



# **Response for Compliance Evaluator Qualifications Regarding the Springfield Police Department**

## **Abstract**

A team of experienced oversight and police leaders with expertise in evaluating policies and practices, constitutional law, community outreach, and use-of-force incidents and processes.

**Andrew Lah**



**Perry Tarrant**



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## I. EXECUTIVE SUMMARY (RFQ 34)

Our team, consisting of Andrew Lah and Perry Tarrant, brings diverse subject matter expertise addressing the issues raised in the Request for Qualifications for a Compliance Evaluator.

Andrew Lah is an attorney who has worked on police use-of-force issues as a prosecutor, consultant, and civilian investigator. He has worked as a complex litigator and was the Managing Attorney of a unit in the San Francisco District Attorney's Office that investigated incidents involving uses of force by officers for criminal liability. Mr. Lah also teaches Criminal Procedure and courses on police use of force at multiple law schools.

Perry Tarrant is a former Assistant Chief of Police for the Seattle Police Department and the former President of the National Organization of Black Law Enforcement Executives (NOBLE). As a police official, and now a consultant to local governments, Mr. Tarrant has reviewed use of force and protest response policy, training, and practices. He has evaluated police departments that were either under, or facing, U.S. Department of Justice consent decree monitoring. Because of his expertise and skill at community outreach, the White House has previously asked him to interface with communities that were experiencing unrest and distrust with local law enforcement.

Our expertise will allow us to take an objective and efficient approach to implementing the Settlement Agreement's reforms. We will provide input through a collaborative but neutral process. This deep dive into policies, tactics, training, accountability, and supervision and management practices will create achievable, sustainable, and meaningful improvements. Our approach will assist the City of Springfield (City) and the Springfield Police Department (SPD) make meaningful improvements and bring the SPD into Substantial and Effective Compliance with the Settlement Agreement in an efficient, credible, and cost-effective manner.

Throughout the review, we will incorporate community perceptions and experiences. Throughout the process, our team will practice transparency and public engagement.

We have outlined our estimated budget for this project under the "Budget" subsection below. For the first year, we anticipate our fees and costs will total \$492,090. After the first year, we anticipate the work outlined in the Settlement Agreement will come to \$370,690 annually. We are exploring the use of academic resources to assist with data gathering and quantitative analysis.

We would welcome the opportunity to work with the City, the SPD, and the United States Department of Justice on this important project.

## II. SCOPE OF WORK (RFQ 35)

Our team will take a collaborative approach to implementing the Settlement Agreement. As experts on constitutional and modern policing, we will take balanced approach toward the project. We understand the necessity to collaborate and communicate with Springfield's essential stakeholders. Accordingly, our team will work with SPD and other City and community stakeholders to monitor the implementation of reforms to achieve and maintain Substantial and Effective Compliance. We discuss below how we will meet the responsibilities of Settlement Agreement Paragraphs 193-206.

1. **Compliance Evaluation Plan (SA 194-195):** If our team is selected, we will utilize the DOJ's and City's outline of key benchmarks to develop a Compliance Plan. We will provide our deadlines for the first two years to enable SPD to reach Substantial and Effective Compliance. Our team is familiar with such compliance plans. For example, Mr. Tarrant was recruited as Assistant Police Chief in Seattle, Washington to advance such a reform plan.

Every jurisdiction is different, with its unique strengths and challenges. We would approach this project with an open mind but a clear focus on accomplishing achievements. We want to be on the ground in Springfield to meet key stakeholders and begin conversations on how best to create a comprehensive plan. This also provides us with a better window into the various related systems/processes to ensure the Settlement Agreement is on a path to being effectively implemented. To create this plan, we will need to obtain access to key documents, reports, and key stakeholders. We will review and compare past, present, and proposed policies and determine the most efficient and effective ways for assessing compliance.

2. **Audits - Policy, Training, and Enforcement (SA 196):** Our team will conduct audits every six months as required under the Settlement Agreement. We have served in senior positions in government and understand the importance of (1) having clear, effective policies; (2) engaging stakeholder; (3) ensuring that staff members are appropriately trained on those new policies, and (3) auditing to see that personnel are properly abiding by them. To conduct these audits appropriately, we will examine policies, training, tactics, and practices relating to policy development, planning, accountability, supervision, management, communication, staffing, community engagement, and other decision-making. We will evaluate the after-action responses, including the efficacy of processes and investigations, discipline, and transparency. We will assess what occurred in Springfield and ensure that the Settlement Agreement's reforms are being implemented effectively. Finally, we will apply clear, established standards to ensure a thorough and objective review that SPD is effectively implementing the Settlement Agreement.

