exhibit C)** *Please see the supplemental information submitted by applicants in response to committee comments and public input.*

**Candidate presentations can also be viewed at:**  
<https://www.portlandoregon.gov/article/506223>

### **FINAL CANDIDATES FOR COMPLIANCE OFFICER AND COMMUNITY LIAISON (COCL)**

**John Campbell** of Campbell DeLong Resources Inc., a Portland firm that since 1989 has provided research, training, facilitation, and planning for the purpose of public safety problem-solving, community-oriented policing, and the goal of more effective law enforcement results.

Team Members:

1. John Campbell
2. Martha A. DeLong
3. Charles Akin Blitz
4. Alisha Moreland, M.D.
5. Maggie Bennington-Davis, M.D., M.M.M.
6. Joseph Brann
7. Chief Ronald J. Louie (Ret.) M.A., M.P.A.

[John Campbell Original Application \(PDF\)](#) [Exhibit D]

[John Campbell SUPPLEMENTAL INFORMATION \(PDF\)](#)

**Dennis Rosenbaum**, executive director of the National Police Research Platform and evaluator of police organizations, police management and police community relations. He has pioneered a way to measure police-citizen interactions and procedural justice, as well as new approaches to police training.

Team Members:

1. Dr. Dennis P. Rosenbaum, Ph.D.
2. Dr. Amy Watson, Ph.D.
3. Honorable Paul J. De Muniz, J.D.
4. Geoffrey Alpert, Ph.D.
5. Tom Christoff, M.A.

[Dennis Rosenbaum Original Application \(PDF\)](#) [Exhibit E]

[Dennis Rosenbaum SUPPLEMENTAL INFORMATION \(PDF\)](#)

[Dennis Rosenbaum team bios \(PDF\)](#)

**Daniel Ward**, executive director of the Oregon Drug and Alcohol Policy Commission and a former CEO (2009-12) of Metro Crisis Services Inc. in Colorado.

[Daniel Ward Original Application \(PDF\)](#) [Exhibit F]

[Daniel Ward SUPPLEMENTAL INFORMATION \(PDF\)](#)

### **ADDITIONAL OPPORTUNITIES TO PROVIDE FEEDBACK**

After reviewing the applications and supplemental materials, if you are interested providing feedback to the City Council it can be submitted via online form, e-mail or telephone through Oct 29. Feedback can also be provided in person at the City Council hearing on Oct 29 at 2 p.m., City Hall, 1221 SW 4<sup>th</sup> Ave., Portland.

[CLICK HERE TO FILL OUT AN ONLINE FORM](#) or visit  
<http://www.portlandoregon.gov/mayor/65898>

Send comments via e-mail to [mayorcharliehales@portlandoregon.gov](mailto:mayorcharliehales@portlandoregon.gov).  
Share comments by calling 503-823-4120.

### **ADDITIONAL INFORMATION**

**Additional information regarding implementation progress, history, and documents related to the DOJ Settlement Agreement:** <http://www.portlandoregon.gov/police/62044>

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#### Exhibits:

- A. Council Coordinating Committee list
- B. Selection Advisory Committee List
- C. Feedback from the Facilitator
- D. Campbell: Application and supplemental information from Applicants
- E. Rosenbaum: Application and supplemental information from Applicants
- F. Ward: Application and supplemental information from Applicants

## City of Portland Compliance Officer and Community Liaison Process

### Council Coordinating Committee attendees included

Commissioner Amanda Fritz

Bryan Hockaday, Commissioner Novick's Office

Constantin Severe, Independent Police Review Commission

Deanna Wesson-Mitchell, Mayor's Office

Shannon Callahan, Commissioner Saltzman's Office

Joseph Wahl, Office of Equity & Human Rights

Dora Perry, Commissioner Fritz's Office

Ellen Osoinach, City Attorney's Office

Gail Shibley, Mayor's Office

Jim Blackwood, Commissioner Fish's Office

Mike Marshman, Portland Police Bureau

Mary Claire Buckley, Portland Police Bureau

Rachel Wiggins, Mayor's Office

Jo Ann Hardesty, Albina Ministerial Alliance/Coalition for Justice & Police Reform

T. Allen Bethel, Albina Ministerial Alliance/Coalition for Justice & Police Reform

Dr. Leroy Haynes, Albina Ministerial Alliance/Coalition for Justice & Police Reform

