Responses to Supplemental Questions

Columbus Division of Police / Chief

Perry Tarrant

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Question #1
After reviewing the Matrix report, what do you believe are the top three priorities for the Columbus Police Department? What do you agree with in the report? What do you disagree with? Please be specific.

The three priorities for the Columbus Division of Police (CDP) are as follows: 1) A collaborative operational community engagement strategy, 2) Organizational structure realignment and technology, and 3) Vision aligned training and professional development (including wellness). These priorities are supported by the six pillars of the "Taskforce Final Report on 21st Century Policing." Additionally, the three stated priorities intersect and have subsets that overlap.

Building a collaborative community engagement strategy ensures consensus among affected stakeholders. City leadership, communities (including business), labor and police leadership have the opportunity to map how the community defines public safety. Equally, collaboration sets manageable expectations. A collaboratively developed road map supports accountability.

Accountability is most visible at the frontline, or point of service, and must be supported. Organizational structure must support what we want the community to see as police service and engagement. Supervision is the strength of an accountable organization and should be trained leaders, educated, and have demonstrated experience in community policing and engagement.

Technology is a staffing and productivity multiplier, which is necessarily embraced by high functioning organizations. It is imperative in realignment of the organization, defining efficiencies, communicating, transparency, and accountability. Technology will not only support investigative case management but will also support better victim (community) service, personnel development, and accountability. Technology will simplify function, automate others, and support communication internal and external during chaos of organizational change.

Training is a priority as it relates to vision and policy shifts toward a high function police agency in service to the community. The needs of communities have changed and policing as an industry has lagged. Organizations must adapt in order to constructively provide effective service to the community. We must train the agency's future leaders while training effective supervision today. Accountability, community engagement, wellness, and professional development are critical supervisor training investments. Training new technology includes systems to strengthen community engagement, support unit and organization productivity, refine crime analytics, and employee performance tools.

There is agreement that 21st Century Policing should be a strategic priority for CDP. The recommendations from the Matrix Consulting Group Report (Matrix Report) should be embedded in the strategic directive — which will become measurements for ac-

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countability and transparency. Community policing and engagement will be important to policy development, transparency, training, accountability, and trust.

The Report also lists de-escalation and procedural justice as critical. Crisis Intervention Training (CIT) should also be included in the transformation of CDP as a contemporary best practice. It provides an additional awareness and skillset for crisis (behavioral) contacts. There is also technology to support managing frequent contacts.

The Report recommends an early warning/intervention program. There are personnel management systems that equally capture exceptional performance as well as "warnings." A better system would support continuous discussion of personnel performance, accolades, and deviations. Additionally, an industrialist and perhaps a psychologist may be part of the discussion for employee wellness.

There is agreement that bias concerns (and complaints) should be addressed by CDP leadership and policy. Transparency of processes and policies are equally important internally as they are externally. A technology solution can be implemented to anonymously report internal bias concerns or formal bias complaints.

The Report recommends increased training on policies. A better practice is to train based on policy or changes to policy. Minor changes can be proctored via web-based learning systems. Significant changes, thematic (organizational culture) shifts, or strategic program changes to policy should be embedded in the relevant training. In fact, training should include the requisite policy recitation or review. "Change policy and train to the new policy."

Two-officer vehicles may be appropriate based on assignment. 9-1-1 calls generally are disturbance (incident occurring), investigative (report generating), or "care call" (assistance, or behavioral crisis). Disturbance calls will require more than a single officer. Likewise, two officers may need transportation to an area for intermittent foot patrol for community engagement. Therefore, it may be appropriate to have a two-officer car particularly if one is advance Crisis Intervention Trained. Generally, two-officer cars should be the exception and part of a specific strategy or deployment.

Zone staffing reallocation makes sense on a macro level. However, redistricting should also include Community Policing considerations. Redistricting solely based on data may cause cultural or micro neighborhoods to be overlooked. This is the value of understanding the Race and Social Justice Tool Kit and community collaboration in policy decisions.

