City of Dallas

December 8, 2020

Honorable Mayor and Members of the City Council,

I'm pleased to share with you the next steps of the search process to select the next Dallas Police Chief, which – despite being all-virtual to slow the spread of COVID-19 – is nearing successful completion.

As you will recall, we began in October by soliciting proposals from qualified and experienced executive search firms to conduct a national search. Through a competitive process, Gary Peterson with Public Sector Search and Consulting was selected to lead the search based on his vast experience in conducting Police Chief searches in dozens of municipalities including Nashville, Sacramento, Seattle and San Francisco.

Once selected, Mr. Peterson first met with the Mayor and members of the City Council to solicit their input and feedback on the qualities and characteristics desired in the next Chief. This information was used to create a candidate profile for the recruitment brochure. The City Council Public Safety Committee received monthly briefings regarding the search process beginning in October and the recruitment officially began in early November.

On November 5, we also launched a community-wide survey in both English and Spanish to seek community and public feedback on the next Chief. We were pleased to have received over 4,500 responses from residents.

To close the digital divide, we also set up a phone line to receive community input in English or Spanish; we received calls from 23 numbers with only 2 providing feedback. Finally, an internal survey was also conducted; we received more than 1,000 responses from the men and women from the Dallas Police Department.

The results of the community survey are attached, and the following general themes emerged:

- Desired Qualifications include a track record of reducing crime, building trust and having an open and transparent leadership style. Experience recruiting and retaining quality personnel and understanding the history of policing in the US, including racism and bias were essential.
- Priorities for the Department include reducing violent crime, holding officers/staff accountable, building trust and strengthening community partnerships.
- Leadership Qualities included an individual who is honest and has integrity, someone who will hold employees accountable, problem solving ability and is strategic thinker.

City of Dallas

As of today, 36 people from across the United States applied for the position and were screened by recruiter Mr. Peterson based on the input from the City Council, community and department surveys, and the City Manager. Later this week, the City Manager will invite selected top candidates to participate in the interview phase of the process, which is scheduled to begin next week. To solicit a broad spectrum of additional input on the finalists, the interview process includes six stakeholder panels which will meet and interview each candidate. Organizations representing various community and stakeholder groups were invited by the City Manager to provide a representative to sit on one of the following six panels. A complete list of invited organizations is attached.

- Neighborhood and Business
- Faith Based and Non-Profit
- Police Oversight and Cultural Diversity
- Police Oversight and Law Enforcement Partners
- Police Employee Associations
- City Executive Staff

Additionally, the Chair of the City Council Public Safety Committee has requested from the Mayor and City Council Members questions to ask each finalist in video interviews which Mr. Peterson will capture to make available to the City Council and the public. The recorded interviews will premiere live across all City of Dallas cable and social media channels next week.

Following the community surveys, stakeholder panels and video interviews, the City Manager will select final candidates for interviews that he will conduct personally. The City Manager intends to select and appoint a new Chief by the end of December.

The next monthly briefing on the search process is scheduled for the December Public Safety Committee Meeting this Monday, December 14 at which time Mr. Peterson and staff will be available to answer any questions about the process.

Should you have any questions, please reach out to myself or Assistant City Manager, Jon Fortune.

In the Spirit of Excellence!!

T.C. Broadnax
City Manager

City of Dallas

Invited Organizations

Neighborhood and Business
Mayor's Task Force on Safe Communities
Heritage Oak Clifff
Revitalize South Dallas Coaltion
Truett Area Crime Watch
North Dallas Neighborhood Alliance
Volunteers in Patrol
Dallas Housing Authority
Deep Ellum Foundation
Downtown Development District
West End Foundation
Greater Dallas Hispanic Chamber of Commerce
Dallas Black Chamber of Commerce
Dallas Regional Chamber

Faith Based and Non-Profit
City Square
Anti-Poverty Coalition of Greater Dallas
American Red Cross
Catholic Diocese of Dallas
Child Poverty Action Lab
Dallas Area Interfaith
Familia Bethel Internacional
Interdenominational Ministarial Alliance
Dallas Bar Association
Mexican American Bar Association
J.L. Turner Legal Association
Metro Dallas Homeless Alliance
Salvation Army

Police Oversight and Cultural Diversity
Community Police Oversight Board
Office of Community of Police Oversight
Dallas Gay and Lesbian Alliance/LGBT Task Force
Mothers Against Police Brutality
NAACP
Next Generation Action Network
Texas Organizing Project
The Dallas Community Police Oversight Coalition

City of Dallas

Police Oversight and Law Enforcement Partners
Caruth Foundation
Dallas Area Rapid Transit
Dallas County Sheriff
Dallas County Community College District
Dallas County District Attorney
Dallas Fallen Officer Foundation
Dallas Independent School District
Federal Bureau of Investigation
Friends of Dallas Police
Operation Blue Shield
Safer Dallas Better Dallas
Texas Department of Public Safety

Police Employee Associations
Dallas Police Association
Black Police Association of Greater Dallas
National Black Police Association Dallas
National Latino Law Enforcement Organization
Dallas Police Executive Lodge
Asian Police Officers Association Dallas
Dallas Fire and Police Pension Fund

City Executive Staff
City Attorney's Office
Community Prosecutor
Dallas Fire-Rescue
Human Resources
Information and Technology Services
Office of Integrated Public Safety Solutions
Procurement Services

Public Sector
SEARCH & CONSULTING

Community Survey Report

Chief of Police Search Process

December 7, 2020

Mr. Gary Peterson, President/CEO

Public Sector Search & Consulting, Inc.

