

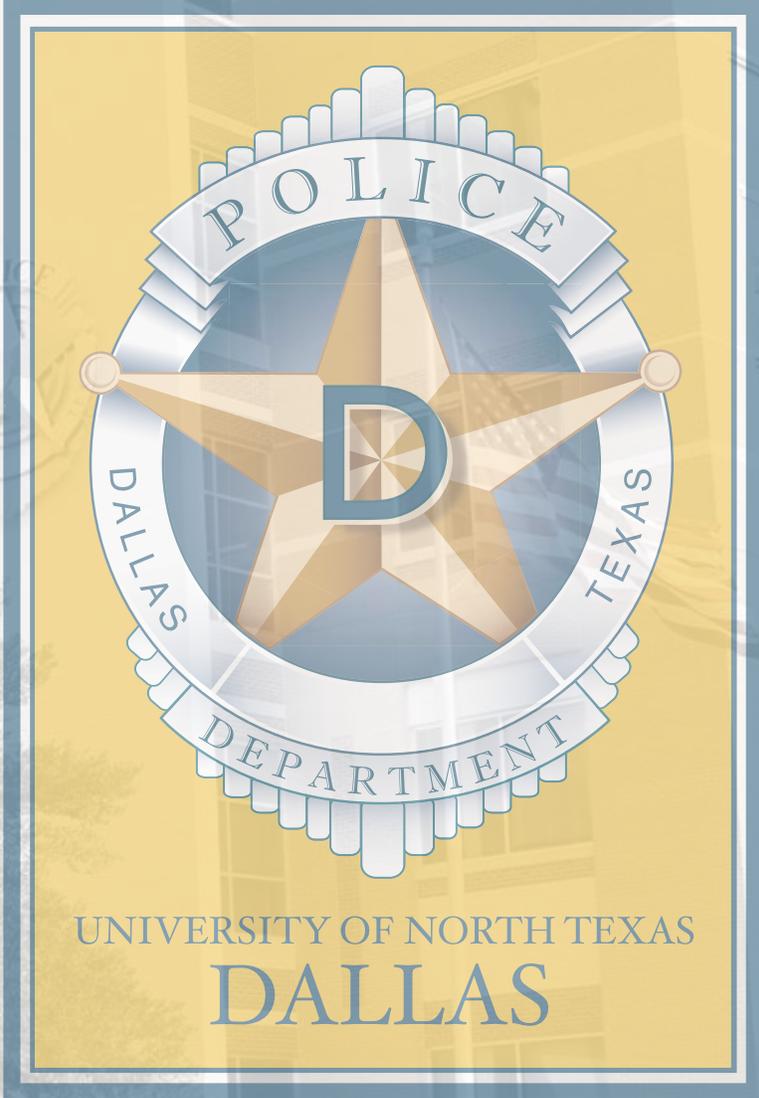


# Annual Report

April 2013–December 2014



CARUTH POLICE  
INSTITUTE



# CARUTH POLICE INSTITUTE

JACK EVANS  
POLICE HEADQUARTERS  
CITY OF DALLAS, TEXAS



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## LETTER FROM CHIEF BROWN

Shortly after my appointment as Chief of Police in 2010, the Caruth Police Institute had just completed its first Lieutenant’s Leadership Series and was about to launch its second. The first iteration of the class was six weeks long, spread out over a period of several months and included twenty-three Dallas Police Department (DPD) lieutenants. Today, many of the graduates from that inaugural series sit alongside me during command staff meetings as deputy chiefs or majors. Those that still serve as lieutenants head up some of the most innovative policing initiatives you will find in American law enforcement.

Caruth Police Institute (CPI) emphasizes that its graduates—from classes meant for all ranks and civilian leadership—think differently. We have seen the product of that type of thinking in everything from our social media outreach to our youth engagement programming. That is why we continue to invest heavily in CPI by assigning two full time staff members and providing dedicated office space in our headquarters to support the program. We believe that time spent in CPI programs is valuable to our personnel and provides a stable foundation for career development.