A lack of supervision has been most often cited in employee behavioral issues, omissions, and failed oversight. It is agreed that span of control, by functional assignment, is part of the equation to service delivery. It is also important that supervisors are experienced and well trained. This is where the community engagement, police service, and accountability meet the road.

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CDP and labor should desire transparent assignment and promotional processes. This encourages experiential accomplishment and education. These processes should also support organizational priorities and values such as community collaboration, engagement, or service. Experience demonstrates the best resources toward solving problems are relationships formed through community trust. It is often how crimes are solved.

CDP and labor should also recognize the opportunities for civilian peers in having some administrative and scientific positions filled by personnel formally educated as demonstrated by degrees or industry credentials. Administrative and scientific positions are careers and paths, which underutilize the classical skills of a police officer or detective.

As mentioned above, refining CDP's organizational structure and technology are priorities. Units that have tactical level community engagement functions should be part of strategic level coordination. This allows CDP leadership to define measurements and have operational discussions in order to capitalize on programs, initiatives, messaging, and reporting. Additionally, structure ensures congruence with CDP priorities and collaborating with external stakeholders.

Question #2

Describe the approach you will use to evaluate the strengths and weaknesses of the City of Columbus Police Department during your first 100 days. Which steps will you take to quickly meet and assess key staff, understand pressing issues, and begin to manage other important day-to-day operational challenges?

My vision is a Police Department that is community conscious, innovative, and professionally delivers constitutional police service. The immediate priorities are to understand the community and how it wants policing locally, assess the department's capabilities to respond to local (and neighborhood) community policing needs, and work with city leadership for a whole community approach to public safety.

Initially, I will seek the guidance of the Mayor, Public Safety Director, Fire Chief, CDP executives, and labor to build a nimble transition team. The team will be asked to identify community stakeholders, business representatives, and other city department representatives to assist with the transition. The team is an interim measure for emersion into Columbus community and city government.

I will initially be in Columbus during the transition without family. This will enable focus on the community and organization, which will require hours and days. We will become part of the community and continue to give back through community service.

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Critical in the first month(s) is to build the coalitions (community, internal, other city departments, businesses, and regional public safety) where the vision stated above, can become a collaborative mission statement and common goals. The goals and objectives must reflect common values and align with those of the City leadership. The priority areas within the first 100 days are coalition building, organizational resource assessment for effective service delivery and crime reduction.

The initial step into the role is comprehension of the City leadership's goals and objectives for the City of Columbus. The subsequent mission statement and objectives of the Division of Police will align with the future of Columbus. However, it is necessary to build a mission statement and collaborative goals with other coalitions (i.e. the community, internal personnel, business and industry, and regional public safety partners).

The City Finance Division is critical in establishing immediate and long-term capacity to implement innovation and efficiencies. This information will be shared in order to frame the reality of timelines and achievable goals. Conversation with Finance must occur in the early days of the transition and be a regular event. Budget knowledge will lead to efficiencies and timing of innovations.
1. Meet with Finance
2. Meet with other public safety departments
3. Meet with department head peers

Community engagement is a high priority. The plan is to be available and visible to all of Columbus' communities. I will seek to build coalitions and a policy advisory board by establishing listening sessions in neighborhoods and attending existing community groups. I will solicit participation from the community on policy revisions and crime reduction (through the advisory board). I have been effective in communities by working with churches of all denominations, schools and youth programs. Smartphone technology, and social media will also be deployed to build community interaction and trust. Community engagement will be a requirement for the Department command and future leaders, as part of succession planning.
1. Media relations and social media
2. Transparent public communication
3. Listening sessions by compass points
4. Attend community meetings & gatherings
5. Collect community engagement data
6. Establish community engagement as a department priority

Professional development and resilience define an organization that is effective at reducing crime while engaging the community. The organization will be assessed and structured to effectively provide police service to the community. Crime reduction includes community interactions that are innovative without being pejorative. The leadership of the Department will be assessed for fit (community engagement, professional development, and crime reduction, collaboration, and innovation).