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Introduction

For the past several years, police leaders have faced intense scrutiny around the use of force, accountability and transparency. Many communities are asking for opportunities to participate in the process to select their next police chief. In Dallas, Public Sector Search & Consulting, working with the City Manager's Office and Human Resources, developed a search process structured around the values of inclusiveness and transparency. As part of the search process, we engaged the community by encouraging Dallas residents to provide feedback in several areas. The survey results will be used to inform the selection process.

Methodology

The survey was developed and published, in both English and Spanish, on the City's website and sent to multiple listservs, posted on social media and sent via email. Residents were broadly invited to participate in this survey.

The survey was open for response collection from November 5th to December 1st. The survey was comprised of eleven (11) questions and gathered information on qualifications, priorities and leadership qualities expected from the new Chief of Police, as well as respondents' level of trust in the DPD. Respondents also volunteered demographic information, including gender, race or ethnicity, age, residential and/or work location in Dallas by zip code.

Participants were also given an opportunity to provide their thoughts on what the city manager should consider when selecting the next Chief of Police. English and Spanish survey responses are reported together in the survey results.

Survey Analysis

Survey Monkey reports response choices by number and percentage. Questions with multiple response choices are distinguished and presented in rank order. We reviewed the rankings and briefly summarized below:

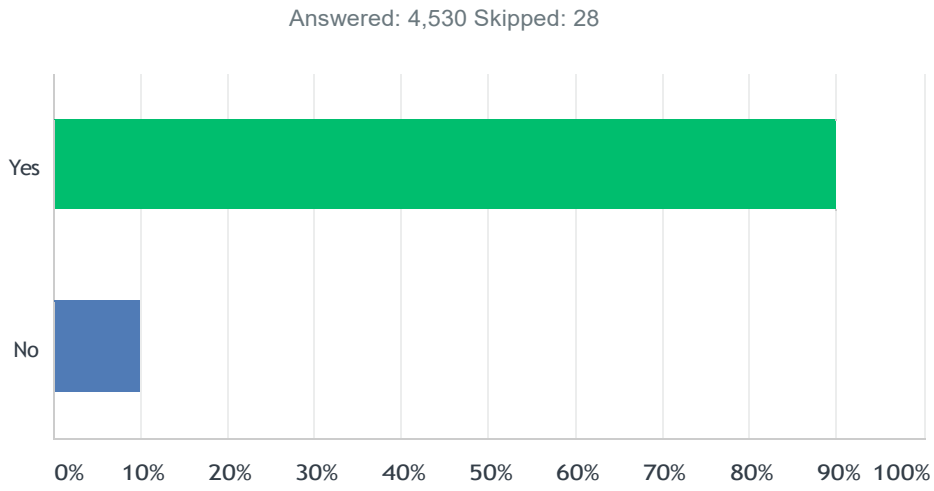
Desired Qualifications include a track record of reducing crime, building trust and having an open and transparent leadership style. Experience recruiting and retaining quality personnel and understanding the history of policing in the US, including racism and bias, were seen as essential and outranked implementing innovative police practices and having prior police chief experience.

Priorities include reducing violent crime, holding officers/staff accountable, building trust and strengthening police community partnerships. Staying within budget, traffic safety/enforcement and solutions to homelessness were seen as lower priorities.

Strong Leadership Qualities are consistently identified as the most important attributes required to manage a complex police agency that will ensure fair and equal treatment under the law. Effective police leadership is multifaceted. Survey respondents selected the leadership qualities they believe are most important when selecting the next Chief of Police. The top response was an individual who is honest and has integrity, followed by someone who will hold employees accountable. Other responses included emergency management experience, problem-solving ability, being fair and even-handed, and a strategic thinker.

Question #1

Do you live in the City of Dallas?



ANSWER CHOICES	RESPONSES	
Yes	91.54%	4,147
No	8.45%	383
TOTAL		4,530

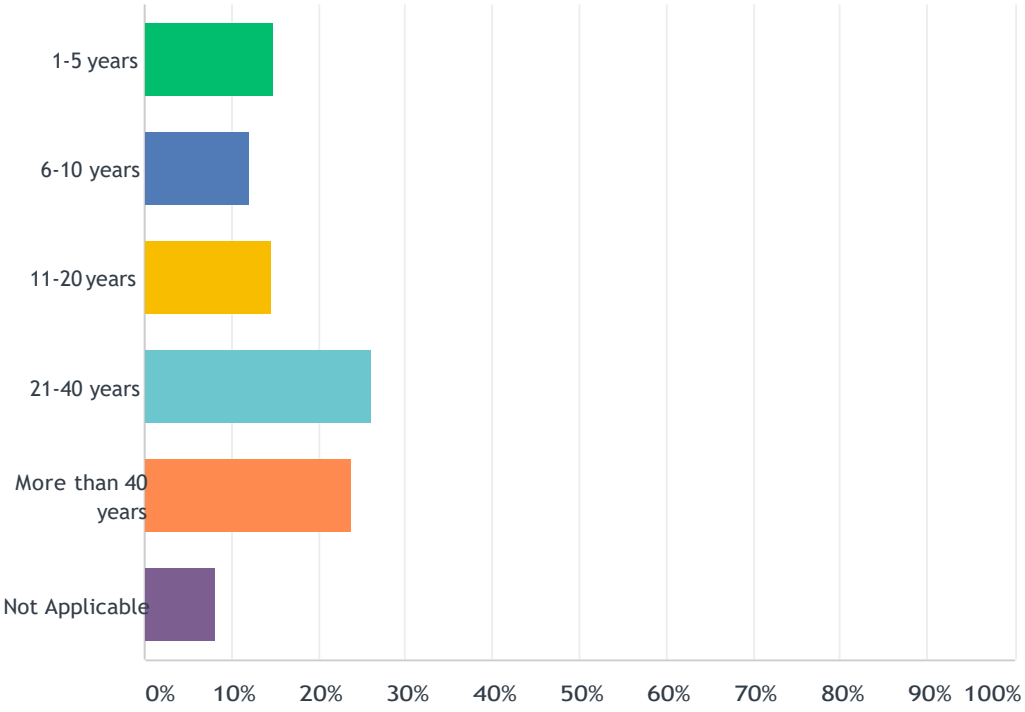
Key Takeaways:

- The Dallas Community Survey had more than 4558 respondents. Not every respondent answered every question and some respondents selected more response choices than instructed.
- The overwhelming majority of respondents (91.54%) indicated they lived in Dallas.