Whenever possible, we will utilize technology or other resources to reduce costs to the City.

3. **Outcome Measurements (SA 197-198):** We are experts on constitutional policing, including with respect to the use of force. We have served in a broad range of positions

and have evaluated force incidents from a range of perspectives in practice, including in police leadership, the courtroom, and the classroom.

We understand the nuances and challenges in evaluating uses of force. We have investigated, reviewed, and provided opinion following dozens of officer-involved shooting incidents, and scores of use-of-force encounters. We have led use-of-force crime scene investigations for administrative and criminal liability. Mr. Lah has responded to crime scenes following critical incidents, supervised grand jury investigations, and made charging recommendations. He and Mr. Tarrant are well versed in quality investigations and identifying deficiencies in individual cases, as well as broader systemic issues. Mr. Lah also teaches Criminal Procedure, the foundational law school course covering the Fourth and Fifth Amendments.

The quantitative aspect is critical to identify and address systemic issues and trends, particularly metrics broken down based on categories like race, ethnicity, age, and gender. As the Settlement Agreement notes, we will engage in an analysis of use-of-force incidents, training measurements, supervision measurements, and accountability measurements to recognize and address issues with the data. For each of the areas identified in the Settlement Agreement, we will support any conclusions that we draw with objective criteria.

Our team intends to utilize students as part of this process, both as cost savings for the City and as a civic benefit for students and the university. Mr. Lah teaches at multiple law and public policy schools and has had preliminary discussions about incorporating students into the team on a pro bono basis. Mr. Tarrant has used students in similar projects to assist with gathering and analyzing data, assisting with community outreach and polling, and co-producing youth forums.

We intend to establish a collaboration with an accredited institution of higher learning (in the immediate region if possible) to support data mining, collection, and analysis for the consumption of SPD, the community and the court. Data science collaboration with an institution of higher learning aligns with the goals of 21<sup>st</sup> Century Policing (trust building, transparency for accountability and oversight, technology, community policing, training, and officer wellness) and youth engagement with minimal financial cost while layering opportunities. Furthermore, academic collaboration provides additional value in analysis objectivity and community polling.

4. **Compliance Evaluator Recommendations and Technical Assistance (SA 199-201):** Mr. Lah and Mr. Tarrant will make achievable recommendations to SPD to ensure timely Substantial and Effective Compliance as outlined in paragraphs 199-201 of the Settlement Agreement.

Our recommendations will be informed by our team's expertise, input from City and community stakeholders, our understanding of relevant incidents and challenges discovered during the review, controlling law, and modern American policing tactics.

When needed, we will draw on our professional contacts, including the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC).

5. **Compliance Evaluator Reports (SA 202-204):** We will provide reports to the Court every six months. Mr. Lah is a career litigator who understands the importance of meeting deadlines and providing clear and accessible public reports. Our team has prepared public reports in our government and private consulting positions. To be effective, these reports need to be fact and data driven, yet accessible, so that the Court, the parties, and the public can understand SPD's progress toward Effective and Substantial Compliance.
6. **Communication with Parties and Public (SA 205-206):** It is essential that we have effective communication with all key stakeholders. We will hold regular meetings with the Superintendent, the Board of Police Commissioners, counsel for the City, SPD's Settlement Agreement Implementation Unit, and DOJ. These lines of communication are key to obtaining information and addressing issues earlier in the process.
7. **Public Engagement (SA 207, 209):** We will engage with community stakeholders as the implementation process moves forward, so that we can hear community perspectives regarding SPD and the Firearms Investigation Unit. We believe that public input will help ensure a continued focus on the overarching concerns of affected residents, and the ultimate aims of achieving Substantial and Effective Compliance. Mr. Tarrant is currently recognized by IACP and NOBLE as a subject matter expert in community engagement.

Community engagement has been a common feature in the work of all the members of the team and will continue throughout the project.<sup>1</sup> The team will ensure that public input factors significantly into our recommendations and that there is trust in our process and the outcome. We have engaged with the public in challenging moments of stark community pain in the aftermath of officer-involved shootings and other incidents in San Francisco and Seattle. Mr. Tarrant was present in Ferguson, Missouri in some of the most difficult moments following the shooting death of Michael Brown in Ferguson, Missouri and has worked with the White House on community engagement following crises. For his efforts, he received the Robert Lamb Humanitarian Award for engaging communities in Ferguson, Missouri, and around the country.

### **III. PERSONNEL AND TIME COMMITMENTS; QUALIFICATIONS (RFQ 36)**

Our team member experiences, outlined below, reflect our ability to meet the requirements outlined in paragraphs 8-29 in the RFQ and 193-206 of the Settlement Agreement.

