

Memorandum

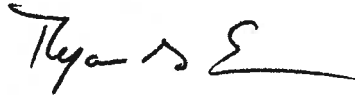


DATE: April 29, 2011

TO: Members of the Public Safety Committee

SUBJECT: **First Year Evaluation of the Caruth Police Institute**

Attached is briefing material on the "First Year Evaluation of the Caruth Police Institute" to be presented to the Members of the Public Safety Committee on Monday, May 2, 2011.



Ryan S. Evans
First Assistant City Manager

Attachment

CC: Honorable Mayor and Members of the Dallas City Council

Mary K. Suhm, City Manager

Deborah Watkins, City Secretary

Tom Perkins, City Attorney

Craig Kinton, City Auditor

C. Victor Lander, Administrative Municipal Judge

Jill A. Jordan, P.E., Assistant City Manager

A.C. Gonzalez, Assistant City Manager

Forest E. Turner, Assistant City Manager

Jeanne Chipperfield, Chief Financial Officer

Helena Stevens-Thompson, Assistant to the City Manager Mayor/City Council



First Year Evaluation of the Caruth Police Institute

Rob Davis
RAND Corp
May 2, 2011



Historical Dallas PD Challenges

- 2004 Dallas Morning News series highlighted challenges in the Dallas Police Department
 - 6 straight years with worst crime rate in United States for cities over 1 million population
 - Poor staff morale
 - Low public satisfaction
 - A “vacuum’ in leadership

Private Sector Stepped Up To The Plate

- Civic group, Safer Dallas Better Dallas secured donated funds from the Meadows Foundation for CCTV in the CBD
- Communities Foundation of Texas (CFT) provided \$5M for car computers & other hardware
- CFT appropriated another \$10M for long term “transformational change”

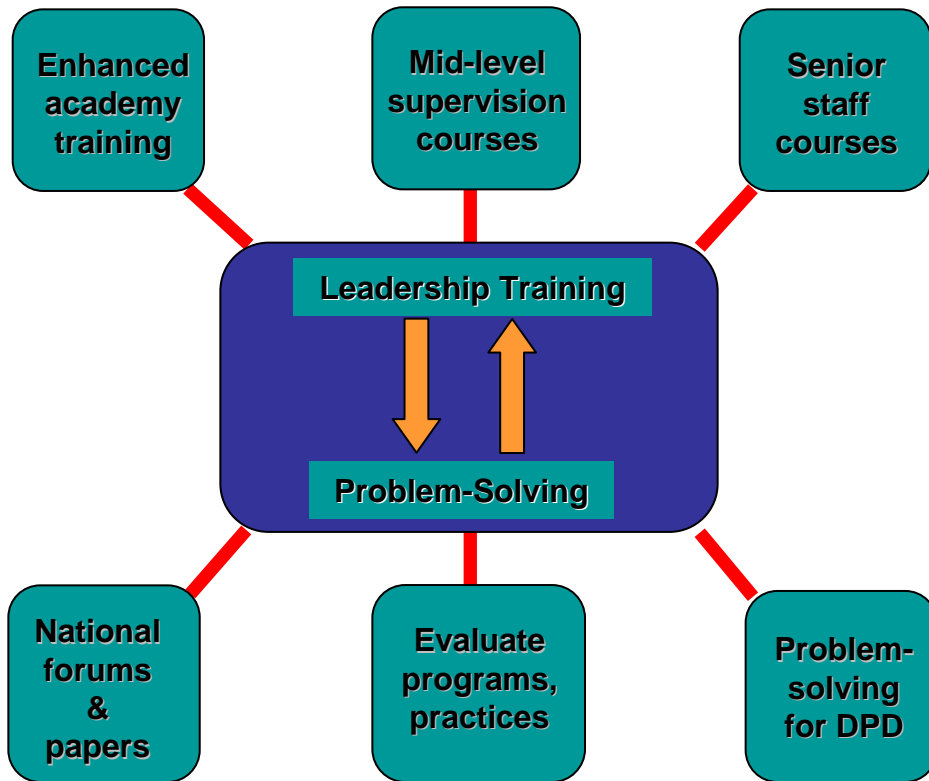
CFT Asked RAND To Examine Transformational Options for DPD

- Requirements that it have the support of community partners, be innovative on national stage, & be sustainable
- RAND helped DPD and CFT to think through novel uses for gift by examining current DPD practices and national best practices
- Worked with DPD, UNT to develop CPI concept
- Developed set of metrics to assess impact of CPI
- Conducted first year process evaluation of Institute

Caruth Police Institute Mission Statement

“To fulfill the complex research, educational, and leadership development needs of the Dallas Police Department; thereby enhancing public safety and better serving the community of Dallas and all of North Texas”

The Caruth Police Institute



- 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

A National Center for Police Executive Training

- Identify and develop leaders within DPD
 - Develop leadership and vision among senior staff through understanding of alternate models of policing, crime and demographic trends
 - Instill leadership, ethics, business management skills among mid-level supervisors
 - Enhance basic supervisory skills (public speaking, writing, managerial skills) among sergeants
 - Enhance academy training with community policing skills & crime fighting tactics

