Dallas Violent Crime Reduction Plan: Smart Policing Final Report

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Executive Summary

The Dallas Crime Plan began in May 2021 and has been underway for three years. This report evaluates the implementation and impact of the Crime Plan from its inception through April 2024, with particular emphasis on Year 3 (May 2023-Apr 2024). It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the near, mid, and longer-term strategies over a three-year period since the Crime Plan began in May 2021. The implementation and evaluation of the Dallas Crime Plan was supported by a $500,000 Smart Policing grant from the Bureau of Justice Assistance (Office of Justice Programs, U.S. Department of Justice), which was the only outside support received for the project.

The Crime Plan consists of three primary strategies: hot spots policing, place network investigations (PNI), and focused deterrence. Hot spots policing focuses police resources on small, 330' x 330' grids in Dallas where violent crime is concentrated to increase guardianship and deter criminal activity during peak crime hours based on careful crime analysis. Place Network Investigations (PNI) is a recently-developed strategy based in empirical scholarship and criminological theory that focuses on the proximate causes of crime in persistently violent places and the role of networked places in the facilitation of crime. Focused deterrence strategies involve a collaborative partnership between criminal justice agencies and community partners (social service organizations and community members) who work with high- risk offenders to communicate the higher enforcement risks and legal sanctions to be taken if they continue to engage in future violent offending and direct them to available social services These strategies were purposely chosen for their strong evidence base and were intentionally layered to help reduce violent crime in Dallas over the short, mid, and longer terms.

To date, hot spots policing (short-term strategy) and place network investigations (mid-term strategy) have been fully implemented, and their results and impact are detailed in this report. Focused deterrence (long-term strategy) began in June 2023 when DPD led a call-in session for high-risk violent offenders. A second call-in session took place in November 2023. This report also evaluates the implementation and impact of the focused deterrence strategy to date, including the challenges associated with mandating attendance at call-in sessions by individuals on probation or parole.

The analyses involved linear, city-wide trends over a six-year period - three years pre-treatment and three years after treatment began and confirmed using an interrupted time series analysis. Hot spot results were evaluated based on three metrics: violent crime, arrests, and calls for service. Percent change in violent crime incidents was used to measure the impact of treatment, and difference-in-differences models were used to assess differences between treated and untreated grids. The impact of PNI treatment at five locations was also measured by tracking violent crime, calls for service, and the number of victims of violence using monthly trends, pre- and post-treatment analysis. Finally, data were collected on focused deterrence call-in sessions, clients

recruited for the program, services provided, and re-arrests among attendees.

City-Wide Results

Overall, Dallas experienced a 19.2% decrease in average violent street crime incidents since the start of the Crime Plan (May 2021 – April 2023) compared to the previous 36 months (May 2018 – April 2021). At the same time, the number of individuals victimized by violent crime in Dallas fell nearly 14% compared to the previous three years. The number of murder and aggravated assault victims has declined each year since the start of the Crime Plan compared to their high point the year before the Crime Plan began (May 2019 – April 2020), but compared to pre-Covid averages, murder and aggravated assaults were still slightly higher over the last three years than they were before the Crime Plan began. While these increases moderated in Year 3 compared to Year 2, additional work is needed to lower these mostly gun-related offenses to their pre-Covid levels.

Hot Spot Results

Violent crime in treated hot spots was down more than 30% compared to the same months in the previous year, while violent crime in surrounding catchment areas where displacement is most likely to occur was also down by about 7%. The catchment results indicate no systematic evidence of crime displacement associated with the hot spots treatment. Difference-in-differences analyses, which compare pre- and post-treatment crime in treated hot spot grids to all untreated grids, show a 7% reduction in Year 3 of the Crime Plan compared to last year and a 4.2% reduction of violent crime in treated hot spots over the entire three years of the Crime Plan to date. Moreover, across all years of the Plan, those comparative crime reduction benefits in hot spots grew to more than 14% in the first post-treatment month and persisted (albeit at a lower level) for one additional month after treatment ended.

Arrests and Calls for Service

City-wide, violent crime-related arrests were up slightly in Year 3 but down slightly (-3.7%) since the start of the Crime Plan. In treated hot spots, violence-related arrests were down even more (10.5%) across the entire three years of the Crime Plan to date. Interestingly, while violence-related calls for service are down almost 15% in targeted hot spots since the Crime Plan's inception, they are up slightly city-wide, which may be due to increased reporting as the city makes progress on reducing overall levels of violent crime. At the same time, weapons-related arrests increased by more than 25% city-wide over the past three years, while gun arrests in hot spots were down substantially (31%) in Year 3 compared to last year, highlighting the accelerating decline in violent crime in Dallas during the third year of the Crime Plan**.** Minor disorder arrests, which can serve as a red flag for aggressive policing, were down significantly (35%) city-wide compared to the previous three years, and they even were down slightly in treated hot spots across the three-year implementation period. This is an important indication that the violence reduction impact of the

Crime Plan did not come from an emphasis on arrests by DPD for minor crimes, even within Dallas' most violence-prone hot spots.

Place Network Investigations

The mid-term crime reduction strategy – PNI - was implemented and evaluated in five locations (all apartment complexes) in Dallas since the strategy began in early spring 2022. The PNI analyses included an assessment of process and effectiveness measures at the five PNI sites: 3550 E. Overton Rd., 11760 Ferguson Rd., 11511 Ferguson Rd, 3535 Webb Chapel Ext., and 4722 Meadow St. The operations plans (available in Appendix C) highlight specific measures designed to assess PNI efforts. Much effort was expended by stakeholders at these sites, as indicated in the implementation and impact sections of the report. At 3550 E. Overton, all measures of violent crime, victimization, and violence-related calls for service were down sharply from two-year averages prior to the implementation of PNI. For example, the average monthly number of violent crime victims at the Volara Apartments was less than half what it was in the two years before the Crime Plan began. Evidence for success at the Ferguson Road sites, though, has been uneven. Violent crime and victimization were down at 11511 Ferguson but up slightly (less than one crime per month) at 11760 Ferguson. The reverse is true for violence-related calls for service at the two sites – they were up at 11511 Ferguson and down at 11760 Ferguson. Compared to two years prior, violent crime was down at Webb Chapel and unchanged at Meadow. Other outcome measures were mixed – violent victimization, family violence, and violence-related calls for service were up or down slightly depending upon the location, but no clear pattern has yet to emerge for either site.

The most successful PNI property to date (3550 E. Overton Rd) was also the site of a joint law enforcement operation to disrupt the activities of a violent gang engaged in drug sales, the settlement of a civil abatement case brought by the Dallas City Attorney's office against the owners, and the hiring of a new management team that now serves as an active partner with DPD and other city stakeholders. Two years into the PNI process, an important lesson learned is how vital property owners and managers are to the implementation and success of the strategy.

Focused Deterrence

The start of focused deterrence as the third layer of the Crime Plan is a positive step designed to reduce violence among the small number of violent offenders who commit most of the violent crime in Dallas. To date, DPD has coordinated two call-in sessions in June and November 2023; a third session scheduled for March 2024 was cancelled due to projected low attendance.

At the first call-in session, 19 of 26 clients recruited for the session attended, and six of 14 clients recruited for the second session attended. Altogether, 48 total clients have been recruited for the program (including the third session that was cancelled), and 23 have received more than 140 unique services. Ten of the 25 clients (40%) who attended a call-in session have been arrested for a non-violent offense since June 2023 when focused deterrence began, and two have been arrested

for a crime of violence, although neither was a gun-related crime. Initial evidence for the success of the program is promising, but an ongoing challenge with the implementation of focused deterrence in Dallas has been the inability to mandate attendance at call-in sessions by individuals on probation or parole.

Conclusion

During the first three years of the Dallas Crime Plan, overall violent street crime fell by about 19%, or an average of about 4 incidents per month, compared to the previous three years. Murders and aggravated assaults have fallen each year since the Crime Plan started but remain elevated compared to pre-Covid 19 pandemic levels. The Crime Plan's intense focus on violence-prone places has been its greatest success so far. Violent crime is down in targeted hot spots more than 30% compared to the average at those locations during the same time in the previous year. Across the entire three-year Crime Plan period, violent crime in treated hot spots is down 4.2% during treatment compared to untreated grids and down even more (-14%) in the month after treatment ends. There is no consistent evidence of crime displacement associated with the hot spot treatments; rather, adjacent catchment areas experienced an overall crime reduction benefit of about 7% compared to the year before the Crime Plan went into effect.

The PNI strategy has shown some success in reducing violent crime in some of the City's most violence-prone places. The PNI site at 3550 E. Overton Road has been the initiative's greatest success with crime and related measures down sharply since the start of strategy. In other PNI locations, full implementation has been hampered by a lack of cooperation from landlords and managers. An important lesson learned from the PNI process so far is the importance of an engaged management team willing to partner with DPD and other city stakeholders in improving public safety at PNI properties. Recent evidence from Boston also suggests that civil nuisance abatement suits can be an important lever in improving conditions and lowering crime at problem properties (Zoorob et al., 2024).

The focused deterrence strategy is underway and has shown initial evidence of success in connecting high-risk clients with more than 100 different services. However, DPD has been unable to make progress with the Dallas district courts and TDCJ Parole in mandating attendance at call-in sessions by individuals on probation or parole. Without such support, the impact of the initiative and its contribution to the overall effectiveness of the Dallas Crime Plan may be limited in the future. Discussions are underway about moving toward a custom offender notification model if future call-in sessions remain under-attended.

System-wide efforts to address the revolving door of arrest, release on bail/bond, and re-arrest, particularly among an increasingly youthful population of violent offenders, also are needed.

Overview

Beginning in May 2021, the Dallas Police Department began executing a three-part strategic plan to reduce violent crime (hereafter referred to as the "Crime Plan"). As of July 2023, all three phases of the Crime Plan are being implemented. These include a short-term hot spots policing strategy, a mid-term place network investigations strategy (PNI), and most recently, a longer-term focused deterrence strategy, which began in June 2023. These three strategies were purposely designed to work together to help reduce violent crime in the City of Dallas by focusing on the relatively few places where violent crime is prevalent (hot spots) and the relatively few individuals responsible for committing it.

This document serves as the final report on the results of the Dallas Crime Plan. Submitted as a key deliverable of the Smart Policing Initiative, it describes the targeted problem and outlines the strategies employed, including community outreach and collaboration efforts, since the beginning of the Crime Plan. Thereafter, the data and intelligence gathered to execute the strategy are described prior to providing the results of a process and impact evaluation of the Crime Plan. Finally, a project summary and concluding observations are provided with commentary on integration and sustainability. The implementation and evaluation of the Dallas Crime Plan was supported by a $500,000 Smart Policing grant from the Bureau of Justice Assistance (Office of Justice Programs, U.S. Department of Justice), which was the only outside support received for the project.

Targeted Problem

Dallas is a large metropolitan city inhabited by more than 1.3 million people and protected by approximately 3,100 police officers. The Dallas Police Department (DPD) is tasked with lowering violent crime while responding to calls for service, investigating property crimes, and providing for the overall safety of its citizens. When the Crime Plan originally was developed in Spring 2021, overall violent crime[1] in Dallas was on the rise. In the previous three years, violent crime increased steadily with a 14% increase from 2018 to 2019 and an additional 5% increase in 2020 compared to 2019 (Figure 1 below). Focusing solely on typical indicators of street violence reveals a similar pattern. Murders, non-negligent manslaughters, robberies, and aggravated assaults were up 17% in 2019 over 2018, and they increased another 4% in 2020 for a total increase of almost 22% across the most recent three-year period (see Figure 2 below).

In Dallas, as in most cities, violent crime was geographically concentrated in a relatively small number of areas within the City. DPD's seven patrol divisions are divided into 225 beats. For reporting and analysis purposes, beats are further disaggregated into 1,156 small reporting areas

[1] Violent crime includes all crimes defined as Crimes Against Persons by the *National Incident-Based Reporting System, 2019.2.1 National Incident-Based Reporting System User Manual* (2019). Simple Assaults were removed from the analysis, and Robbery offenses that are listed as property crimes by NIBRS were added.

(RAs) and even smaller 330' x 330' grid squares. Prior to the start of the Crime Plan, an examination of violent crime at the RA level revealed that that roughly 10% percent of Dallas' violent crime occurred within only 14 (or 1%) RAs. At the beat level, the same four beats had been among the top five violent crime areas across a ten-year period. Historically, beats 318 (Southeast Division), 454 (Southwest Division), 744, and 731 (South Central Division) were consistently ranked as the most violence-prone in Dallas.

Figure 1: Overall Violent Crime Trend, 2018-2020

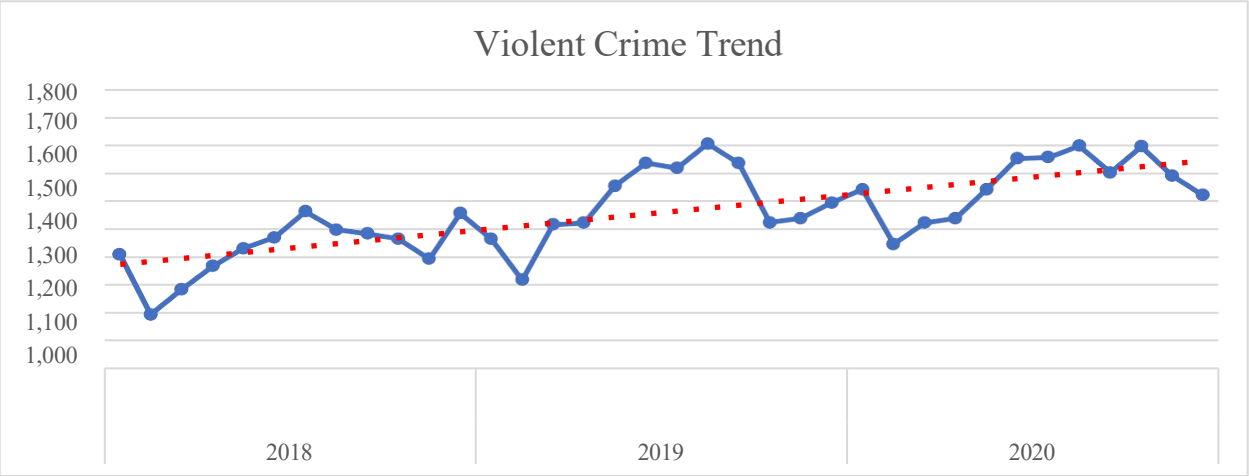
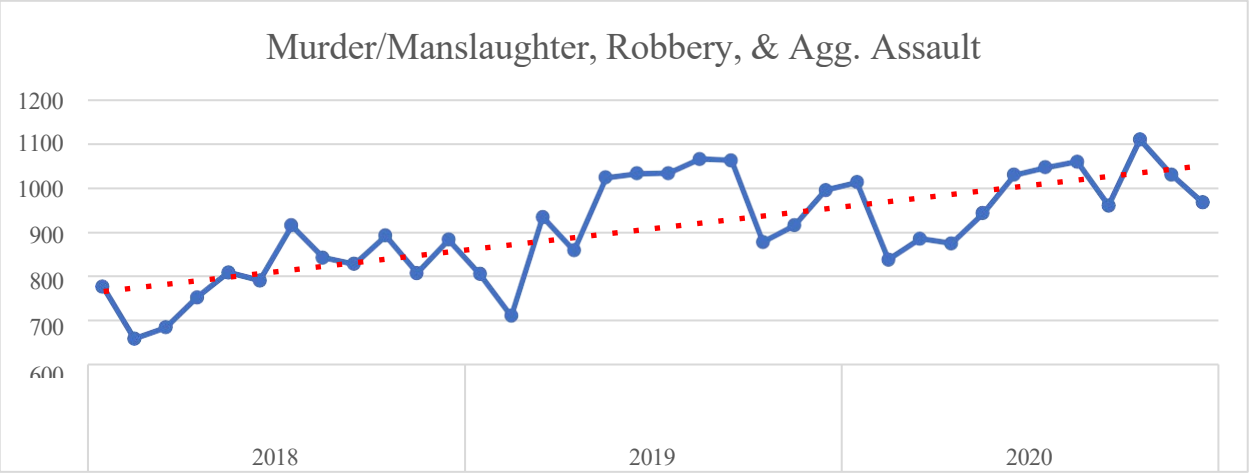


Figure 2: Street-Violence Trend, 2018-2020

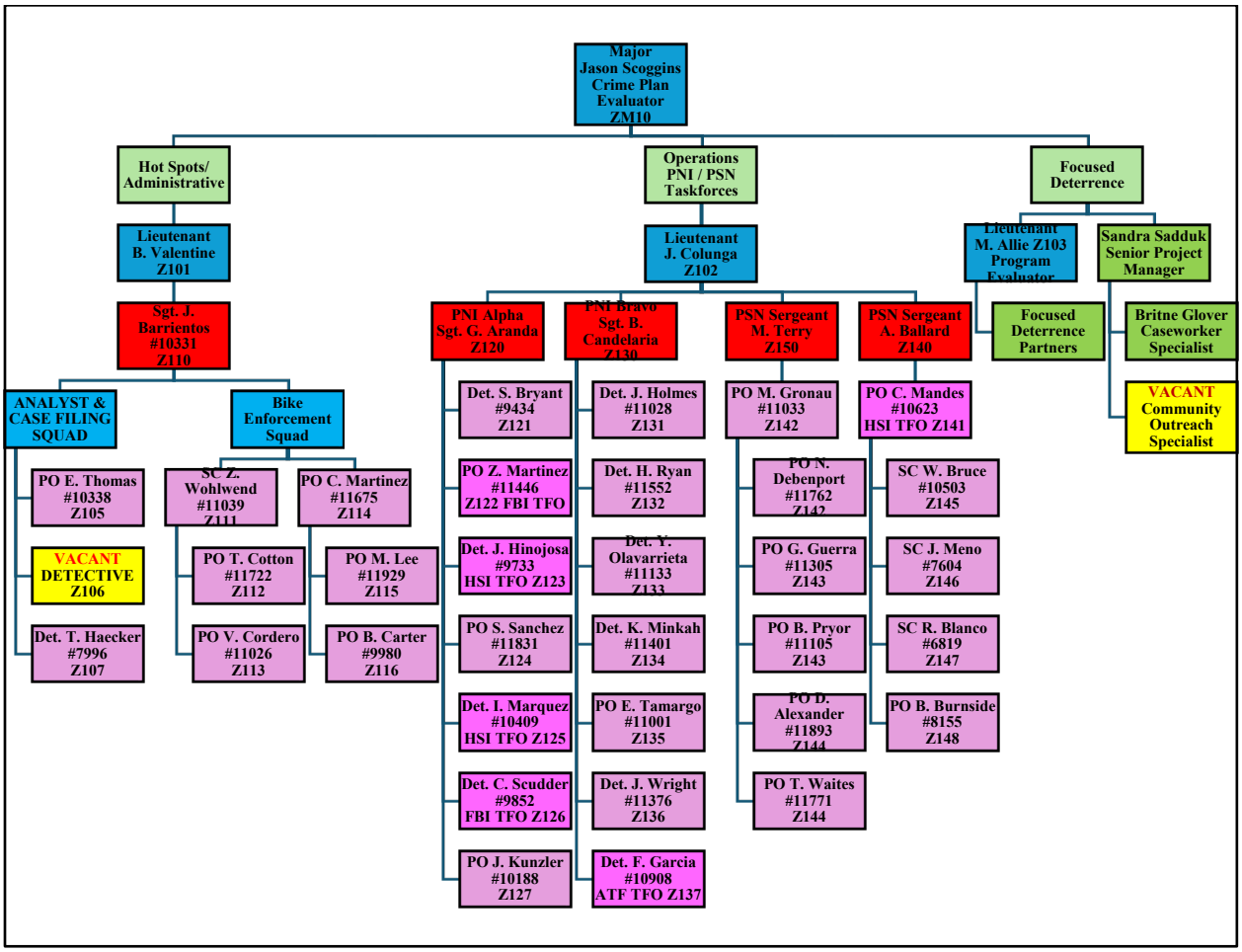


Organizational Structure

To facilitate implementation of the violent crime reduction strategies outlined below, DPD created and formalized what became known as the Violent Crime Planning Unit (see organizational chart in Figure 3 below). Initially, the number of DPD personnel assigned to manage implementation of the Crime Plan was quite small and included an executive assistant chief, a sergeant, and a

lieutenant. Data and analytic support were provided by the central DPD Planning and Crime Analysis Unit. As the different components of the Crime Plan came online, the support needed to implement and manage the Crime Plan grew, and DPD began to gradually add personnel to the overall effort. Today, the VCPU consists of more than 40 people serving in a variety of diverse roles needed to support the Plan. Each of the primary strategies represented in the Crime Plan has personnel assigned to it. These include uniformed patrol officers (e.g. bike team), detectives, supervisors, and civilian managers and case workers.