CPI is vital to the growth of our department’s leadership. In my vision for the institute, I see CPI as a national clearinghouse or “think tank” of sorts for policing best practices; a place where DPD’s innovations can be shared with other departments throughout the country. I also see the institute as a place for dialogue that advance police-community trust. CPI has already hosted a program where our detectives share best investigative practices with area



departments. The value of this type of exchange is critical to coordinated law enforcement efforts within this region and I hope to see this series expanded. CPI is also engaged with our department on a number of research projects that will help us scientifically evaluate the costs and benefits of important policing initiatives. CPI has continued to offer outstanding leadership education to our sergeants, lieutenants, majors and civilians, tackling “hot” topics in special sessions and offering interactive discussions that advance our understanding of critical issues.

I feel that 2015 will be a banner year for Caruth Police Institute. The work that they have undertaken thus far will advance our ability to create a culture of leadership and to become a department where new initiatives are not only evidence-based, but driven by community input. We embrace their philosophy of thinking differently when it comes to policing, and believe that it plays an important part in our success in decreasing crime in Dallas. We also believe that as national model, the CPI philosophy will be successful in other communities. I look forward to seeing CPI live up to its potential in the coming years, and we are honored to be a part of that process.



**DAVID O. BROWN**  
Chief of Police, Dallas Police Department

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## LETTER FROM PRESIDENT BROWN

Since it was established in 2008, the Caruth Police Institute (CPI) has been a major point of pride for the University of North Texas at Dallas, representing a significant investment by the Communities Foundation of Texas in not only our university, but the City of Dallas as a whole. In the past seven years, CPI has accomplished many things—educating a generation of leaders within the Dallas Police Department, and teaching them to “think differently” and become outstanding leaders; encouraging officers to pursue higher education; and emphasizing the importance of considering public value in police work. Their accomplishments are impressive, and reflect the dedication of CPI’s staff and the Dallas Police Department’s leadership.

2015 represents a new era for the Caruth Police Institute—there is a new Executive Director, Dr. Melinda Schlager, who brings experience that bridges academic scholarship and practical application. There is also a renewed commitment by the University of North Texas at Dallas to help CPI grow from an operation that has thus far focused on serving the needs of the Dallas Police Department to one that is a national model for public safety/academic partnerships.

Our mission at UNT Dallas is to transform the lives of students, families and communities by providing high quality, student-focused education to enable personal and career well-being. We see CPI as playing a part in that mission, as it continues to encourage law enforcement officers to pursue college degrees in order to make them well-rounded leaders. This year, we have committed to giving CPI graduates free of charge course credit for the work they complete in their leadership training. We have seen several students take advantage of this offer, with one DPD lieutenant and one sergeant graduating from our university this past year.



We also seek to enhance our mission through strategic partnerships—and see the research that CPI engages to further the science of policing as an integral part of that strategy. Their collaboration with the University of Texas at Dallas and their partnership with community groups as part of academic research are a perfect example of how such partnerships can benefit the North Texas region at large.

Furthermore, UNT Dallas has committed our own faculty to CPI; professors from our criminal justice degree program are involved in CPI's curriculum development and in upcoming research projects. Administrative resources, particularly in our marketing division, will assist CPI in raising its profile beyond the Dallas area. We have worked to include CPI's perspective in our own degree programs, to ensure that we are addressing specific societal needs in relation to crime and public safety. In short, as a university we view CPI's success as part of our own—and we are committed to foster that success in 2015 and beyond.



## **RONALD T. BROWN**

President - UNT Dallas

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## LETTER FROM MELINDA SCHLAGER

In 2015, the Caruth Police Institute (CPI) will celebrate its seventh birthday. CPI was founded in 2008 as a result of the largest ever philanthropic gift from a private foundation to a municipal police department; the first employee began early that year, and the CPI offices at Jack Evans Police Headquarters of the Dallas Police Department (DPD) opened in August. The original vision of CPI was a grand one: it would become a national model for leadership and management training and a preeminent center for evidence-based research in policing. Throughout the past seven years, CPI has done an outstanding job serving the leadership and training needs of DPD. The staff of the institute have created and implemented programs that are rigorous and well-liked, and CPI graduates speak highly of their experiences and of the way that the coursework taught them to “think differently”. It’s a credit to the former directors and staff of CPI—and to the leadership of DPD—that CPI has been able to provide such a transformative educational experience to a new generation of police leaders.

