

***W.W. CARUTH, JR. POLICE INSTITUTE
AT DALLAS***



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January 8, 2008**

CFT Asked RAND To Examine Transformational Options for the Dallas Police Department

- **Requirements**
 - **Significant impact on public safety**
 - **Innovative on national stage**
 - **Support of community partners**
 - **Sustainable**

RAND Now Proposes a Concept for CFT's Consideration. Here, We Describe:

- **Our process**
- **An area of significant DPD need**
- **A way to meet that need**
- **How the concept will be implemented**
- **What benefits CFT could expect by funding this project**

RAND's Process:

How did we arrive at this concept?

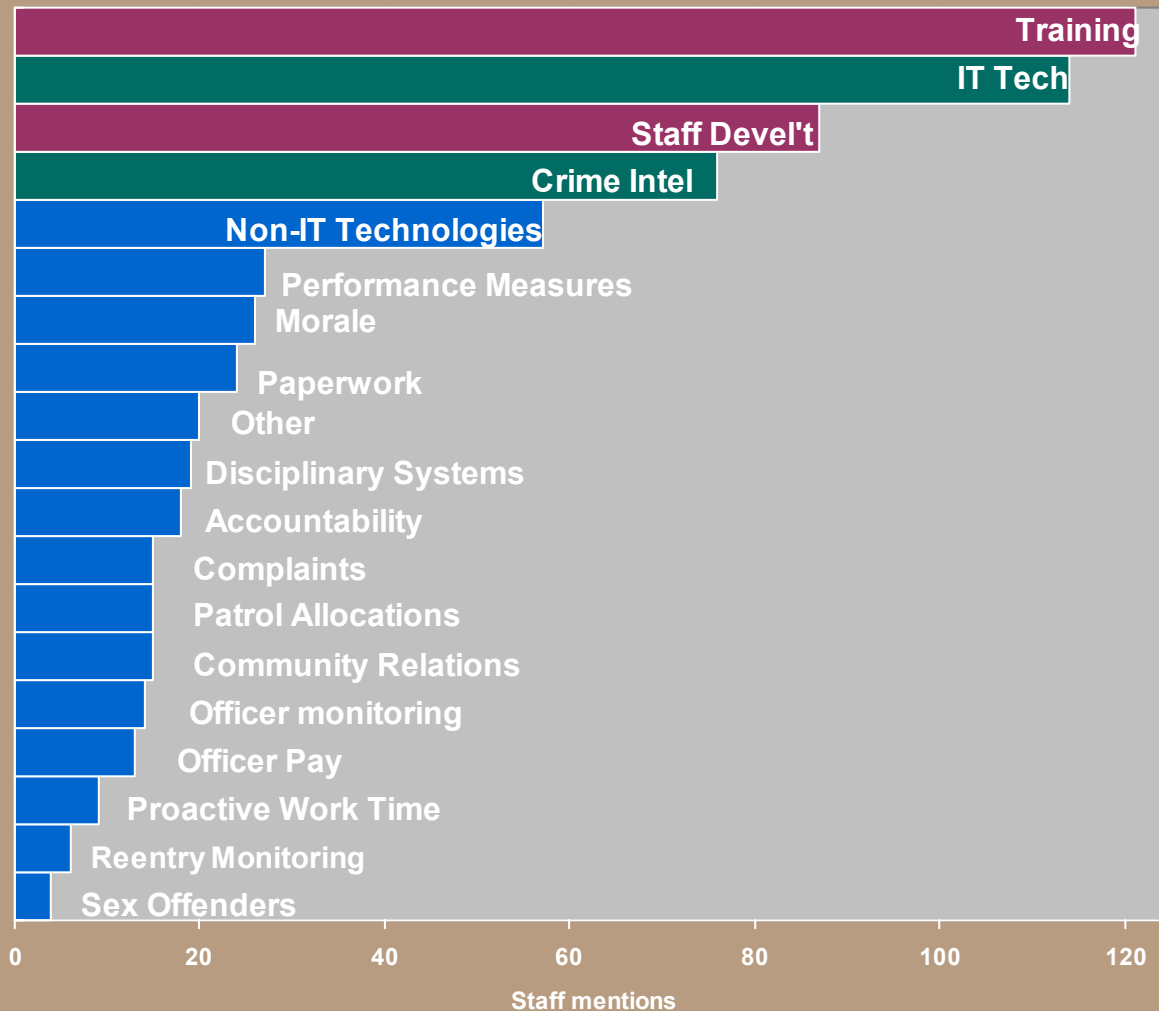
RAND Interviewed Over 100 DPD Personnel of All Ranks, Searched National Best Practices