Figure 3: Dallas Police Violent Crime Planning Unit



Strategies Employed

As violent crime continued to trend upward, DPD was committed to renewing its efforts to reduce violent crime in the City by developing a multi-faceted, violence reduction strategy based on the best available science. Drawing from a substantial body of research on the positive impact that hot spots policing can have on reducing violence, this Crime Plan began with a short-term focus on substantially increasing police visibility at micro locations (330' x 330' grids) where violent crime

is concentrated and prioritizing street-level deterrence and arrest of repeat offenders in these areas. Building outward, the plan incorporates a mid-term strategy focused on networks of violent places within historically violent areas of the City using a Place Network Investigations approach. Finally, over the longer-term, the Plan called for DPD to lead a focused deterrence strategy to help break the cycle of violence among repeat, high-risk violent offenders in the City.

By implementing these strategies, the Dallas Police Department sought to accomplish the following goals:

- In partnership with other city agencies and the community, reverse the increasing trend in reported violent crime
- Reduce the annual number of victims of violent crime
- Increase community trust and engagement with the DPD to facilitate solving crimes of violence and successfully prosecuting violent offenders
- Improve place-based conditions that contribute to violence in coordination with the Office of Integrated Public Safety Solutions and other stakeholders

Near-Term Strategy: Hot Spots Policing

Considerable evidence suggests that police can be effective at reducing violent crime in small areas with high rates of violence. Often referred to as "hot spots policing," some of the strongest evidence of the impact that police can have on crime comes from more than 25 years of research showing that a relatively small number of areas generate the majority of violent crime in most American cities and that crime can be reduced in those areas through targeted police enforcement (Braga et al., 2019; National Research Council, 2004; Weisburd & Telep, 2014). Hot spots policing can be implemented fairly quickly and can reduce reported violent crime in targeted areas by 10-50 percent (Corsaro et al., 2019; Groff et al., 2015; Rosenfeld, Deckard & Blackburn, 2014). Moreover, there is little evidence that violent crime is spatially displaced to surrounding areas when hot spots policing is implemented and considerable evidence that areas adjacent to hot spots also can expect lower crime rate benefits (albeit to a lesser degree) from the police treatment effects (Weisburd et al., 2006). Little is known, however, about the potential displacement of crime associated with hot spots policing to other areas of the city or to different crime types (Weisburd & Telep, 2014).

While there is no universally accepted definition of a "hot spot," hot spots often consist of street segments or similar small areas that are no more than a city block long and which extend no more than a half a block on either side of the segment, although many research studies have evaluated police interventions in larger hot spots (see Rosenfeld et al., 2014 – average hot spot contained 8 street segments and Groff et al., 2015 – average hot spot was the size of 22 football fields). The appropriate size of a hot spot should be driven by empirical considerations, such as the spatial distribution and density of crime, as well as considerations of geography and local police operational knowledge of street activity.

What police actually do in hot spots policing and whether some tactics are more effective than others have also been the subject of research and evaluation. In their most recent meta-analysis of hot spots research studies, Braga et al. (2019) found that problem-oriented policing strategies generated moderately higher impacts on crime than merely increasing police presence with extra officers or patrols. Problem-oriented policing refers to police strategies targeted at specific problems with solutions tailored to those problems (Goldstein, 1990). Hot spots dominated by illegal drug sales may call for different policing tactics than areas with high levels of illegal prostitution, for example. While some research has evaluated hot spot strategies targeted at specific types of violent crime (e.g. robberies or gun crimes), most hot spot strategies focused on violent crime seek to reduce all types of serious violent crimes.

A few studies have examined specific tactics and their effects on crime at hot spots. Corsaro et al. (2019) investigated whether foot patrols or stationary marked police vehicles with emergency lights illuminated had a greater impact on crime and calls for service within hot spots. They found that lighted patrol cars reduced violent crime in hot spots while foot patrols had the greatest impact on property crime. Groff et al. (2015) compared foot patrol, problem-oriented policing, and offender-focused tactics within experimental and control hot spots and found that only offender-focused tactics had an impact on violent crime. The experimental hot spots showed a 42% decrease in all violent crimes and a 50% decrease in violent felonies compared to their controls. Importantly, modern hot spot strategies rely on increased police visibility and intelligence-led offender targeting rather than generalized "stop and frisk," oversaturation, or dragnet tactics that can lead to mistrust of the police and community resentment.

Offender-focused police strategies are based in an intelligence-led policing framework and derive from the empirical premise that a small percentage of offenders are responsible for most crime (Clarke & Eck, 2005; Ratcliffe, 2008). By proactively targeting repeat offenders, police can theoretically have a greater impact on crime than by targeting places alone (National Research Council, 2004). This strategy has the added benefit of leaving a smaller police "footprint" within communities by focusing attention on known repeat offenders rather than all persons who happen to be out on the street. Offender-focused policing requires good intelligence on where repeat offenders live and/or where they are likely to engage in future crime. In the Groff et al. (2015) study, the Philadelphia Police Department employed dedicated teams of officers who were exempt from answering calls for service and who proactively contacted, questioned, stopped, and arrested known offenders in the experimental hot spots.

Hot spots policing has become a well-accepted strategy to address crime in urban areas, which is disproportionately found in micro-areas with high rates of crime. In a recent nationally representative survey of U.S. law enforcement agencies, the National Police Research Platform found that 75% of agencies surveyed employed hot spots policing as a crime control strategy. Braga et al.'s (2019) most recent updated meta-analysis of hot spots policing studies reviewed 78

tests of hot spots policing across 65 eligible studies and found noteworthy crime control gains in 62 of the 78 tests reviewed. Problem-oriented strategies focused on changing the characteristics of crime-prone places were moderately more effective than increasing police presence or traditional enforcement activities (Braga et al., 2019), and recent evidence suggests that a hot spots approach focused on repeat offenders is potentially even more effective than other place-based problem-oriented approaches (Groff et al., 2015).

That said, evidence is lacking that hot spots policing as it has been implemented and evaluated in most cities to date can effectively reduce crime in an *entire* city or within larger sections of cities (Sherman et al., 2014; Weisburd et al., 2017; Weisburd & Telep, 2014). For example, in an evaluation conducted in Dallas ten years ago, Weisburd et al. (2015) found measurable reductions in crime within treatment hot spots that experienced increases in patrol time, but these reductions were not measurable within the larger geographic patrol beats where the treatment hot spots were located.

In one of the few studies of its kind, Koper et al. (2021) documented reductions in city-wide crime and disorder-related calls for service following the adoption of a hot spots policing strategy in Manhattan, KS, a city of approximately 55,000. This study is among a very few that have shown an impact of spots policing on city-wide measures of crime and disorder over time. In contrast, most reported hot spots experiments have been short-lived, and the research community has been unable to consistently document whether hot spots policing can move the needle on city-wide crime counts over months or years. This, in turn, has likely slowed the uptake of hot spots policing as a long-term strategy to reduce crime, particularly in big cities where sustaining evidence-based strategies is more challenging given span of control difficulties, frequent turnover of personnel, including chiefs, and big city political challenges.

Taken as a whole, the hot spots policing literature suggests several key factors that might produce optimal crime control within hot spots and possibly within larger areas surrounding those hot spots or even across an entire city (Weisburd et al., 2017):

- Hot spots must receive enough "dosage" to produce measurable crime control gains beyond the boundaries of the hot spots themselves
    - Dosage reflects both the number of hot spots that receive intervention, *and* the amount of time police devote to each hot spot
    - Concentrating available patrol resources on hot spots may result in fewer officers assigned to lower crime areas and longer response times, especially for non-emergency calls
- Police activities at hot spots matter
    - High-visibility presence (marked cars with lights on) and offender-focused tactics may be more effective than foot or drive-by patrols at reducing violent crime

- Police behavior matters
    - When police focus on procedural justice and are viewed as legitimate by the public, crime control gains are likely to be enhanced (Tyler et al., 2015)

Hot Spots Policing in Dallas

Prior to the Crime Plan, the DPD focused on hot spots by deploying resources into selected VCRP locations. On duty patrol officers worked proactively in VCRPs, particularly during summer and commonly high crime holidays (e.g., Fourth of July). Additionally, patrol commanders were provided with daily reports of crime in VCRPs and expected to develop crime reduction strategies to lower crime at those locations. Further, DPD created specialized units made up of uniformed and covert officers who were deployed to the VCRP areas when violent crime spiked or began trending upward.

The Crime Plan, developed with the assistance of criminologists from the University of Texas at San Antonio and based on the current evidence for the effectiveness of various hot spots policing strategies, modified DPD's approach to hot spots policing in three ways as part of its overall strategic plan to reduce violent crime.

First, working with UTSA researchers, the locations and boundaries of violent crime hot spots throughout the City were re-examined by focusing on small, 330' x 330' grids where robberies, aggravated assaults, and murders occurred in the most recent 60-90 days and 12-month period to ensure that hot spots are appropriately identified. Initially, this empirically driven analysis sought to identify the small percentage of grids where violent crime is most heavily concentrated in Dallas (Weisburd et al., 2015). Thereafter, high crime grids were rank ordered within beats and divisions from highest to lowest. Resource allocation decisions were made every 60-90 days when hot spot locations are adjusted (if needed) based on changing crime trends.

Second, these high violent crime grids were evaluated by DPD division commanders and their staff and hot spot boundaries adjusted, if appropriate, based on unique geographic features (e.g., a park or school) and local operational knowledge of crime patterns and trends. The list of current hot spots that emerged from this process was mapped, revisited, and updated every 60-90 days.

Finally, the hot spots were assigned to receive either (1) the systematic assignment of patrol officers to remain in the hot spot with their emergency lights activated for 15 minutes (the optimal dosage period) every hour during peak hours of crime as identified in each hot spot through crime analysis[22], or (2) an offender-focused strategy where specialized officers concentrated on the hot

[2] As in Las Vegas (see Corsaro et al., 2019), patrol officers were assigned to these high visibility hot spot times each hour via dispatch. When resources or unforeseen events did not allow for the assignment of officers to hot spots during certain hours, these gaps were documented and accounted for in the ongoing evaluation of the efficacy of the strategy.

spots making contact with or surveilling repeat offenders who were identified through a separate analysis of arrestees and who live or are known to frequent the treatment hot spots. Their presence was concentrated in hot spots during peak crime hours, but their activities were focused on *repeat offenders* rather than persons at large, generalized stop and frisk, or dragnet-type tactics. No "control" hot spots were used as part of the strategy. Sufficient evidence exists that hot spots policing reduces crime in targeted micro-areas, and all available resources were brought to bear in an effort to drive down violent crime in beats, divisions, and city-wide by concentrating sufficient dosage in the targeted violent crime hot spots identified through the process described above.

Measurement and Evaluation

To assess the impact and effectiveness of the near-term hot spots policing strategy, reported violent crime counts and calls for service data were obtained for the treatment hot spots, all patrol beats (those containing hot spots or not), and DPD area divisions for the twelve months leading up to the implementation of the strategy. Violent crime counts were reviewed analytically at various levels (hot spots, divisions) on a regular basis. At six-month intervals, more sophisticated analytic approaches were used by the UTSA research team to evaluate impacts of the strategy on violent crime and calls for service within hot spots and divisions. These analyses also included an assessment of potential crime displacement and changes to the distribution of reported offenses within divisions. When emerging hot spots were identified, they were added to the treatment protocols; likewise, hot spots that were no longer "hot" were removed. The methodology for these analyses are described in more detail in later sections of this report.

Mid-Term Strategy: Place Network Investigations

In addition to a revised hot spots policing strategy, the DPD led and coordinated a place-based investigations strategy designed to identify and disrupt networks of criminogenic places that disproportionately contribute to violent crime in Dallas. Place Network Investigations (PNI) is a recently developed tool based in empirical scholarship and criminological theory that focus on the spatial distribution of crime in communities and the role of unguarded places used by individuals and criminal networks to facilitate crime. A PNI strategy is based on four empirical realities (Herold et al., 2020):

1. Crime is concentrated among a relatively small number of offenders, victims, and places
2. A small number of places account for most crime in any city
3. Law enforcement strategies that target criminal networks can reduce crime
4. Criminogenic places are networked

PNI was first attempted as a coherent crime control strategy in Cincinnati several years ago (Hammer, 2020) and has since been used in Las Vegas (Herold et al., 2020) and other cities (Madensen et al., 2017) with promising early effects. In Cincinnati, violent crime was reduced in

the first two pilot PNI sites by 89 and 71 percent respectively, while an evaluation of five Cincinnati PNI sites documented a 72% decline in shooting victims over the 24-month post-implementation period (Hammer, 2020). In Las Vegas, a pre-post 12-month comparison demonstrated a 39% reduction in gun-related crimes occurring in the PNI-targeted locations (Herold et al., 2020).

A PNI strategy begins with a problem-focused investigation of violence-prone locations to uncover the network of convergent settings (public places were offenders often meet), comfort spaces (private meeting locations used by individuals or groups to plan or facilitate crime), and corrupting spots (associated locations that encourage criminal activity) that make up the place network. Police use a variety of intelligence-driven efforts to uncover crime-place networks (traditional crime analysis, surveillance, informants, offender interviews, historical data) and then lead the development of a PNI Board made up of stakeholder government agencies (e.g., code enforcement, health departments, parks & recreation) and non-profit and/or community-based groups to design unique place-based strategies to address crime and its causes within the crime-place network. Traditional police enforcement efforts (arrests, controlled drug buys) are coupled with code enforcement, abatement, environmental design changes, disorder-focused efforts (graffiti abatement, trash clean up, abandoned vehicle removal, weed/brush removal) and other efforts to alter the criminogenic nature of the entire crime-place network (Herold, 2019).

A PNI strategy is intelligence-driven, requires the involvement and commitment of multiple stakeholders, and may involve the expenditure of money and other resources by city agencies and community-based organizations (CBOs). By focusing on the most violence-prone locations, though, PNI has the promise of significantly impacting violent crime, reducing victimization, and improving the quality of life in and around the affected locations. Below is an illustration of the PNI phases taken from the Las Vegas PNI evaluation report (Herold et al., 2020).

Table 1: The PNI Process

Implementation Steps
Select violent micro-locations
Select and train PNI unit
Establish and follow investigative protocols
Establish, train, and gain compliance from PNI Investigative Board members
Gather pre-intelligence
Assess and establish intelligence systems
Conduct internal intelligence sessions
Collect community intelligence
Present intelligence products to PNI Investigative Board
Identify offender and crime place networks

Disrupt offender and crime place networks

To maximize its chances for success, the PNI process requires buy-in from multiple stakeholders and a careful, data-driven process that starts with identifying violence-prone hot spots and investigating them exhaustively to establish networked locations. Police and other PNI stakeholders may require training on the PNI process and/or investigative techniques, and the police must have (or put in place) a functional process for collecting and analyzing intelligence related to potential PNI sites. Once likely sites have been identified, researchers recommend the development of a PNI Board that will review the intelligence and make initial decisions about which location(s) to focus on. At that point, stakeholder engagement across multiple city agencies and/or CBOs is vital to develop data-driven interventions designed to disrupt offender and crime-place networks. Careful tracking of pre- and post-intervention metrics (agreed upon by the Board) is vital and may require the assistance of outside research partners. The effects of the intervention must be carefully tracked and documented, and adjustments made to the plan if necessary, to optimize success. Critically, the plan must include a strong maintenance component purposely designed to ensure that crime reduction gains are maintained and not squandered as attention is shifted to other sites (Herold et al., 2020).

Implementing PNI in Dallas

As a promising mid-term strategy to address violence, the DPD, in coordination with the Office of Integrated Public Safety Solutions (OIPSS)[3], implemented a PNI process in Dallas to complement the hot spots strategies. The PNI strategy took several months to put into place and required training and buy-in from multiple stakeholders and coordination with the OIPSS. In conjunction with the director of OIPSS, the DPD developed a DPD PNI Task Force to oversee and coordinate police efforts. The Task Force included crime analysts, intelligence officers, investigators, and command-level supervisors, and it worked closely with the OIPSS to identify violent place networks that are appropriate candidates for a coordinated intervention with the OIPSS.

During the first six months of implementation, initial violent place networks were identified by the DPD Task Force and OIPSS using Risk Terrain Modeling (RTM), traditional crime analysis, and local police knowledge and intelligence. The process included identifying a PNI stakeholder board and training of police PNI personnel. The Chief of Police and OIPSS director led the PNI Board and was principally responsible for constituting the Board with support from the City Manager. Board membership initially included the following:

Table 2: Initial PNI Board Membership

City Department	Roles and Responsibilities

[3] In Dallas, the OIPSS reports directly to the city manager and helps coordinate non-law enforcement efforts across city government to address public safety challenges and their antecedents.

Police	• Lead PNI board • Gather intelligence Conduct criminal investigations • Make arrests • Deter criminal activity Analyze crime and public-safety related data
Building Inspection	• Address safety issues identified in buildings
City Attorney/Community Prosecution	• Legal review of abatement/intervention strategies • Prosecution of code and related violations
Code Enforcement	• Address code violations • Issue citations
Fire Inspection	• Identify/address fire hazards and fire code violations
Housing and Neighborhood Revitalization	• Repair/abate housing-related deficiencies
Risk Management	• Review and provide input on risk mitigation strategies associated with interventions
Parks & Recreation	• Address design or re-development of parks as needed • Repair or remove dilapidated equipment or structures
Planning & Urban Design	• Assess infrastructure changes to reduce opportunity for crime • Crime prevention through environmental design
Public Works	• Assess transportation-related matters, including street repairs, re-design, or construction
Transportation	• Evaluate traffic management, signs, signals, or safety issues related to sites
Zoning	• Review applicable zoning regulations and recommend/implement changes as needed
Sanitation	• Clear and remove trash and debris
Dallas City Marshall	• Illegal dumping
Dallas Animal Services	• Address animal-related violations
Office of Homeless Solutions	• Address homelessness and related public safety and quality of life issues in target areas
Sustainable Development	• Suggest, plan, and implement sustainable development solutions
311	• Public information campaigns in targeted areas to encourage community response

Once the PNI Board was in place and trained, the DPD PNI unit and OIPSS presented places for intervention to the Board for its input and approval to begin the investigative process. With input

from OIPSS and the DPD PNI Unit, the Board had primary responsibility for overseeing the implementation of intervention strategies designed to disrupt the offenders and criminal activities associated with the place network. These strategies involved traditional police enforcement and crime prevention activities but also included a multipronged and multi-disciplinary strategy to address the underlying problems that facilitate violence at the crime-place network. Changes to the physical environment, code enforcement, and even traffic flows were considered as part of a comprehensive place-based violence reduction strategy.