Question #2

If you answered Yes to Question 1, how long have you lived in the City of Dallas?

Answered: 4,522 Skipped: 36



ANSWER CHOICES	RESPONSES	
1-5 years	14.61%	661
6-10 years	12.03%	544
11-20 years	15.41%	697
21-40 years	26.47%	1197
More than 40 years	24.10%	1090
Not Applicable	7.36%	333
TOTAL		4,522

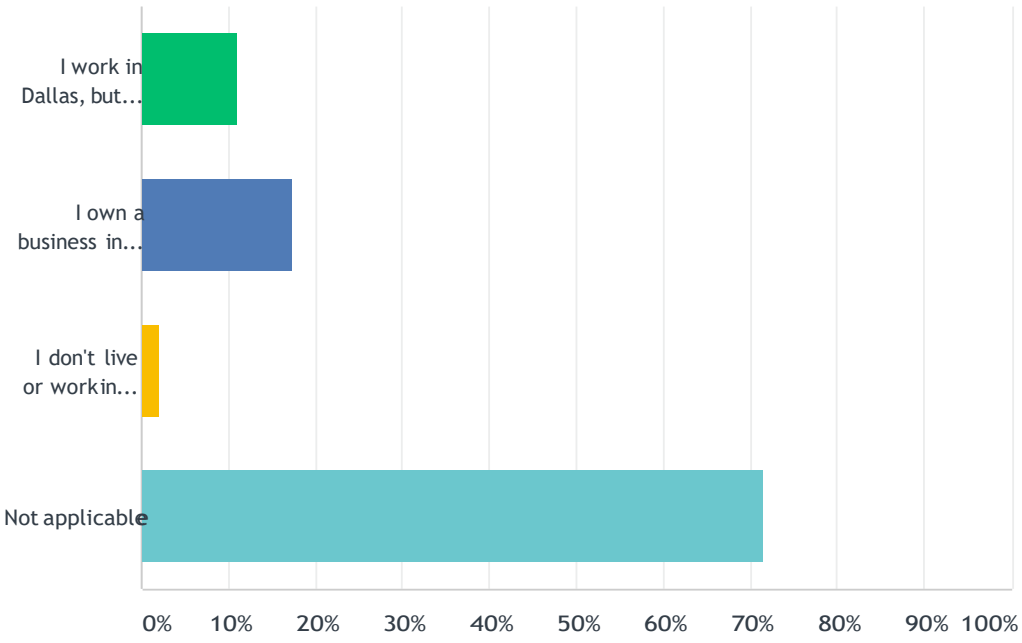
Key takeaway:

- More than 50% of respondents reported they have lived in Dallas for more than 20 years. Half of those respondents have lived in Dallas more than 40 years.

Question #3

Please check the categories that best describes your relationship with the City of Dallas.

Answered: 4,516 Skipped: 42



ANSWER CHOICES	RESPONSES	
I work in Dallas, but live outside the City	10.91%	493
I own a business in Dallas	15.74	711
I don't live or work in Dallas	1.99%	90
Not applicable	71.34%	3,222

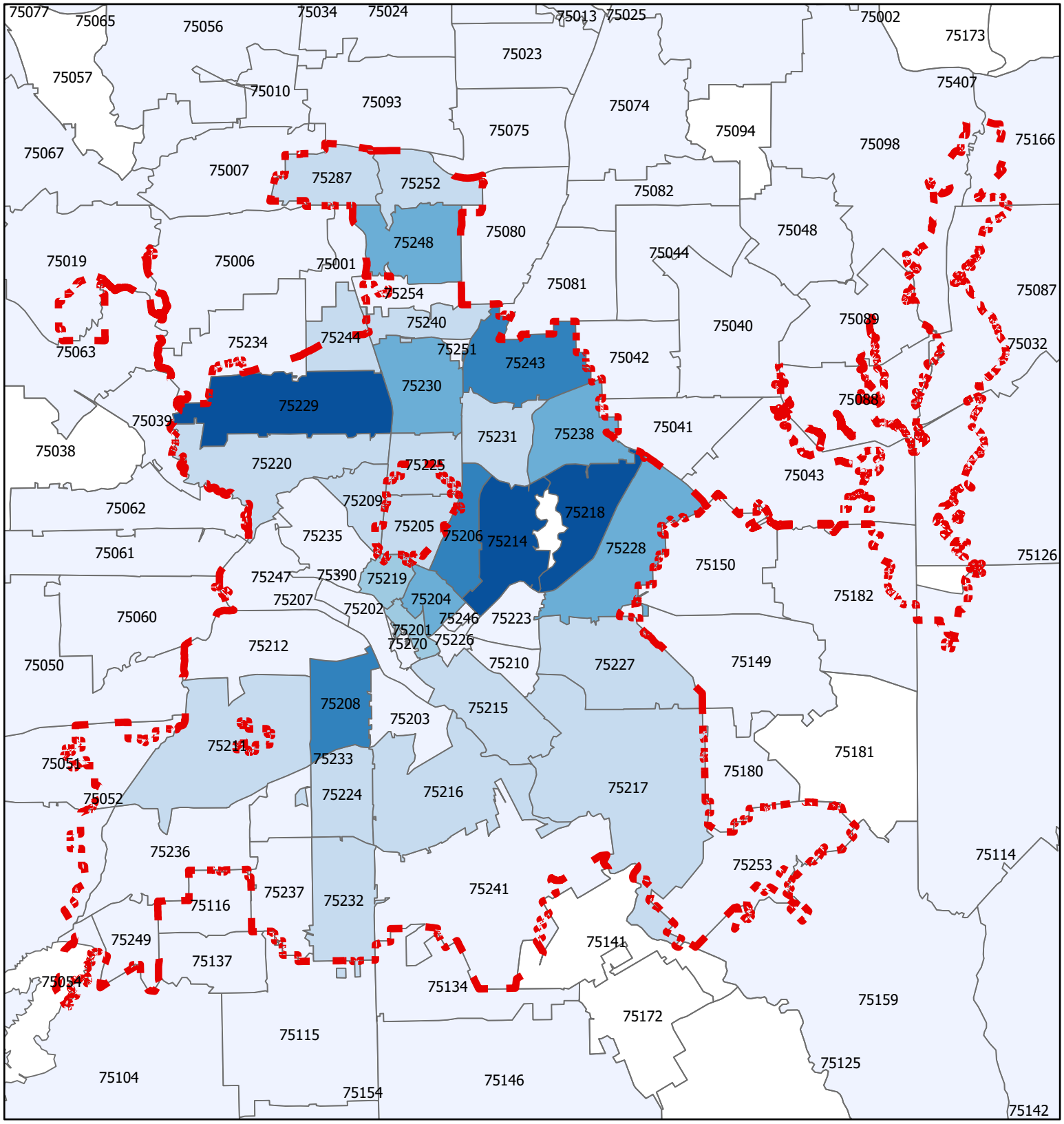
Key takeaways:

- Most respondents (71.34%) selected "not applicable" because they had already identified as a Dallas resident.
- 15.74% of the respondents were business owners and another 10.91% respondents work in Dallas, but don't live in the city
- 90 individuals indicated that they did not live or work in Dallas

Answered: 4,518

Response Count by Postal Code

Skipped: 40



City of Dallas Boundary

Number of Responses within each Zipcode

- 1.0 - 47.0
- 47.0 - 93.0
- 93.0 - 139.0
- 139.0 - 185.0
- 185.0 - 231.0
- 131.0 - 277.0
- N/A

0 4.5 9 Miles

N

DISCLAIMER
This data is to be used for graphical representation only. The accuracy is not to be taken/used as data produced by a Registered Professional Land Surveyor (RPLS) for the State of Texas. 'This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.' (Texas Government Code § 2051.102)

City of Dallas

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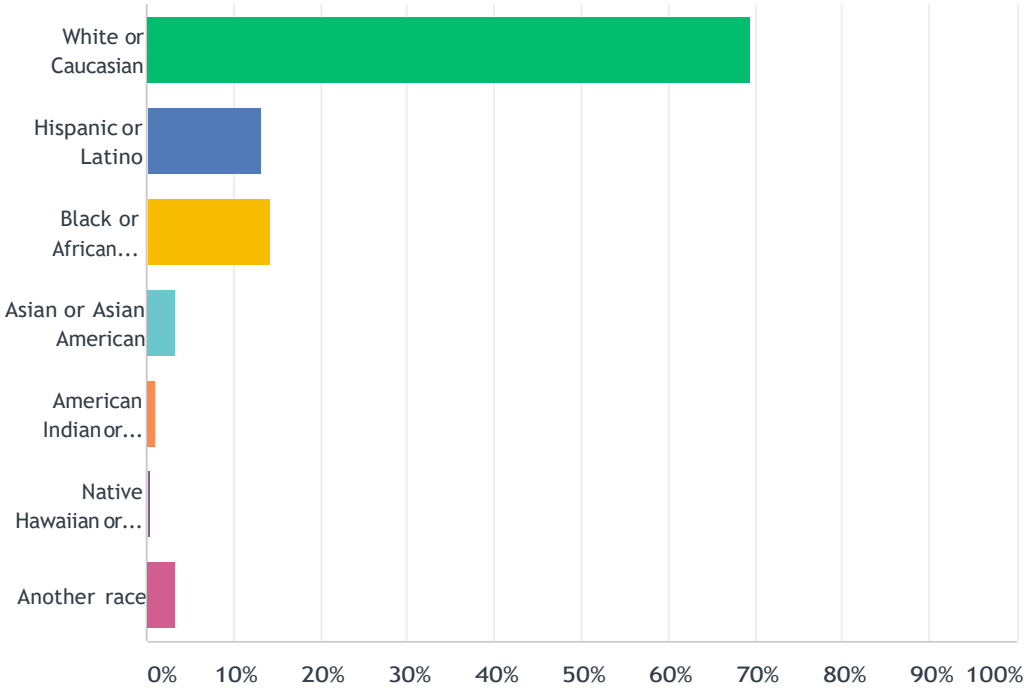
Question #5

Race or Ethnicity. Please specify.