- a. Andrew Lah and Perry Tarrant will comprise the team.<sup>2</sup>

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<sup>1</sup> We will monitor the public health crisis and make adjustments as appropriate according to recommended public health measures.

<sup>2</sup> Our team has extensive contact with various subject matter experts should it be necessary to incorporate additional resources (with approval by the parties) for discrete issues that may arise.

- b. Andrew Lah is an attorney and law professor who teaches constitutional policing at law and public policy schools. Perry Tarrant is a former Assistant Chief with the Seattle Police Department and current consultant who has worked on monitoring teams in other jurisdictions. We have provided a more detailed description of our backgrounds below under the “Qualifications” section.
- c. We will each take the lead on certain tasks outlined in the Scope of Work section of our response below, with the other team member providing support as needed. Mr. Lah will lead on the Audits, Outcome Measurements, and Reports to the court, with assistance from Mr. Tarrant. Mr. Tarrant will lead on Public Engagement and Compliance Evaluator Recommendations, with support from Mr. Lah.
- d. Mr. Lah has three active consulting contracts with San Jose, CA; King County, WA; and Albany, NY. Two of them will be completed within the next few months.
  - a. The King County project is a study of how other law enforcement agencies cities and states across the country are revising their traffic stops practices and laws. This project is largely completed and will require a de minimus time commitment of approximately 5 hours for the remainder of the project.
  - b. The San Jose project is a limited term consulting project that is scheduled to commence in June and conclude in September 2022. The project involves examining how the San Jose Police Department investigates allegations of misconduct and whether San Jose should change its investigative structures and processes moving forward. This project will take approximately 10 hours a week until its conclusion.
  - c. The Albany project is a contract to advise the City of Albany as it restructures its civilian oversight agency and to train its civilian investigators. This project will take approximately 5 hours a week on average, with occasional travel that might be coordinated with trips to Springfield, MA.
  - d. Mr. Lah has a few civil litigation/legal advice matters. He is co-counsel on them and can step back as needed to focus on this project.
  - e. Mr. Lah is currently teaching Evidence at Golden Gate Law School this summer, with a time commitment of approximately 5 hours a week. This will conclude in July. He is scheduled to teach Criminal Procedure at UC Hastings College of the Law in the Fall, with a time commitment of approximately 5 hours a week.
- e. Mr. Tarrant currently has two active agreements with non-profit organizations in Malvern, PA and Arlington, VA, which expire June 30, 2022.
  - a. The Malvern contract is to provide policy, leadership education, and strategic plan development for a law enforcement education association. The contract expires June 30, 2022, and can be mutually renewed for two years.

- b. The Arlington contract is to provide an expert review of policy and training plans, and to develop exercises for evaluation of practices. The contract expires July 10, 2022.

#### **IV. QUALIFICATIONS; PRIOR EXPERIENCES (RFQ 36, 37)**

##### **a. ANDREW LAH, JD**

Andrew Lah has more than two decades of experience as an investigator, complex litigator, and supervising prosecutor. Most relevant to this RFQ, he is the former chief prosecutor in the San Francisco District Attorney's Office responsible for supervising criminal investigations into law enforcement uses of force among other civil rights investigations. (RFQ 28b, c, f, h, i, j, l, m, n, o, p, q, r) There, he supervised and trained a team of law enforcement officers and prosecutors. He responded to scenes of critical incidents, interviewed witnesses, led grand jury investigations, and prosecuted cases when warranted. (*Id.*) He assessed the legal sufficiency of cases and whether the investigated conduct violated the law. (RFQ 28b, c, f)

Mr. Lah formerly served as an investigator for New York City's independent police oversight agency and has substantial experience directing and conducting investigations and reviews into potential officer misconduct, including excessive use of force, arrests and detentions, and First Amendment concerns. (RFQ 28b) Throughout his career he has worked on policy reforms and has advised numerous public officials and entities on systemic reviews and responses. (RFQ 28g, h)

In addition to his practical experience in the public and private sectors, Mr. Lah is an expert on constitutional policing and has taught law school classes such as Criminal Procedure, Evidence, and Police Use of Force in the 21<sup>st</sup> Century at UC Berkeley Law, UC Hastings College of the Law, and Golden Gate Law School. (RFQ 28b, c, e, f, l, r) His course on police use of force covers issues ranging from seminal U.S. Supreme Court cases such as *Graham v. Connor* and *Tennessee v. Garner*, state law standards, administrative issues, and community expectations. (RFQ 28e, f, i) As a manager, attorney with a background in complex civil rights litigation and investigations, and a professor, Mr. Lah is well versed in the substantive areas required by this RFQ and federal court practice.