I began as Executive Director at CPI in November of 2014, and in my short tenure I have witnessed the profound commitment of CPI staff, DPD, and UNT Dallas to the continued success of the institute. DPD continues to work tirelessly to support CPI and has entrusted us with the implementation of groundbreaking research on body-worn cameras. We believe that this study will establish DPD as the preeminent police department to influence state and national policy and practice in the use of this innovative technology. Our principle academic partner, UNT Dallas has offered access to a number of resources, including marketing, advancement, and financial support. We have also reestablished our relationship with the third principle partner of the grant-- the University of Texas at Dallas. We look forward to collaborating with our colleagues at UT Dallas on the body-worn camera research and on upcoming federal grant opportunities.



The annual report before you highlights CPI's activities and expenditures from mid-2013 through December of 2014. CPI is proud of its past accomplishments, but finds itself at a crossroads: the original Memorandum of Understanding expired in 2014, and the initial grant of \$3.5 million to the UNT Foundation will likely be expended after the 2016 fiscal year. The challenges ahead are daunting, but not impossible to overcome.

I believe that CPI has developed a roadmap for success. CPI's new strategic plan focuses on innovation; on increasing and expanding the audience who takes part in our leadership training; on utilizing technology for outreach purposes; on leveraging community partners; and on producing quality academic research that will truly establish CPI as a national resource for best practices in policing.

Through these endeavors and others, we seek to make the Caruth Police Institute THE national model for bridging research and practice in public safety--and are certain that the annual report you will hold in your hands this time next year will show that we are well on our way toward self-sustainability. Thank you for your ongoing support of the Caruth Police Institute; our future is bright.

**MELINDA SCHLAGER, PH.D.**

Executive Director, Caruth Police Institute

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## COURSE OFFERINGS

The CPI continued its primary mission of providing leadership and management training to Dallas Police Department (DPD) personnel. Taught by world-class faculty, an increasing number of DPD sergeants, lieutenants, and majors were provided access to cutting-edge solutions and innovative ideas in policing. The tables below highlight the total number of DPD personnel served by educational programming supported by CPI since its inception and during the reporting period of April 2013-December 2014.





From inception to date, nearly 600 officers have participated in CPI leadership programs. This does not include specialized programs.

Year	Supervisory Series	Executive Leadership Series	Advanced Leadership Series	Professional Staff Supervisory Series	Total
2009		23			23
2010	23	21			44
2011	55	26			81
2012	71	16		43	130
2013	85	24	10	35	154
2014	54	21		74	149
<b>TOTAL</b>	<b>288</b>	<b>131</b>	<b>10</b>	<b>152</b>	<b>581</b>

Thirty six percent of the total number of officers served by CPI, were enrolled in a program from April 2013-December 2014. We anticipate hosting an Advanced Leadership Series course in 2016.

Date	Supervisory Series	Executive Leadership Series	Professional Staff Supervisory Series	Total
August 2013		24		24
October 2013	36			36
February 2014	20			20
April 2014			12	12
May 2014		21	19	40
August 2014			43	43
November 2014	34			34
<b>TOTAL</b>	<b>90</b>	<b>45</b>	<b>74</b>	<b>209</b>

## SPECIALIZED COURSE OFFERINGS

In addition to the courses mentioned above, CPI hosted and facilitated a number of other learning opportunities for DPD personnel including a talk by the Chairman of the Federal Reserve on leadership and an ongoing seminar by Jeff Strese from Southern Methodist University on improving internal DPD communications. CPI also kicked off a program aimed at disseminating investigative best practices to detectives in DPD and throughout the North Texas region. Our SHARE: Case Studies program kicked off on December 12, 2014, with presentations from DPD child exploitation investigators and robbery detectives, featuring special guests from the Federal Bureau of Investigation. Twenty-three local detectives and police officers attended the program, which is ongoing.