Answered: 4,518 Skipped: 40

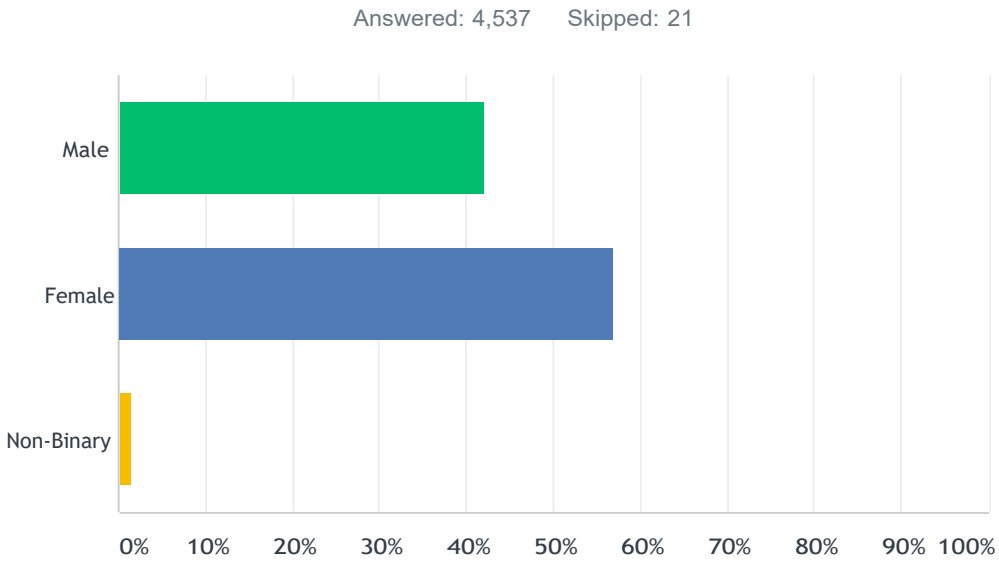


ANSWER CHOICES	RESPONSES	
White or Caucasian	69.01%	3,118
Hispanic or Latino	14.23%	643
Black or African American	13.89%	628
Asian or Asian American	2.76%	125
American Indian or Alaska Native	0.97%	44
Native Hawaiian or other Pacific Islander	0.39%	18
Another race	3.23%	146
Total Respondents: 4,518		4,722

Key Takeaways:

- Compared to their share in population demographics (according to the 2019 U.S. Census), Hispanic and Black respondents were underrepresented in the survey (14.23% vs. 41.7% and 13.89% and 24.3%, respectively).
- White respondents were slightly overrepresented in the survey (66.03% vs. 62.5%).
- While 40 respondents skipped this question, multiple respondents selected more than one race category. Consequently, the total number of responses (N=4722) exceed the total number of respondents (N=4518) for this question.

Question #6
What is your gender?



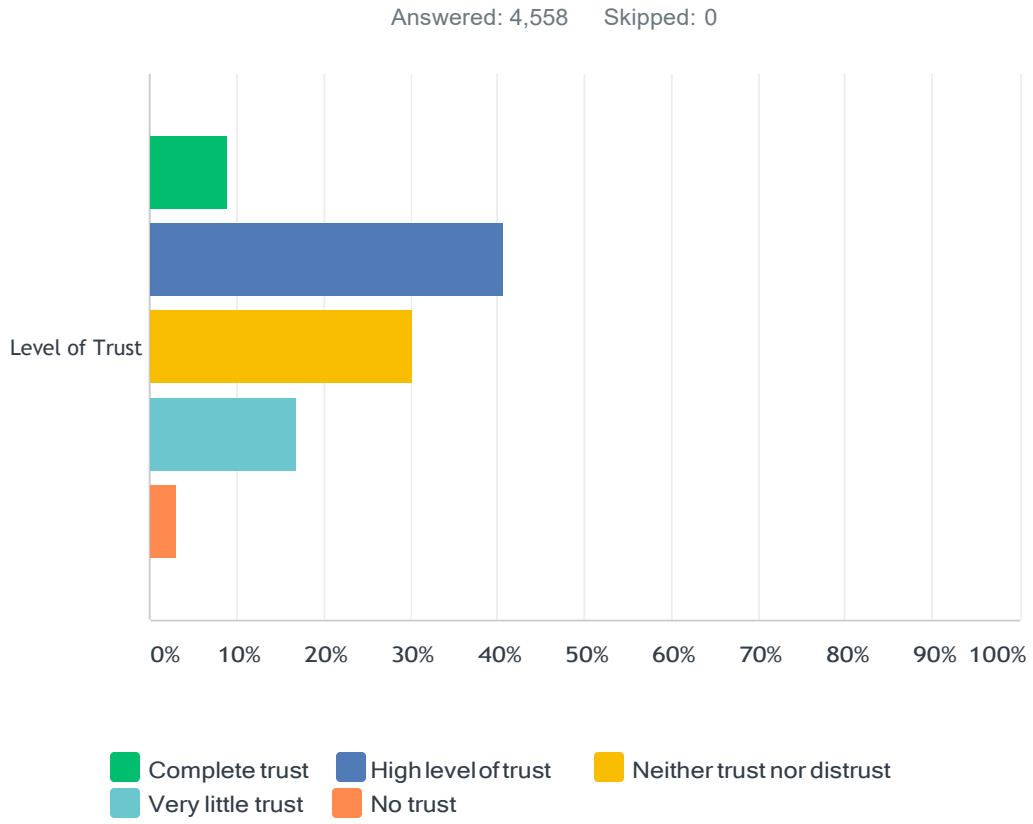
ANSWER CHOICES	RESPONSES	
Male	42.31%	1,920
Female	56.24%	2,552
Non-Binary	1.43%	65
Total Respondents: 4,537		4537

Key Takeaways:

- Female respondents were slightly over overrepresented with 56.24% v. 50.4%, while males were underrepresented with 42.31% v. 49.6%.
- Non-Binary respondents accounted for only 1.43% of the responses or N=65.