In addition to the above, Mr. Lah managed complex litigation at a national law firm where he worked with a former Assistant Attorney General for Civil Rights at the U.S. Department of Justice. (RFQ 28c, q) He also worked as a federal defender, then later as a Deputy City Attorney at the Oakland City Attorney's Office where he created its affirmative litigation unit. (RFQ 28c, f, j, l, p, q, r) He is currently a partner in a boutique law firm. During his career, he has litigated cases in California, Idaho, New York, Arkansas, and New Jersey. He has been recognized as a Rising Star and a Super Lawyer by San Francisco Magazine for his legal acumen and abilities.

##### **b. PERRY TARRANT, MA**

Perry Tarrant is the former Assistant Chief of Police for the Seattle Police Department and the former President of the National Organization of Black Law Enforcement Executives (NOBLE).



He is the recipient of multiple awards recognizing commitment to service, community, and leadership. He has decades of experience in community engagement, civil disturbance response, and leadership. His expertise comes from formal training, direct interactions, and industry certification.

Mr. Tarrant's background includes operational assignments as a canine handler, bomb squad supervisor, SWAT Team tactics instructor, demonstration management platoon commander, and Rapid Response Team Commander. (RFQ 28a, b, c, e, f, g, h, I, j, k, m, n, o, p, q, r) He was responsible for policy and providing training (including less-lethal — chemical, projectile, and impact systems) while in command of demonstration management. (*Id.*) Additionally, he is certified as an operations planner, incident commander, and incident leadership instructor by FEMA. (*Id.*)

Mr. Tarrant has directly investigated or been involved in review of scores of officer-involved shooting and temporal death incidents. (RFQ 28b, c, f, h, o) He has been called on by police chiefs, local leaders, and members of Congress for objective review of police use of force and protest response. (*Id.*)

Mr. Tarrant sees community outreach as a component of effective community policing and policy review. (RFQ 28i, j, r) Mr. Tarrant received the Robert Lamb Humanitarian Award for engaging communities in Ferguson, Missouri, and around the country. He was asked by The White House to lead their team into communities experiencing unrest and crises of trust with local law enforcement. (*Id.*) His community engagement strategies have been called upon by several law enforcement agencies and local governments.

His subject matter expertise is recognized by the International Association of Chiefs of Police and the National Organization of Black Law Enforcement Executives. (RFQ 28b) Mr. Tarrant has reviewed use of force and protest response policy, training, practices, and leadership of police departments under USDOJ consent decree monitoring or facing such actions. (RFQ 28 b, c, f-r)

**Please see Exhibit A to this response for our CV's.**

## V. BUDGET (RFQ 39)

The following table represents an estimate of the amount of time that will be dedicated to each identified task. Mr. Lah and Mr. Tarrant will charge at a reduced hourly fee of \$250/hour. We are amenable to discussing other reasonable arrangements as well.

Task	Hours
Year 1	
Kick-off visit/coordination and related travel (travel calculated at half the actual time)/initial document review and analysis	200
Records Requests/Reviews/Analysis	120
Communication / coordination with Springfield and DOJ / meetings and preparation	80
Community engagement -- coordination and meetings, preparation	55
Internal meetings/analysis	40
Initial plan, incl. discussion, research, revision	200
<b>Total hours (First 3 months)</b>	<b>655</b>
<b>Total cost (First 3 months)</b>	<b>\$173,750</b>
Outcome Measurements and Audits	
Data gathering, analysis, and preparation	300
Records Requests and Reviews (will fluctuate due to body-worn camera footage, can be reduced with student assistance and sampling if appropriate)	350
Communication / coordination with Springfield and DOJ / meetings, preparation and travel	120

Community engagement -- coordination and conduct	50
Internal meetings/analysis	60
Technical assistance and recommendations	75
Prepare, revise, and submit Compliance Evaluator Reports	180
Total hours (Remainder of Year 1)	1110
Total cost (Remainder of Year 2)	\$277,500
Printing/Copying/Mailing/Reproduction Costs	\$2000
Office space	\$9000
Lodging (\$150/night)	\$9000
Flights/Rental Car	\$10000
Per Diem (\$64/day)	\$3840
Supplies	\$2000
Administrative Support	\$5,000
Total Estimated Expenses	\$40,840
<b>Total cost and fees (Year 1)</b>	<b>\$492,090</b>