## DPD PROMOTIONS

During the reporting period from April 2013-December 2014, five DPD Lieutenants who were graduates of CPI's leadership and management training were further promoted. One person was promoted to the rank of Deputy Chief and four others were promoted to the rank of Major. When asked to discuss the role that CPI played in their



promotion and the degree to which they use concepts introduced to them during a CPI class, the graduates noted that the camaraderie of the CPI courses allowed them to build relationships with colleagues in the department that continue to thrive. In addition, these former students note that CPI challenged them to think differently and critically about issues in their field utilizing nontraditional perspectives in their decision-making process.

## RESEARCH

CPI has been particularly busy working on and publishing research projects since the last report period. This is in large part due to an Associate Director of Research who joined CPI in April 2013. The Associate Director is a sergeant with DPD who holds a PhD in Criminology from UT Dallas. From April 2013 to present, he has been responsible for providing research support to CPI on a number of important projects.





**The following research projects were initiated between April and December 2013.**

- A collaborative research project between CPI and UT Dallas that evaluated the relationship between officer stress and suicidal ideation
- A collaborative research project between CPI and UT Dallas that evaluated the effect that a change in policy on non-lethal use of force had on TASER use
- An internal research report prepared by CPI's graduate assistant on Blue in the School, a program initiated by DPD to strengthen police-community relations in historically underserved areas
- An analysis that surveyed the community at-large to determine their preferred method for interacting with DPD in obtaining information via social media
- A survey of DPD officers to assess their interest in participating in Junior Police Academy

**The following achievements in research occurred between January and December 2014.**

- The research evaluating the relationship between officer stress and suicidal ideation was published in *Journal of Criminal Justice*
- The research evaluating the effect that a change in policy on non-lethal use of force had on TASER use was published in *Criminal Justice Policy Review*
- A collaborative research project between CPI and UT Southwestern that evaluates sexual misconduct of officers was initiated
- A collaborative research project between CPI and UT Dallas that evaluates medical marijuana and officer injury was initiated
- Data on crime hot spots in high traffic drug enforcement areas was collected and shared with Advocates for Community Transformation (ACT) was collected and the City of Dallas Community Prosecutor's office
- A survey was implemented to evaluate training preferences of DPD officers
- A survey was implemented to evaluate the effect of financial planning courses on officer stress, job retention, attitudes toward the public, and family life

## GRANTS

In addition to the research that CPI conducted, CPI also continued its affiliation with the Reduce Auto Theft in Texas (RATT) program, a grant from the Auto Burglary Theft Prevention Authority. RATT changed its focus from a law enforcement training-centered mission to one of grassroots consumer advocacy, and as a result, was moved to a smaller agency in Denton County beginning in September of 2013.





**In Fiscal Year 2013 (September 2012 through August of 2013)--their last at Caruth Police Institute--RATT's activities included the following:**

- 89 presentations, training sessions, and information exhibits statewide; total audience = 397,622
- 272,026 brochures and promotional items distributed as a result of all combined RATT initiatives
- 279 brochure/promo orders filled for statewide distribution
- 755 calls received on statewide 800-CAR-WATCH hotline, with 23 information packets sent to callers
- 73,720 visitors to the TX Assoc. of Vehicle Theft Investigators website maintained by RATT
- 32,064 visitors to the RATT website maintained by RATT
- 52 mass mail/e-mail/postal mail events with 8,005 recipients
- 3 press releases/press advisories sent to 10,229 media contacts statewide
- 4 TV features, 1,116 radio features, 8 newspaper features, 135 web features statewide
- 3,646 public awareness database entries for ABTPA grantees
- 3 investigative opportunities, 277 public awareness events and 10 media features secured for other grantees
- 3 law enforcement training classes coordinated/executed statewide resulting in attendance of 156 officers