Measurement and Evaluation

To assess the implementation and effectiveness of the PNI strategy on violent crime in Dallas, the UTSA research team conducted a process and impact evaluation of the strategy. Process evaluations are designed to document the implementation of programs and policies, assess whether they were implemented as intended, and identify any obstacles to implementation. An outcome evaluation focuses on whether the program or strategy as implemented had its intended effect. In this case, the overarching goal of the strategy was to reduce violent crime (robberies, aggravated assaults, murders) and its associated metrics such as shootings or violence-related calls for service in around crime-place networks. Process evaluations utilized quantitative implementation metrics such as the number of crime analyses or intelligence-related interviews conducted, intelligence products produced, offenders tracked, code violations written, environmental changes made, etc. to document implementation. The PNI working group was asked for its input on implementation metrics that should be tracked, and these were systematically gathered and analyzed by the UTSA research team and reported in Years 1 and 2 following PNI implementation.

During a series of meetings, the PNI group worked with the UTSA researchers to identify appropriate outcome metrics such as violent crimes, shootings, or violence-related calls for service recorded pre- and post-intervention. A pre and post period analytic strategy was utilized initially to gauge the impact of the strategy on the agreed-upon outcome metrics collected in and around the crime- place network locations and surrounding beat(s). Maintenance plans were put in place to maintain crime reduction gains at one PNI site, and the DPD and UTSA researchers continue to follow key outcome metrics over time (e.g., 24-36 months) to track long-term impacts. More detail regarding the process and outcome evaluations of PNI are provided later in this report.

Longer-Term Strategy: Focused Deterrence

First designed and implemented in Boston in the 1990s, focused deterrence strategies (sometimes referred to as "pulling levers") have proven successful in reducing violent crime in a number of cities where they have been applied and evaluated (Braga et al., 2018; Corsaro, 2018; Engel, 2018). A leading expert in the design and evaluation of these approaches to reducing street-level violence has stated unequivocally that "focused deterrence strategies save lives" (Engel, 2018). The goal of focused deterrence is to change the behavior of high-risk offenders through a combination of deterrence, incapacitation (arrest), community involvement, and the provision of alternatives to violence (Braga et al., 2018). A key feature of most focused deterrence strategies is the clear

communication to gang members and other violent offenders of the risks associated with continued criminal activity and the alternatives available to them under a robust suite of social services, education, and job-related services made available to them under the strategy. Focused deterrence strategies have been successfully implemented in cities such as Indianapolis, Cincinnati, Chicago, New Orleans, and Seattle among others and have shown statistically significant, and in some cases, substantively large reductions (15-34%) in reported violent crime (McGarrell et al., 2006; Engel et al., 2010; Papachristos & Kirk, 2015; Corsaro & Engel, 2015; Saunders et al., 2016). One such program in Dallas, Texas—Targeted Offender Program (TOP)—was designed with Smart Policing's evidence-based, data driven concepts in mind. TOP utilized a focused deterrence (i.e., pulling levers) approach to reduce crime in the Hatcher/Scyene TAAG, one of Dallas' more crime ridden neighborhoods. Preliminary results demonstrated overall reduction in violent and property crime (Bishopp & Morris, 2016).

While focused deterrence strategies typically contain common elements, they should be viewed as problem-oriented policing strategies that work best when tailored to a specific crime problem (e.g., gang violence, youth homicide) in a city or area of a city. These strategies emphasize the development of an interagency law enforcement team often consisting of local, state, and federal partners (law enforcement, prosecutors, probation/parole, etc.), which relies on local intelligence to identify offenders or groups of offenders within the targeted risk group. The law enforcement team then develops a strategy to target the offenders utilizing all available legal remedies – arrest and prosecution (often with federal partners taking the lead on drug and gun-related crimes), gang injunctions, place-based strategies to close down buildings or houses used to facilitate crime, etc. Key to the strategy is (1) a deterrence message communicated directly and repeatedly to the target population, and (2) offering violent lifestyle alternatives to the targeted offenders, which may involve the provision of social services, education, job training, or direct employment with willing partners in the private or on-profit sectors (Braga, 2018).

The deterrence message is often communicated through "call-ins" or offender notification meetings whereby offenders are invited or required (as a condition of probation or parole) to appear and hear deterrence messaging from law enforcement officials and respected community voices (e.g., clergy or family members of victims). At these meetings, social service representatives are also available to offer prosocial alternatives to the threat posed by law enforcement of arrest and long-term incarceration in a federal penitentiary. Cities that have used focused deterrence strategies successfully have also made use of street workers (often former gang members) to communicate the deterrence message directly to gang members on the street and to serve as a resource to connect them with social services (CICF, 2021; Engel et al., 2010; McGarrell, et al., 2006).

Focused deterrence strategies come in several varieties. The original Boston Ceasefire model, later replicated and modified in Cincinnati and other cities, focused on gangs and violent criminal

groups. Other cities have copied the High Point, NC drug market intervention (DMI) program that focused on identifying and arresting violent drug dealers while suspending criminal proceedings against non-violent drug offenders within targeted drug markets (Kennedy & Wong, 2009). These non-violent offenders are then provided moral support and encouragement from family members and/or community leaders and social service support from city or non-profit agencies. Based on the High Point experience, DMI has been rated as "effective" by the National Institute of Justice (NIJ, 2014). A final type of focused deterrence targets repeat offenders by leveraging available legal tools (arrest and prosecution), deterrence through the use of "moral" voices from the community, and the provision of social service alternatives (Braga, 2018; Papachristos et al., 2007).

Focused Deterrence in Dallas

As part of its strategy to help provide long-term solutions to violent crime in Dallas, the DPD adopted an offender-focused deterrence strategy tailored to repeat violent offenders in Dallas. Evidence-based criteria were used to score individuals arrested for a violent crime in the prior two years, and the resulting list of the most prolific offenders was subdivided into two tiers based on risk scores. In partnership with law enforcement stakeholders and social service providers, DPD and its primary social service partner, the South Dallas Employment Project, helped connect high-risk clients with services based on individualized needs assessments to help them desist from further violence.

Focused deterrence is a holistic, resource-intensive process involving multiple law enforcement and community partners. As studies that have documented success have found, law enforcement partners at the local, state, and federal level are critical to the strategy's success. In Dallas, these partners include the FBI, U.S. Attorney's Office, DEA, ATF, Dallas County District Attorney, Dallas Adult and Juvenile Probation, Texas TDCJ Parole Division, and others.

Laying the groundwork for the partnerships needed to ensure programmatic success took more than one year. During that time, the impact of the short and mid-term strategies that are part of DPD's overall violence reduction strategic plan was measured. In this way, the longer-term focused deterrence strategy built upon the successes of earlier components of the overall violent crime reduction plan, and the components worked synergistically to reduce violent crime in Dallas and lay the groundwork for long-term change.

Measurement and Evaluation

A scientifically valid process and impact evaluation of the Dallas focused deterrence strategy was essential for measuring and documenting programmatic successes and failures. Credible, experienced research partners were engaged to conduct an independent evaluation of the strategy. An evaluation of this magnitude is a considerable investment, but as the Mayor's Task Force on Safe Communities report made clear "it is critical to know whether evidence-based strategies are being implemented as outlined in research and if public investments are yielding results" (p. 13).

The before-and-after measure of crime calls for service, quality of life, and community safety perceptions are key outcome indicators. Carefully documenting the fidelity with which the strategy was implemented is also important and necessary to produce a "lessons learned" document that can serve as an implementation guide for subsequent iterations of the strategy.

Community Outreach and Collaboration

In this section, members of the Dallas Police Department reflect on their efforts at community outreach and collaboration in the execution of the Crime Plan. Those efforts centered around place network investigations and focused deterrence, as hot spots policing was a data-driven strategy that did not require direct community input.

Place Network Investigations

When exploring how to understand the needs and identify problems within a designated community, it was determined that a thorough intelligence gathering session would be held for all internal and external partners that could aid in bringing about long-lasting change within the community. This session began by ensuring all critical team members were present to contribute their expertise and insights, which set a comprehensive foundation to address specific challenges and issues at the location. At the conclusion of that meeting, a strategic plan was developed for each location. One of the Dallas Police Department's external partners was the City of Dallas' Integrated Public Safety Unit (IPSS). This unit evaluated properties according to Chapter 27 of the City of Dallas Municipal Code which defines Minimum Property Standards for properties in the city. Following each assessment, IPSS communicated feedback to management, property owners, and the PNI working group which also allowed working group partners to communicate concerns at the property to IPSS to address with ownership. The feedback provided to ownership and management outlined any required improvements and set forth timelines for the completion of those improvements. The direct contact with ownership by one partner enabled a solid foundation of communication and prevented ownership from receiving communication by multiple partners which may have led to misinterpretations and confusion for ownership and management. Once OIPSS completed their work at a property, that property would then shift to the Multi-Family Code Inspection Unit for monitoring. If a PNI site failed to adequately address crime on property or code violations, the property was referred to the City Attorney's Office for review of potential litigation against ownership. The City Attorney's Office held a crucial role and contributed significantly to the working group's success. It was their guidance during bi-weekly meetings that provided an immeasurable amount of knowledge and education for all partners in the working group. When the working group was forced to refer a location for litigation, it was the robust investigations beforehand into criminal activity and the many attempts at engagement by the working group, that clarified issues and significantly advanced the City's case against the property.

The City of Dallas' Office of Homeless Solutions coordinated outreach engagements and encampment clean-ups in two of the PNI locations. These locations had a substantial population of unsheltered individuals who contributed to violent crime in the area as suitable targets for crime

while others in the encampments were some of the areas motivated offenders. This external partner offered services to each individual residing within an encampment and aimed to address the challenges associated with homelessness.

Community events were hosted in multiple PNI communities. The City of Dallas' Parks and Recreation Department partnered alongside the police department and provided various engaging activities for children and adults to include tug of war, outdoor tic-tac-toe, outdoor connect 4, and cornhole. Additionally, the Parks and Recreation Department provided information about City of Dallas Programs such as WIC, Financial Literacy, and feminine healthcare needs for attendees. This external partner's engagement at these locations contributed to the overall enjoyment for the attendees and resource distribution at these events.

As previously discussed (see Table 3 above), the Violent Crime Planning Unit (VCPU) evolved to solely focus on the goals of the crime plan. The bike enforcement squad was the first squad created and it was comprised of uniformed officers who patrolled PNI sites and specific hot spots on bikes, in squad cars, and undercover if needed. Their directive was to build rapport with stakeholders, gather criminal intelligence, and work with the undercover squads to dismantle criminal networks. Due to the overwhelming amount of intelligence this squad was able to gather, it was evident that a squad to focus primarily on dismantling criminal networks in the PNI locations would potentially lead to a larger impact on these networks. The command staff supported the creation of a covert squat specifically assigned to the Violent Crime Planning Unit to uncover the key criminal players and any associated criminal network(s). Officers were selected from across the department with specific areas of expertise, especially in covert surveillance, and in the areas of gangs, guns, and narcotics. Officers selected had various career backgrounds bringing a wealth of knowledge to the unit. This unit is currently comprised of two undercover squads and the uniformed bike enforcement squad. The two undercover squads investigate intelligence gathered themselves or by the bike enforcement squad and utilize covert surveillance to conduct criminal investigations of suspects and locations they are connected to, coordinate traffic stops, and obtain search and arrest warrants. The unit includes Federal Task Force Officers who are Dallas Police Officers trained to file federal and stated criminal charges. The VCPU organizationally falls directly underneath the Office of the Chief of Police (OCPO) for more direct oversight by the Chief of Police. To date, the VCPU has expanded to approximately 40 personnel assigned to implement the crime plan.

A second unit was created by the Dallas Police Department and that was the Apartment Communities Team (ACT). This team engaged directly with the management team and residents at the PNI sites. ACT invested considerable amounts of time on-site interacting with residents to understand and address various concerns by the residents. Often, residents' concerns and frustrations were not always about crime but related to a lack of communication with management and lack of services in the area. ACT distributed surveys and spoke to residents and organized community events to foster communication between the residents and management. Additionally,

ACT collaborate with the Neighborhood Patrol Officer (NPO) to coordinate and host crime watch meetings for the residents of the property. Due to their consistent presence at PNI locations, VCPU and ACT members observed needs of the residents and held back to school supply drives and provided Thanksgiving meals through donations to 10 families in need. ACT quickly became an integral part of the PNI working group.

Other critical internal partners included the Dallas Police Department's Neighborhood Patrol Officer Unit (NPO), Nuisance Abatement, and Crime Response Team (CRT). The NPO Unit organized crime watch meetings, fostered relationships between the police department and apartment management, and hosted community events or worked side by side with ACT to host events. The NPO for a property can refer it to the City Attorney's Office to be considered for litigation when the property continues to have high crime and fails to take measures to reduce it. Two PNI sites consistently exhibited a high number of abatable offenses with minimal to no action by property ownership/management to reduce crime. These two locations were referred to the police department's Nuisance Abatement Unit where a Nuisance Abatement Detectives working with a City Attorney, compiled an action plan of necessary requirements to be met to avoid litigation and presented that to ownership and management for the property. These three units are critical in holding ownership and management of nuisance properties accountable for improving the safety of the residents that call that community home.

Each patrol division within the Dallas Police Department houses their own Crime Response Team (CRT). That team works in an undercover capacity, primarily within that division, to conduct covert surveillance in high crime areas and respond to urgent calls to 911. Their covert work allows these officers to attempt to locate suspects attempting to flee a scene after having just committed a criminal offense. This team gathers an incredible amount of criminal intelligence and members of that team and members of the VCPU shared intelligence between squads to dismantle multiple criminal networks within PNI and grid locations. Shared intelligence and working together led to stronger criminal cases being filed and the arrest of more individuals operating within a criminal network.

Members from each working group engaged in bi-weekly meetings where they discussed recurring problems of concern, how those problems were currently being addressed and how they had been addressed in the past, determined if other resources were needed for the site, brainstormed new interventions to include mutual aid from the working group partners, and conducted assessments on the effectiveness of the strategies deployed. Working group members also shared criminal intelligence they may have seen or obtained while on location. Frequent, consistent meetings fostered direct conversations that led to a faster response to newly identified problems and allowed team members to develop a deeper understanding of each other's roles, scopes, and the range of services they can offer to the identified communities.

The Dallas Police Department's Executive Assistant Chief of Police, a Major over the Violent Crime Reduction Plan, and the two Lieutenants responsible for the implementation of specific strategies in the plan, met weekly to discuss the fidelity of each strategy, discuss any strengths or weakness identified, consider solutions to any obstacles, and identify any potential partners to aid in the overall success of the plan. These same individuals met with UTSA Criminologists monthly to discuss crime plan strategies, successes, and areas that may need further analysis. The SARA model was utilized not only for the deployment of the Place Network Investigation but also to create a strategic operation plan tailored to each location to address specific needs of that community. By consistently reviewing and analyzing the strengths and weaknesses, the team was able to construct a solid, comprehensive strategic operation plan for place network investigations in apartment communities.

The Dallas Police Department's Crime Analysis Unit played a critical role in the execution of the violent crime reduction plan by gathering the data being used to determine locations for potential PNI sites, which hot spot grids would be treated and the analysis of that data. This unit not only supplied highly specialized crime analysis products; they mapped each grid which allowed for an in-depth analysis aiding in monitoring the fidelity of each grid's treatment. These maps were accessible to the patrol officer on their computer which allowed them to view the boundaries of each grid.

Previously mentioned were Dallas Police Officers who filed cases federally on individuals that met the requirements for federal charges. Federal partners included the US Attorney's Office, Homeland Security Investigations (HSI), the Safe Streets Task Force, and Project Safe Neighborhood.

Focused Deterrence

The implementation of Focused Deterrence in Dallas could not have been possible without internal Departmental support, external support from key law enforcement agencies, and support from community partners. Internally, support from Departmental command staff members, particularly the Chief of Police and Executive Assistant Chief, was critical to the success of the program. They established tangible goals, ensured appropriate manpower and resources were procured for success, garnered support and maintained relationships with the executive leadership of DPD's external partners, and the Chief of Police personally spoke with clients at the quarterly call-in sessions and other engagements. To build relationships and garner support, command staff support maintained constant communication with external partners via cell phone, text message, and in-person group and individual meetings which were particularly impactful in garnering support. For example, prior to the launch of the program, the Chief of Police held a stakeholder meeting with members of the community, state and federal law enforcement agencies, state and federal attorneys, and City government personnel which led to collaboration and logistical for the successful launch of the program.

The external law enforcement partners which have been critical to success are the Dallas County District Attorney's Office (DA), the United States Attorney's Office, the Dallas County Community Supervision and Corrections (Adult Probation) Office, and the Texas Department of Criminal Justice (TDCJ) Parole Division. A critical partner, the DA's Office signed a Memorandum of Understanding (MOU) formerly outlining the criteria for a client's insertion into the program and their agreement to provide enhanced prosecution in appropriate cases involving clients who have continued to recidivate after they were notified of the consequences and opportunities available through the program. Also, the DA's Office agreed to coordinate any enhanced prosecutorial efforts with the U.S. Attorney's Office, if circumstances warranted.

Throughout the program's implementation, DPD learned that communication between all partners is a primary means of success. DPD collaborated with the DA's Office by periodically conducting virtual and in-person meetings regarding logistical issues such as client identification, offense and arrest tracking, and enhancement criteria. The DA's Office was provided access to a shared DPD Microsoft Excel database which tracked datasets such as when a client was arrested, how the clients had been notified of the program, the severity and type of any offense committed after notification, adjudication outcomes, and various other information. Furthermore, DPD met with the DA's Office and external partnerships to discuss any potential barriers (including court restrictions) which were present for clients who were actively and positively participating in the program, and methods for how to address them. In addition, the Adult Probation Office and the Parole Division provided key support by facilitating communication and encouraging clients to attend upcoming call-in sessions for specific clients that DPD had identified to be a part of the program. Furthermore, the Adult Probation Office offered to assist clients by transporting them directly to the call-in session, if a need arose.

Lastly, the Focused Deterrence program could not have been successful without support from various non-profit organizations and the community. A non-profit partner, the South Dallas Employment Project (SDEP), through their external partnerships and funding from the City of Dallas, provided or coordinated social services directly to the clients. A shared Google Docs database was created with DPD in which SDEP entered status information regarding the services requested and being provided to the various clients, along with their case notes and call logs. Constant communication between DPD and SDEP was maintained via email, telephone, and in-person meetings regarding the clients' needs and active participation. Also, SDEP attended every call-in session and facilitated clients in signing up for services at the event. Another critical non-profit partner was MetroCare, which is the largest mental health and substance abuse provider in Dallas County. With the support of MetroCare, clients were able to receive Mental Health Assessments and substance abuse support immediately upon entry into the program or throughout as a need arose. At each quarterly Call-in session, MetroCare attended and spoke offering immediate support to the clients. Furthermore, MetroCare provided a hotline with licensed counselors in which clients could contact them on a 24/7 basis. To document the services for DPD,

SDEP obtained non-HIPAA information from MetroCare to track clients' participation which was documented in the shared Google Doc database.

Data and Intelligence

In this section, UTSA researchers and DPD personnel detail the data and intelligence needed to implement the Dallas Crime Plan. A strategic crime reduction effort as comprehensive and far-reaching as the Dallas Crime Plan requires many data inputs to be successful. Accurate RMS, CAD, and arrest data are prerequisites, and efforts were made to improve the accuracy of those data early in the implementation of the Plan. For example, at the outset of the hot spots policing strategy, UTSA researchers were regularly identifying hospitals and police facilities as violent crime hot spots because officers often listed them as the location of the offense when taking reports. When the issue was brought to their attention, senior DPD leaders worked with division commanders and first-line supervisors to correct the problem, and the crime location data quickly improved and became more accurate.