Budget for Each Successive Year	
Data gathering, analysis, and preparation	300
Records Requests and Reviews (including body-worn camera footage; will try to reduce with student assistance and sampling if appropriate)	350
Communication / coordination with Springfield and DOJ / meetings, preparation and travel	200
Community engagement -- coordination and conduct	100
Internal meetings	60
Technical assistance and recommendations	75
Prepare, revise, and submit Compliance Evaluator Reports	225
Total hours (per year)	1310
Total cost (per year)	\$327,500
Printing/Copying/Mailing/Reproduction	\$2050
Office space	\$9500
Lodging (\$150/night)	\$9500
Flights/Rental Car	\$11000
Per Diem (\$64/day)	\$3840
Supplies	\$2050
Administrative Support	\$5,250
Total Estimated Expenses	\$43,190
<b>Total cost and fees (Per year)</b>	<b>\$370,690</b>

## **VI. COLLABORATION, AND COST EFFECTIVENESS (RFQ 40)**

Mr. Lah and Mr. Tarrant are committed to working collaboratively with the City, SPD, and the United States. As noted above and in our CV's, we have worked in law enforcement, civil rights, and as consultants engaging in the type of work involved in this RFQ.

Mr. Lah has worked collaboratively with diverse stakeholders, including elected officials, law enforcement officers, and community members as a prosecutor, a Deputy City Attorney, and attorney in private practice. Mr. Tarrant was a high-ranking police official in Seattle and has worked collaboratively with public entities, police departments, and the U.S. DOJ in both his public and private careers.

Based on our backgrounds in local government and policing, we believe communication, transparency, and objectiveness are key to building relationships with the many voices and perspectives involved. We understand that there will be challenges during the process, particularly during a project that will run for a period of years, but effective collaboration and communication will help lead to the result all parties want to reach: Substantial and Effective Compliance with the Settlement Agreement.

We intend to have regular meetings and are committed to having open lines of communication with the City, DOJ, and SPD during each part of the process. This work cannot be done in the shadows or without direct communication, and to the extent that there are starts and stops, having relationships with stakeholders will prove a critical piece in addressing and overcoming what may seem like unsolvable problems forward. We also believe that addressing issues earlier and directly is more cost effective.

This is a position of public trust and we intend to be as cost effective as reasonably possible. Accordingly, we will seek to use pro bono assistance and technology where feasible. We will also attempt to avoid duplication of efforts where possible.

## **VII. POTENTIAL CONFLICTS OF INTEREST (RFQ 41)**

We are not aware of any conflicts of interests.

# Exhibit A

**SUMMARY OF QUALIFICATIONS**

Andrew Lah is an expert on police practices, use-of-force investigations, and criminal justice policy reform. Andrew was previously a Managing Attorney with the San Francisco District Attorney's Office where he led a staff of prosecutors and investigators that criminally investigated and prosecuted police misconduct, hate crimes, and public corruption cases.

Andrew has advised government agencies, including international law enforcement agencies, about investigative practices. Andrew is an expert on the Fourth Amendment and has taught Constitutional Criminal Procedure and related courses at University of California, Berkeley Law School, University of California, Hastings College of the Law, Golden Gate Law School, and Mills College. An experienced trial attorney, Andrew was also an Assistant Federal Public Defender and worked on cutting-edge complex litigation in private practice. Before law school, he investigated allegations of police misconduct against members of the New York City Police Department for the Civilian Complaint Review Board.

**PROFESSIONAL EXPERIENCE**

**Moeel Lah Fakhoury LLP** **2020 – Present**

***Managing Partner***

- Lead partner overseeing the firm's government consulting and civil rights practice

**Office of the District Attorney, San Francisco, California** **2017 – 2020**

***Managing Assistant District Attorney***

- Chief of the Independent Investigations Bureau, a criminal civil rights unit focusing on law enforcement misconduct, hate crimes, and public corruption
- Supervised and trained staff of prosecutors and law enforcement officers; managed \$3 million budget for unit
- Directed grand jury investigations and litigated all phases of criminal cases
- Advised District Attorney on relevant prosecutions, legislative and policy initiatives, and matters regarding office operations

**Office of the City Attorney, Oakland, California** **2015 – 2017**

***Deputy City Attorney***

- Created the Community Lawyering and Civil Rights Unit, a unit focusing on affirmative civil rights impact litigation
- Supervised and litigated cases involving housing discrimination and displacement, wage theft, and human trafficking
- Worked on legislation relating to clean slate, pregnancy center discrimination, and housing enforcement issues

**Lewis, Feinberg, Lee & Jackson, P.C., Oakland, California** **2009 – 2015**

***Attorney***

- Litigated complex civil rights and employment cases, including a trial of the longest case in Marin County history, resulting in a judgment of \$36 million; recovered more than \$260 million on behalf of labor unions victimized by the Madoff Ponzi scheme; secured the largest civil rights public accommodation disability rights settlement on record