Question #7

Please describe your level of TRUST in the Dallas Police Department



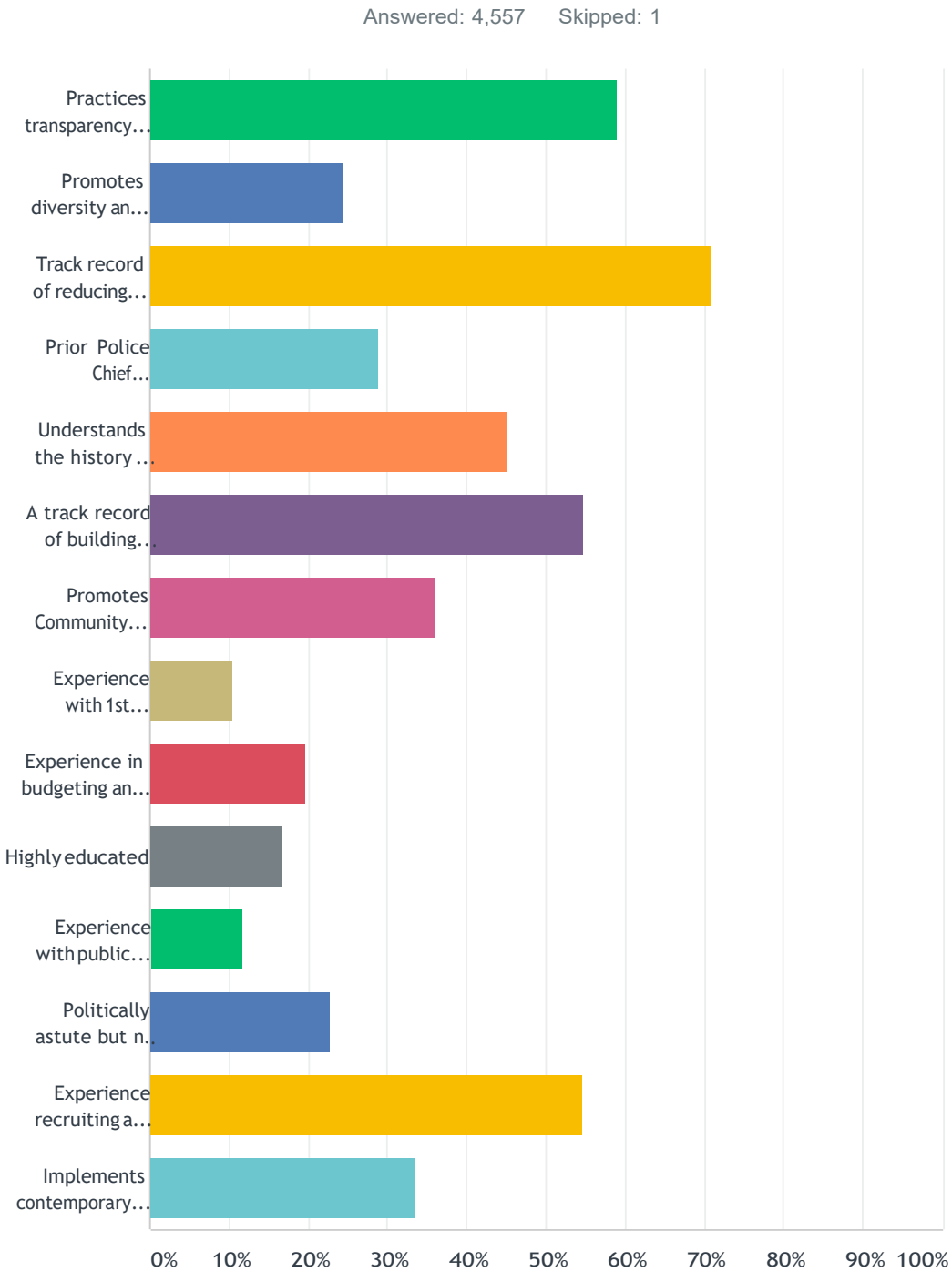
	COMPLETE TRUST	HIGH LEVEL OF TRUST	NEITHER TRUST NOR DISTRUST	VERY LITTLE TRUST	NO TRUST	TOTAL
Level of Trust	8.88% 405	40.45% 1,844	29.92% 1,364	17.06% 778	3.66% 167	 4,558

Key Takeaways:

- 29.92% of respondents were neutral, neither trusting nor distrusting the police
- Nearly half the respondents have complete trust or a high level of trust in the police (49.33%)

Question #8

Please select five (5) of the following QUALIFICATIONS that you think are the most important when selecting the next Chief of Police for the City of Dallas.



ANSWER CHOICES	RESPONSES	
Practices transparency and openness	58.10%	2,648
Promotes diversity and gender equity in the workplace	27.03%	1,232
Track record of reducing crime and promoting community safety	69.73%	3,178
Prior Police Chief experience	29.01%	1,322
Understands the history of policing in the US, including racism and bias	44.83%	2,043
A track record of building community trust	54.33%	2,476
Promotes Community Oriented Policing	35.98%	1,640
Experience with 1st amendment protest	10.26%	468
Experience in budgeting and financial management	19.26%	878
Highly educated	16.39%	747
Experience with public relations, media and news/social media	11.65%	531
Politically astute but not political	21.83%	995
Experience recruiting and retaining quality personnel	54.22%	2,471
Implements contemporary and innovative policing practices	33.61%	1,532
Total Respondents: 4,557		

The top five QUALIFICATIONS were:

1.) Track record of reducing crime and promoting community safety: selected by 3,178 respondents (69.73%)

2.) Practices transparency and openness: selected by 2,648 respondents (58.10%)

3.) A track record of building community trust: selected by 2,476 respondents (54.33%)

