

Memorandum



CITY OF DALLAS

DATE January 31, 2025

TO Honorable Mayor and Members of the City Council

SUBJECT **City of Dallas Chief of Police Search**

Public Safety remains a top priority for us, and with that in mind, today, I am pleased to announce that we will launch our comprehensive national search for the next Dallas Police Department (DPD) Chief. Additionally, on or before Friday, February 14, we will launch a regional and local search for the next Dallas Fire-Rescue (DFR) Chief. More details on that search will follow next week.

Filling these mission critical leadership positions is a commitment I made in my recent 100-Day plan, *Building on Our Momentum: The Journey Forward*. We will stagger and concurrently run both processes to fill both positions by early Spring. These truncated timelines allow for expeditious, yet thorough recruitments, screenings, and evaluation processes.

To maximize efficiency and cost savings, the City of Dallas has engaged **Public Sector Search & Consulting, Inc. (PSSC)** to conduct both searches. PSSC is the only U.S. search firm exclusively focused on public safety, having conducted more public safety executive searches in the past five years than any other firm, including 15 major U.S. city searches and Dallas's two previous police chief searches.

We are proud to be building on being one of the safest large cities in the country. We are confident that Dallas is investing wisely in public safety, to solidify its succession planning – last Friday, the DPD hosted its largest promotion ceremony since 2006. We also know, we must continue with our efforts to remain competitive with our market-based pay and incentives to recruit and retain top talent, locally and nationally.

As Dallas evolves into a globally recognized City that sets the standard for excellence, it is imperative to have a visionary leader guiding DPD into its next chapter. We will be aggressive, transparent and inclusive in this search, and PSSC will seek out a wide candidate pool, engaging in robust advertising and targeted outreach. The process also incorporates thorough vetting of each candidate.

The finalists will participate in panel feedback sessions with law enforcement partners, police associations, City of Dallas team members, business leaders, faith based and non-profit partners, members of the Community Police Oversight Board, and community & culturally diverse stakeholders. We will also provide an opportunity for the City Council to meet the top candidates.

The permanent Chief will have demonstrated experience in a city comparable to Dallas, building a culture of continuous improvement, trust and legitimacy, promoting innovation, fostering talent, and implementing meaningful strategies to reduce crime.

As you will see as outlined in the **attached brochure**, the next DPD Chief will also embody the following qualities:

1. Visionary Leadership:

- Guide the finalization of the design, construction, and opening of the **Regional Law Enforcement/Public Safety Training Campus**, positioning Dallas as a national leader in law enforcement training and innovation.
- Build upon DPD's success in reducing violent crime, advancing the City's commitment to being the safest large city in America.

2. Commitment to Community Policing:

- Foster trust and accountability by engaging with diverse neighborhoods, community oversight bodies, and advocacy groups.
- Promote equitable and transparent policing practices tailored to the needs of all Dallas residents.

3. Operational Excellence:

- Implement data-driven strategies to address violent crime and public safety challenges.
- Strengthen recruitment and retention efforts to ensure a diverse, capable, and resilient police force.

4. Inspirational:

- Serve as a compassionate and ethical role model, inspiring confidence among sworn officers, civilian employees, and the community.
- Cultivate a culture of continuous improvement, accountability, and collaboration within the department.

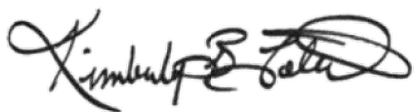
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This recruitment plan represents a thoughtful and deliberate approach to selecting the Dallas Police Department's next leader. For your ease of reference, a **search timeline** with key dates and milestones is also included in the attachment.

Thank you for your support as we move forward with identifying the permanent leaders who will be tasked with the critical responsibilities of keeping Dallas safe for many years to come.

Should you have any questions or require additional information, please do not hesitate to reach out to me or Chief Dominique Artis, Chief of Public Safety.

Service First, Now!



Kimberly Bizzor Tolbert
City Manager

c: Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety
Dev Rastogi, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

Alina Ciocan, Assistant City Manager
Donzell Gipson, Assistant City Manager
Robin Bentley, Assistant City Manager
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors



Dallas Police Chief Search Process and Timeline Overview



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NOW!