**Federal Defenders of San Diego, San Diego, California** **2004 – 2009**

***Assistant Federal Public Defender***

- Litigated all aspects of federal criminal cases; conducted evidentiary hearings, and tried felony cases to verdict

**Civilian Complaint Review Board, New York, New York** **1998 – 2001**

***Investigator***

- Conducted investigations into allegations of police misconduct and civil rights violations committed by members of the New York City Police Department; interviewed victims, subjects of investigations, and witness police officers; collected and analyzed all evidence; and drafted reports of findings and recommendations

## **ANDREW LAH**

### **TEACHING EXPERIENCE**

**UC Berkeley School of Law, Berkeley, California** **2019 – Present**  
*Lecturer*

- Course: Police Use of Force in the 21<sup>st</sup> Century

**UC Hastings College of the Law, San Francisco, California** **2018 – Present**  
*Assistant Professor of Practice*

- Course: Constitutional Criminal Procedure

**Golden Gate University School of Law, San Francisco, California** **2016 – Present**  
*Adjunct Professor*

- Courses: Constitutional Criminal Procedure, Evidence, Policing Use of Force

**Mills College, Lokey School of Public Policy, Oakland, California** **2015 – Present**  
*Assistant Professor of Practice*

- Courses: Ethical Reasoning in Public Policy, Law and Public Policy, Criminal Justice Policy, Housing Policy

### **EDUCATION**

**UCLA School of Law, Los Angeles, California**

Juris Doctor Degree, 2004

Completed Program in Public Interest Law and Policy

*Activities:* Asian Pacific American Law Journal, *Articles Editor*  
Hadsell, Stormer & Renick, *Summer Law Clerk (2L)*  
Western Center on Law and Poverty, *Summer Law Clerk (1L)*

*Honors:* Sidley Austin Fellowship, Public Interest Law Foundation Grant

**Cornell University, Ithaca, New York**

Bachelor of Science Degree, School of Industrial and Labor Relations, 1998

### **DISTINCTIONS AND PRO BONO SERVICE**

- Selected as a “Northern California Super Lawyer” and as a “Northern California Rising Star” by Super Lawyers and San Francisco magazines
- Featured expert at the Munk School of Global Affairs & Public Policy at the University of Toronto and the Ministerio Publico of Rio de Janeiro on public safety and police accountability in Brazil;
- Expert presenter to the Washington Task Force on policing and investigations
- Asian Law Caucus Volunteer Legal Services Clinic, Supervising Attorney
- Asian American Bar Association, Civil Rights Committee
- Continuing Education of the Bar; Speaker/Trainer on Trial Practice
- Honored by the City of Lancaster for achieving civil rights settlement on behalf of its citizens



## PERRY TARRANT

### PROFESSIONAL CERTIFICATES

FBI National Academy (Session #247)  
*FBI Academy Quantico, VA*

Law Enforcement CEO Leadership Program  
*National Organization of Black Law Enforcement Executives & Cedarville University, Alexandria, VA*

Senior Management Institute for Police (Class #39)  
*Police Executive Research Forum, Washington, D.C*

West Point Leadership  
*Center for Leadership Excellence, Phoenix, AZ*

Southwest Leadership  
*Eller Business School University of Arizona, Tucson, AZ*

Public Managers Course  
*Arizona State University, Tempe, AZ*

Use of Force Subject Expert (SME)  
*International Association of Chiefs of Police (IACP)*  
*National Organization of Black Law Enforcement Executives (NOBLE)*

Community Engagement SME  
*NOBLE & The IACP*

FEMA All-Hazards Incident Cmdr. (and Instructor); and

FEMA All-Hazards Operations Chief  
*Emergency Management Institute, Emmitsburg, MD*

NIMS-Command & General Staff U.S.  
*Forestry Academy, Tucson, AZ*

Civil Disorder Resolution: Command Strategies  
*International Association of Chiefs of Police, Alexandria, VA*

Commercial Pilot License  
*Federal Aviation Administration*

Perry Tarrant provides leadership education and coaching, expert opinion, and material support for demonstrations, community unrest, and use of force review. He is an expert witness in tactics, temporal deaths and shootings. He is extremely knowledgeable in policing operations and community engagement. His extensive experience and asymmetric approaches to complex community unrest have been called upon for assistance and objective review. He has provided operational planning insight, leadership, and command of Rapid Response Teams in support of other jurisdictions unrest at National Special Safety Events (NSSE), and commanded local responses to unrest.