- **Interviews with staff to elicit key departmental needs**
 - **15 senior DPD staff**
 - **9 focus groups with 8-10 participants from all levels of organization**
- **Transcripts were transcribed, coded, and content analyzed**
- **Reviewed literature & conducted scan of practice to find recent innovations in policing**

Staff Expressed Two Major Concerns

- **Need to develop human capital**
 - Training
 - Staff Development

- **Need to push information to officers on street**
 - IT Tech
 - Crime Intel



RAND Investigated the Two Leading Concepts

- **Examined research literature on each topic – Can they make a transformative difference?**
- **Developed white papers elaborating what is known**
- **Concepts vetted with DPD senior staff, CFT, and city manager**
- **Consensus: Investing in human capital**

Why is it Important to Invest in Human Capital?

- **DPD has made significant strides under current Chief**
 - **Crime has declined**
 - **DPD's public image & staff morale have improved**
 - **Technology is being upgraded**
- **To capitalize on opportunities for change, DPD needs new generation of leaders**

Current DPD Leadership Training is Not Keeping Up with New Demands

- **DPD sends less than 10 of 125 senior staff to remote training programs each year**
- **Under 40% of senior staff have had any leadership training**
- **Promotions based on archaic testing process**

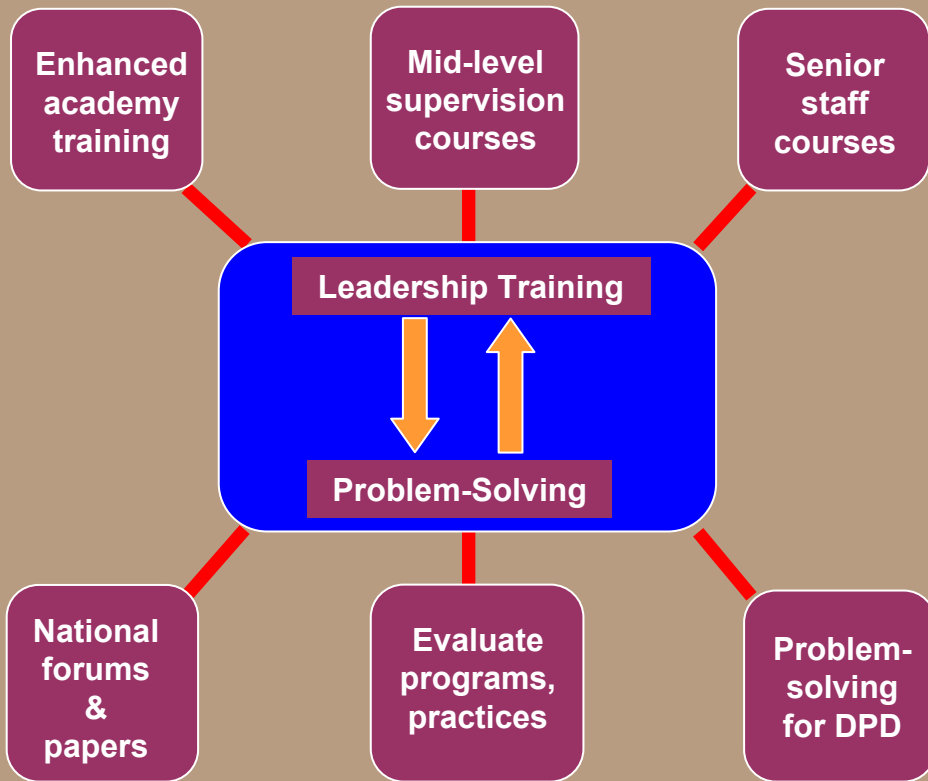
Current Remote Leadership Training Options Have Significant Drawbacks

- **Expensive**
- **Necessitates substantial time away from job**
- **Some have small department orientation not well-suited to big-city policing problems**
- **Programs are geared only to specific levels of staff**

Investing in Human Capital Could Yield Substantial Results

- **Train the new generation of police leaders who can make information-led policing and other initiatives succeed**
- **Expand limited opportunities for leadership training**
- **Improve morale and retention**
- **Encourage promotions based on initiative and course performance**