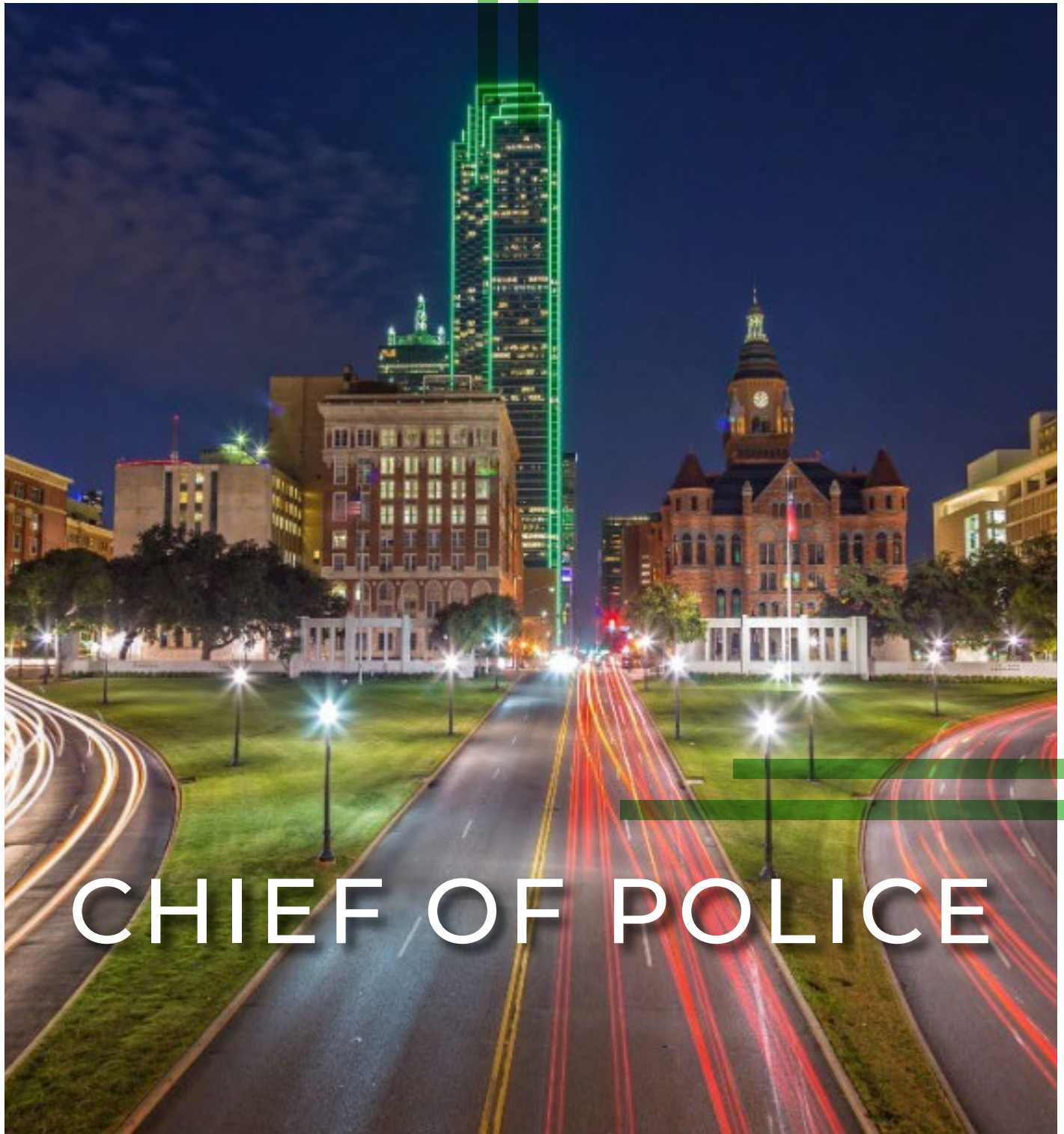
TARGET TIMELINE	DELIVERABLES
Late January 2025	<p>Launch Search</p> <ul style="list-style-type: none"> • <i>Brochure Development</i> • <i>Advertisement</i> <p>Post Advertisements</p> <ul style="list-style-type: none"> ➤ <i>Texas Police Chiefs Association</i> ➤ <i>Major City Chiefs Association</i> ➤ <i>Police Executive Research Forum</i> ➤ <i>Hispanic American Police Command Officers Association</i> ➤ <i>International Association of Chiefs of Police</i> ➤ <i>National Association of Women Law Enforcement Executives</i> ➤ <i>National Organization of Black Law Enforcement Executives</i>
February 2025	<p>Recruiting Strategies</p> <ul style="list-style-type: none"> • <i>Extensive Outreach</i> <ul style="list-style-type: none"> ➤ <i>Internal Candidates</i> ➤ <i>Metroplex Chiefs</i> ➤ <i>National Associations (See the previous section)</i> ➤ <i>PSSC Database</i> ➤ <i>Recruitment from Major City Chiefs</i>
Early-March 2025	<p>Screening and Presentation of Candidates to the City Manager</p> <ul style="list-style-type: none"> ➤ <i>Selection of Semi-Finalists</i>
Mid-Late March 2025	<p>Finalist Process</p> <ul style="list-style-type: none"> ➤ Panel Feedback <ol style="list-style-type: none"> 1. Law Enforcement Partners 2. Police Association Panel 3. Peer Panel 4. Business Panel 5. Faith-Based & Non-profit Panel 6. Police Oversight & community and cultural diversity panel <p><i>*Managed by PSSC and City HR Staff</i></p> <p>City Manager's Team Debrief Panels separately (Narrows candidate(s) as appropriate)</p>
Following Day Final Process	<p>City Manager Team - Interviews</p> <ol style="list-style-type: none"> 1. City Manager Interview 2. Assistant City Manager's Panel 3. Debrief – Both Teams 4. Meet with Consultant - Next Steps

