

CITY OF DALLAS
CHIEF OF POLICE

Recruitment Services Provided by Ralph Andersen & Associates



The Opportunity

A national search is underway to attract highly qualified candidates to lead the Dallas Police Department (DPD). In this special and challenging time for American law enforcement, this is a rare and incredible opportunity to lead one of the nation's top law enforcement agencies. The City of Dallas seeks to align the Police Department with other major cities that embrace thoughtful, collaboratively-crafted, comprehensive reforms as typified by those recommended by the President's 21st Century Policing Task Force. Dallas seeks a strong leader who will inspire the Department, embrace the community, and work collaboratively to build on past efforts to implement comprehensive and positive changes that build community trust and ensure public safety.

The City of Dallas seeks a Chief of Police who is passionate about its mission and enthusiastic about the opportunity to improve on reforms that have been implemented. Top candidates will have a career history that demonstrates outstanding leadership skills and the ability to embrace and celebrate the culture, ethnic diversity, community values, and iconic assets that Dallas represents. Importantly, this highly accomplished individual will also be a strategic leader and well-prepared to address an array of vital organizational and policy issues including strategic leadership, accountability, transparency, and discipline.

Highly qualified candidates will have a stellar career history in a major metropolitan area and will be top law enforcement executives known for having an engaging, confident yet personable style, along with excellent communication skills. This career capstone position warrants serious consideration for those select few on a local, regional, and national basis that clearly exceed typical expectations.



The Governing Structure

The City of Dallas is the third largest city in the country with the Council-Manager form of government. The Dallas City Council is comprised of fifteen members; fourteen councilmembers are elected by voters in non-partisan elections from single-member districts, while the Mayor is elected at-large. The Dallas City Council appointed Mr. T.C. Broadnax as City Manager on December 14, 2016. The City Manager manages a staff of approximately 13,500 employees with a budget of nearly \$3 billion. The City Manager is charged with appointing the next Chief of Police, who will be part of an innovative team that provides world class service to the community.

The City of Dallas

Dallas is the ninth largest city in the United States and third largest in Texas after the cities of Houston and San Antonio. Dallas has 1.3 million residents and much of the City is in Dallas County; however, sections of the City are in four other counties: Collin, Denton, Kaufman, and Rockwall. The Dallas-Fort Worth-Arlington metropolitan area, commonly known as the Dallas Fort Worth (DFW) Metroplex has 120 cities and a population of more than 7.2 million.

The community is proud of its diverse neighborhoods and attracts residents desiring both urban and affordable living. With many events and activities to choose from, Dallas has much to offer both tourists and area residents. The Dallas region is the home of six major sports franchises including the Dallas Cowboys, Dallas Mavericks, Texas Rangers, FC Dallas, Dallas Wings, and Dallas Stars. The Dallas Arts District is the largest urban arts district in the United States, and the Trinity River Corridor Project, when completed, will be more than 10 times the size of New York's Central Park.

Known for business, Dallas is home to the third largest concentration of Fortune 500 companies. The greater DFW area boasts the 5th largest economy in the country and 10th largest in the world. The City's economy is primarily based on banking, commerce, telecommunications, technology, energy, healthcare and medical research, and transportation and logistics. Supporting both business and tourism, the Dallas Fort Worth Airport is one of the largest and busiest airports in the world.

Dallas is one of the most ethnically diverse major cities in the United States, with residents of Hispanic or Latino (42%), African-American (24%), Asian (5%), and Caucasian (29%) descent. The Dallas metropolitan area is recognized as having the sixth-largest concentration of members of the LGBTQ community among the 50 largest U.S. cities.



The Ideal Candidate

The next Chief of Police will be a visionary leader with the ability to implement best practices and communicate the need to continue systemic changes and create a culture of continuous improvement. The Chief will be forward thinking, focused, and driven to ensure Department policies and actions are consistent with best policing practices that are appropriate in today's world. The Chief will represent continued progress and positive movement toward better service delivery to all neighborhoods.

The Chief will evaluate the Department's operations and ensure the organizational model is appropriate for the delivery of efficient services. The selected candidate will be expected to quickly identify, address, and implement recommendations while working in conjunction with the City leadership, community stakeholders, and, where appropriate, the various Police Associations. The ideal candidate will maximize the Department's ability to advance community policing and crime reduction strategies as well as continue to emphasize accountability and transparency from command-level to rank and file.