The assessment of commanders will be by individual interviews and peer review. The organization will be reviewed by external observations of public safety officials in the region and reviewed on current initiatives. I will conduct internal listening sessions via roll calls and regular ride-alongs with individual officers, detectives, and dispatchers. The internal coalition will also include conversations with labor representation to ensure professional resilience and personal wellbeing.
1. Review senior leadership resumes
2. Meet individually with senior leadership
3. Review area priorities for alignment with City leadership's
4. Meet with all commanders in groups
5. Squad/shift level listening sessions
6. Ride-alongs

In the first 100 days a comprehensive crime control strategy will be implemented to ensure the safety of the community, business employees, students and visitors to Columbus. Technology, analyses, data and all coalitions will be encouraged to engage in a whole community approach to reducing crime. Relationships with nongovernmental organizations (i.e. social services, academics, and the business community) will support sustainable reductions in crime through collaborative grants and coordinated efforts.

There are a number of existing government and private grant opportunities focused on reducing crime and improving community trust (by providing subject matter experts, researchers, and funding). Technology and effective analysis support crime reduction by deliberate intervention and enforcement strategies. Smartphone applications not only enable geographic communication and outreach (by neighborhood) but reciprocally enable anonymous reporting and anonymous feedback survey. An effective crime reduction strategy must include the neighbors (and business owners) where crime is occurring. This is community policing.
1. Establish ComStat format (with public component)
2. Insure internal coordinated efforts for effectiveness
3. Provide support for strategies and tactics (evaluate for disparate impact)
4. Community input (present for data context and perspective)
5. Follow up Operations

Within the first year I intend to be established as part of the Columbus community, which is consistent with my values. I will continue to avail myself to middle and high school campuses as a speaker, role model, and recruiter. The men and women of the Department will appreciate my leadership by example and expectation of community involvement as a necessary component of advancement.
1. Continue to visit with community groups
2. Continue to visit seniors
3. Continue to visit schools
4. Join local boards and organizations align with interest (youth resilience)

I will evaluate the accomplishment of the year by repeating where we started. Although community engagement will have been a continuous pursuit, it is important to acknowledge the anniversary as an opportunity to reflect where we started and where we are headed. It is an opportunity to revisit listening sessions for closure of some issues, progress on others, and initiating new ones in the interest of furthering community.

Question #3

What do you believe are the most difficult challenges facing the new Police Chief for the City of Columbus? Please describe how your leadership and past experience will help you and the City in facing these challenges.

The Matrix Report suggests the City of Columbus desires to enhance the Division of Police effectiveness in community engagement (confidence), ability to reduce crime, and refresh training.   The new Police Chief will have the challenges of being an effective follower and peer for city leadership, internal and external visibility for culture change, training, technology selection and implementation, and fiscal management. My experiences, education, and transformation leadership style see these challenges as opportunities for the City of Columbus and the Division of Police.

There are similarities between the organizations where I have experiences and CDP. The organizations sought leadership and culture change — Ferguson, Missouri through riots and Seattle, Washington through Department of Justice Negotiated Settlement Agreement (or Federal Consent Decree). I had reform roles in the both communities as well as others. Unlike those organizations, CDP seeks change after professional (non-binding) reviews. The reviews and leadership transition provide an opportunity for CDP to build consensus.

In my experience consensus is desirable to initiate change. However, collaboration is preferred to drive and sustain change. I am a transformational leader. Throughout my career, I have transformed every assignment at every level to become a learning unit, precinct, bureau, and organization (half of my career in command and executive ranks).