A NATIONAL SEARCH
is underway for a new Chief of Police

Dallas, Texas



SERVICE
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NOW!



CHIEF OF POLICE



DALLAS, TX

THE 01. OPPORTUNITY



City of Dallas

SERVICE
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NOW!

A national search is underway to attract an exceptionally well-qualified candidate to lead the Dallas Police Department (DPD).

This is a remarkable opportunity to oversee one of the nation's premier law enforcement agencies, which has achieved a sustained reduction in violent crime over the past several years. Dallas is the only large U.S. city to achieve such a milestone, reflecting its commitment to becoming the safest large city in America—a goal that is well within reach. As the ninth-largest and one of the fastest-growing cities in the country, Dallas offers unique challenges and opportunities in public safety and urban policing.

The next Chief of Police will build on the department's recent successes while navigating the complexities of a diverse and dynamic city. The ideal candidate will bring proven expertise in innovative crime reduction strategies, community engagement, and organizational leadership. They will be an engaging, transparent, and forward-thinking leader with a vision to guide DPD in maintaining public safety and fostering trust with the city's vibrant and growing population. This is a critical moment for Dallas, and the next Chief will play a pivotal role in shaping its future.



02 THE CITY OF DALLAS

The City of Dallas operates under a Council-Manager form of government with a Mayor and 14 City Council Members serving as district representatives.

Under this form of government, the elected body sets policies for the operations of the City. The City Manager is appointed by the Mayor and City Council to serve as the chief administrator over the City government organization. The City Manager has an Executive Leadership Team, which consists of eight Assistant City Managers, one of whom is the Chief of Public Safety. The City of Dallas is a fullservice organization composed of more than 35+ departments/offices, including Police, Fire-Rescue, and the Office of Community Police Oversight.

The City Manager oversees all departments and functions of the City except those of City Attorney, City Secretary, City Auditor, Inspector General, and Judiciary, each of whom reports directly to the City Council. In addition, the Park and Recreation Department report to a board that is appointed by the City Council. Dallas has an FY 2024-25 operating budget of \$4.97 billion and a \$912.2 million capital budget. The City currently employs a staff of more than 13,000 full-time employees.

To learn more about the City, visit <https://dallascityhall.com>.