The Chief of the Dallas Police Department will be both an inspirational leader and an experienced executive who will inspire confidence and trust from the community, as well as earn the respect of both sworn and civilian employees. The top candidate will be an individual who is compassionate, respectful, honest, and ethical and will possess the highest levels of integrity. The Chief will welcome and embrace the rich diversity that is the fabric of Dallas and its unique neighborhoods. Internally, the Chief will recognize the men and women of the Department are high functioning, but are still healing after the senseless shooting last year that resulted in the devastating loss of four Dallas Police Officers and a Dallas Area Rapid Transit officer who was assisting with the crowd control. The ability to build strong and genuine connections with a complex community and department is essential for a candidate's success in this position.

The new Chief of Police will have the conviction and courage to proactively address challenges and make the tough decisions, while also standing up for what is in the best interest of the Department and the community. The Chief will always be transparent in communications (both internally and externally) valuing trust from the Department and community over political image. The Chief will embody the philosophy of openness and will expect the same of his/her command staff. The Chief will be a stabilizing force in the Department and his/her calmness will engender trust within all levels of the Department.

The Police Department

With a 2016-2017 budget of \$510 million, Dallas Police Department employs more than 3,300 sworn officers and 600 civilian employees. The Department is organized into the following six bureaus: Patrol, Strategic Deployment, Investigations, Administrative, Legal and Detention Services, and Narcotics. Each of these bureaus is led by an Assistant Chief who reports directly to the Chief of Police. Another Assistant Chief is assigned as the Chief of Staff and has responsibility for the Public Information Office and Public Integrity Unit. A civilian Assistant Director who oversees the Financial and Contract Management Division also reports directly to the Chief of Police. The Chief is assisted by two Executive Assistant Chiefs.

As a leader in police reform and transformative change, the Department has put forth considerable efforts to increase transparency and train officers to reduce lethal interactions between police and the community. Five years ago, the Department started the process of implementing a new model of community policing to increase transparency and officer accountability as well as improve officer safety. These progressive changes have not only increased transparency and officer safety, they have also resulted in an 82% decrease in excessive force complaints over a five-year period. The department's advocacy for transparency has led to the online publication on 14 years of officer involved shooting data. This places the department at the forefront of the national discussion around officer involved shootings, transparency, and training to reduce these shootings and assaults on officers.

The Department currently faces a significant staffing shortage, as police officer retention is a major challenge. The recruiting and hiring practices of the new Chief of Police will shape the Dallas Police Department for generations to come. The new Chief will need to find innovative ways to recruit new employees that are more representative of the community, while providing meaningful opportunities and challenging work for existing staff.

Qualifying Criteria

Experience – At least seven years of command experience at the highest levels in a large municipal police department is required. Candidates must have a proven and demonstrated track record of working effectively in a culturally and ethnically diverse community. Experience should also include developing and implementing innovative crime reduction and community policing strategies. Candidates must be able to effectively interact with the media and community stakeholders.

Education – A Bachelor’s degree from an accredited college or university with major course work in criminal justice, law, public administration, political science, or a related field is required. A Master’s degree in public administration or a related field is highly desirable. Advanced training such as the FBI National Academy, Southern Police Institute, FBI National Executive Institute, or Police Executive Research Forum (PERF) – Senior Management Institute for Police (SMIP) is a considered a plus.

Compensation and Benefits

This at-will position has a compensation that is market competitive. Candidates should also be aware that the State of Texas does not impose a state income tax. Further details on compensation and benefits may be obtained through Ralph Andersen & Associates.



To Apply

Candidates should understand the public nature of executive searches in the State of Texas. This recruitment incorporates existing rules and regulations that govern public sector recruitments. Information submitted for consideration may be made available to the public upon request by interested parties, in accordance with public disclosure/open record laws.

Selected finalists will participate in a comprehensive and robust selection process to be held July 10th through July 12th.

References will not be contacted until mutual interest has been established. Candidates are strongly encouraged to apply by Friday, June 2, 2017 by sending a compelling cover letter, comprehensive resume, and current salary to apply@ralphandersen.com.

Ideally, the Chief of Police will join the City of Dallas August 2017 or sooner. Inquiries and questions regarding this position or the recruitment process, should be directed to:

Chief Gary Peterson, Retired (gary@ralphandersen.com)

Chief Greg Nelson, Retired (greg@ralphandersen.com)

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