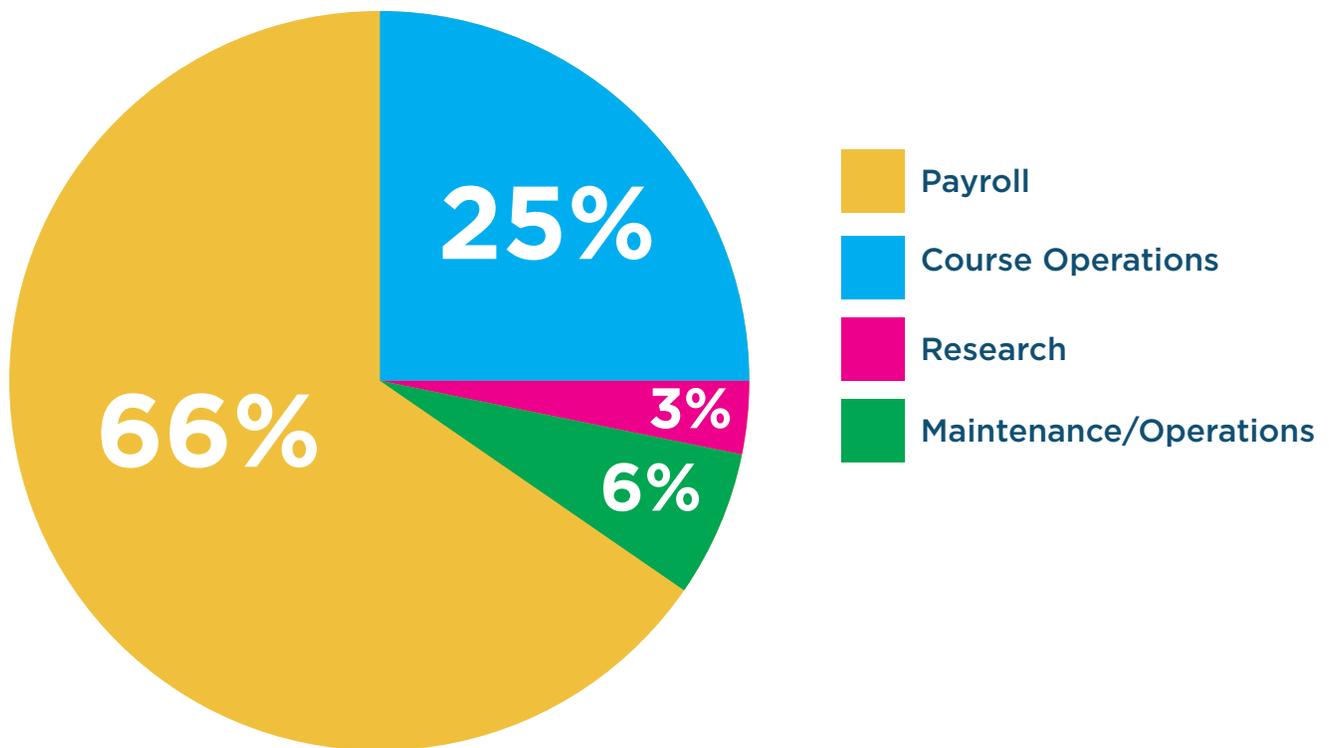
## FINANCIAL OVERVIEW

The last annual report for CPI was issued in 2010. A summary report prepared in June 2013 included financial information from the inception of CPI through March 2013. Financial information contained in this annual report covers the time period April 2013 through December 2014.

CPI expenses from April 2013 through December 2014 are reflected in four categories in the chart below. Payroll (including salary and fringe benefits) at \$441,356.98 was the single largest expense representing 66% of overall spending during this period. Course operations (including instructor honoraria, travel and lodging, and course materials) account for \$167,701.77 of expenses incurred between April 2013 and December 2014. Maintenance/Operations and Research comprise a combined \$64,868.48 of total expenditures. Maintenance/Operations expenses include equipment, services, IT, and memberships/subscriptions, while research includes expenses incurred for a graduate research assistant from UT Dallas.



