

Remaining questions submitted by Springfield community members for CE finalists

1. How will your team ensure that you will reach all of Springfield's residents (especially those who are vulnerable and have a high incidence of police contact) in your community engagement?

We will reach all the Springfield residents, including the most vulnerable, by going to where they are. This means that we will engage people in their homes and neighborhoods (as Mr. Tarrant did in Ferguson, MO), or through their existing trusted networks (such as faith-based alliances – as Mr. Tarrant did in Tucson, AZ), or in the community led programs such as Ceasefire (where Mr. Tarrant served as a National Network for Safe Communities program evaluator with John Jay College of Criminal Justice).

We will work with community-based organizations to leverage their outreach and will work with stakeholders who have the ability to reach impacted communities. We will utilize technology, such as text-back surveys (My90), web portals for anonymous commentary, and social media platforms. We have established a relationship with a Massachusetts organization that is already engaged in outreach, and we will expand that relationship. We will seek to replicate similar relationships, so that we can build towards creating a wide network to hear perspectives and voices from those with high contact rates with police.

2. Do you have any law enforcement affiliation?

Mr. Lah does not have any current law enforcement affiliation. He was previously a criminal prosecutor.

Mr. Tarrant is retired law enforcement, a past president of the National Organization of Black Law Enforcement Executives (NOBLE), and a member of other professional associations (IACP and FBINAA) for expert certifications. Through these affiliations, Mr. Tarrant provides community engagement expert advice, use of force policy and practice guidance, training (diversity, equity, and inclusion), and helps lead police organizations into a future state of effective constitutional community policing. Mr. Tarrant served as a member of the White House law enforcement advisory committee, which provided the President with solutions to reducing the number of deaths that occurred during law enforcement contact.

3. Why do you feel that you're the best person for this position?

The U.S. Constitution, particularly the Fourteenth Amendment (Equal Protection under the law) guides our work and underscores why our presence in Springfield is so important. We are experts in constitutional and modern policing. We have worked with and headed police organizations, and are fully committed to the “community” in

community policing. We will bring the Springfield Police Department into Substantial and Effective Compliance.

We have experienced policing through internal leadership (one perspective), externally (by providing expert and consulting services), and up close with communities in crisis. Mr. Lah has worked as a chief prosecutor evaluating the types of incidents at issue in Springfield and teaches courses on policing at leading law schools. Mr. Tarrant is a former high-ranking police official and leader of NOBLE who understands the complexities of policing and organizations. He has been recognized by the highest levels of government for succeeding and working with communities that have experienced unconstitutional policing.

We have both personally experienced disparate treatment and professionally experienced multi-disciplinary training. We believe that we will resonate with the units and operations that require change, evolution, and adoption of contemporary best practices. Collectively, our team offers a range of diverse experiences that touch on every part of the Settlement Agreement and will get the job done.

4. What is your experience in the law enforcement /criminal justice field?

Mr. Lah has worked in the criminal justice field dating back to 1998. For three years, he served as a civilian oversight investigator in New York City and evaluated officer-involved uses of force and abuses of authority. He later became a federal public defender and then, a Managing Assistant District Attorney in San Francisco, where he worked in the Special Prosecutions Section. At this specialized unit, Mr. Lah lead criminal investigations into officer-involved shootings, in-custody deaths, and uses of force. Mr. Lah also teaches *Criminal Procedure*, a course examining the constitutional limits of police-citizen encounters under the Fourth Amendment, and *Police Use of Force*, which examines the many dimensions involved in policing through federal and state laws, administrative policies and civilian oversight, and community lenses.

Mr. Tarrant has nearly four decades of experience in the law enforcement and criminal justice fields at three different police departments. Mr. Tarrant's operational experience spans first line through senior leadership as a SWAT operator, tactics instructor, canine handler, bomb squad supervisor, motorcycle supervisor, vice supervisor, and internal affairs supervisor (citizen complaints, criminal and death investigations, compliance and audit, civilian oversight liaison). Additionally, Mr. Tarrant contributed to policy revisions and authored policy, training, and standards for new programs to fit contemporary community needs and establish best practices. Mr. Tarrant's criminal justice experience also includes a graduate certificate in criminal justice studies, expert analysis of juvenile detention practices, coroner inquest reform, national use of force model policy development and revision, training program evaluation, and serving as a law enforcement advisor for the White House and the National Network for Safe Communities.