Human Capital Investment in the “W.W. Caruth Police Institute at Dallas” Could Provide a National Model for Police Leadership Training

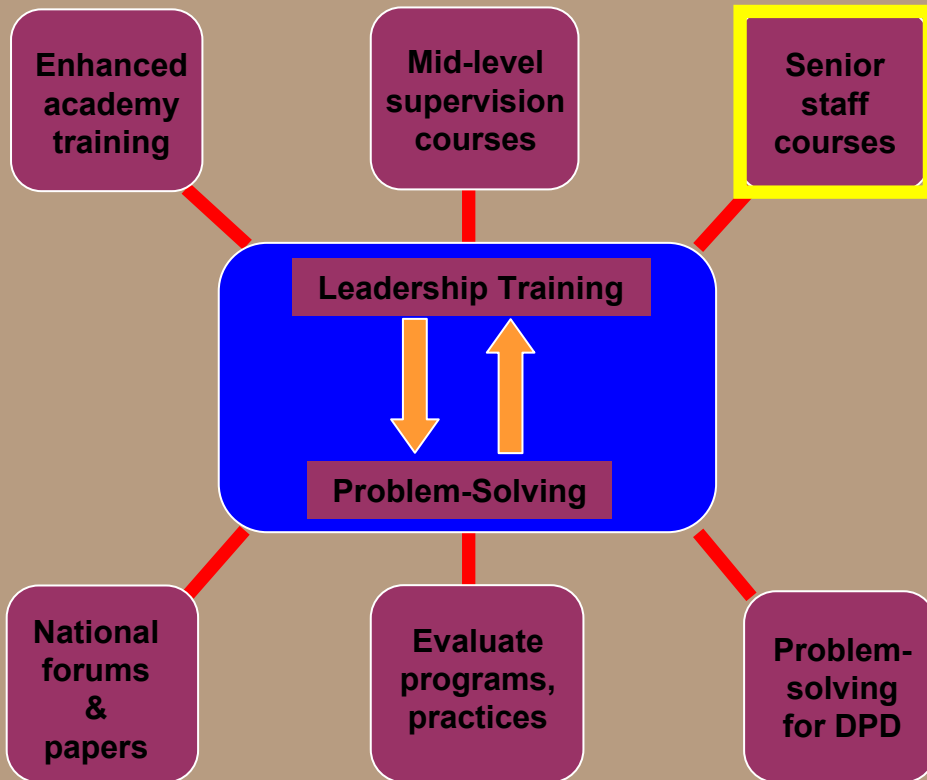


- **State of the art leadership training for DPD**
- **Provide DPD with the analytical capacity through first research institute based in a local police agency**
- **Ground-breaking partnership between a police department and a university**

The Institute Will Develop Future Leaders for the DPD

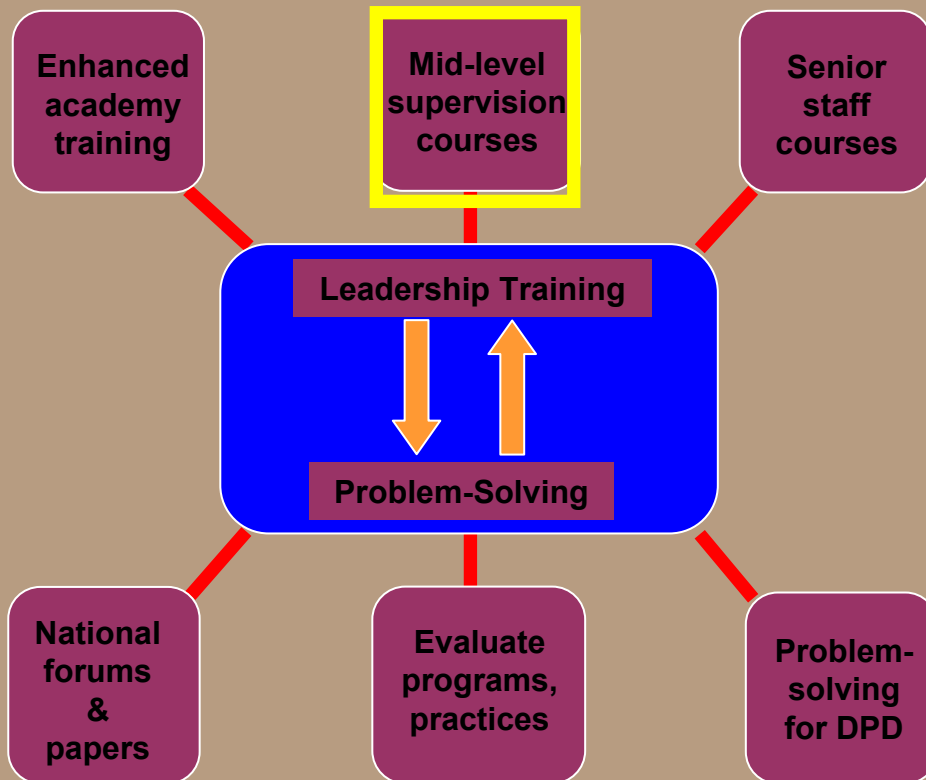
- **Develop “leadership portfolios” at beginning of police officer career and encourage career-long learning process**
- **For all ranks, provide mandatory core courses and optional credit courses leading to BA or advanced degree**
- **Base promotion decisions on completion of optional courses and degrees**
- **Result: A smarter, more professional force; better staff retention**