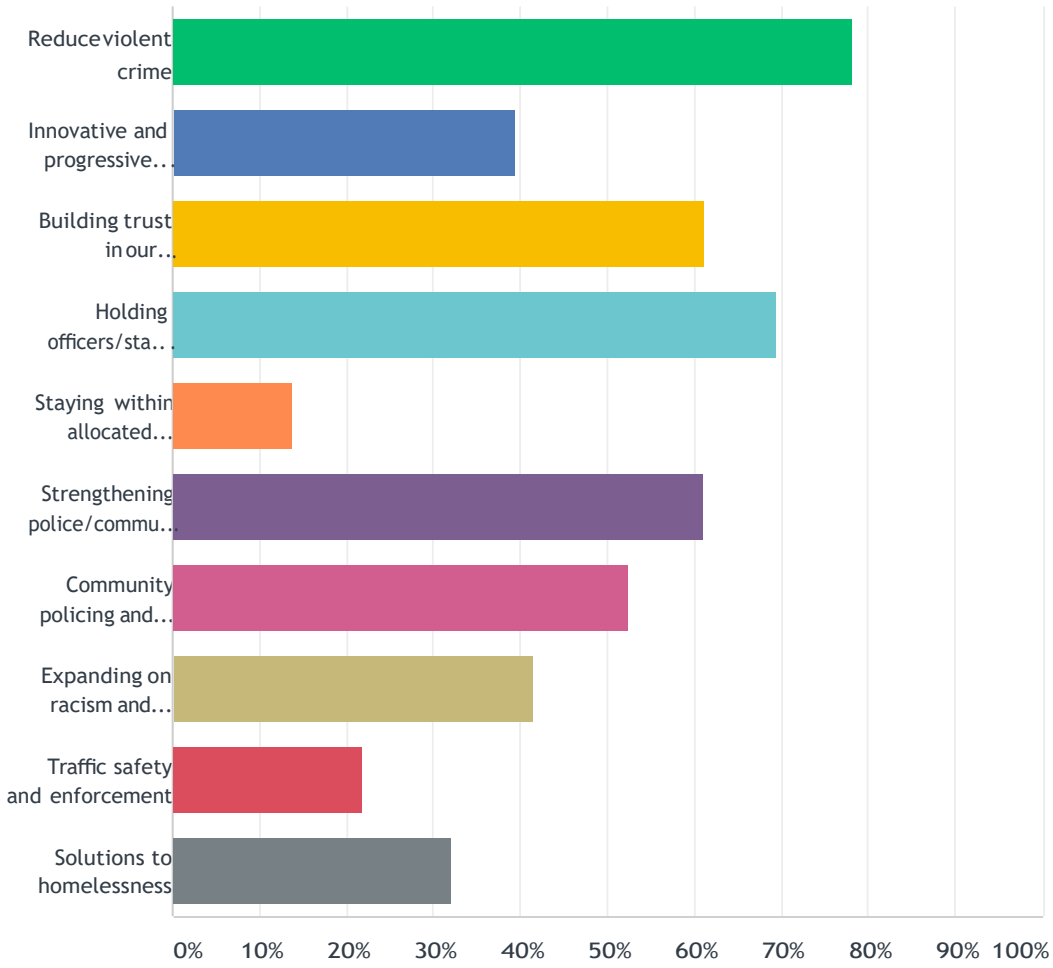
4.) Experience recruiting and retaining quality personnel: selected by 2,471 respondents (54.22%)

5.) Understands the history of policing in the US, including racism and bias: selected by 2,043 respondents (44.83%)

Question #9

Please select up to five (5) of the following potential PRIORITIES that you believe should be the "Highest Priority."

Answered: 4,557 Skipped: 1



ANSWER CHOICES	RESPONSES	
Reduce violent crime	77.28%	3,522
Innovative and progressive policing practices	39.17%	1,785
Building trust in our community	60.93%	2,777
Holding officers/staff accountable	68.61%	3,127
Staying within allocated budget	13.58%	619
Strengthening police/community partnerships	60.39%	2,752
Community policing and problem solving	52.07%	2,373
Expanding on racism and implicit bias training	41.56%	1,894
Traffic safety and enforcement	22.40%	1021
Solutions to homelessness	32.14%	1465
Total Respondents: 4,557		

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The five (5) PRIORITIES respondents believe should be the "Highest Priority in descending order:

1.) Reduce violent crime: selected by 3,522 respondents (77.28%)

2.) Holding officers/staff accountable: selected by 3,127 respondents (68.61%)

3.) Building trust in our community: selected by 2,777 respondents (60.93%)