As noted, the hot spot and place network investigation strategies utilized evidence-based data and intelligence to determine focus locations. A key order was given to the project manager of the Place Network Investigations from the start and that was to break down departmental criminal intelligence silos. Units within the department were known to keep criminal intelligence information to themselves which led to multiple units working the same individuals or locations or not knowing how multiple people were connected to each other in a larger criminal network. When individual units only had a small part of the puzzle, investigations lacked the comprehensiveness and strength they could have achieved. By promoting the department-wide use of evidence-based data, intelligence gathering and sharing, investigations into criminal networks became increasingly more extensive and thorough. The VCPU members were encouraged to lead by example and connect with other units to share criminal intelligence. Members of the VCPU quickly established relationships with officers in units across the department and worked investigations together and supported each other. The most effective dismantling of criminal networks occurred when various units generously shared criminal intelligence and support, leading to a greater impact in locations afflicted by violent crime.

Throughout the Focused Deterrence program, the Data Analysis Management Unit refreshed the list of the most prolific offenders approximately every six months. Afterwards, a DPD crime analyst reviewed offenders on the list to verify the information and determine who were incarcerated or had outstanding warrants. Individuals with outstanding violent and/or felony warrants were ineligible to be treated. However, the list of prolific and violent offenders with outstanding felony warrants was determined to be useful intelligence. First, officers attempting to arrest these individuals would be sure to take extra safety precautions knowing a subject's violent criminal history. Secondly, the warrant list provided the Department with the appropriate

intelligence to focus apprehension efforts on the most prolific and violent offenders who are currently wanted and at-large within the community. These warrant lists were able to be distributed to the PNI and PSN Task Force, the Fugitive Unit, and other Crime Response Teams (CRT) at the various divisions.

Analysis and Evaluation

This section of the report is organized into several sub-sections. Initially, the evaluation methodology is summarized, including the data relied upon for this report and the analytic strategies utilized in assessing the Crime Plan. The City-Wide Analyses section reports on overall city-wide trends in violent crime since the inception of the Crime Plan. The Hot Spots section examines crime, arrests, and calls for service in and around the treated hot spots across the three-year period and by year. In this section, we also analyze hot spots treatment fidelity, or the degree to which officers were present at designated hot spots in accordance with the treatment plans. The PNI section assess the implementation and impact of the Place Network Investigation (PNI) strategy on crime and other measures at all PNI locations that have been treated continually since spring 2022. The Focused Deterrence section analyzes the implementation and impact of the third phase of the Crime Plan, and the Conclusion summarizes the results of the Crime Plan to date, assesses lessons learned, and outlines future directions.

Methodology

This report analyzes the impact of the Crime Plan that was initiated in May 2021 on violent crime and related measures throughout the City of Dallas. The analytic approach varies depending on the component of the Crime Plan under assessment. For example, city-wide crime trends are evaluated based on data for the three-year period prior to the initiation of the Crime Plan (i.e., May 2018-April 2021). Additionally, interrupted time series analysis is a statistical method used to evaluate the impact of an event or intervention over time. It explores crime in the City of Dallas before and after crime plan implementation to evaluate the impact of the Crime Plan on violent crime throughout the city.

To assess the impact of crime reductions in hot spot treatment grids (i.e., Phase 1), various methods are employed. To date, there have been 14 completed hot spot treatment periods, with a 15th period underway. During each period, grids received one of three treatments designed to interrupt and reduce violent crime incidents at these locations. Treatment types included high visibility, high visibility "plus", and offender-focused treatments. High visibility treatment involved placing patrol cars in grids with their emergency lights illuminated during peak crime times and days of the week. High visibility "plus" treatment involved the standard high visibility treatment augmented by officers leaving their parked cars to patrol on foot within the grid, check on suspicious circumstances or vehicles in the area, and interact with community members. Finally, offender-focused treatment involved targeting repeat and high-risk violent offenders by specialized, division-based crime response teams (CRTs).

Effectiveness of these treatment types is assessed using 1) a percentage change methodology to compare violent crime levels in the current period to violent crime incidents in previous time periods, and 2) difference-in-differences models. For the percentage change analyses, three outcome measures were used: violent crime, arrests, and calls for service. Results are shown within the treated grids, in the catchment areas surrounding the grids, and within divisions as described below. Differences-in-differences analysis measures the average difference in crime change in treated and untreated grids and is used to evaluate the effectiveness of the hot spots strategy at reducing crime in the treated grids using untreated grids in the City of Dallas as a control group.

Beginning in February 2022, three apartment complexes with longstanding violent crime challenges were identified and treated with PNI (3550 E Overton Rd., 11760 Ferguson Rd., and 11511 Ferguson Rd.). In addition, apartment complexes at 3535 Webb Chapel Ext. and 4722 Meadow St. were added as PNI sites in May 2023 and June 2023, respectively PNI was implemented to address the underlying causes of crime in violence-prone areas. It began with problem-focused investigations of the treatment locations to identify the underlying causes of crime at the PNI locations, evaluate needed resources to address the causes, and develop a plan of action. Operations plans were then developed for each site that outlined the nature of the problems identified, proposed solutions, parties responsible for implementing the solutions, and metrics to be used to evaluate implementation and impact. These outcomes were measured by quantitative and qualitative assessments of implementation and by exploring monthly crime trends over time, pre and post analysis, and interrupted time series analysis.

PNI activity between April 2022 and April 2024 was assessed for implementation, effectiveness, and impact. Implementation indicators were based on data collected by the PNI team to document the actions taken on-site to reduce the problems listed in the operations plans for each of the three sites. These activities were assessed using a three-category classification indicating whether there was *little or no progress*, *partial implementation*, or *substantial progress* made on addressing an identified problem. Effectiveness measures were also categorized using the three-category classification system based on data collected and submitted by the PNI team. Implementation and effectiveness data were submitted through a web-based portal created by the UTSA research team. Finally, impact assessments measured pre- and post-intervention levels of violent crime incidents, violent crime victims, and calls for service at each of the locations. Data used for these analyses were drawn from official records supplied by the DPD.

In June 2023, DPD and other stakeholders began implementing the longer-term strategy from the Crime Plan – Focused Deterrence. Focused deterrence is an evidence-based strategy designed to identify high-risk violent offenders in Dallas using a set of risk-based criteria and then offering those individuals an individualized set of social and behavioral health services to encourage their desistance from violent crime. Enhanced prosecution, including with federal law enforcement partners, is an alternative if individuals identified for the program continue to re-offend. DPD has

held two focused deterrence call-in sessions to date (described in the Focused Deterrence section below) and collects detailed data on individuals invited to a session or otherwise contacted as part of the strategy. Those data are reported to the UTSA research team and served as the primary data source for an evaluation of the strategy's implementation and impact. Data on the number of individuals contacted, services rendered, and re-arrests are reported as part of the evaluation.

City-Wide Analyses

Crime Incident Trends

Figure 4 below shows the number of violent crime incidents per month in Dallas beginning in May 2018 through April 2024. The start of the Crime Plan (i.e., May 2021) is delineated by the vertical blue bar. Overall, **Dallas experienced a 19.2% decrease in average volent crime incidents** since the start of the Crime Plan (May 2021 – April 2024) compared to the previous 36 months (May 2018 – April 2021).

The trend line for violent crime in Dallas prior to initiation of the Crime Plan, notated with the red dotted line, shows an average of roughly 650 incidents per month, whereas the trend line for violent crime post implementation of the Crime Plan, notated with the green dotted line, shows a consistent decrease in violent crime incidents. Notwithstanding a spike in May 2022, all months since the Crime Plan was initiated were at or below 600 violent crime incidents. Summer 2023 is particularly instructive as none of those months reached 600 incidents, even though the summer months are historically the highest for violent crime. The downward trend continued throughout the fall of 2023 and through the winter and spring of 2024. Monthly counts of violent crime in the most recent nine months averaged less than 500 incidents. **Collectively, these results demonstrate a noticeable and substantial reduction in monthly violent crime incidents since the inception of the Crime Plan**.

Figure 4: Dallas Violent Crime Incidents, 2018-2024

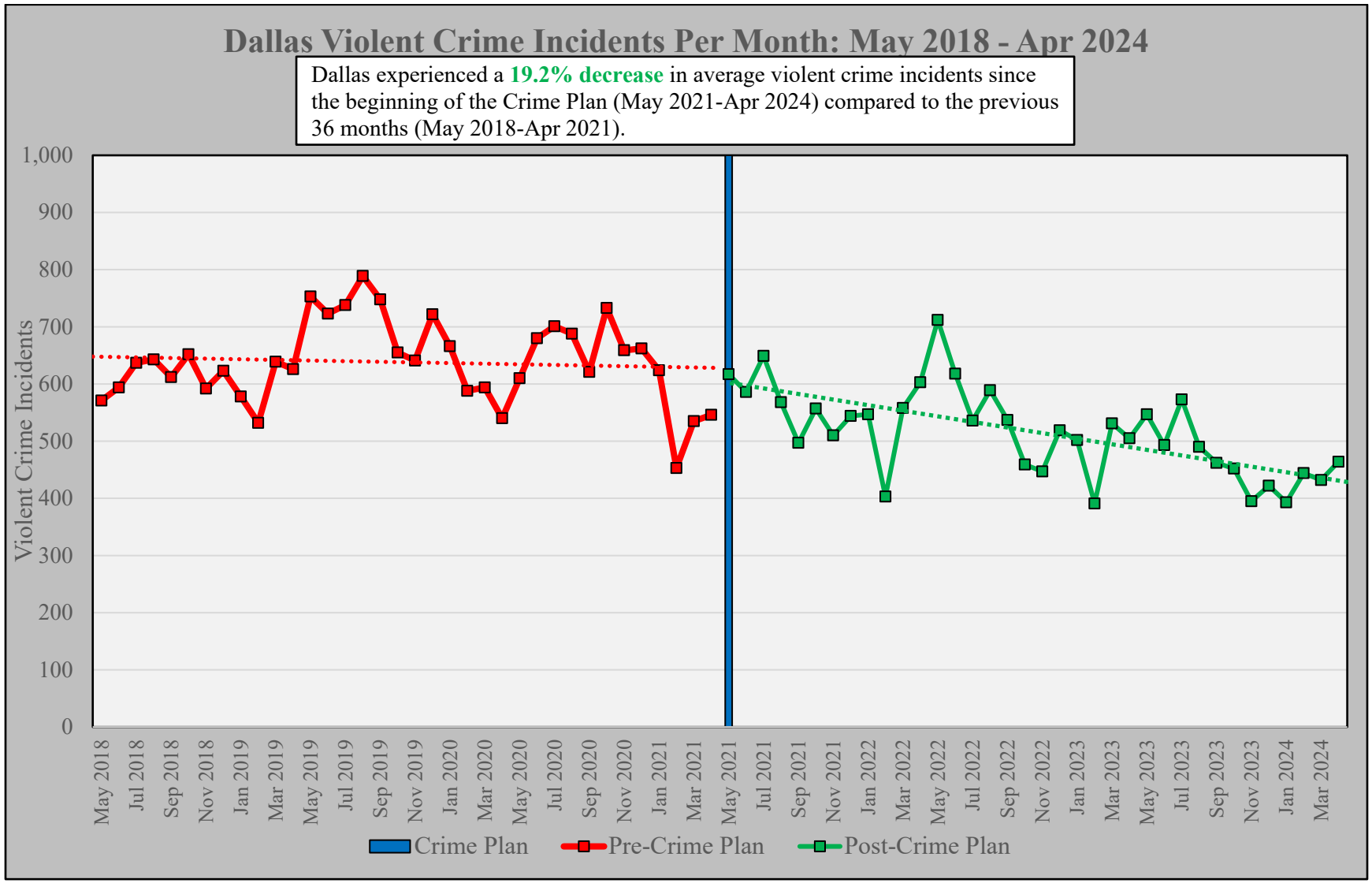


Figure 5, shown on the next page, considers the same time period as above (May 2018 – April 2024), but focuses on *victims* of violent crime, rather than violent crime incidents. Similar to Figure 3, Dallas's violent crime victims per month are shown in solid red prior to the Crime Plan with a dotted red trend line and in solid green after the Crime Plan began in May 2021 with a trend line in dotted green. Again, the start of the Crime Plan in Dallas is marked by a blue vertical bar during May 2021. Overall, **Dallas experienced an 13.8% decrease in average violent crime victims since the start of the Crime Plan** through April 2024 compared to the previous 36 months (May 2018 – April 2021).

Beginning in May 2018, Dallas's average number of violent crime victims fluctuated between 600 and 900 per month, but with a clear upward trend. Since the inception of the Crime Plan, the highest number of victims per month was near 900 on two occasions (Summer 2021 and Summer 2022), but frequently fell below 700 victims. The most recent nine months showed victim counts below 600 per month. **Collectively, the upward trend in victims experienced prior to the start of the Crime Plan has been reversed and a downward trend is consistently in place over the past 36 months, consistent with a goal set forth in the Crime Plan to reverse the upward trend in violent crime and victimization in Dallas.**

Figure 5: Dallas Violent Crime Victims, 2018-2024

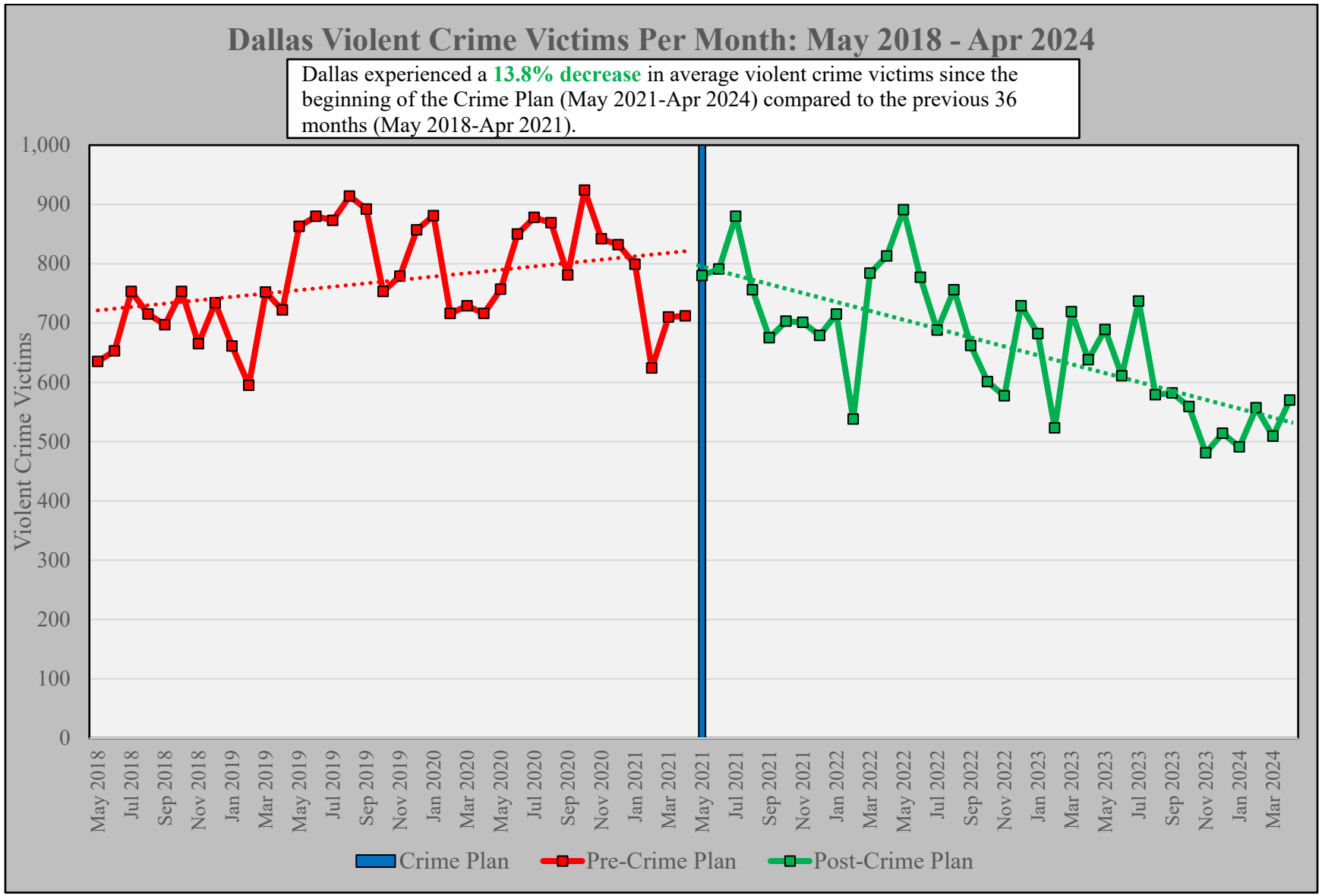


Figure 6, shown on the next page, displays the total number of violent crime *offenses* per month by crime type. As a reminder, multiple offenses can be subsumed under one incident. For this graph, offenses in the past three years (May 2021-April 2024) were compared to the previous three years (May 2018-April 2021). This analysis revealed several important trends. First, annual counts of most violent crime types have fallen each year since the Crime Plan started with some month-over-year variation. An exception is business robberies, which are down substantially from their previous three-year average, but which ticked up in Year 3 (see Appendix B). Second, annual counts of murder and non-family violence aggravated assaults are higher than they were, on average, in the three years before the Crime Plan started. However, these offenses have fallen each year over the past three years, and Dallas recorded the lowest number of murders in Year 3 of the Crime Plan than it did the year before the Crime Plan began. Finally, the large reduction in robberies fueled the 19% overall reduction in violent crime discussed above (see Figure 4).