The Institute Will Develop Leadership Skills in Senior Staff



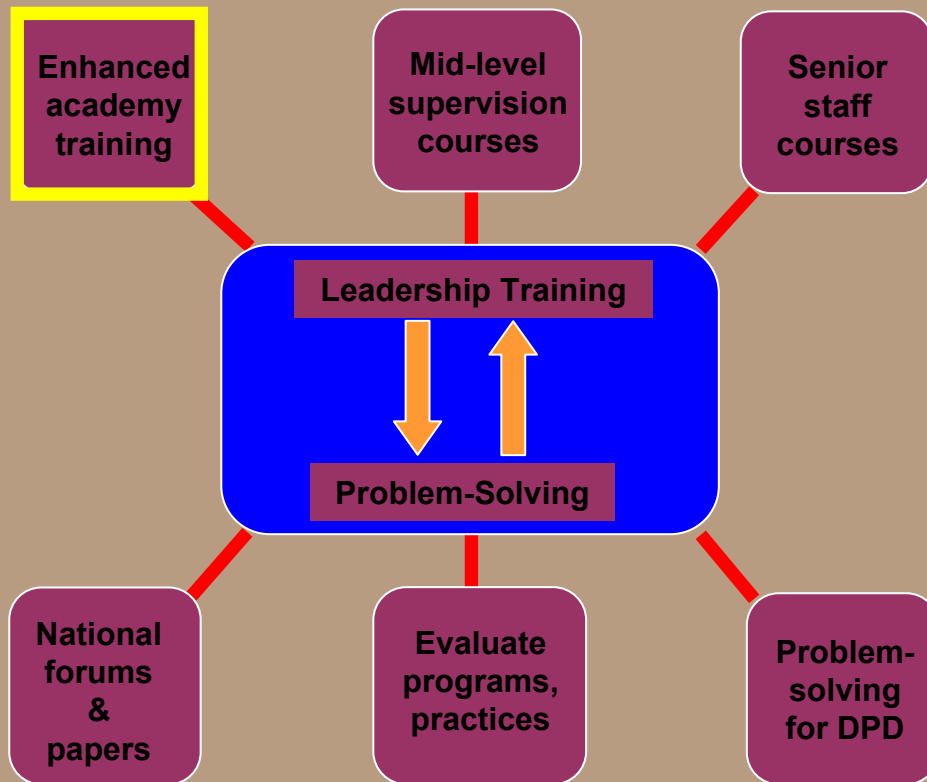
- Instill leadership, business management, evidence-based policing skills
- Plan for future challenges based on understanding of crime, demographic trends
- Create vision of how policing is integrated with other city services