I began my law enforcement career because I saw the need for the industry to adapt with community instead of trying to contain it. I have worked, supervised and commanded every operational discipline within policing and have applied academic experience in reducing crime, building community, and employee development (including recruiting and retention).

I understand the contemporary policing challenges of servicing diverse needs and cultures, because I grew up in diverse cultures (and foreign countries). From those experiences, I posit policing as a service and enforcement when appropriate. Otherwise,

we should be, "ensuring a culture of fair [and impartial] and principled policing that meets the service needs of the community." My experience with Procedural Justice and the Race and Social Justice Tool Kit will guide collaborative deployment strategies and fair internal processes.

At the request of city leaders, members of congress, and the White House, I have gone into communities in crisis to jump start community dialogue. Likewise, I have assembled coalitions within my own communities to build pathways for communication. Furthermore, I maintain the national relationships and networks from my role as the President of the National Organization of Black Law Enforcement Executives (NOBLE). I had the opportunity to advocate and see to fruition the creation of a federal grant to support organizations while in that role. I also remain active in NOBLE as the Chair of Cyber and Policing Technology Committee.

My frontline and first level supervisor roles demonstrate my knowledge of the tasks of policing and the importance of accountable supervision. My leadership and being hands on with organizations in transition has given me experience and understanding of the chaos of change. I've learned through experience that internal and external communication is a priority. I manage change with nontraditional collaborations (academics, community groups, labor, businesses, other city departments, and external assistance) while being fiscally responsible and culturally inclusive.

Race and social justice have been at the forefront of my community engagement philosophy. It has been a factor in deployments and policy from the strategic to tactical levels. Communities are comprised of diverse populations, which are often further fractioned into cultural and socially diverse communities. Experience in small cities such as Ferguson and big cities such as Tucson and Seattle has taught me organizations must take the initiative and be proactive to effectively be inclusive.

Question #4

Please share your reasons for interest in this position and any barriers to your accepting the position if it is offered. What is your timeframe to begin?

When the position was brought to my attention, I saw my knowledge, experiences, collaborative community policing nature, and transformational leadership style being described. I shared the announcement with colleagues whom all believed the job description was "a perfect fit." My law enforcement career and personal philosophy have been based on excellence in policing and building an adaptive learning organization. I am committed to policing as a community service, understanding that will look different from community to community and on a micro level from neighborhood to neighborhood.

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I am excited to see Mayor Ginther's vision embraces 21st Century Policing, reform, and the future of policing. I have had the opportunity to provide testimony to the Task-force and continue to work with the members regularly. Additionally, I have worked with the Lawyers Committee for Civil Rights, NAACP and the bipartisan House Committee for Criminal Justice Reform. I have written and spoken extensively of the history of policing as a tool to contain immigrant communities (i.e. Irish, Jewish, and Asians), as an aggressive blockade to Civil Rights, and the need for the police to transitions to guardians of human rights for the most vulnerable in our communities.

I have witnessed the dynamic change in community needs and the lag in the policing industry's ability to adapt. The policing strategy to maintain a particular posture and contain evolving communities was a foreseeable failure. I have spent the last several years understanding procedural justice, teaching race and social justice to officers and chiefs, and actively engaged in collaborative reform — community policing.

I see Columbus as an opportunity to bring the academic and professional reform re-lationships to the table to support Mayor Ginther and collaborate with the Columbus community, "… to make comprehensive and positive changes that build both community trust and ensure public safety." I believe I will add value to that proposition and gain new experiences. I have committed to being part of the community, which means start-ing, building or enhancing community organizations, and building a local bench for po-lice recruiting.

I am excited to become the CDP Chief of Police. There are not barriers to my ac-cepting the position if offered. I have an impeccable work legacy, national reputation, and personal community involvement history. I look forward to lending my decades of experience, knowledge, leadership and followership to Mayor Ginther, the City of Columbus leadership, the community, and CDP. I would request thirty to forty-five days lead time to report. However, I can accommodate less time.

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