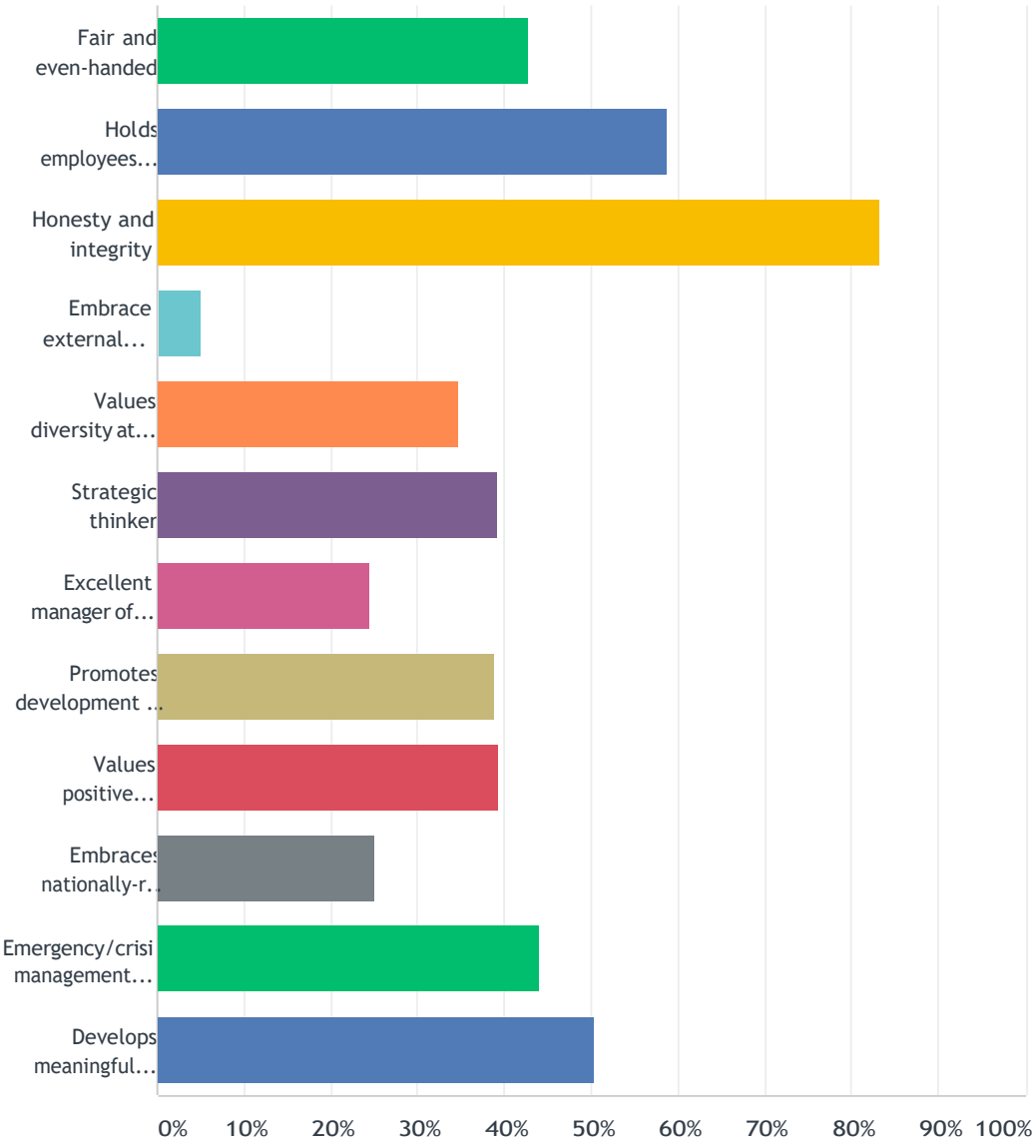
4.) Strengthening police/community partnerships: selected by 2,752 respondents (60.39%)

5.) Community policing and problem-solving selected by 2,373 respondents (52.07%)

Question #10

Please select up to five (5) of the following LEADERSHIP QUALITIES you believe are most important when selecting the next Chief of Police

Answered: 4,557 Skipped: 1



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ANSWER CHOICES	RESPONSES	
Fair and even-handed	42.22%	1924
Holds employees accountable	58.54%	2668
Honesty and integrity	80.60%	3768
Embrace external communication/social media	4.82%	220
Values diversity at all levels	33.44%	1524
Strategic thinker	39.93%	1820
Excellent manager of resources	23.74%	1082
Promotes development of staff, training and succession planning	38.99%	1777
Values positive community relations	39.52%	1801
Embraces nationally-recognized best practices in policing	25.03%	1141
Emergency/crisis management response	43.25%	1,971
Develops meaningful solutions to community problems	44.72%	2,038
Total Respondents 4,557		

The five (5) most important LEADERSHIP QUALITIES in descending order are presented below:

1.) Honesty and integrity was the top selection for this question: selected by 3,768 respondents (80.60%)

2.) Holds employees accountable: selected by 2,668 respondents (58.54%)

3.) Develops meaningful solutions to community problems: selected by 2,038 respondents (44.72%)

4.) Emergency/crisis management response: selected by 1,971 respondents (43.25%)

5.) Fair and even handed: selected by 1,924 respondents (42.22%)

Question #11

The City Manager is the hiring authority for this position. Is there anything else you would like him to consider when he makes this appointment?

Answered: 3,034 Skipped: 1,524

Text analysis provided by Survey Monkey was utilized to analyze 3,034 open-ended responses and identify keywords used most frequently in the responses. Keywords that were used ten times or more were collected, and the associated comments were reviewed for context. A review of the comments helped to identify common themes. While these themes are not exhaustive, they represent the majority of the ideas expressed in the responses. The themes are categorized and presented below:

- **Chief of Police:**
  - Hire the best person for the job notwithstanding race, ethnicity, gender, or other factors
  - Take politics out of the decision
  - High standards, integrity and humility
  - Consider someone with experience working in diverse communities
  - Big city experience
  - Chief like David Brown
  - Strong track record of success
  - Consider someone from inside Dallas Police Department

- **Operational Priorities**
  - Increase DPD officer training mental health, de-escalation and racial bias
  - Hold police accountable
  - Stand up for officers
  - Culture change
  - More police to the street
  - Do something about street racers

- **Strategic Priorities**
  - Reduce violent crime
  - Engage with the community
  - Improve community-police relations
  - Address systemic racism in the Department
  - Build a culture of trust in the Department
  - Dallas Police Department - buy-in
  - Reduce wait times and 911 response times
  - Retain police officers
  - Focus on crime prevention
  - Address homeless and mental health issues

- **Desired Characteristics**
  - Someone who is a good communicator and a good listener
  - Accessible approachable and open-minded
  - Transparent
  - Passion for the job
  - Multicultural and bilingual
  - Progressive "out of the box" thinker
  - Handle media pressure
  - Problem solver
  - Fair
  - Uses evidence-based solutions
  - Critical thinker
  - Highly educated
  - Knows and implements best practices in policing
  - Stay with the city long term
  - Earn City Council and mayoral support
  - Someone the officers will respect
  - Will stand up to the union
  - Good at budgeting
  - Data-driven policing
  - Track record includes community policing