### PROFESSIONAL CONTRIBUTIONS

- Statistical Measures for In-Service Training  
*Bureau of Justice Statistics*
- Law Enforcement Leaders Working Group  
*Measures for Justice Project*
- Effective Community Partnerships (Curriculum development)  
*International Association of Chiefs of Police (IACP)*
- Co-chair Unmanned Aerial Systems Emergency Action Plans  
*Cyber and Infrastructure Security Agency*
- Template for Community-based Use of Force Policy  
*Community Engagement Town Hall, Portland/Multnomah County, OR*
- Demonstration and Protest Management (Curriculum development)  
*The IACP*
- President's Law Enforcement Advisory Workgroup  
*White House, President Obama*
- Use of Force Model Policy  
*The IACP*
- "Securing Local Communities from Drug Trafficking Violence."  
*3rd Annual Border Security Conference.*
- "Policing in America: Lessons From the Past, Opportunities for the Future."  
*Heritage Foundation, Washington, D.C.*

### EDUCATION

Graduate Certificate: Criminal Justice  
*University of Virginia; Charlottesville, VA*

Master of Administration: Leadership Emphasis (w/ Distinction)  
*Northern Arizona University; Flagstaff, AZ*

Bachelor of Arts: Political Science [Counterterrorism Minor]  
*The University of Arizona; Tucson, AZ*

### RECENT AWARDS

2017 Robert Lamb Humanitarian Award (NOBLE)  
President's Award (Morgan State University)  
25 Influential People Making a Difference (Vanguard Press).

**CHIEF OPERATING OFFICER / PARTNER****MAR. 2019 ~ PRESENT**

TRI-9 SOLUTIONS, LLC — Subject matter expert; Officer Involved shootings – Expert witness – Subject matter expert police operations & tactics – Special victims investigations audits – Title VI, VIII, and IX investigations – Internal investigations – External (independent) management review, investigations, and program audits – Executive coaching and keynote speaker.

**ASSISTANT CHIEF OF POLICE****FEB. 2015 ~ SEP. 2018**

SEATTLE POLICE DEPARTMENT — Operational command and fiscal responsibility of Special Operations & Homeland Security – Operational training and compliance with DOJ Settlement Agreement – Annual oversight of 1,100 Special Events requiring law enforcement deployment – Annual oversight of 300+ protest responses – All-hazard and threat response preparedness/response – DHS UAS Enabled Security Operations – Liaison to securing pro sports venues, major events, and infrastructure – Liaison to regional/federal law enforcement partners.

**PRESIDENT****2016 ~ 2017**

NATIONAL ORGANIZATIONAL OF BLACK LAW ENFORCEMENT EXECUTIVES (NOBLE) — Large national law enforcement professional association of police chiefs, sheriffs, Special Agents in Charge and senior leadership – Policy development/implementation – President Obama Law Enforcement Advisory Workgroup – Community response and stabilization post police shootings – Responded to public official requests for independent review of Officer Involved Shootings – Comprehensive constitutional policing management/organizational review – Developed Best Practices Center for Policing Excellence (Think tank) – Comprehensive constitutional policing management/organizational review – Model policy for Police Use of Force – Chair of Cyber & Technology Committee.

**ADJUNCT FACULTY****2012 ~ 2016**

NORTHERN ARIZONA UNIVERSITY – Public Administration instructor (leadership focus) – Curriculum development for Intelligence Analysis BA & MA degrees.

**EMERGENCY PREPAREDNESS DIRECTOR****JUN. 2014 ~ FEB. 2016**

PUBLIC SAFETY DIRECTOR CITY OF YAKIMA, WA — Build city's independent Comprehensive Emergency Management Plan – Create city government Continuity of Operations Plan – Develop and maintain an integrated hazards reduction, mitigation, and recovery plan – Migrate Police operational planning and city events to NIMS/ICS – HSEEP exercise Yakima City Council and local organizations – Program audits of subgrantees and recipients of supplemental grants – Build and direct gang suppression, intervention, and prevention plan for the community – Coordinate strategies with area law enforcement and criminal justice agencies (courts, jails, and DOC).

**INCIDENT COMMANDER 2011 ~ 2015**

SOUTHERN ARIZONA INCIDENT MANAGEMENT TEAM (IMT) — All-Hazards IMT – curriculum evaluator/instructor – “Wallow” Wildland Fire – Arizona Department of Emergency Management AHIMT responder/instructor – Super Bowl Public Safety Executive Planning.

**POLICE CAPTAIN 1980 ~ 2014**

CITY OF TUCSON POLICE DEPARTMENT – Investigation Division Commander – Specialized Response Division Commander – All-hazards Preparedness Commander – Cartel violence mitigation strategy – Counterterrorism/Homeland Security Commander – Crisis tactical & technical operational planning and response, Complex special events – Dignitary protective operations commander – South Patrol Division (precinct) Commander – Recruiting & Training – Aviation – Bomb Squad – SWAT – Canine – Internal Affairs – Motorcycle Traffic Enforcement.