Figure 6: Dallas Violent Crime by Offense Types, May 2019-April 2024

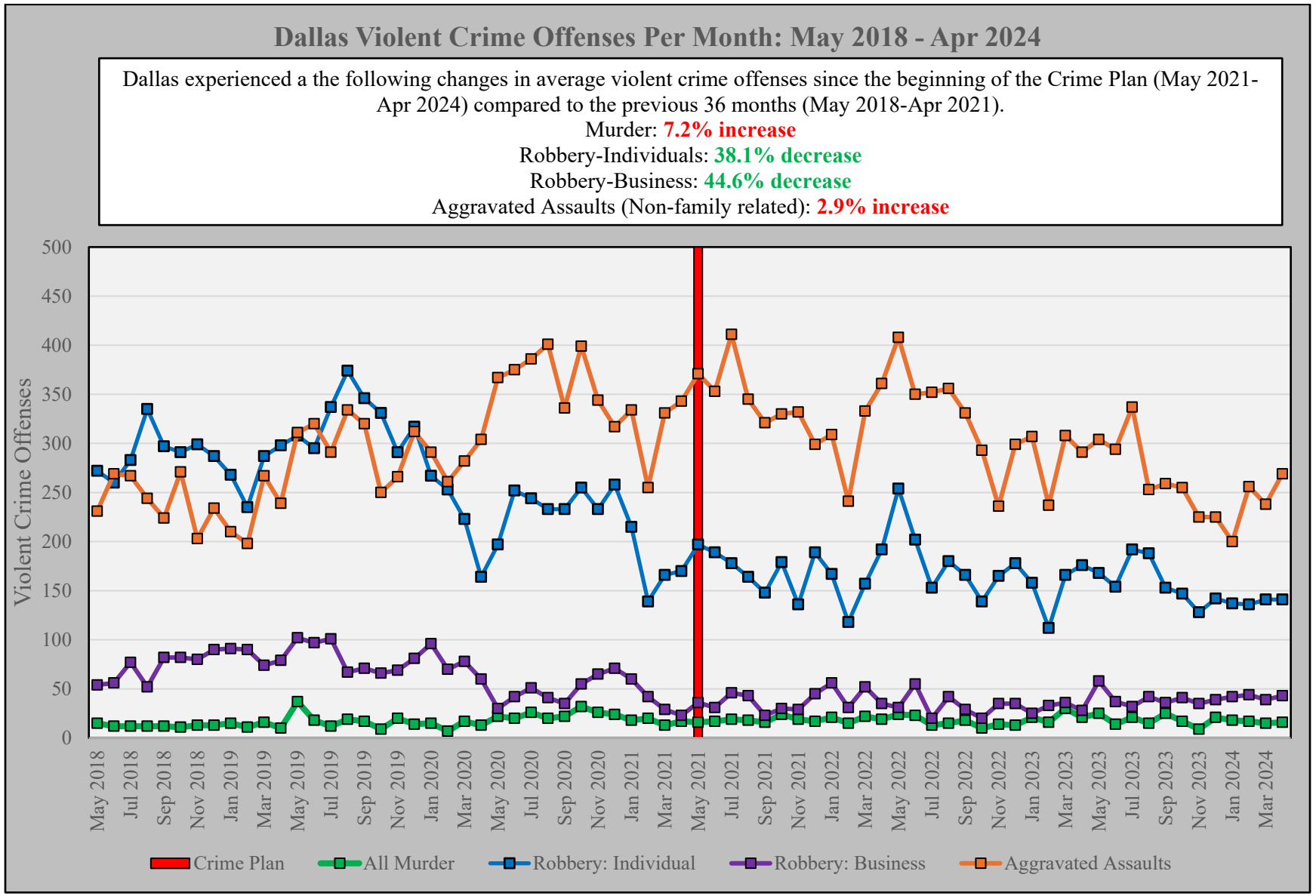


Figure 7 below summarizes the change in average monthly violent crime incidents (by specific type) between May 2022-April 2023 (Crime Plan Year 2) and May 2023-April 2024 (Crime Plan Year 3). Murders were 2.3% lower in Year 3 compared to last year. Larger reductions were evident in individual robberies (-10.8%) and aggravated assaults (-17.3%,) from Year 2 to Year 3. However, business robberies experienced an uptick from 32.4 incidents per month to 40.7 incidents per month in the past year (a 25.4% increase). Notwithstanding this increase, **reductions in three of the four crime types in Year 3 of the Crime Plan indicate a continued positive impact of the Crime Plan even when compared to the previous year during which the Crime Plan also was in effect.**

Figure 7: Dallas Violent Crime by Offense Types, May 2022-April 2024

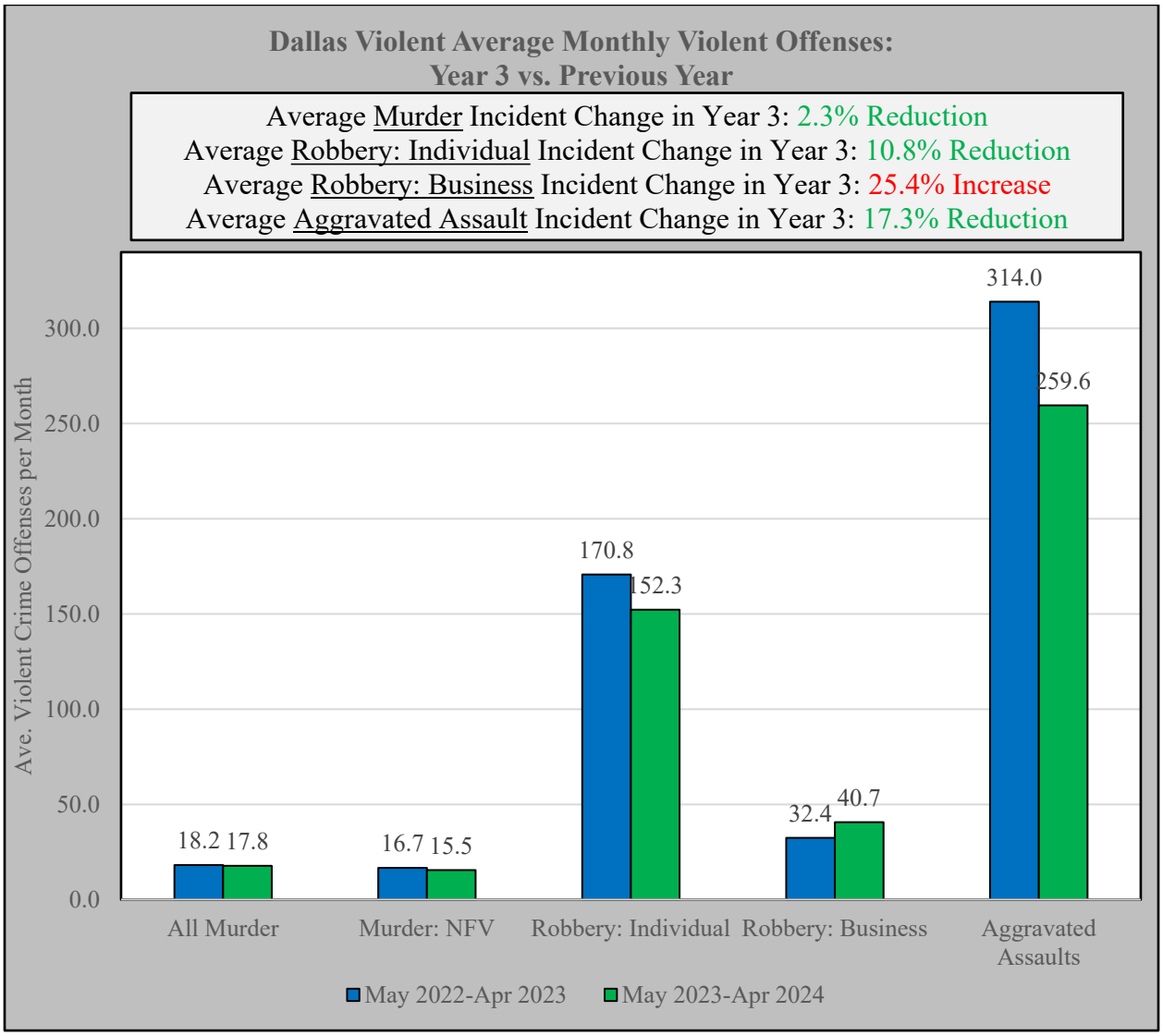
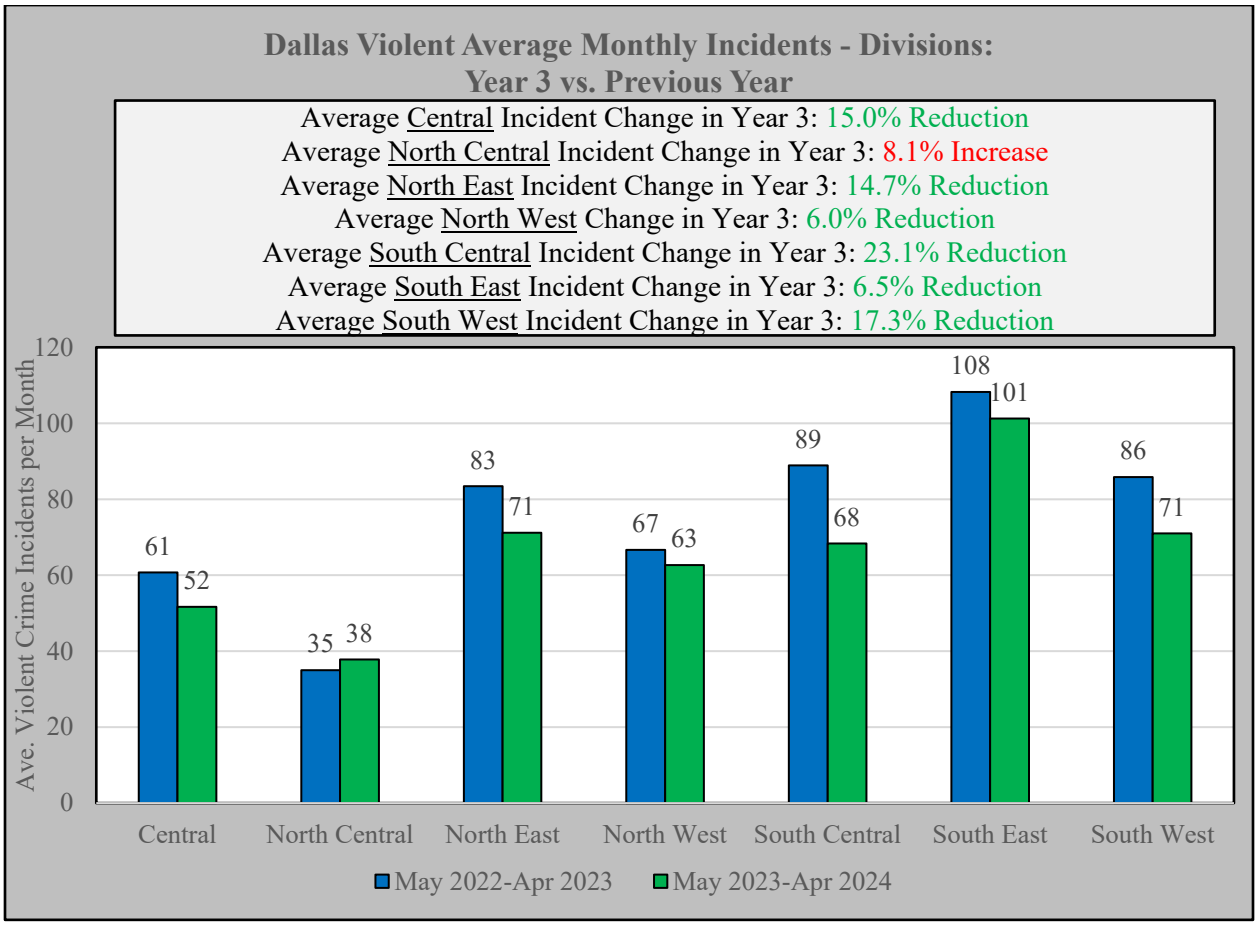


Figure 8 below compares the average monthly violent crime incidents during Year 3 of the Crime Plan (May 2023-April 2024) against the previous 12 months of the Crime Plan (May 2022-April

2023) by police division. Six of the seven divisions experienced violent crime incident reductions of between 6.0% and 23.1%. This pattern reveals the Crime Plan's impact is not localized to one area of the city but extends throughout most areas of Dallas.

Figure 8: Dallas Violent Crime by Divisions, May 2022-April 2024



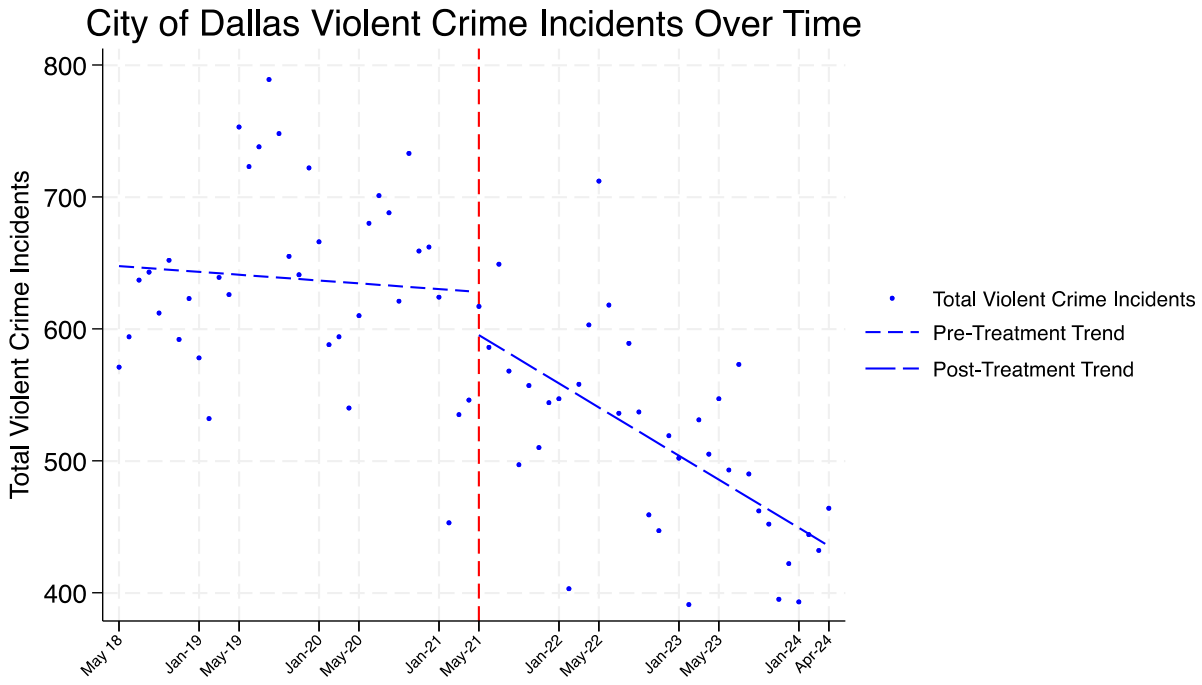
Collectively, Figures 4-8 demonstrate a consistent and substantial crime reduction effect (i.e., nearly 20%) coinciding with the initiation of the Crime Plan. This effect crosses all crime types of interest and is evident in nearly all police divisions throughout the city. The city-wide violent crime reduction effect is further tested below using a more robust analytic approach, interrupted time series analysis.

Interrupted Time Series Analysis

To better understand overall treatment trends before and after the crime plan began, we used interrupted time series analysis (ITSA). ITSA is well suited for tracking and comparing data before and after treatment over long periods of time (Cook, Campbell, & Shaddish, 2002). The ITSA model (see Figure 9 below) shows violent crime trends from May 2018 through April 2024. The start of treatment (May 2021) is indicated by the vertical dotted red line. The ITSA model demonstrates that Dallas experienced approximately four fewer violent crime incidents per month

after the Crime Plan began compared to the 36 months before the plan was implemented.

Figure 9: Time Series Analysis of Violent Crime in Dallas, 2018-23



While our research design is not experimental and does not allow for definitive cause-and-effect conclusions to be drawn, these **ITSA results**, coupled with the difference-in-differences findings from the hot spots analysis (detailed below), **provide strong evidence that the Dallas Crime Plan likely resulted in a city-wide reduction in violent crime by an average of four incidents per month**.

Phase 1: Hot Spots

This section of the report examines the impact of Phase 1 of the Crime Plan – the hot spots policing strategy – by focusing on crime changes within and around the treatment grids. Analyses examine the *total* three-year effect and annual[4] hot spots results *separately* to provide a means of comparison across Crime Plan years. The comparison period for the *total* three-year effect (May 2021-April 2024) is a summation of the difference between the treatment periods and the same months in the previous year. The comparison for the individual years is identical – a difference between crime levels in the same months in the previous year in relation to the treatment period. For example, the crime reduction in Year 3 is based on violent crime levels in treatment grids during Year 3 treatment (May 2023-Apr 2024) compared to crime incidents in those same locations during the same months in the previous year (May 2022-Apr 2023).

[4] Each year begins in May and ends in April.

Violent Crime

Figure 10, on the next page, summarizes the comparisons in treatment and catchment grid crime stratified by offender focused (OF) and high visibility/high visibility plus treatment (HV+) types. **Critically, there were large decreases in violent crime in the treated and catchment areas for all assessments – the total three-year effect and each of the year effects independently.** Overall, the city experienced a three-year reduction of 19.2% compared to the previous 36 months. The total three-year reduction for hot spots is larger at -32.9% compared to the same months in the previous year. This effect was evident regardless of treatment type (e.g., -32.3% for OF and -33.7% for HV+). Catchment areas also experienced a reduction in violent crime of 7.1% during the three years. Across the three individual years of the Crime Plan, the overall treatment effect was largest in Year 3 at 37.7%. As a benchmark, the city-wide reduction in violent crime in Year 3 was 12.3% compared to the previous 12 months. Treatment type results also varied from year to year but were greatest in Year 3 for the high visibility plus treatment (-45.7%). Finally, the catchment reductions were lowest in Year 3 (-1.4%) and highest in Year 1 (-11.4%). **Collectively, the catchment area results show no evidence of crime displacement to areas adjacent to the treatment grids; rather, the results show evidence of a diffusion of crime reduction benefits to the nearby catchment areas.**

Figure 11, on the subsequent page, reports the Year 3 treatment and catchment grid effects for each of the DPD police divisions. All divisions experienced crime reductions in the treatment locations that ranged from a high of -53.2% in the Central Division to a low of -28.6% in the North West Division. Results for the catchment areas varied somewhat across divisions with five of the seven divisions experiencing a diffusion of benefits ranging between from high of -15.6% in the South Central Division to a low of -0.8% in the North East Division. Conversely, some potential displacement of violent crime was evident in the North Central and North West Divisions.