03. THE COMMUNITY

The vibrant spirit of Dallas, combined with its authentic Texas charm, offers a world-class experience. As the ninth-largest city in the United States and the third largest in Texas, Dallas is home to more than 1.3 million residents. The Dallas-Fort Worth-Arlington metropolitan area, commonly known as the DFW Metroplex, encompasses 200 cities and a population exceeding 8.1 million, making it the No. 1 visitor and leisure destination in Texas.

The community takes pride in its diverse neighborhoods, attracting residents seeking both urban and affordable living. With a range of events and activities, Dallas offers something for everyone, from tourists to long-time area residents. The Dallas region is home to seven major sports franchises: the Dallas Cowboys (NFL), Dallas Stars (NHL), Dallas Mavericks (NBA), Dallas Wings (WNBA), FC Dallas (MLS), Trinity FC (USL), and the Texas Rangers (MLB). The Dallas Arts District is the largest in the U.S., and Fair Park hosts the country's largest state fair, which both add to the city's cultural vibrancy.

Dallas is a hub for business, hosting the fourth largest concentration of Fortune 500 companies in the nation. The greater DFW area boasts the third largest economy in the United States and, if it were a country, would rank 23rd in the world. The city's economy thrives on industries such as banking, energy, telecommunications, technology, commerce, healthcare, medical research, and transportation and logistics. Supporting both business and tourism, DFW International Airport is the 3rd busiest airport in the world.

Dallas has a robust educational system with 240 public schools and nearly 140 private primary and secondary schools. The region is also home to more than 70 higher education institutions, including the University of Texas Southwestern Medical School, Southern Methodist University, the University of North Texas, Texas Christian University, and the University of Texas at Arlington.

As one of the most ethnically diverse major cities in the U.S., Dallas' population comprises 42% Hispanic or Latino, 23% African American, 5% Asian, and 28% Caucasian residents. Additionally, Dallas is recognized for having the US's eighth largest LGBTQ+ community in the country.





THE VALUES OF SERVICE

The City of Dallas is building a Service First, with the Urgency of Now! culture that is guided by the principles of Connect, Collaborate and Communicate and the core values of Empathy, Ethics, Excellence, Equity, and Engagement:

Empathy - We demonstrate compassion by listening and understanding.

Ethics - We believe in being transparent, open and honest.

Excellence - We are committed to continuous improvement.

Equity - We understand the diverse needs of the community we serve.

Engagement - We build trust through collaboration and communication.

Photo Credit: Joseph Haubert /
Klyde Warren Park



THE POLICE DEPARTMENT

04.

With a 2024-2025 budget of \$719 million, the Dallas Police Department (DPD) supports more than 3,100 sworn officers and 600 civilian employees, working either in the Office of the Chief or one of seven bureaus.

The Office of the Chief includes Internal Affairs, the Criminal Law & Police/City Attorney's Office, the Public Information Office, and the Chief of Staff. Day-to-day operations are managed by two Executive Assistant Chiefs, who oversee the Assistant Chiefs and Directors leading the following bureaus:

Tactical & Special Operations Bureau includes Tactical Investigations, Tactical Operations, Special Investigations, & Special Operations.

The Investigations Bureau manages the General Investigations Division, Crimes Against Persons Division, Crime Scene Division, and Special Victims Division.

The Community Engagement Bureau provides Community Affairs, Neighborhood Police Officers, and RIGHT Care Units.

Patrol Alpha Bureau includes the West Patrol Group (Northwest & North Central Divisions) and the East Patrol Group (Northeast & Southeast Divisions)

Patrol Bravo Bureau includes the Central Patrol Group (Central Division) and the South Patrol Group (Southwest & South Central Divisions)

Administrative Bureau manages the Communications / 911 Group, Support Services, and Personnel & Training Divisions.

Financial & Contract Management Bureau includes Business Administration, Budget & Grants, and Strategy Management.

IDEAL CANDIDATE

05.

The ideal candidate will have demonstrated experience building a culture of continuous improvement and accountability. They will be forward-thinking, focused, and driven to ensure department policies and actions align with contemporary best policing practices in policing. The Chief will represent continued progress toward enhanced public safety service delivery to all neighborhoods.



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 DPD 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.