Katelyn Randall, Legal Aid

Kristy Jamison, Portland Commission on Disabilities

Philip Wolfe, Portland Commission on Disabilities

Beckie Child, Mental Health Advocate and PhD student

Sarah Hobbs, volunteer with the American Partnership for Suicide Prevention

Alex Bassos, Office of Metropolitan Public Defender

Dr. Linda Grounds, clinical psychologist

City of Portland Compliance Officer and Community Liaison Interview Process

**Selection Advisory Committee Members**

Katelyn Randall, Legal Aid

Philip Wolfe, Portland Commission on Disabilities

Gail Shibley, Mayor's Office

Ana Meza, Multnomah County Youth Commission

Bob Joondeph, Disability Rights Oregon

Patricia TenEyck, NAMI Multnomah

Beckie Child, Mental Health Advocate and PhD student

Steve Yarosh, Citizen Review Committee

Dora Perry, Commissioner Fritz's Office

Michael Alexander, Urban League of Portland

Dr. Leroy Haynes, Albina Ministerial Alliance/Coalition for Justice & Police Reform

Aimee Samara, Portland Human Rights Commission

Carl Goodman, former Multnomah County Corrections Manager

## City of Portland COCL Advisory Panels ♦ September 29, 2014

### Resolutions Northwest Facilitators:

Adela Basayne, Carlos Windham, Sandy Bacharach

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The following are the notes the facilitators captured on chart packs during the last conversation of the day. Prior to this, each candidate made a presentation to the full group of panelists, then rotated to small groups who each asked a different set of questions. The large-group conversation focused on the following tasks:

1. Share information [in groups of 3, with a representative from each panel, share what you heard in your respective interview panels – then report out]
2. Strengths and weaknesses [for each candidate]
3. Viable candidates? [Would you recommend at least one candidate move forward in the search?]
4. Evaluations [of facilitators – collected separately]

### **INFORMATION: WHAT YOU HEARD**

#### Campbell

- Generalities, not specifics when answering questions, political in their response, hard to know where he was coming from
- ‘Didn’t hear’ that candidate would talk to folks experiencing mental illness
- Martha spoke little to none
- Akin was not always helpful/on target
- Ran out of time for all questions – who would be project manager...time management and 3 full time staff seem like concerns
- Concerns for how they’ll deal with citizen groups (“table pounders” feels disrespectful)
- Good team, diverse (ethnicity) pool
- Team didn’t have cohesion – didn’t agree with each other
- Overthought questions, seemed in need of a plan
- Level of confusion was distracting
- Didn’t speak to community involvement

## Ward

- Answered with specific examples
- Well versed in DOJ settlement
- Understood COAB
- Understood systemic nature of homelessness
- Data works with analysis
- Desire to utilize volunteers – surprising/need paid positions
- He was passionate, courageous, from the heart, spoke through comfort, understood community connections
- Concern: alone, full-time +...but he plans to add to the team – will he fit into the political arrangement (he has a vision)

## Rosenbaum

- Tom finishing his doctorate early 2015 and would be nearly full time. No one would live in Portland but would do up front organizing and COAB quarterly visits/meetings, other through skype and conference calls – logistical concerns
- No substantive details on strategy
- Tom would be main position – wasn't speaking – surprising
- Seemed uninformed/unfamiliar with questions and time commitment
- Student heavy-lifting
- Mental health community doesn't see one of their contacts (the judge) as a respected community member
- Rosenbaum himself would only work on this approximately once/week

## **STRENGTHS & WEAKNESSES**

### Campbell

#### **STRENGTHS**

- Multidisciplinary team
- Multiracial team
- Mostly impressive team – a “dream” team
- Community knowledge → local piece, John lives here, indigenous knowledge of Portland community and who the players are
- Seems like he's had a positive track record... \*might need to verify this\*
- Local connections
- Able to collect Portland police data (“like a dog with a bone”)
- Maybe there wasn't time to build a good plan? He said September was too busy.

## **WEAKNESSES**

- He runs a company, has to juggle time
- Size of team impacts budget
- Short on details
- Strategy of team was unclear, who would do what?
- The money isn't in the budget for all the consultation he plans to do
- The central issue is mental illness. He didn't have specifics and his consulting MD's will be very busy. How available with these experts be?
- They were patronizing and condescending re: mental health.
- Insensitive statements re mental health community – very “us” v “them”
- Awareness of mental health issues seemed absent
- Lack of understanding/lack of connection to mental health community
- COAB – some idea of conflict rather than cooperation with COCL
- So political as to seem disingenuous
- Did not seem focused on taking leadership with solving problems
- Had they had time to read the settlement?
- Became flustered with push from panel – yet he is known as a facilitator
- Hubris was off-putting – how will he connect with people?
- He was condescending about the agreement and he'd have to implement it.
- Approached job as consultant

## Rosenbaum

### **STRENGTHS**

- They cast a big net (100 cities) – they may have seen bigger patterns and vision that we have
- Good understanding of policing Best Practices
- Lots of knowledge with data from around the country
- Knowledgeable team
- Nice man...great grandfather?
- Amy has real experience with people living with mental illness – mix her with another candidate?