Figure 10: Treatment & Catchment Grid Crime by Year, % Change

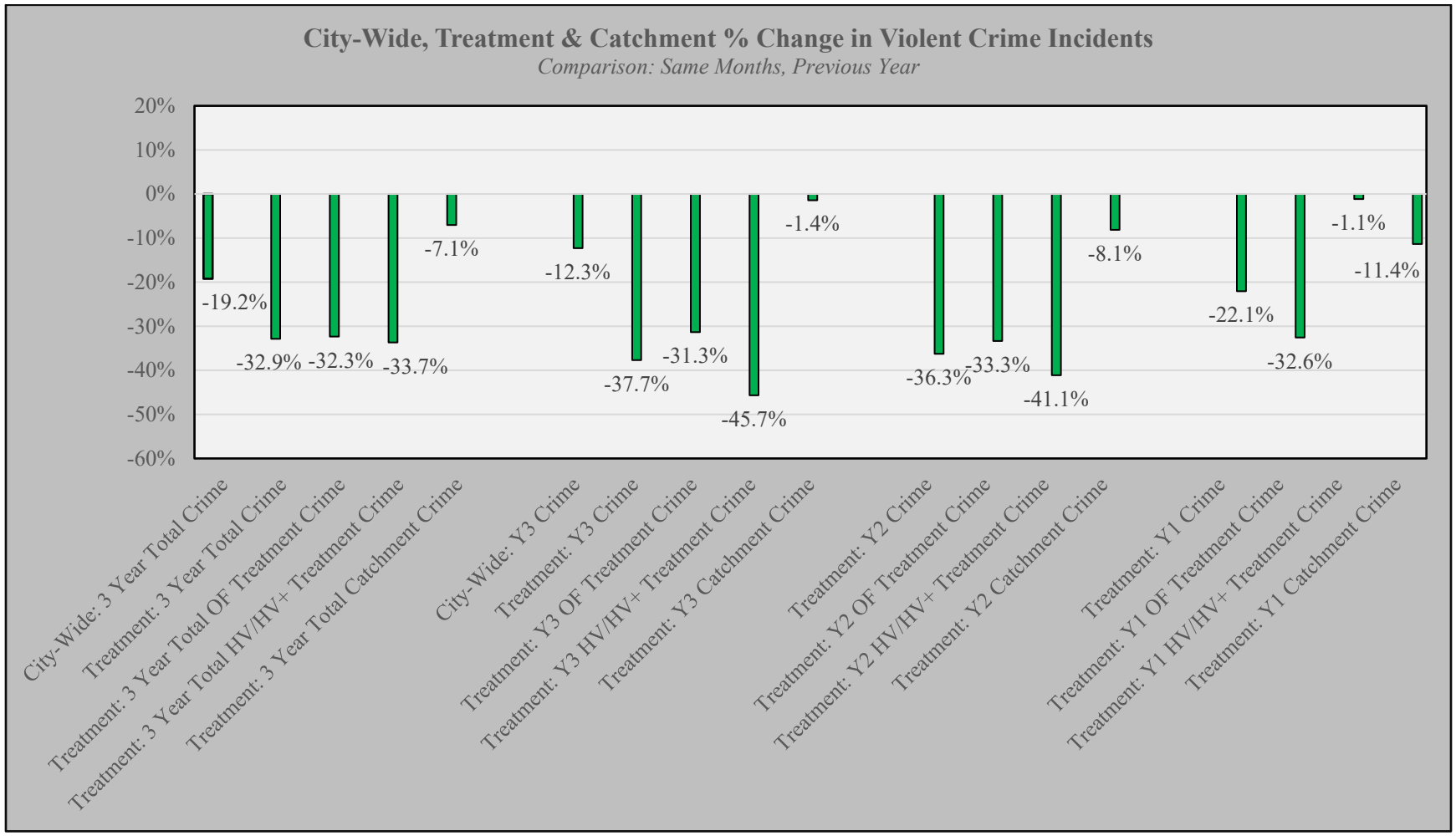
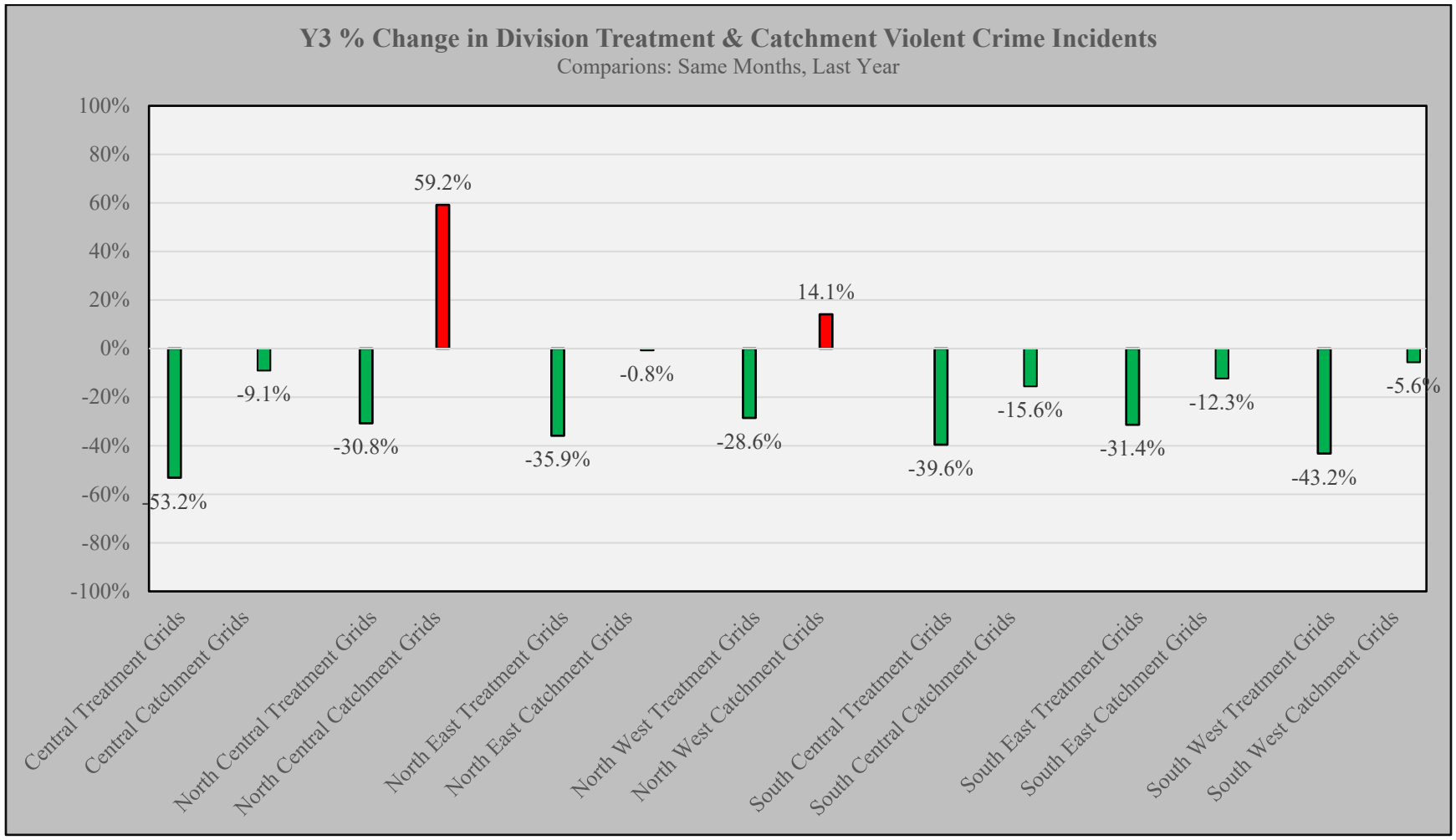


Figure 11: Treatment & Catchment Grid Crime by Division, % Change



Difference-in-Differences Analyses

As part of the Year 3 evaluation, the UTSA research team conducted a difference-in-differences analysis that compared the change in crime levels in the treated grids to the change in crime levels in untreated grids. Difference-in-differences is a useful econometric technique for examining the change in a population following treatment relative to the change in a similar population (i.e., areas) that was not treated (Goodman-Bacon, 2021; Wooldridge, 2010). Here difference-in-differences compares average violent crime in treated grids before and after treatment to average violent crime in non-treated grids during the same periods. This difference-in-differences analysis expands upon regular period-to-period analyses. First, it expands beyond analyzing year-over-year change in violent crime *within* treated grids and allows for a control group (non-treated grids) against which to measure change in treated hot spots. Second, the approach controls for the regression to the mean effect that occurs when grids are selected for treatment at peak crime levels.

As discussed in the reports for Years 1 and 2, the UTSA research team uncovered a consistent pattern of large crime spikes in treated grids 60 – 90 days prior to treatment followed by a slight reduction in crime 30 days or fewer before treatment began. This phenomenon is known as regression to the mean. While regression to the mean is expected during this window of time due to the way grids are selected, the regression-based, difference-in-differences technique allows us to control for any spikes in crime that occurred within the treated grids in the 60 days before treatment began. These controls help isolate the treatment's effects over and above the regression to the mean.

In conducting the difference-in-differences analyses, we expand on previously reported results from Years 1 and 2 by evaluating the treatment effect in all three years. Additionally, we provide isolated Year 3 results. Specifically, we considered three research questions:

1. Compared to the 12 months before treatment began, what was the overall average treatment effect in the treated hot spot grids in Year 3 relative to non-treated grids?
2. Compared to the months before treatment began, what was the overall average treatment effect in the treated hot spot grids for all three years relative to non-treated grids?
3. Did crime reduction benefits persist in the two months after treatment ended?

Table 3 shows the effect of the hot spots treatment on violent street crime in the treated grids compared to non-treated grids during Year 3 of the Crime Plan. For this analysis, the data were limited to the period of May 2022 to April 2024, which allows for the comparison to the 12 months preceding treatment. Additionally, controls were placed into the model to account for the rise in crime in the two months prior to treatment. Thus, this model provides an estimate of crime attributed to the treatment periods in Year 3. The coefficient shown in the table (-.071) suggests that, when compared to the 12 months before treatment began, hot spots treatment reduced the average expected monthly count of violent crime in the treated grids by 7.1% relative to untreated

grids.

Table 3: Difference in Difference Models – Year 3 Treatment Effect

	Coefficient	Robust Std. Err.	Impact on Crime
Average Treatment Effect	-.071**	.022	-7.1%

***p≤0.001, **p≤0.01, *p≤0.05. This model controls for 3 months of pre-treatment crime.

Table 4 shows the effect of the hot spots treatment on violent street crime in all treated grids compared to non-treated grids for the entire three-year Crime Plan period relative to the 12 months before the Crime Plan began. The observation period for this model ranges from May 2020 to April 2024. Again, this model addresses any potential regression to the mean effect by controlling for crime levels in the three months prior to treatment. The coefficient shown in the table (-.042) suggests that the hot spots treatment reduced the average expected monthly count of violent crime in the treated grids by 4.2% across all periods since the Crime Plan began compared to untreated grids across the six-year comparison period for this model.

Table 4: Difference in Difference Models – Years 1, 2, & 3 Treatment Effects

	Coefficient	Robust Std. Err.	Impact on Crime
Average Treatment Effect	-.042**	.015	-4.2%

***p≤0.001, **p≤0.01, *p≤0.05. This model controls for 3 months of pre-treatment crime.

Finally, Table 5 again uses the entire three-year Crime Plan period to examine the impact of the hot spots strategy on crime in the treated grids one month and two months *after* treatment was withdrawn. This table addresses the third research question outlined above: Did crime reduction benefits persist after treatment ended? At one-month post-treatment, the treatment coefficient in treated grids grew from -.032 to -.137, indicating an accelerated crime reduction benefit post-treatment. Stated another way, violent crime was 13.7% lower in the treated grids compared to untreated grids a month after treatment ended, and this crime reduction effect was stronger than during the two months of treatment itself. By the second month after treatment, the negative regression coefficient was no longer statistically significant but was in the expected direction, suggesting that while crime may have remained suppressed in post-treatment month 2, the effects decayed rapidly during this second month.

Table 5: Difference in Difference Models – Treatment Grids, Post-Treatment Effect

	Coefficient	Robust Std. Err.	Post-Treatment Effect
Average Post-Treatment: Month 1	-.137***	.024	-13.7%
Average Post-Treatment: Month 2	-.032	.030	-3.2%

***p≤0.001, **p≤0.01, *p≤0.05. This model controls for 3 months of pre-treatment crime.

Taken together, **the results from the difference-in-differences analyses again confirm the**

effectiveness of the hot spots strategy in reducing violent crime in the targeted hot spots, and they suggest that the crime reduction benefits grow more robust in the first month after treatment is withdrawn and may continue for at least two months post-treatment.

Arrests

The following figures (Figures 12-13) summarize arrest activity in Dallas since the Crime Plan started (May 2021-Apr 2024) and during Year 3 (May 2023-Apr 2024). Figure 12 shows the percent change in total average monthly arrests stratified by all arrests, Part I violent arrests, and disorder[5] arrests, while Figure 13 shows percent change in total average monthly arrests stratified by drug arrests, weapon arrests, and warrant arrests. The solid bars indicate percent change in arrests *city-wide*, and the hatched bars indicate the percent change in *treatment grids*; the three-year effect appears in the dark blue, while the Year 3 only effect is represented in light blue. All percentage changes are based on a comparison with the same months in the previous year(s). For example, the three-year city-wide totals are based on the previous 36 months, while the Year 3 treatment effect is based on activity in the treatment locations in the same months in the previous year.

Total arrests decreased across the city by 20.1% since the start of the Crime Plan and by 8.5% since May 2023. Treated hot spots experienced a 2.7% increase in all arrests since the start of the Crime Plan, and 2.3% reduction in Year 3. *Violent* crime arrests decreased 3.7% city-wide in the past 36 months, but increased slightly (1.5%) in the past year. Likewise, the treated hot spots experienced a 10.5% reduction in violent crime arrests since the start of the Crime Plan, and a 39.5% reduction in the most recent year, which likely reflects the accelerating decline in violent crime in treated hot spots in the past year. *Disorder* arrests fell by 34.6% city-wide in the past three years, and 12.5% in the most recent 12 months. Disorder arrests are also lower in treatment areas (3.8% since the start of the Crime Plan and 8.7% in the most recent 12 months).

Figure 13 summarizes the drug, weapon, and warrant arrests. Across the past three years, *drug* arrests decreased 25.4% across the city compared to the previous three years; however, there was an increase of 5.5% in the most recent year. Within treatment grids, drugs arrests have increased 26.8% since the Crime Plan began and 37.1% in Year 3. *Weapon* arrests display the opposite pattern. In the past three years, city-wide weapon arrests have increased 28.5%, while decreasing 21.1% in the past 12 months. At treatment locations, weapon arrests have declined 4.8% since the beginning of the Crime Plan and 31.1% in the past 12 months, again reflecting an accelerating trend in violence reduction. Finally, *warrant* arrests have declined city-wide in the past three years (16.5%) and in the past 12 months (8.2%), whereas they have increased 15.7% at treatment locations since the initiation of the Crime Plan and 5.3% in Year 3 of the plan. An increased focus on locating known violent offenders and serving outstanding warrants on these individuals in hot spots is a designed feature of the Dallas Crime Plan.

[5] Assisting or promoting prostitution; Curfew/Loitering/Vagrancy violations; Destruction/Damage/Vandalism of property; Disorderly conduct; Liquor law violations; Public intoxication; Simple assault; Trespass or real property.

Overall, the arrest patterns demonstrate an uptick in drug and warrant arrests, and a reduction in violent, disorder, and weapon arrests in treatment locations. **These results are consistent with expectations for a violent crime hot spot strategy that encourages police visibility and presence in the highest crime locations.** An increase in drug and warrant arrests are likely a product of officers' presence and proactive pursuit of offenders, while lower violent crime in targeted hot spots may be expected to result in fewer violence-related arrests. The change in disorder arrests is modest (i.e., less than 10%) and likely also a product of increased police presence in high crime locations.

Figure 12: Arrest Comparisons, City-Wide & Treatment Grids (Part I)

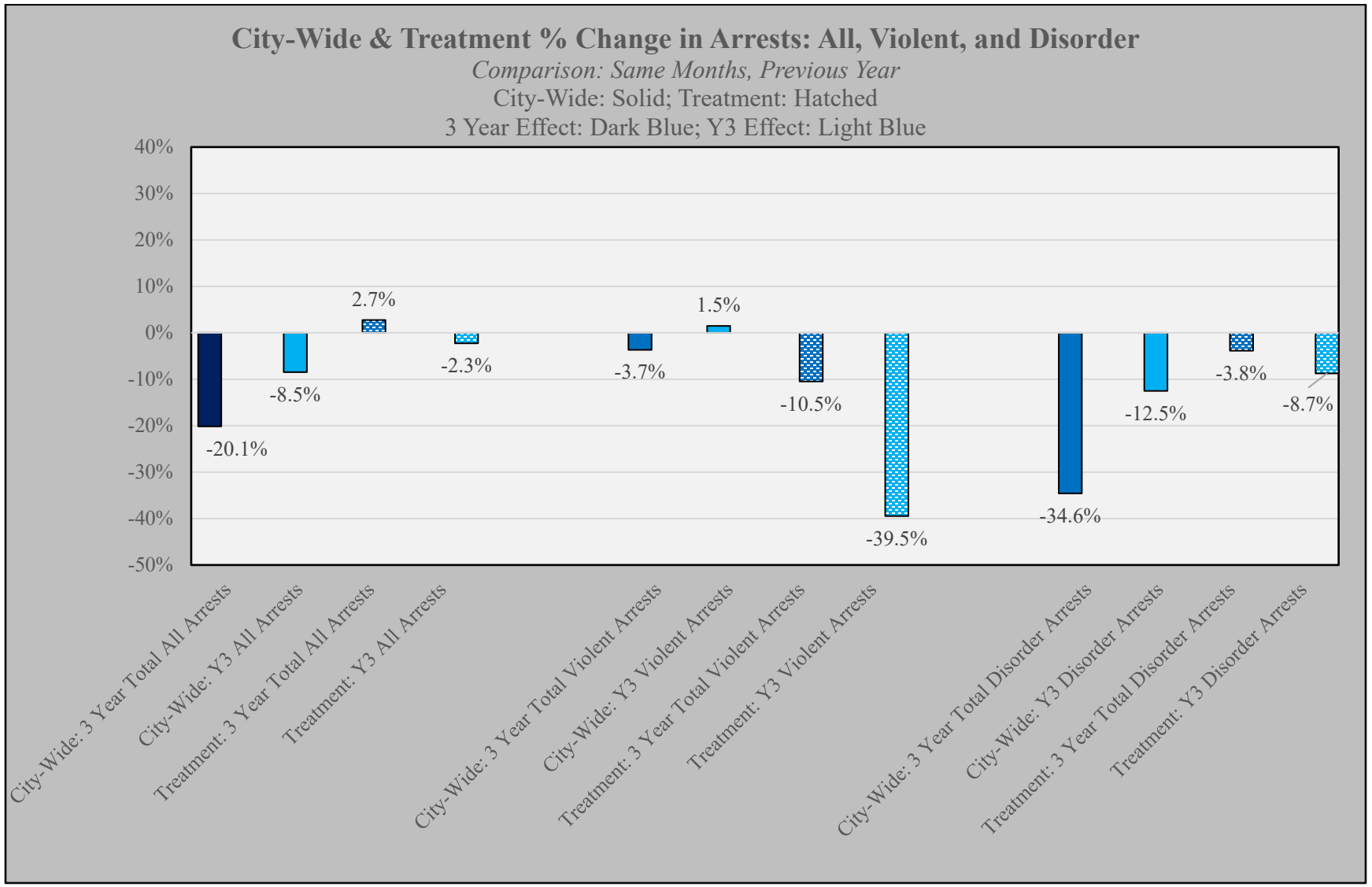
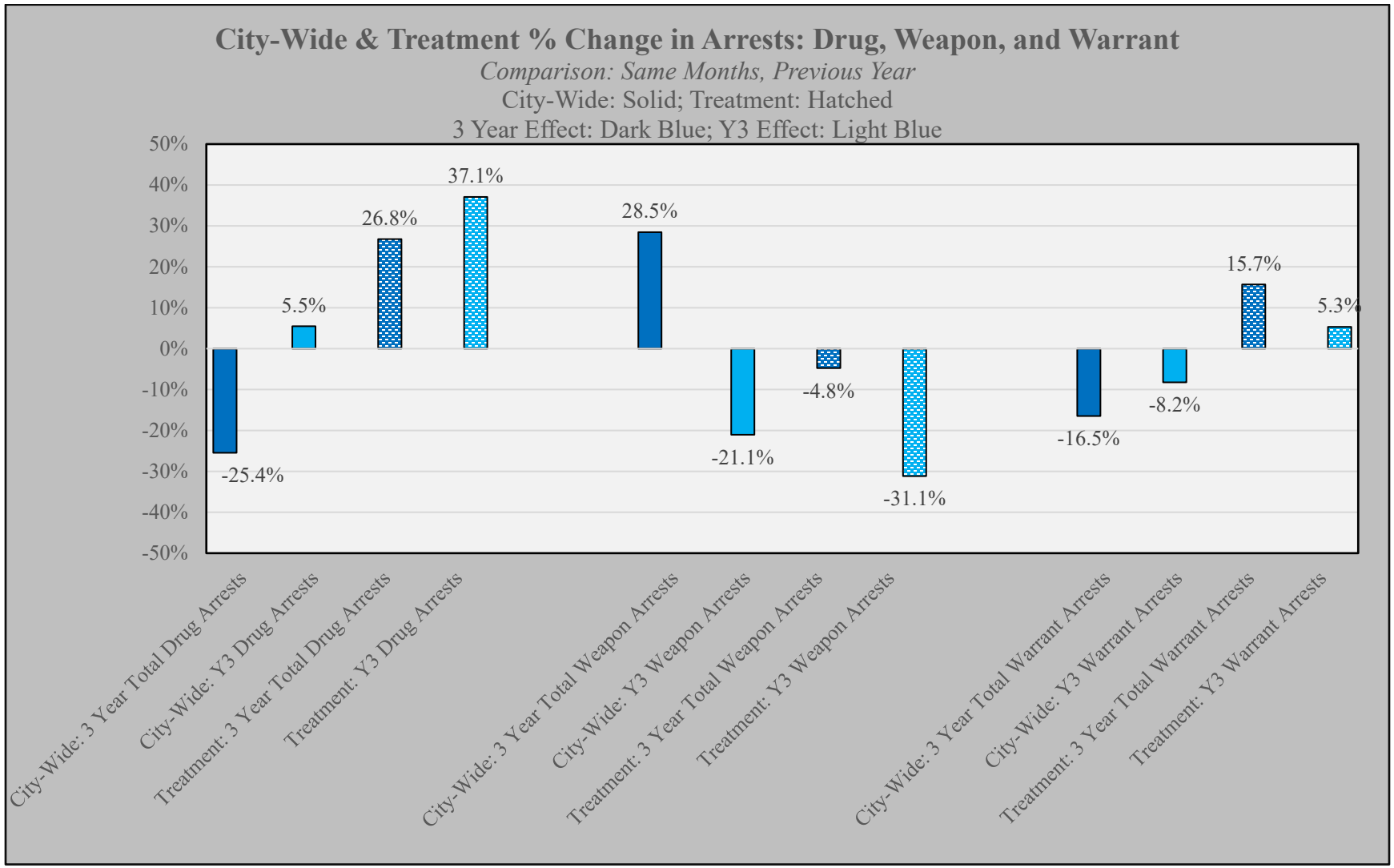