STRATEGIC

The incoming Chief will evaluate the department's operations and ensure the organizational model delivers services efficiently. The selected candidate is expected to promptly identify and address issues, working collaboratively with the City Leadership, elected officials, community stakeholders, and, when appropriate, various Police Associations. The ideal candidate will enhance the department's capacity to advance community policing and crime reduction strategies, and emphasizing accountability and transparency from command-level to rank and file.

INSPIRATIONAL

The Chief of Police will be both an inspirational leader and an experienced executive who inspires confidence and trust within the community and earns the respect of both sworn and civilian employees. The top candidate will be compassionate, respectful, honest, and ethical. Building strong and genuine connections with an engaged community and department is essential for success in this position.

ENGAGING

The new Chief of Police will possess the conviction and courage to proactively address challenges and make difficult decisions while advocating for both the department and the community. The Chief will maintain transparency in communications, valuing trust from the department and community over political image. They will embody openness and expect the same from their command staff. As a stabilizing force in the department, the Chief's composure will foster trust at all levels.

VISIONARY

The ideal candidate will lead the department through the finalization of the design, construction, and opening of the new **Regional Law Enforcement Training Center** at the University of North Texas at Dallas. This state-of-the-art facility, slated for completion in 2027, will solidify the Dallas Police Department as a regional and national leader in law enforcement training.



06 QUALIFYING CRITERIA



EXPERIENCE

Candidates must have at least five years of command-level experience in a large municipal police department. A proven track record of leading meaningful reforms and working effectively within culturally and ethnically diverse communities is essential. Candidates must also demonstrate the ability to build department morale and engage effectively with media, community stakeholders, and elected officials. Experience should also include developing and implementing innovative crime reduction and community policing strategies.

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 Executive Institute, FBI National Academy, Southern Police Institute or the Senior Management Institute for Police (SMIP) is considered a plus.





07. COMPENSATION & BENEFITS

The compensation for this at-will position is competitive, with a range of \$290,000 to \$325,000, and will be determined based on the selected candidate's qualifications. Additionally, Texas does not impose a state income tax, offering a financial advantage to employees. The compensation package is further enhanced by a comprehensive benefits plan.



NOMINATION AND APPLICATION PROCEDURES

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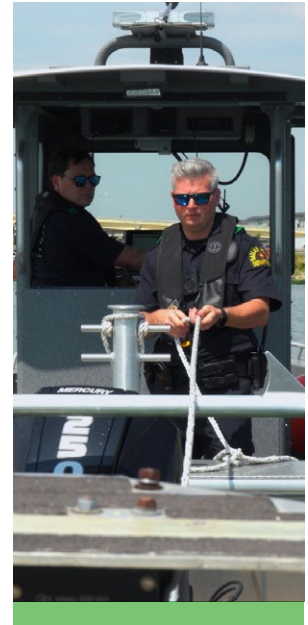
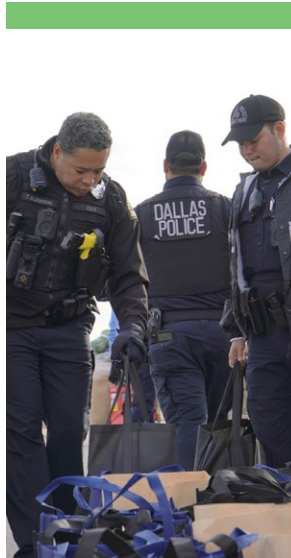
APPLY TODAY!

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 subject to public disclosure under open record laws.

This position will remain “open” until a final selection is made. For optimal consideration, candidates are encouraged to apply early as the first review of candidates will occur on February 28, 2025. Electronic submittals are strongly encouraged and will be accepted at apply@publicsectorsearch.com.

Submissions should include a compelling cover letter, a comprehensive resume, and a list of references. Only the most highly qualified candidates will be invited to participate in the selection process, which is expected to begin in mid-March 2025.

Once a selection is made, an offer will follow, contingent upon the successful completion of the City's hiring process. The new Chief of Police is expected to assume their duties in April 2025 or on a mutually agreed-upon date.



APPLY WITH CONFIDENCE

Confidential inquiries and questions regarding this career opportunity should be directed to:

Public Sector Search & Consulting, Inc.

(916) 789-9990 (office)

www.publicsectorsearch.com

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