5. Have you ever had a negative encounter with law enforcement?

Mr. Tarrant's catalyst to decades in law enforcement stemmed from a negative confrontation encounter with local police and the belief that everyone is entitled to equal protection under the law. Through his life experiences, he engaged in police reform to have departments become constitutional sound organizations providing police service.

The negative encounters Mr. Tarrant experienced, even after he became a police officer and police executive, has motivated him in helping communities and providing expertise to law enforcement, and participating in the Collaborative Reform Initiative Technical Assistance Center, the Office of Community Oriented Policing, and consent decree oversight. Similarly, Mr. Lah has witnessed his immigrant parents subjected to improper treatment from police growing up and himself has had some negative encounters professionally and personally. That said, police contacts largely occur without incident or disrespect, and this is an opportunity to increase community confidence in public safety.

6. How will you work with members of the community to ensure the Springfield Police Department is in Effective Compliance with the Settlement Agreement?

As noted above, we will engage in robust community outreach. It is important to hear the voices of the community and to provide frequent opportunity for discussion, so that we can clarify the process and expectations, and communicate the intended outcomes. Our experiences with communities in crisis have demonstrated that it is important to work together to frame the expectations within the limits of the law, the existing parameters of collective bargaining agreements, and the reality of financial impact. One value of building this collaborative strategy is developing a mutual understanding of the goals of Substantial and Effective Compliance with the Settlement Agreement.

7. Articulate your organization's commitment to comply with all applicable Federal and State standards?

We have both taken oaths in our prior positions as public servants to uphold the Constitution. This position is a critical position of public trust. We are committed to complying with, and upholding, the law and to ensure that the Springfield Police Department does the same as it moves toward Substantial Compliance with the Settlement Agreement. Our personal reputations for integrity throughout our professional lives exemplify our commitment to the law and to pursuing the best practices of modern policing for Springfield.

8. What familiarity do you have with the issues that have plagued the Springfield Police Department for decades? Are you aware of DOJ's prior involvement?

We know that Springfield Police Department officers have been involved in troubling high-profile incidents involving police misconduct. Those encounters have included criminal prosecutions brought by the United States Department of Justice against a member of the former Narcotics Bureau and a series of criminal charges investigated in part by the Federal Bureau of Investigation involving an assault against numerous persons and a subsequent cover up. A federal judge has previously found that the Springfield Police Department showed deliberate indifference to the risks posed by officers who have had repeated civilian complaints against them. We also know, based on public records, that prior administrations have at times contributed to and condoned some of this behavior. The Settlement Agreement, if complied with, will help bring the Springfield Police Department towards greater transparency and accountability. But we know that there is hard work to be done, and that building these bridges will not occur overnight.

9. Why did they apply for this position?

We applied because this work matters. Our team has witnessed the impacts that both good and bad policing can have on an impacted community, the institutions at issue, and the city at large. We believe we can help make the Springfield Police Department better. We have witnessed the harm of unlawful police practices that come to light, and how transparency and better communication with the community can help fix the trust that has been damaged and improve policing.

This is an important job; indeed, few professions in our country impact people as much as police officers. We will work to create lasting change by ensuring policing is fair and follows 21st Century Policing principles. We are well suited to help improve and continue the important work started by stakeholders in Springfield. We have the planning skills, experience, and technical knowledge as a dedicated team (which includes our network of motivated experts) for Springfield. We applied for this position because the needs of the Springfield community and the department's desire for best practices are rounded out by our passion for community engagement in public safety and true community policing. We will lead the Springfield Police Department into Substantial and Effective Compliance.

10. Can they be fair and impartial?

Absolutely.

Our commitment to transparency will demonstrate our objectivity and belief that constitutional policing mutually benefits all stakeholders in Springfield. We will be fair, impartial, equitable, and objective throughout this journey and will have frequent outreach, transparency, and open communication with the community. Mr. Tarrant has directly trained with Dr. Lorie Fridell (Fair and Impartial Policing) and Mr. Tarrant's community awards and national recognition demonstrate his fairness and impartiality. As

a lawyer and former prosecutor, Mr. Lah understands how critical it is to view evidence objectively and weigh that evidence against the appropriate legal standards.

11. Why do they feel they are qualified for this position?

As noted in our response to Question #3, we are uniquely qualified for this position given our comprehensive backgrounds in policing, prosecution, indigent defense, academia, and civil rights. Based on decades of experience, we know policing from the inside and understand the complexities of achieving Effective Compliance from those experiences. We have provided expertise for similarly situated communities and have extensive planning and policy experience. One of our strengths is the ability to plan effectively and strategically, which maps an achievable path forward, establishes responsibilities, and frames expectations. We have decades of experience writing complex strategies with input from multiple stakeholders that create mutual benefits, while being realistic of bumps in the road. We will achieve success by creating a strategic plan that will satisfy the requirements of the Settlement Agreement. This, in turn, will build effective public safety, where the police are a valued and trusted part of the community.