## **PRIOR CONSULTING PROJECTS**

### **1. Andrew Lah**

Albany, NY

Mr. Lah was hired by the City of Albany to help reconstruct its Citizen Police Review Board and train their new investigators. The contract was just recently signed.

San Jose, CA

Mr. Lah was hired by San Jose's Independent Police Auditor to analyze San Jose's criminal and administrative officer-involved misconduct investigative processes. This work is just commencing and will be completed by Fall 2022.

King County, WA

Mr. Lah was hired to identify and research other jurisdiction's approaches to traffic stops. This project is near completion.

### **2. Perry Tarrant**

Tempe, AZ

Mr. Tarrant provided expert recommendations in the development of a community engagement position within the Tempe Police Department. The organization was provided insights for effective community outreach and community-incorporated public safety. More recently, he was asked to provide technical assistance for planning a homeless engagement strategy across multiple city departments.

Rochester, NY

Mr. Tarrant provide expert assistance in restructuring the department's demonstration and response, incorporated de-escalation, delineated use of force authority hierarchy, and incident command planning process.

Joplin, MO

Mr. Tarrant responded to a COPS-funded request for community engagement technical assistance and training plan. The process was facilitated by IACP. Mr. Tarrant partnered with another subject matter expert to assess the organization's programs, make recommendations, and provided a training plan.

Bellevue, WA

Mr. Tarrant's expertise and experience were added to an existing contract to review use of force policies for training and accountability recommendations. Mr. Tarrant facilitated one dozen community listening sessions for input and perspectives before providing collaborating on a comprehensive use of force review report.

Washington, D.C.

Mr. Tarrant was a member of the President Obama law enforcement advisory task force, which was comprised of the leadership of several law enforcement associations (in 2016). Mr. Tarrant

was the President of the National Organization of Black Law Enforcement Executives (NOBLE). The advisory was chaired by the Vice President.

#### Charlotte, NC

Mr. Tarrant was the lead for a White House assembled team in response to the mayor's request. The series included facilitating one youth listening session, transitioning to a forum with community-based service provider and the police, and a bridged dialogue with mutual objectives.

#### Seattle, WA

Seattle PD was under US DOJ monitoring when Mr. Tarrant was recruited to support the pursuit of compliance. Mr. Tarrant developed policy and had discipline oversight of the daily tasks of the Special Operations Bureau (SWAT, Arson/Bomb Squad, Harbor Patrol, Canine, Traffic Enforcement, Parking Enforcement, Police Operation Center) and managed accountability for the deployment of personnel for demonstrations, protests, events, and dignitary visits.

#### Ferguson, MO

Ferguson is under a US DOJ Settlement Agreement. Mr. Tarrant was subcontracted to randomly review police reports and activity focusing on use of force. The reports and other contextual material were reviewed before providing expert opinion about the force used, the level of documentation, and refer for possible discipline.

Mr. Tarrant initially provided technical assistance at the request of the Ferguson PD Interim Police Chief Andre C. Anderson for crowd management and police operational planning responding to ongoing rioting. Assistance included command and control, alternatives to force application, and community engagement.

Mr. Tarrant proctored several community engagement events in Ferguson in partnership with new city leaders. This included youth forums, stakeholder emersion in policing scenarios, partnership with local volunteer groups, and town halls.

#### Tucson, AZ

Mr. Tarrant was the reviewer of complex officer involved shootings, pursuits, use of force and injured officer incidents. Mr. Tarrant was among the internal tactics and operational planning experts. He had oversight of several units where he gained experience (Bomb squad, SWAT, canine, demonstration management). He has participated in more than one thousand high risk responses.

Mr. Tarrant was the principal tactical team tactics, less-lethal, and chemical agent trainer for the Tucson Police Department. Responsibilities included policy research, development, training, and accountability (qualification) metrics.

## REFERENCES

[we intend to supplement this list shortly]

Aaron Zisser

Oakland Community Police Review Agency

Current Interim Director

Former US DOJ Civil Rights Division Attorney; worked with Mr. Lah at the San Francisco District Attorney's Office and on the King County consulting project.

[REDACTED]

Andrew Huang

Oakland City Attorney's Office

Supervising Deputy City Attorney

Former US DOJ Civil Rights Division Attorney; worked with Mr. Lah at the San Francisco District Attorney's Office.

[REDACTED]

Jack Friedman

San Francisco District Attorney's Office

Bureau of Investigations Assistant Chief

Retired Berkeley Police Sergeant; he worked with Mr. Lah at the San Francisco District Attorney's Office.

[REDACTED]