Enhanced Mid-Level Supervisor Training Will Build Critical Skills



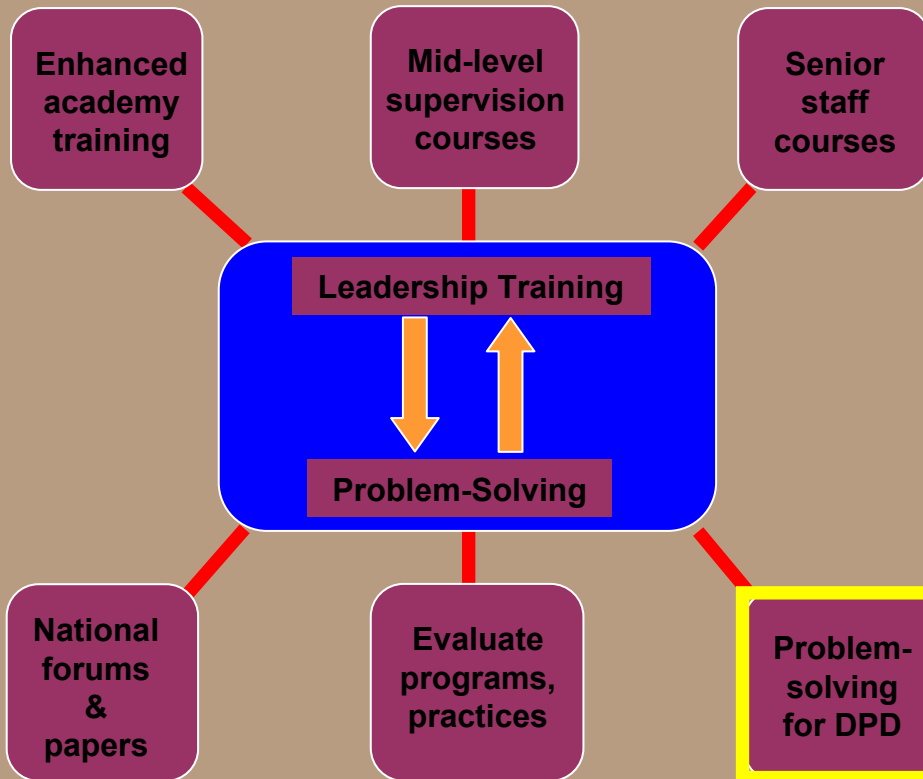
- **Understanding of role in developing rank and file officers**
- **Public speaking, writing skills**
- **Development of problem-solving approach to police work**

Skills Training Will Extend to Recruits



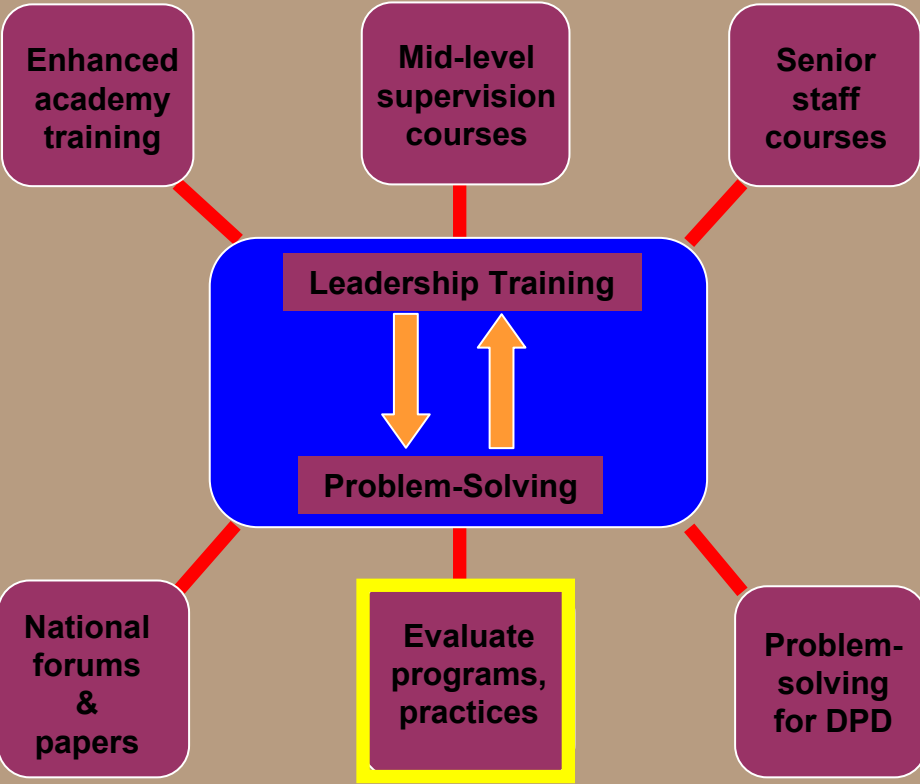
- **Learn to enlist community support in crime fighting efforts**
- **Crime fighting tactics & strategies: Real-life experiences taught by veteran officers**

The Institute Will Help DPD Solve Complex Problems by Bringing Together Diverse Resources...