# EXPENDITURES: APRIL 2013-DECEMBER 2014



## UNT FOUNDATION ACCOUNT ANALYSIS: APRIL-DECEMBER 2013

Investment income, management fees and distributions from the UNT Foundation account are provided below for April-December 2013.

### Beginning Balance 2013 \$2,081,445.49

#### Investment Income

April	\$34,424.22
May	-\$21,415.73
June	-\$38,057.66
July	\$45,238.98
August	-\$26,141.22
September	\$45,505.86
October	\$33,040.20
November	\$5,527.23
December	\$9,910.15
<b>Subtotal</b>	<b>\$88,032.03</b>

#### Management Fees

April	\$1,590.14
May	\$1,556.06
June	\$1,312.71
July	\$1,289.75
August	\$1,315.38
September	\$1,025.89
October	\$1,055.55
November	\$1,076.87
December	\$1,072.93
<b>Subtotal</b>	<b>\$11,295.28</b>

#### Distributions

April	\$97,556.00
May	\$421,837.76
August	\$418,115.00
November	\$5,177.25
<b>Subtotal</b>	<b>\$942,686.01</b>

**Ending Balance 2013 - \$1,215,496.25**



## INCOME FROM THE REDUCE AUTO THEFT IN TEXAS (RATT) GRANT: APRIL-DECEMBER 2013

Additional income from the RATT grant for April through November 2013 is also noted below. The RATT grant was transferred to another granting authority due to a change in the focus of the grant.

<b>DATE</b>	<b>AMOUNT</b>
<b>April</b>	<b>\$2,089.01</b>
<b>May</b>	<b>\$4,872.98</b>
<b>June</b>	<b>\$1,010.33</b>
<b>July</b>	<b>\$1,269.62</b>
<b>August</b>	<b>\$984.87</b>
<b>September</b>	<b>\$657.62</b>
<b>October</b>	<b>\$445.01</b>
<b>November</b>	<b>\$995.23</b>
<b>Subtotal</b>	<b>\$12,324.67</b>

## UNT FOUNDATION ACCOUNT ANALYSIS: JANUARY 2014-DECEMBER 2014

Investment income, management fees and distributions from the UNT Foundation account are provided below for January through December 2014.

### Beginning Balance 2014 \$1,215,496.25

#### Investment Income

January	-\$30,210.10
February	\$43,540.34
March	\$3,205.03
April	\$10,113.17
May	\$19,703.52
June	\$20,002.92
July	-\$15,550.82
August	\$22,463.93
September	-\$37,376.10
October	\$5,416.59
November	\$3,410.94
December	-\$15,910.88
<b>Subtotal</b>	<b>\$28,808.54</b>

#### Management Fees

January	\$1,078.82
February	\$1,057.96
March	\$1,079.32
April	\$1,080.74
May	\$1,086.76
June	\$1,092.18
August	\$1,093.68
September	\$1,100.90
October	\$1,075.24
November	\$959.33
December	\$953.62
<b>Subtotal</b>	<b>\$12,763.34</b>

#### Distributions

February	\$1,200.00
March	\$3,671.21
May	\$5,400.00
June	\$3,600.00
July	\$2,655.00
August	\$1,258.64
September	\$50.00
October	\$211,000.00
December	\$1,650.78
<b>Subtotal</b>	<b>\$230,485.63</b>

**Ending Balance 2014 - \$1,001,055.82**



## UNT FOUNDATION ACCOUNT ANALYSIS: 2008-PRESENT

Below is a snapshot of CPI's financial picture from the inception of the institute to present. It reflects current balances as of December 31, 2014.