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12. At \$1.6 Mil, your proposal comes close to the lowest cost. Where are you cutting costs? Why should the City of Springfield trust you will be able to do a thorough job for half the price?

13. With no data analyst on staff, how are you going to back up your recommendations?

Lah & Tarrant

14. With only two members to your team, you have the smallest proposed staff. You also have other commitments. To supplement your work, you would like to collaborate with a university and use students to assist you? What would happen if you are unable to obtain that collaboration or pro bono assistance? How would you manage the project on budget?

Academic partnerships provide a host of mutual benefits and opportunities such as academic research, relevant research grants, access to academic meeting spaces, awareness of contemporary social media platforms, mentoring internships, and youth forums. Including colleges and students is an intentional part of our design to add community experience and regional academic opportunity, and both Mr. Lah and Mr. Tarrant have engaged students previously. We have a relationship with a nonprofit in the region that is already doing outreach work in the Springfield community.

We were intentional in forming this team of two to tap into our extensive networks of contacts and experts to help achieve Substantial and Effective Compliance. Upon

completion of the strategic plan, we will identify areas where their services can be applied if needed and will only utilize the support (with agreed upon compensation and service fees capped) to accomplish the objectives of the Settlement Agreement. To address the hypothetical question, if the collaboration were to fall through (which is highly unlikely), we are committed to managing this project on budget and are open to an arrangement that creates caps by task in the Agreement.

15. While both of you have done consultant work evaluating police departments and/or their policies, neither of you have any experience monitoring consent decrees. Why should the City entrust two individuals with no specific experience on this project?

The City can trust that we are accomplished and dedicated professionals with decades of experience consistently getting work done through relationships, effective planning, and defining and meeting clear expectations. Our rich experience in policing and the issues raised in the Settlement Agreement make us a unique and diverse choice for the City. Mr. Tarrant has experienced the Settlement Agreement process pre- and post-negotiation from a department's perspective and we have provided consultant services supporting independent oversight. Our team has years of experience in complex planning and compliance work. We have a comprehensive plan with how tasks are to be completed.

But aside from our resumes and proven track records, our life experiences drive us to want to improve policing in Springfield. The same motivations that led us into our wide range of experiences – civil rights, civilian oversight, policing, and academia – makes this a tangible project where we can make a difference. This project is not a fly-by-night endeavor but is our professional commitment to this City, its police department, and its communities to make things better in a way that matters.

Finally, Merrick Garland, the U.S. Attorney General, issued a memo regarding monitors and Settlement Agreements that noted the “strong interest in encouraging a greater diversity of voices...by reducing barriers to entry by allowing monitor candidates without previous experience to compete for monitoring roles.” Review of the Use of Monitors in Civil Settlement Agreements and Consent Decrees Involving State and Local Government Entities [Available at <https://www.justice.gov/ag/page/file/1432236/download>].

16. What advantage do you think your experience as a civil rights lawyer and law professor has to a project like this?

The issues in the Settlement Agreement are civil rights issues investigated by the United States Department of Justice Civil Rights Division. Having worked on civil rights cases as a prosecutor and in the private sector, Mr. Lah has a strong understanding of complicated legal issues and police procedures as they apply to specific standards. An experienced lawyer, he has extensive in-court experience working with judges and all parties.

As a law professor, Mr. Lah has taught law students the significance of the Fourth Amendment and the many issues with policing and uses of force. Ultimately, he teaches those classes because of his passion and knowledge in these issues. His practical and academic background provides a significant advantage in analyzing issues at both the micro and macro level.

17. How did you arrive at your budget, and how will you assure that you can provide the services within your proposed budget?

We arrived at our budget by mapping out a strategic plan and reaching our best good faith estimates of the time and expenses required under the Settlement Agreement. This is a critical project that puts us in a position of public trust, and we intend to work within the budget constraints provided. Our budget reflects our thought process, weighs reasonable estimates based on our prior consulting and litigation work, and reflects the market-rate costs in Springfield and the nearby area through internet research. Finally, we are open to an arrangement that creates caps by task in the Agreement, so that we will work within the proposed budget.