A National Research Center

*Promote Research and Evidence-Based Policing...A
National “Think-Tank”*

- Enhance capacity of DPD to test new approaches through ongoing evaluation of DPD programs, practices
- Host publications & forums on current policing issues
- Bring together diverse resources to help DPD solve complex problems
 - Faculty of partner universities & business executives
 - Visiting police executive & academic program
- DPD staff taking executive-level courses

Process Evaluation: Determine if CPI Is on Right Course

- Management & implementation issues
- Progress in leadership development
- Progress in research capabilities

Process Evaluation Methods

- Review of literature on police leadership training
- Interviews with Institute & senior DPD staff
- Collection of information from CPI, DPD records
- Course observations and evaluation
- Tracking career paths of cohort of officers in inaugural class

Key Process Evaluation Findings

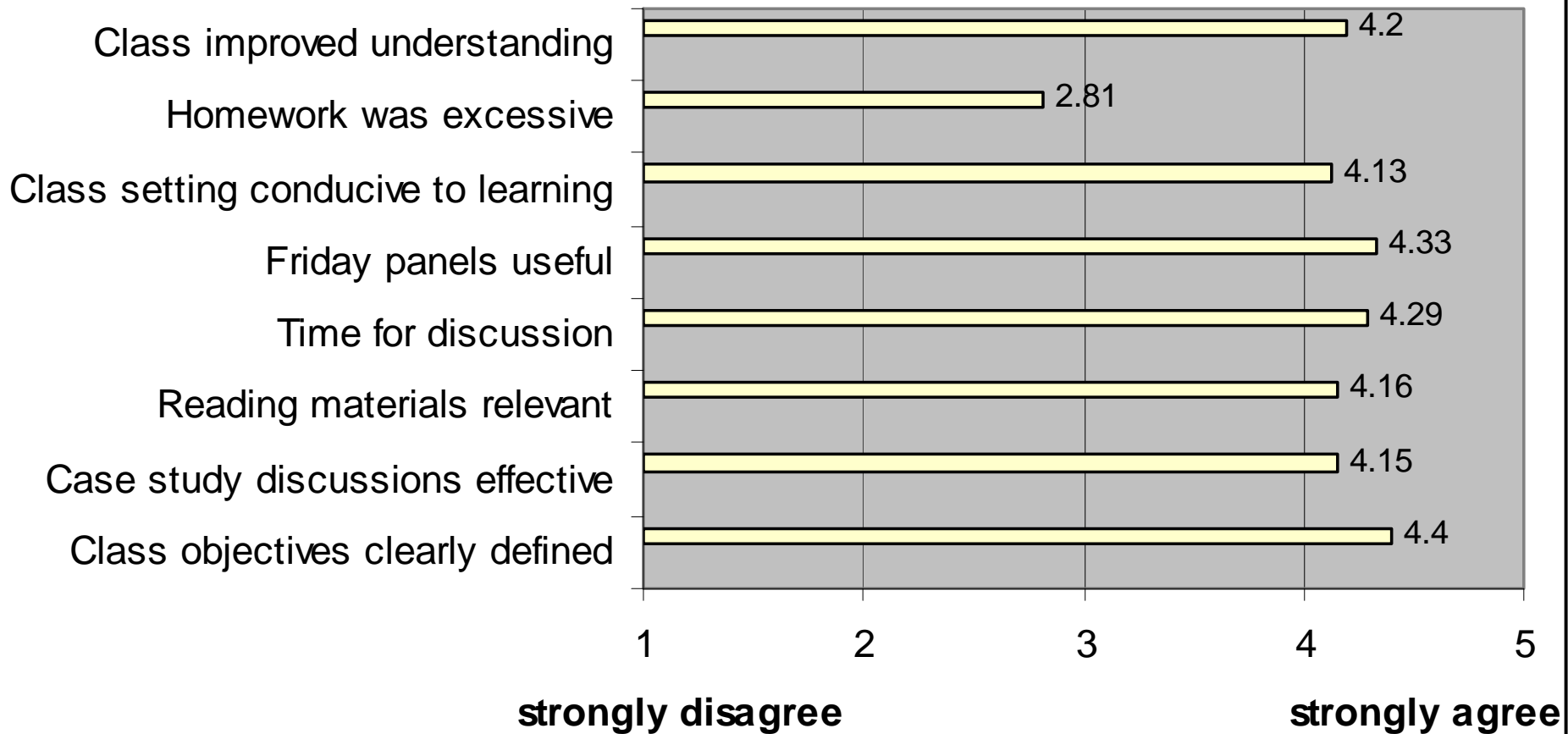
Institute Got Off to Quick Start

- Hired well-qualified staff
- Built linkages with other organizations
- Solicited outstanding guest lecturers

Inaugural Course Incorporated Best Practices in Leadership Education

- 24 highly motivated lieutenants volunteered for course
- Six one-week modules, one per month, included case studies
- Optional graduate or undergraduate credits
- Highly positive course evaluations

Highly Positive Course Evaluations



Training a Large Cohort of Lieutenants Opens Possibilities of Rapid Change

- Strong sense of team-building among participants with common ideas and language
- Interrupted sessions allowed chance to try out class concepts on the job
- “I have a better appreciation for the department. A class like this shows that the department values intellect and that it has a desire to develop the people that work here”

Institute Has Faced Challenges but has shown ability to adapt

- Lack of instructional space
- Organizational confusion
- Suspension of tuition reimbursement
- Leadership transitions
- Lack of research strategic plan & supervision

Questions ?