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"There seems to be sort of less side conversation. For a while, people were getting a bunch of emails, and some of it was unpleasant, to say the least," Watson said.

Taylor's email also stated that some COAB members remained silent during meetings because the environment did not feel safe for differing opinions to be shared, and "the sense of distrust, skepticism, angst and conflict that were present in the first meeting seem to be growing."

Compliance Officer-Community Liaison member Watson said that her team had numerous discussions with Taylor about how to address the issues and recommendations he outlined in his memos and that some were implemented.

"We have a lot of people who are really passionate about improving things in Portland, but they're coming with different opinions, different perspective and some variation in priorities, so I think some conflict is inevitable," she said.

Six months into the COAB's process, on Aug. 11, Taylor sent another memo to the Compliance Officer-Community Liaison, once again stating his concerns over the loss of what was, by then, four voting members and one alternate, "three of whom are individuals who had indicated on their initial application that they have lived experience with mental illness," he wrote.

Nine days later, on Aug. 20, COAB member Rivier, who goes by V, sent a formal complaint against Saadat and Taylor to Rosenbaum and Watson, citing an incident

that occurred between her and Sadaat following the Aug. 13 COAB meeting at Portland Community College's Cascade Campus and voicing her concerns about Taylor's perceived secret reports.

In a response to her complaint, Rosenbaum issued a response stating, "Nothing about this incident suggests to us that any misconduct or violation of the law has occurred on the part of Ms. Saadat," and he concluded his letter with the recommendation that "everyone return to the work of the Settlement Agreement."

Watson said the fighting among parties has taken up a considerable amount of the Compliance Officer-Community Liaison's time. Members of the team are paid with taxpayer dollars, with Saadat earning the most: \$150,000 annually.

In Taylor's last memo, he noted that views expressed to him by members of the COAB indicated many believed "the COAB was created as a public relations move and the seats were filled in a 'tokenism' fashion," and the community board members felt like they were there to observe the process, not to advise it.

When asked if she agreed with this sentiment, Feuleless said, "I think most of us operate under both a fear that that could be true, but also we remain here because we

are steadfastly and personally committed to doing anything we can to make sure that is not true."

Feuleless said while the process has been a struggle, the COAB is coming to understand its role and is successfully making key recommendations to the Police Bureau.

"Kathleen has brought new focus, but in doing so, she's brought a very firm hand," Feuleless said of Saadat. "Many in COAB have had their issues with that, including myself."

Sadaat said her approach has been meeting with board members individually to see what they need, clarifying the COAB's role, and putting operational structures in place.

What the COAB needs, Feuleless said, are resources.

"There are only 15 of us plus five police advisers, and we're just running out of people for work groups."

Watson, a Compliance Officer-Community Liaison team member, said: "I think there was some naiveté in terms of thinking about what it would take to really get everything done. Some of the settlements in other cities have multimillion-dollar budgets each year to support all of the work."

The Portland settlement is funded with \$750,000 annually, \$458,000 of which goes directly to the Compliance Officer-Community Liaison.

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**AMY WATSON**  
COMPLIANCE OFFICER-  
COMMUNITY LIAISON TEAM  
MEMBER

Feuleless said the COAB needs help from the community it's representing.

"We would be welcoming to any community member that wants to engage and have their voice heard and that wanted to get involved in work groups," she said.

Sadaat said a good place to start for members of the public who wish to get involved is reading the Compliance Officer-Community Liaison's Draft Second Quarterly Report, then going to a town hall meeting where they can give public comment on it. The meeting is at 6 p.m. Oct. 22 at PCC Cascade Campus in the Moriarty Arts and Humanities Building, Room 104.

"I wish that people would really take the time to understand what an opportunity this is for Portland and the country," she said. "This is intended to involve the people in Portland who are not elected officials, and I'd like to see the auditorium packed."

Both Saadat and Feuleless said the COAB has become more focused and has generated a dozen substantive recommendations for the police bureau.

"There's a lot of background noise, but you should be seeing more and more and more recommendations," Feuleless said. "We came in with our superhero capes on, and we still have that level of commitment, but we've found out that we are not the legion of superheroes."

Portland residents are also encouraged to attend COAB subcommittee meetings. For a complete schedule and to see the draft report, go to [cocl-coab.org](http://cocl-coab.org).

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