<b>BEGINNING BALANCE</b>	<b>\$3,500,000.00</b>
<b>Investment Income</b>	<b>\$1,323,658.02</b>
<b>Management Fees</b>	<b>\$119,526.17</b>
<b>Distributions</b>	<b>\$3,703,076.05</b>
<b>ENDING BALANCE</b>	<b>\$1,001,005.80</b>

## FUTURE ENDEAVORS AND GOALS 2015

In its newly developed strategic plan, CPI has set an ambitious agenda for the next five years. CPI is confident that streamlined goals with attendant benchmarks for performance will enable us to focus our energies and resources on further building our infrastructure and expanding our reach. One of CPI's primary efforts in 2015 will be to enhance the CPI brand and to launch a comprehensive marketing plan that will allow us to expand CPI's presence in the law enforcement leadership and training and research marketplace. This marketing strategy will coincide with other efforts to build relationships with the public and private sector to increase sustainability of the institute in the long term. Specifically, CPI will convene an Advisory Council of philanthropists and experts who will assist us with our efforts to achieve our vision and mission. Other highlighted objectives for 2015 include the following:

### *Curriculum Development*

In the near term, The Supervisory Series (Sergeants), Executive Leadership Series (Lieutenants), Advanced Leadership Series (Majors), and Professional Staff Supervisory Series (Non-commissioned supervisors in public safety) will be updated and revised to include innovative learning strategies and formats that reinforce applied learning and reduce costs.

In addition, specialized programming including a Case Studies Series, Lieutenant's in-service on public value, Ethics in Policing seminar, and a Fair and Impartial Policing program to include citizen and command staff participation will be supported and marketed to both DPD and outside law enforcement personnel.



### ***Strengthen Research Partnerships***

CPI will dedicate considerable time and effort to expanding the partnership with UT Dallas. This includes engaging in joint research projects, publications, and presentations at conferences.

For example, CPI anticipates that the body-worn camera study developed in collaboration with UT Dallas will begin in Summer or Fall of 2015. This research will result in multiple publication and presentation opportunities for all partners including CPI, UT Dallas, and UNT Dallas. In addition, DPD will benefit from an implementation plan and cost-benefit analysis from this study that will directly aid in agency policy and practice. In addition, CPI is collaborating with UT Dallas on an NIJ grant proposal that would help support this important study.

Furthermore, CPI is planning to publish an article on DPD's response to Ebola in partnership with a public health expert at UNT Dallas, DPD, and the City of Dallas. This article will reflect on 'lessons learned' and provide a framework to assist other law enforcement jurisdictions in managing large-scale community concerns.

## VISION, MISSION, VALUES, AND STRATEGIC GOALS

### ***Vision***

The Caruth Police Institute will be the national model for bridging research and practice in public safety.

### ***Mission***

To fulfill the complex educational, research, and policy development needs of the Dallas Police Department and other law enforcement agencies in order to better serve the community of Dallas and North Texas.

### ***Values***

***Excellence:*** We will hold ourselves and our work to the highest standards

***Integrity:*** We will conduct our business in an open, honest, and transparent way

***Fiscal Responsibility:*** We will exercise good stewardship of the funds entrusted to us

***Collaboration:*** We will foster effective, meaningful, and respectful interactions with others

***Service:*** We will place the interests of others above our own

## *Strategic Goals*

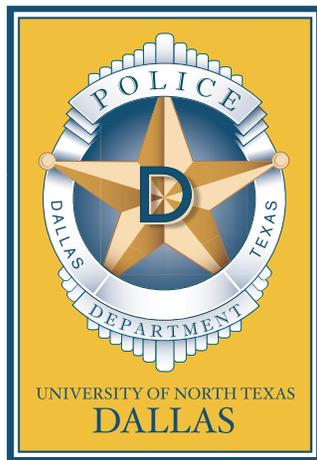
**Curriculum:** Develop and implement a rigorous and innovative curriculum that advances knowledge in police theory, practice, policy, leadership, and management

**Research and Publication:** Facilitate and conduct research projects that impact criminal justice policy and practice and disseminate research findings to a broad audience to showcase accomplishments

**Marketing:** Strengthen CPI's presence in the law enforcement training and leadership and research marketplace

**Sustainability:** Create partnerships that will support sustainability





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