Figure 13: Arrest Comparisons, City & Treatment Grids (Part II)

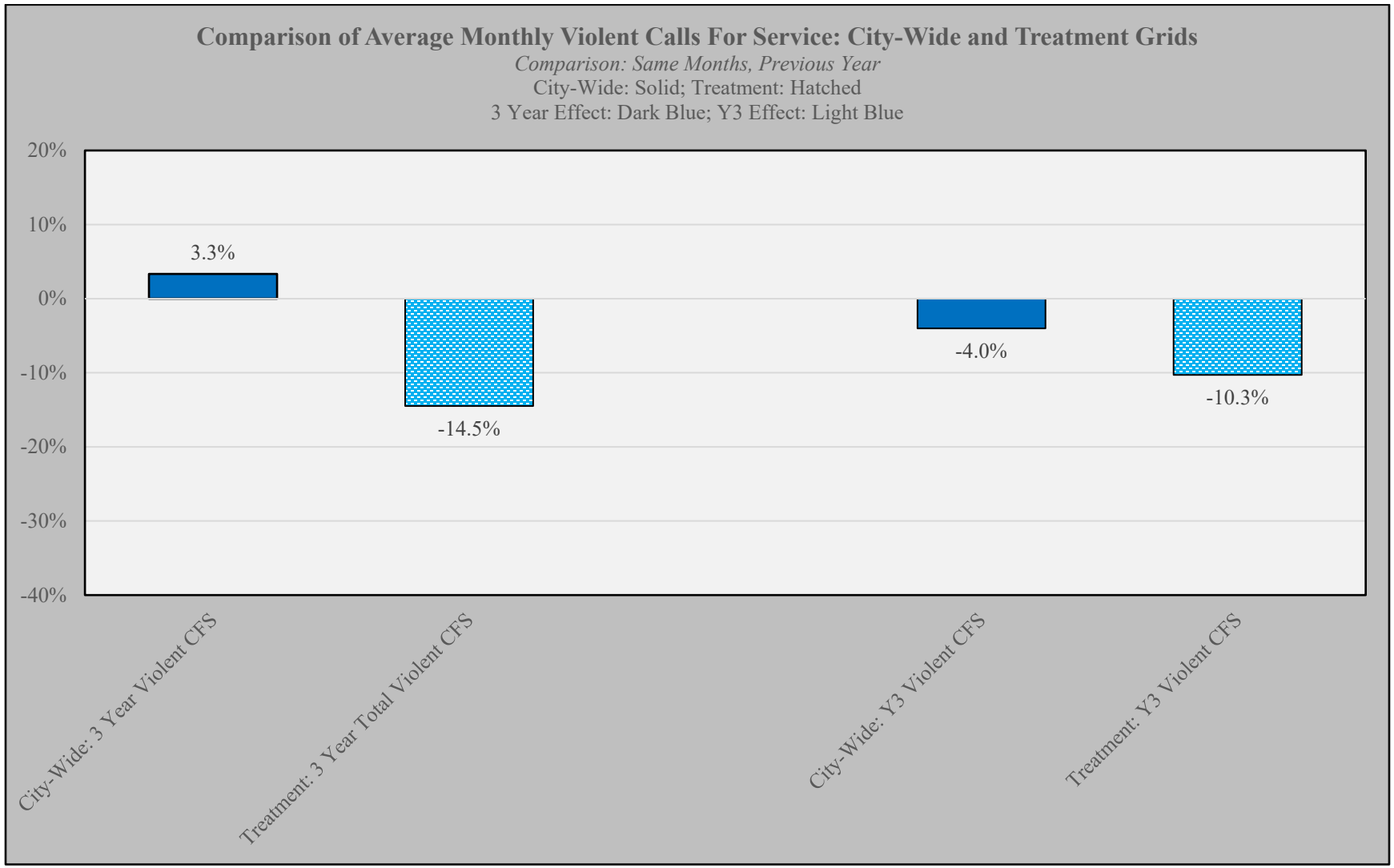


Calls For Service

Figure 14, on the following page, displays the percent change in the average number of violence-related calls for service (CFS) city-wide and in the treatment areas during the three-year treatment period (May 2021-Apr 2024) and in the most recent year (May 2023-Apr 2024). All comparisons reference the same months in the previous year(s). For example, the three-year city-wide violent calls for service change is based on a comparison of May 2021-April 2024 to May 2018-April 2021. Likewise, the Year 3 comparison is between May 2023-April 2024 and May 2022-April 2023.

City-wide, violent CFS increased by 3.3% since the start of the Crime Plan (May 2021-April 2024). Conversely, violence-related CFS have declined 14.5% in treatment locations since the Crime Plan was initiated. Within the most recent year beginning in May 2023, city-wide violent CFS declined 4.0% and fell 10.3% in treated hot spots. **Collectively, these results suggest that treatment areas are experiencing fewer violence-related calls for service when compared to pre-Crime Plan levels and in relation to the rest of the city.**

Figure 14: Violent Calls for Service Comparisons, City & Treatment Grids



Fidelity

This section of the report examines treatment plan fidelity across the previous 14 periods and signals the extent to which DPD officers were deployed to the designated treatment areas during the appropriate days and times identified by the hot spots analysis and treatment plans. Table 6 below displays the fidelity rates from Period 1 (62%) through Period 14[6] (90%). Overall, DPD officers have shown steady improvement in fidelity as the violent crime reduction plan moves forward. Although there has been mostly steady improvement in fidelity rates, Periods 1, 5, and 6 had uncharacteristically low fidelity rates while Periods 13 and 14 had the highest fidelity rates since the start of the Crime Plan. In fact, the last four periods had fidelity rates above 85%, which suggests the hot spots strategy has become routinized into DPD's patrol operations and reflects its continued commitment to executing the hot spots strategy as intended.

Table 6: Fidelity Summary

Treatment Periods	Fidelity Rate
Period 1	62%
Period 2	74%
Period 3	79%
Period 4	89%
Period 5	69%
Period 6	75%
Period 7	79%
Period 8	85%
Period 9	71%
Period 10	77%
Period 11	86%
Period 12	89%
Period 13	90%
Period 14	90%

[6] Period 15 is not included as only one month of that treatment period (April 2024) is included in these data.

Phase 2: PNI Sites

Background on PNI

The mid-term strategy of the Dallas Violent Crime Reduction Plan calls for the implementation of a place-based strategy to reduce violence and the underlying conditions that produce it within potential networks of violent places. Place Network Investigations (PNI) is a recently-developed strategy based in empirical scholarship and criminological theory that focus on the spatial distribution of crime in communities and the role of unguarded places used by individuals and criminal networks to facilitate crime. A PNI strategy is based on four empirical realities (Herold et al., 2020):

1. Crime is concentrated among a relatively small number of offenders, victims, and places.
2. A small number of places account for most crime in any city.
3. Law enforcement strategies that target criminal networks can reduce crime.
4. Criminogenic places are networked.

A PNI strategy begins with a problem-focused investigation of violence-prone locations to uncover the network of convergent settings (public places were offenders often meet), comfort spaces (private meeting locations used by individuals or groups to plan or facilitate crime), and corrupting spots (associated locations that encourage criminal activity) that make up the place network. Police use a variety of intelligence-driven efforts to uncover crime-place networks (traditional crime analysis, surveillance, informants, offender interviews, historical data) and then lead the development of a PNI Board made up of stakeholder government agencies (e.g., code enforcement, health departments, parks & recreation) and non-profit and/or community-based groups to design unique place-based strategies to address crime and its causes within the crime-place network. Traditional police enforcement efforts (arrests, controlled drug buys) are coupled with code enforcement, abatement, environmental design changes, disorder-focused efforts (graffiti abatement, trash clean up, abandoned vehicle removal, weed/brush removal) and other efforts to alter the criminogenic nature of the entire crime-place network (Herold, 2019).

A PNI strategy is intelligence-driven, requires the involvement and commitment of multiple stakeholders, and may involve the expenditure of money and other resources by city agencies and community-based organizations (CBOs). By focusing on the most violence-prone locations, though, PNI has the promise of significantly impacting violent crime, reducing victimization, and improving the quality of life in and around the affected locations.

The PNI Process in Dallas

As the DPD PNI team worked with the UTSA research team in February and March 2022 to identify and define appropriate metrics for success, the operational components of the site-specific plans began to slowly roll out beginning February 9, 2022. PNI operations plans have been developed and revised since the roll out for the following locations: 3550 East Overton Road, 11760 Ferguson Road, 11511 Ferguson Road, 3535 Webb Chapel Extension, and 4722 Meadow

Street. All five sites are apartment complexes with operations plans designed to address specific problems at these locations. The operations plans for each site are reproduced in Appendix C and summarized below in the PNI Implementation and Impact sections.

PNI Implementation

As previously noted, PNI went "live" on February 9, 2022, and efforts slowly ramped up at the Ferguson and Overton sites over several months during the spring of 2022. The 3550 E. Overton site went into maintenance beginning in January 2023. In addition, 3535 Webb Chapel and 4722 Meadow were added as PNI sites in May 2023 and June 2023, respectively. Once finalized, the operations plans for the pilot sites served as guides for the DPD and UTSA teams to track problems at each site, view roles and responsibilities at a glance, and eventually assess implementation and impact. Working from the operations plans, the UTSA team created a Microsoft Form that the DPD PNI Lieutenant used to organize and report information on the problems identified at each site and their associated process metrics. This data collection instrument is one of the primary data sources for evaluating the implementation and impact of PNI in Dallas.

PNI Process Evaluation

This evaluation of PNI covers Year 3 of implementation (May 2023 through April 2024) for all sites except the Meadow location, which spans June 2023 (when Meadow began) to April 2024. Tables 7-11 summarize the identified problems, solutions, and implementation metrics at each site and provide a color-coded indicator (final column) showing the status of each problem/solution. Red cells indicate *little or no progress* toward implementing the proposed solution, yellow cells indicate *partial implementation*, and green cells indicate *substantial progress* based on the indicated process measures.

Overton Road

There has been substantial effort expended by stakeholders to help improve conditions at all five of the PNI sites. At Overton, all the problems (seven total) identified in the operations plan were fully or nearly fully addressed during the Year 3 evaluation period (Table 7). Data are missing regarding code violations because the property was in litigation with the City Attorney's office in Year 3, and they could not complete inspections during this time. However, the property owners and the city reached a settlement agreement in April 2024 on the chronic nuisance case, and new property managers at the Overton site have been key to the progress made at the location. Two criminal networks were identified/dismantled, three cases were referred for federal prosecution, one case was worked by the PNI team from intel gathered, 770 mark-outs occurred, and 26 arrests were made in the PNI location. Most recommendations from the CPTED done in August 2022 (12 out of 15) were implemented and five events were held at the property. In contrast, there were only two safety coalition meetings, one family violence workshop was held, and no job fairs held (though job fair information was forwarded to Management to send to residents).

Table 7: Process Measures for 3550 E. Overton Rd.

Problem	Solutions	Process Measurement	May 2023-April 2024
Code Violations	IPSS/code enforcement (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Inspections completed by code compliance	0; inspections slated for the future as property was under litigation
		Number of citations issued	0; property was in litigation and inspections could not be conducted
	Work with ownership up to and including litigation to see that code violations are corrected	Refer for potential code/nuisance-based litigation	Yes
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
Lack of activities/programs for residents	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area	1 event attended
		Provide information regarding programs offered by parks and rec	Yes
Violent Crime in the complex	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	1
		Number of criminal networks identified	2
		Number of criminal networks dismantled	2
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	3
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	1
		How many cases were worked by the PNI team from intel gathered	1
	CRT will monitor the location and share intel	# of CRT mark-outs	770

Problem	Solutions	Process Measurement	May 2023-April 2024
	between CRT and PNI Task Force	# of arrests made in the PNI area	26
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Monitor and record how many aspects of the CPTED analysis have been implemented.	12 of 15 recommendations implemented from CPTED done August 24, 2022
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and number in attendance?	2 meetings; 5-10 attendees at meetings
		Number of job fairs held at the location and number in attendance?	0; job fair info forwarded to management to host in the future
		Number of events held at location and number in attendance?	5 events; 526 attendees
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops	1 workshop with 10 attendees

Ferguson Road Sites

At 11511 Ferguson, five out of the eight problems were fully addressed while three of the eight were not addressed (Table 8). One inspection was completed with four code violations being identified. There were 12 clean-ups, and services were offered to homeless individuals in the area. While there were 0 criminal networks identified/dismantled, cases referred to federal prosecution, or cases worked by the PNI team, this is largely due to low levels of violent crime seemingly tied to drug or gang activity in the area. Two mark- outs occurred and 1 arrest was made in the PNI area. Additionally, nine of 13 recommendations from the CPTED done in January 2023 have been implemented. In contrast, there were no safety coalition meetings, job fairs (though job fair information was forwarded to management to send to residents), events, or family violence workshops[7] held at the location. This is primarily due to the manager not

[7] It is important to note that the family violence workshops did not occur at some of the PNI sites partly because some of the service providers were fearful or did not feel comfortable going to the sites to conduct the workshops.

wanting crime watch meetings at the property, as they call NPOs when there are issues and problems are handled. Additionally, as there were no events, Parks and Recreation could not attend events for children in the area and provide information to residents on their services.

Table 8: Process Measures for 11511 Ferguson

Problem	Solutions	Process Measurement	May 2023-April 2024
Code Violations	Code enforcement re-inspection of 11511 Ferguson	Number of code violations identified	4
		Number of code inspections completed	1
		Number of code violations left unaddressed from the previous inspection	0
	Work with ownership up to and including litigation to see that code violations are corrected	Refer for potential code/nuisance-based litigation	Not Referred
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
Lack of activities/programs for residents	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area	0
		Provide information regarding programs offered by parks and rec	No events to attend
Homelessness	Decrease homeless population in and around the location	Provide clean-ups in the surrounding area	12 clean-ups
		Offer services to homeless individuals	Yes; 0 accepted services
Violent Crime in the complex	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	0
		Number of criminal networks identified	0
		Number of criminal networks dismantled	0

Problem	Solutions	Process Measurement	May 2023-April 2024
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	0
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	0
		How many cases were worked by the PNI team from intel gathered	0
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	2
		# of arrests made in the PNI area	1
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Monitor and record how many aspects of the CPTED analysis have been implemented	9 out of 13 recommendations implemented
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and number in attendance	0; NPO trying to set up meetings as manager calls NPO directly to handle any problems
		Number of job fairs held at the location and number in attendance	0; SDEP info emailed to manager
		Number of events held at location and number in attendance	0
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops	0; manager does not wish to have crime watch meetings and, therefore, workshops cannot be conducted

At 11760 Ferguson, six out of eight problems were fully or partly addressed with two out of six problems not being addressed (Table 9). There were two inspections with 102 code violations identified, and the property was referred for nuisance abatement litigation by the city. There were 12 clean ups in the area and services were offered to homeless individuals. Abatable offenses were monitored on the property. Five violent offenses were investigated by the PNI Task Force, 22 criminal networks were identified/dismantled, 11 cases were worked by

the PNI team from intel gathered, 112 mark-outs occurred, and 15 arrests were made. Four aspects of the CPTED have been implemented. There was a pop-up crime watch meeting and three other events held at the property. However, there were 40 code violations left unaddressed from the previous inspection, no job fairs held (though job fair information was forwarded to management to send to residents), or family violence workshops. Because there were no events, Parks and Recreation could not attend events for children in the area and provide information to residents on their services.

Table 9: Process Measures for 11760 Ferguson

Problem	Solutions	Process Measurement	May 2023-April 2024
Code Violations	Code enforcement re-inspection of 11760 Ferguson	Number of code violations identified	102
		Code inspections completed	2
		Code violations left unaddressed from the previous inspection	40
	Work with ownership up to and including litigation to see that code violations are corrected	Refer for potential code/nuisance-based litigation	Yes
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
Lack of activities/programs for residents	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area	0
		Provide information regarding programs offered by parks and rec	No events to attend
Homelessness	Decrease homeless population in and around the location	Provide clean-ups in the surrounding area	12
		Offer services to homeless individuals	Yes; 2 accepted services
Violent Crime in the complex	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	5
		Number of criminal networks identified	22
		Number of criminal networks dismantled	22

Problem	Solutions	Process Measurement	May 2023-April 2024
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	0
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	12
		How many cases were worked by the PNI team from intel gathered	11
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	112
		# of arrests made in the PNI area	15
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Monitor and record how many aspects of the CPTED analysis have been implemented	4
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and number in attendance	1 pop-up crime watch meeting and event meeting: 70 attendees
		Number of job fairs held at the location and number in attendance	0; manager emailed info to forward to residents
		Number of events held at location and number in attendance	3 events; 350 attendees
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops	0; detectives could not attend pop up crime watch meeting and event

The results from the two Ferguson Road PNI sits underscore the crucial role that property owners and managers play in addressing crime and quality of life concerns in privately held apartment complexes. While much work has been done at the two locations to improve safety and the underlying conditions associated with violent crime, the impact of the PNI efforts on crime, victimization, and calls for service at the Ferguson Road sites has been uneven (see Table 15 below), and one of them (11760 Ferguson) appears headed to litigation. A recent article by Zoorob & O'Brien (2024) demonstrated the effectiveness of city-led civil enforcement efforts at problem properties in Boston in reducing crime and disorder at targeted locations compared to control sites. The Boston results are consistent with what has occurred at the Volara Apartments (3550 E. Overton Road) following the resolution of the city's nuisance abatement case. The owners hired a new management team that has brought much-needed energy to the DPD-led PNI efforts. The management team has been a key partner in the progress made at that site, and average monthly counts for violent crime, victimization, and calls for service have fallen across the board at the Volara Apartments in the last two years.