### **WEAKNESSES**

- They are not going to be here – they are going to be in Chicago.
- Lack of clear strategy beyond the data
- Poor baseline understanding of Portland

- They seem unclear how their bounty of data will translate to action
- Not responsive to panel's questions about how they would relate to our community
- They are not here and don't understand Portland
- They have a lot of big contracts right now – how much time will they give us?
- Did not hear their commitment to pursue data like a dog with a bone – might give up if it's hard to get
- He's an academic researcher...and not a community engager, communicating with people is not his strength.
- Perhaps Amy should be lead presenter – bigger skill-set and experience
- Good research opportunity for them
- Not familiar with Settlement Agreement
- Who's allowed to talk? Who's the lead? They didn't carve out time for Tom to talk.
- Tom will be their full time person but he didn't speak. That wasn't told to most panels.
- Struggled to identify their local plan – kept shifting to “best practices”
- Didn't respond to direct questions
- He was uncomfortable talking about race – wouldn't meet my eye. It made me wonder why he was struggling – was it me or race or what? People of color dying at the hands of police is relevant here in Multnomah County. This COCL is going to have to talk about it.
- So focused/driven by data. Not empathetic. Also no eye contact with me
- Made a data error re “few Latinos” in Portland.
- The position requires data to inform policy. Not sure he can do it.

## Ward

### **STRENGTHS**

- Tons of personal/professional “lived experience”
- Candor – he speaks up – honest – sincerity (not political) – passion
- Felt personal connection
- Substance offered when pressed about issues of race
- Prepared to quit his job to do this full time
- Connected real life experiences to this work
- Knowledgeable about the issues
- Experience is impressive...but should be verified
- Experience working in government
- Built rapport – could see him talking to variety of constituents

- Refreshing to consider (re)defining “mental “health” environmental impacts
- He may hire people down the line
- He serially takes on huge projects every 5 years or so...seems like he delivers.
- History of building start-up to success, this may apply to liaison work
- Master of practical strategy for implementation (the what and how)
- Came right out with bias against POC and people with mental illness
- Data analysis (could be verified?)
- Holistic view of project (not just data-driven), community-oriented, positive relationships between community and police, translating data to meet this end
- Sees COAB as partners
- Will he have support staff? Questions remain on who he will work with and how – concern by some, not by others
- “data wonk” who can translate hard statistics into soft stories
- Command of literature and protocols – credible on both sides of the issue – police, community/mental health
- Has not used force to strike back personally – grounded
- High tension job – he has a calming affect
- Feels he could give listening space and not minimize others
- He brought up alternative voice for change with youth – connected to me personally
- Was non-defensive
- Knowledgeable and confident and met people beforehand, personable, he kept trying to connect
- Gave thought to COAB questions: respectful communication, disagree and move forward, hope for change

## **WEAKNESSES**

- He lacks support, lacks resources (or at least didn’t communicate them to us)
- Will he have support staff? Questions remain on who he will work with and how – concern by some, not by others
- “SPMI” is a pejorative term. There’s a broader perspective needed on who is coming into contact with law enforcement.
- Does he understand the scope of this project? No one person alone can do it.
- He plans to use volunteers
- Not convinced about his ability to manage and analyze data
- How collaborative is he? He took credit for tasks that had to have been done with teams

- Didn't hear enough about mental health strategies
- We should verify all his experience

### **VIABLE CANDIDATE(S)**

- Most recommend Ward (we're looking for a rare bird; he can succeed at this role)
- Many recommend Ward &/or Campbell (perhaps with a different team)
- One says No to all (Campbell gets the same as we've got status quo and Ward doesn't understand the scope of job – didn't know who he'd hire)

Portland, Oregon  
**FINANCIAL IMPACT and PUBLIC INVOLVEMENT STATEMENT**  
**For Council Action Items**

(Deliver original to City Budget Office. Retain copy.)