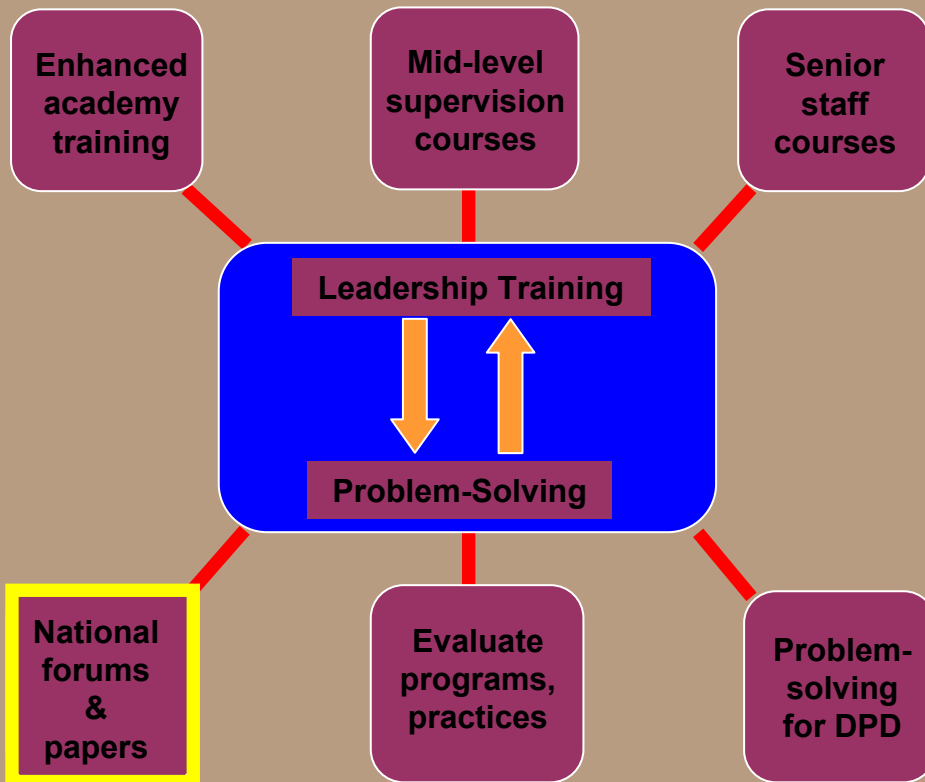
- Criminal justice faculty from partner universities
- Visiting faculty (prominent police executives, academics)
- DPD senior staff taking executive courses
- Local business executives

...to Enhance the Capacity of DPD to Test New Approaches, Develop Strategic Thinking



- Ongoing evaluation of DPD programs and practices
- Development of sophisticated metrics to monitor trends in performance of DPD divisions
- Disseminate results publicly for enhanced accountability

...And Promote DPD as National Center on Police Training and Innovation



- Dallas becomes national laboratory to assess effects of different crime fighting approaches
- Explore new staffing, management, and leadership models
- Hold forums on current policing issues; publish policing journals

The Institute Would Be Built on a Strong Dallas-Based Consortium

- **UNT has largest, best-known criminal justice departments in Dallas**
- **History of successful collaboration with DPD**
- **Lead principal has strong background in leadership training**
- **UT-Dallas has doctoral program in criminal justice**

Excellent Potential for Sustainability

- **Roughly half of \$9.5M gift would become an endowment**
- **Partners (UNT, UT-Dallas, City) have agreed to maintain four principal positions in Institute in perpetuity**
- **Institute will generate revenue through federal grants and tuition from courses opened to departments outside Dallas**

The Institute Presents Potential Benefits to the Dallas Police Department...

- **Produce quality police professionals that understand “best practices” and the current state-of-the-art in policing**
- **Improved recruitment and staff retention**
- **DPD becomes recognized leader in policing nationally**

....and Benefits the Citizens of Dallas

- **A more professional police force**
- **Increased public safety**
- **Increased development of UNT Dallas campus and South Dallas redevelopment effort**
- **Links between DPD & local community strengthened by provision of scholarships to inner-city youth who want to become police officers**

QUESTIONS?



Center on Quality Policing