1. Name of Initiator Cristina Nieves		2. Telephone No. 503-823-4124	3. Bureau/Office/Dept. Office of Equity and Human Rights
4a. To be filed (hearing date):  October 29 <sup>th</sup> , 2014	4b. Calendar (Check One)  Regular    Consent    4/5ths <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		5. Date Submitted to Commissioner's office and CBO Budget Analyst:
6a. Financial Impact Section: <input checked="" type="checkbox"/> Financial impact section completed		6b. Public Involvement Section: <input checked="" type="checkbox"/> Public involvement section completed	

**1) Legislation Title:**

Consider candidates for independent monitoring of City's compliance with Department of Justice Settlement Agreement (Report)

**2) Purpose of the Proposed Legislation:**

To consider the final candidates for the position of Compliance Officer Community Liaison; the chosen applicant who will independently monitor the City's compliance of the DOJ settlement. The purpose of this legislation is also to update the public on the hiring process, and to encourage input on the process. Council will then give final decision on November 5<sup>th</sup>.

**3) Which area(s) of the city are affected by this Council item? (Check all that apply—areas are based on formal neighborhood coalition boundaries)?**

- |  |                                    |                                    |                                |
|--|------------------------------------|------------------------------------|--------------------------------|
| <input checked="" type="checkbox"/> City-wide/Regional | <input type="checkbox"/> Northeast | <input type="checkbox"/> Northwest | <input type="checkbox"/> North |
| <input type="checkbox"/> Central Northeast             | <input type="checkbox"/> Southeast | <input type="checkbox"/> Southwest | <input type="checkbox"/> East  |
| <input type="checkbox"/> Central City                  |                                    |                                    |                                |

**FINANCIAL IMPACT**

**4) Revenue: Will this legislation generate or reduce current or future revenue coming to the City? If so, by how much? If so, please identify the source.**

This legislation will neither generate nor reduce the City's revenue.

**5) Expense:** What are the costs to the City as a result of this legislation? What is the source of funding for the expense? (Please include costs in the current fiscal year as well as costs in future year, including Operations & Maintenance (O&M) costs, if known, and estimates, if not known. If the action is related to a grant or contract please include the local contribution or match required. If there is a project estimate, please identify the *level of confidence*.)

There is no direct cost connected to this legislation

**6) Staffing Requirements:**

- Will any positions be created, eliminated or re-classified in the current year as a result of this legislation? (If new positions are created please include whether they will be part-time, full-time, limited term, or permanent positions. If the position is limited term please indicate the end of the term.)
  
- Will positions be created or eliminated in future years as a result of this legislation?

*(Complete the following section only if an amendment to the budget is proposed.)*

**7) Change in Appropriations** (If the accompanying ordinance amends the budget please reflect the dollar amount to be appropriated by this legislation. Include the appropriate cost elements that are to be loaded by accounting. Indicate “new” in Fund Center column if new center needs to be created. Use additional space if needed.)

Fund	Fund Center	Commitment Item	Functional Area	Funded Program	Grant	Sponsored Program	Amount

**[Proceed to Public Involvement Section — REQUIRED as of July 1, 2011]**

## PUBLIC INVOLVEMENT

**8) Was public involvement included in the development of this Council item (e.g. ordinance, resolution, or report)? Please check the appropriate box below:**

**YES:** Please proceed to Question #9.

**NO:** Please, explain why below; and proceed to Question #10.

**9) If “YES,” please answer the following questions:**

**a) What impacts are anticipated in the community from this proposed Council item?**

The community will receive an update on the hiring process, information on the candidates, and also be able to provide feedback during the Council hearing.

**b) Which community and business groups, under-represented groups, organizations, external government entities, and other interested parties were involved in this effort, and when and how were they involved?**

Numerous community groups have participated in the interview process by helping to structure the interview process and questions.

- Legal Aide of Oregon
- Portland Commission on Disability
- Office of Mayor Hales, Commissioner Fritz, Commissioner Novick, Commissioner Saltzman and Commissioner Fish
- Independent Police Review
- Multnomah County Youth Commission
- Disability Rights Oregon
- NAMI
- Mental Health Association of Portland
- Citizen’s Review Committee
- Urban League of Portland
- Albina Ministerial Alliance/Coalition for Justice and Police Reform
- Portland Human Rights Commission
- Carl Goodman, former Multnomah County Corrections Manager

**c) How did public involvement shape the outcome of this Council item?**

The public has given a great amount of feedback on the final candidates through the City’s website and mailing list.

**d) Who designed and implemented the public involvement related to this Council item?**

The Mayor and Commissioner Fritz office designed and implemented the public involvement for this Council item

**e) Primary contact for more information on this public involvement process (name, title, phone, email):**

Joe Wahl 503-823-5582

**10) Is any future public involvement anticipated or necessary for this Council item? Please describe why or why not.**

Yes. After this report is presented to Council, community members may give feedback on the COCL candidates.

Mayor Charlie Hales

APPROPRIATION UNIT HEAD (Typed name and signature)