Webb Chapel

At Webb Chapel, seven of the eight problems were fully or partly addressed, while one of the eight problems was not (Table 10). Two inspections were completed with two citations issued. A total of 10 abatable offenses occurred at the property. There were nine clean ups and services were offered to homeless individuals. Parks and Recreation attended two events in the area and provided information on programs to residents. There were six violent offenses that were investigated by the PNI task force, eight criminal networks identified/dismantled, three cases referred for federal prosecution, and two cases worked by the PNI team from intel gathered. One 131 mark-outs occurred, and five arrests were made in the PNI area. Four aspects of the CPTED analysis have been implemented. There were five safety coalition meetings, four events attended by UNIDOS, and two family violence workshops. There were no community events at the property and no job fairs held (though job fair information was forwarded to Management to send to residents).

Table 10: Process Measures for 3535 Webb Chapel

Problem	Solutions	Process Measurement	May 2023-April 2024
Code Violations	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Number of inspections completed by code compliance	2
		Number of citations issued	2
Abatable Offenses	Continue to monitor the property monthly for	Whether abatable offenses were monitored	Yes

Problem	Solutions	Process Measurement	May 2023-April 2024
occurring in the area	abatable criminal offenses	Number of abatable offenses per month	10 total May - 0 June - 0 July - 1 August - 2 September - 1 October - 1 November - 1 December - 0 January - 1 February - 1 March - 1 April - 1
Homelessness	Decrease homeless population in and around the location	Provide clean-ups in the surrounding area	9 clean-ups
		Offer services to homeless individuals	Yes; none accepted services
Lack of activities/programs for residents	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area	2
		Provide information regarding programs offered by parks and rec	Yes
Violent Crime in the complex	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	6
		Number of criminal networks identified	8
		Number of criminal networks dismantled	8
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	3
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	2
		How many cases were worked by the PNI team from intel gathered	2

Problem	Solutions	Process Measurement	May 2023-April 2024
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	131
		# of arrests made in the PNI area	5
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Monitor and record how many aspects of the CPTED analysis have been implemented	4
		Completion of CPTED analysis	Yes
	NPO unit will continue safety coalition meetings/job fair/events	Number of meetings and number in attendance	5 meetings; approximately 45 attendees
		Number of job fairs and number in attendance	0; manager emailed info to forward to residents; Manager interested to hold job fair on site in the future
		Number of events and number in attendance	0
Lack of Trust of law enforcement	UNIDOS will be requested to attend/hold events in the area	# of events attended by UNIDOS	4
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops	2 events; 19 attendees

Meadow

Finally, at 4772 Meadow, seven of the eight problems were fully or nearly addressed while one of the eight was not (Table 11). The site is currently in nuisance-abatement litigation. Four inspections were completed with 15 citations issued. Abatable offenses were monitored with 77 occurring. Parks and recreation attended on event for children in the area and provided information regarding programs. Three violent offenses were investigated by the PNI Task force, five criminal networks were identified, four were dismantled, five violent crime-related cases were worked by the PNI team from intel gathered, 75 mark-outs occurred, and 20 arrests were made in the area. Six aspects

of the CPTED were implemented. Five safety coalition meetings occurred, one event was held, and one family violence workshop was held. While homelessness was originally listed as an issue for the location, it no longer is. Thus, no clean ups occurred, and services were not offered. As at the other sites, no job fairs were held, but job fair information was forwarded to management to send to residents.

Table 11: Process Measures for 4722 Meadow

Problem	Solutions	Process Measurement	June 2023-April 2024
Code Violations	IPSS-CPU (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Number of inspections completed by code compliance	4
		Number of citations issued	15
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
		Number of abatable offenses per month	Total = 41 June - 5 July - 9 August - 4 September - 2 October - 4 November - 3 December - 0 January - 5 February - 5 March - 1 April - 3
Homelessness	Decrease homeless population in and around the location	Number of cleanups in the surrounding area	0
		Services offered to homeless individuals	0
Lack of activities/programs for residents	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Number of events for children attended in the area	1
		Information regarding programs offered by parks and rec provided at events	Yes

Problem	Solutions	Process Measurement	June 2023-April 2024
Violent Crime in the complex	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	3
		Number of criminal networks identified	5
		Number of criminal networks dismantled	4
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	0
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many violent crime related cases forwarded to the PNI Team	4
		How many violent crime related cases were worked by the PNI team from intel gathered	5
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	75
		# of arrests made in the PNI area	20
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	How many aspects of the CPTED analysis have been implemented.	6
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and number in attendance?	5 meetings; 12 attendees
		Number of job fairs held at the location and number in attendance?	0; job fair information from SDEP sent to management in second part of Year

Problem	Solutions	Process Measurement	June 2023-April 2024
			3
		Number of events held at location and number in attendance	1; 200 attendees
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops	1; 9 attendees

Though not directly measured in the operations plans, it is important to note that the DPD PNI task force does a substantial amount of work at all PNI sites. This work involves making arrests, issuing search warrants, conducting covert operations, and seizing drugs and weapons. These data are typically uploaded weekly to a SharePoint by a PNI Lieutenant and include a summary of weekly operations at the five different PNI sites. These operations have led to the apprehension of suspects at the PNI sites who have engaged in violent offenses, such as shootings and aggravated robberies. Additionally, this work has also involved dismantling and disrupting organized and gang-related criminal activities at the PNI locations. Notable highlights include:

1. A search warrant executed at Webb Chapel Ext. in May 2023; both narcotics and property (e.g., over $44k in currency, weapons, electronics) seized; six suspects arrested.
2. Large-scale federal investigation connected to Overton in July 2023; included involvement with DPD, Dallas FBI, Dallas Sheriff's office, and other local agencies; narcotics and property (e.g., weapons and over $10k currency) seized; 15 arrests and defendants charged with 16 count indictment on gun and drug crimes.

3. A search warrant executed related to a shooting that occurred at Overton in September 2023; both narcotics and property (e.g., weapons and ammo) seized; three suspects arrested.
4. Apprehension of a suspect in September 2023 with an active INTERPOL Red Notice; suspect apprehended at Overton.
5. A search warrant executed at Meadow in October 2023 in response to a stolen vehicle identified on the property; both narcotics and property (e.g., weapons) seized; two suspects arrested.
6. Identification of juvenile criminal network at Meadow in January 2024 related to a shooting at the complex.
7. Arrest of a suspect connected to 11760 Ferguson in January 2024 regarding narcotics; narcotics seized.
8. A search warrant executed at Webb Chapel Ext. in January 2024 related to narcotics sales; both narcotics and property (e.g., weapons and currency) seized; four suspects arrested.
9. Disruption of a criminal network connected to Ferguson sites in February 2024; narcotics and property (e.g., over $11k in currency) seized; one arrest made.
10. Arrest of resident at Webb Chapel Ext. in March 2024; suspected of two deadly conduct offenses and indecency with child.
11. Arrests at Meadow related to narcotics in March 2024; narcotics and property (e.g., weapons) seized; four suspects arrested.
12. Arrests at Overton in April 2024; narcotics seized; two suspects arrested who were gang members and had active warrants.

PNI Impact Evaluation

The operations plans for PNI sites align expected impact metrics with the various problems identified at each location. The first set of impact measures was collected by various partners at each of the sites. Tables 12-16 below summarize the identified problems, solutions, and effectiveness metrics at each site and include a color-coded indicator (final column) showing the status of each problem/solution. Red cells indicate *little or no impact*, yellow cells indicate *some impact,* and green cells indicate *substantial impact* based on the indicated effectiveness measures. For the Overton and Ferguson tables, the effectiveness measures assess change between Years 2 (April 2022 - April 2023) and 3 (May 2023 - April 2024). For Webb Chapel and Meadow, they assess change between the first and second halves of Year 3, since they started in May 2023 and June 2023, respectively.

Overton

At Overton, all six problems were partially addressed (Table 12). The change in code violations has not yet been fully assessed. Results from a grade inspection due to be completed in May 2024 are pending. Conversely, the City Attorney's Office has reached a settlement agreement with the ownership to correct identified code violations. Next, the team will conduct a CPTED analysis to

determine next steps to further improvement conditions conducive to violent crime. In terms of crime, there was a reduction of nine abatable offenses in Year 3 compared to the 12 months prior, and the DPD team uncovered four criminal networks. As part of the PNI efforts, community events were held to provide activities and programs for residents. The first event was held in Year 3 with over 60 residents in attendance. Events were also held to increase trust in law enforcement which demonstrated increased attendance compared to last year. Finally, the team intends to hold job fairs for residence of 3550 E. Overton Rd. Better communication is needed with the ownership to ensure that residents are aware of the event(s).

Table 12: Effectiveness Measures for 3550 E. Overton Rd.

Problem	Solutions	Effectiveness Measurement	Year 3 (May 2023-April 2024) vs Year 2 (April 2022-April 2023)
Code Violations	IPSS-CPU (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Reduction in code violations	Cannot compare change; 70 identified in Year 2; data missing for Year 3 as property was in litigation; Code-based litigation complete. A graded inspection was due to be completed in May 2024
	Work with ownership up to and including litigation to see that code violations are corrected	Ownership compliance with requirements recommended by the City Attorney's Office	Yes; settlement accepted
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Reduction of 9 abatable offenses 34 abatable offenses between May 2023 and April 2024 43 Abatable offenses between May 2022 and April 2023
Lack of activities/programs for residents	Involve parks and rec in the community	Increase in number of children at events	Increase; 0 events in Year 2 (was not a component of the operations plan) and 60 attendees at event in Year 3

Problem	Solutions	Effectiveness Measurement	Year 3 (May 2023-April 2024) vs Year 2 (April 2022-April 2023)
Violent Crime in the complex	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	4
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	12 of 15 recommendations implemented from CPTED done August 24, 2022; CPTED analyses to be completed in the future as none could be done during litigation
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	Increase; 3-10 attendees in Year 3 compared to 3 attendees in Year 2
		Increase in attendance at job fairs	No job fairs held at the site; information on SDEP job information sent to manager to send to residents
		Increase in attendance at events	Increase, 526 attendees across 5 events in Year 3 compared to 3 events with no attendance measures

Ferguson Sites

At 11511 Ferguson, out of the six problems identified, four were fully or partly addressed and two were not (Table 13). As a grade inspection is not due until October 2024, change in code violations was not able to be assessed. However, the property was in compliance with recommendations by the City Attorney's Office in both years. There was a reduction in abatable offenses in Year 3 compared to Year 2 and also a decrease in the average number homeless individuals on the property at the same time. There were no criminal networks uncovered and 9 of 13 CPTED recommendations made in January 2023 have been completed. There was a decrease in safety coalition meetings in Year 3 compared to Year 2, as the manager does not wish for meetings to be held on the property, again highlighting the importance of cooperative property managers in helping to address crime and quality of life concerns at PNI locations. There was also an absence of job fairs and events on the property across both years. Further, as no community events were held on the property,

Parks and Recreation could not attend any to provide information on the services they offer to residents.

Table 13: Effectiveness Measures for 11511 Ferguson

Problem	Solutions	Effectiveness Measurement	Year 3 (May 2023-April 2024) vs Year 2 (April 2022-April 2023)
Code Violations	Code enforcement will inspect 11511 Ferguson	Number of code violations corrected/remedied	Cannot measure change; Inspection not due until October 2024
	Work with ownership up to and including litigation to see that code violations are corrected	Ownership compliance with requirements recommended by the City Attorney's Office	Yes
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Reduction of 6 abatable offenses 9 abatable offenses between May 2023 and April 2024 15 abatable offenses between May 2022 and April 2023
Lack of activities/programs for residents	Involve parks and rec in the community	Increase in number of children at events	No change; no events held by Parks and Recreation in Year 2 or 3
Homelessness	Decrease homeless population in and around the location	Reduction in number of homeless individuals	Decrease; reduction in average number of homeless individuals on property between in Year 3 compared to Year 2
Location is conducive to criminal behavior	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	0

Problem	Solutions	Effectiveness Measurement	Year 3 (May 2023-April 2024) vs Year 2 (April 2022-April 2023)
	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	9 of 13 recommendations in January 23 CPTED
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	Decrease; no safety coalition meetings held in Year 3 compared to 6 in Year 2; management does not wish for meetings to be held
		Increase in attendance at job fairs	No change; 0 job fairs held
		Increase in attendance at events	No change; 0 events held

At 11760 Ferguson, four of the six problems identified in the operations plans, three were fully or partly addressed and three were not (Table 14). Twenty code violations were corrected/remedied in Year 3, and the property was in compliance with the requirements recommended by the City Attorney's Office across the Years. There was also a decrease in homeless individuals around the property In Year 3 compared to Year 2, as the encampment has moved away from the location. Further, a total of 22 criminal networks were uncovered. There was also an increase in attendance at both the safety coalition meetings and other events on the property. In contrast, there was an increase in 16 abatable offenses in Year 3 compared to Year 2, no CPTED recommendations were implemented, and there were no job fairs held. Further, no community events were held at the property in Years 2 or 3 that Parks and Recreation could attend.

Table 14: Effectiveness Measures for 11760 Ferguson

Problem	Solutions	Effectiveness Measurement	Year 3 (May 2023-April 2024) vs Year 2 (April 2022-April 2023)
Code Violations	Code enforcement will inspect 11760 Ferguson	Number of code violations corrected/remedied	20 corrected/remedied in Year 3

Problem	Solutions	Effectiveness Measurement	Year 3 (May 2023-April 2024) vs Year 2 (April 2022-April 2023)
	Work with ownership up to and including litigation to see that code violations are corrected	Ownership compliance with requirements recommended by the City Attorney's Office	Yes
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Increase of 16 abatable offenses 41 abatable offenses between May 2023 and April 2024 25 abatable offenses between May 2022 and April 2023
Lack of activities/programs for residents	Involve parks and rec in the community	Increase in number of children at events	No change; no events held at the property for Parks and Recreation to attend in Year 2 or 3
Homelessness	Decrease homeless population in and around the location	Reduction in number of homeless individuals	Decrease; fewer homeless individuals in area in Year 3 compared to Year 2
Location is conducive to criminal behavior	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	22
	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	No CPTED recommendations implemented during this period
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	Increase; 50 in attendance at dual crime watch pop-up and event in Year 3; compared to 10 attendees in Year 2 at 6 meetings
		Increase in attendance at job	No change; 0 job fairs held

Problem	Solutions	Effectiveness Measurement	Year 3 (May 2023-April 2024) vs Year 2 (April 2022-April 2023)
		fairs	
		Increase in attendance at events	Increase; 350 persons in attendance across all events in Year 3; no events held in Year 2

Webb Chapel

For Webb Chapel, six problems were identified in the operations plans. All six of these problems were partly addressed (Table 15). There was a decrease in code violations, abatable offenses, and the number of homeless individuals in the second part of Year 3 compared to the first part of Year 3. Eight criminal networks were uncovered. There was also an increase in attendance at the safety coalition meetings during this time frame. Regarding CPTED recommendations, 11 of the 13 that were made in the first part of Year 3 have been implemented. While UNIDOS attended four events, these are held off the property and offered to residents. As such, accurate attendance data cannot be tracked. There were also no job fairs or events held on the property across Year 3. Further, there was a decrease in events that Parks and Recreation could attend in the second part of Year 3. There were also job fairs held on the site.

Table 15: Effectiveness Measures for 3535 Webb Chapel

Problem	Solutions	Effectiveness Measurement	Second part of Year 3 (December 2023-April 2024) vs first part of Year 3 (May 2023-November 2023)
Code Violations	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Reduction in code violations	Decrease; 44 code violations found in current inspection compared to 47 during previous inspection
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Decrease; 4 abatable offenses in current period compared to 6 in previous period
Homelessness	Decrease homeless population in and around the location	Reduction in number of homeless individuals	Decrease; average of 78.33 homeless persons per months reported in this period compared to 110 in previous period

Problem	Solutions	Effectiveness Measurement	Second part of Year 3 (December 2023-April 2024) vs first part of Year 3 (May 2023-November 2023)
Lack of activities/programs for residents	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Increase in number of children at events	Decrease; no events held between December 2023- April 2024 compared to 95 attendees at events in May 2023-Nov 2023
Location is conducive to criminal behavior	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	8
	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	11 of 13 recommendations in first part of Year 3
Lack of Trust of law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	Increase; 15 at each meeting in current period compared to between 5-8 attendees in previous period
		Increase in attendance at job fairs	No change; no job fairs
		Increase in attendance at events	No change; no events
	UNIDOS will be requested to attend/hold events in the area	Increase in attendance at events	Not able to track; UNIDOS held 4 events off site but not able to track how many residents attend

Meadow

Of the five problems identified at Meadow, three were fully or partly addressed, while two were not (Table 16). There was a decrease in both code violations and abatable offenses in the second part of Year 3 compared to the first part of Year 3. A total of four criminal networks were also uncovered. There was no change in recommendations for the CPTED conducted in July 2023, as the property is

currently in litigation. Further, there were decreases in safety coalition meetings and events. Parks and Recreation had no events that they could attend on the property to provide resources to residents, and there were no job fairs held on the property.

Table 16: Effectiveness Measures for 4727 Meadow

Problem	Solutions	Effectiveness Measurement	Second part of Year 3 (December 2023-April 2024) vs first part of Year 3 (June 2023-November 2023)
Code Violations	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Reduction in code violations	Decrease; 57 violations in current inspection compared to 78 in previous inspection
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Decrease; 14 in current period compared to 27 in previous period
Lack of activities/programs for residents	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Increase in number of children at events	Decrease; no events held between Dec 2023-April 2024 compared to 80 attendees across events in June 2023-Nov 2023
Location is conducive to criminal behavior	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	4
	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	No change; inspection done in July 2023 with 23 recommendations
Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	Decrease; 2 attendees at meetings between Dec 2023- April 2024 compared to 10 attendees at meetings between June 2023 to Nov 2023

Problem	Solutions	Effectiveness Measurement	Second part of Year 3 (December 2023-April 2024) vs first part of Year 3 (June 2023-November 2023)
		Increase in attendance at job fairs	No change; management sent fliers to forward to residents about SDEP job fairs
		Increase in attendance at events	Decrease; no events held in current period compared to 1 event with 200 people at previous period

As with the process measures, much work has been done at all sites by DPD and other city organizations to impact criminogenic conditions at the PNI sites. At Overton, out of the six identified problems in the operations plans, three were fully addressed, and three were partly addressed. The property was under litigation in Year 3 but reached a settlement with the City Attorney's Office in April 2024. There was a reduction in abatable offenses in Year 3 compared to Year 2, and four criminal networks were uncovered. There was an increase in the number of children attending events, as there were no events for children in Year 2 and one event with 60 attendees in Year 3. There was also an increase in attendance at safety coalition meetings and events on the property. Because there was no inspection done on the property in Year 3, as the property was under litigation, change in code violations could not be measured. Additionally, 12 out of 15 CPTED recommendations were implemented from the 2022 inspection. Finally, as job fairs were not held on the property, there was no change in attendance at such events. As noted above, code enforcement, up to and including civil nuisance or crime abatement lawsuits, may be a necessary component to the success of place-based strategies focused on multifamily housing complexes with historically poor records of maintenance and safety.

Impact on Crime and Victimization

In addition to the impact measures collected by the partners, UTSA also evaluated the impact of PNI on the following measures at all five sites:

- Change in violent crime pre- and post-PNI implementation.
- Change in violence-related calls for service pre- and post-PNI implementation.
- Change in victims of violent crime pre- and post-PNI implementation.
- Change in family violence crime pre- and post-PNI implementation.
- Change in family violence victims pre- and post-PNI implementation.

The UTSA research team obtained relevant pre-post PNI implementation data on violent crime, violence-related calls for service, family violence, and victimization from the DPD for the five PNI sites. The data used for this impact evaluation were from May 2019 through April 2024. Three locations (3550 E. Overton Rd., 11760 Ferguson Rd., and 11511 Ferguson Rd.) began PNI operations in February 2022, which allowed for an evaluation of 27 months of violent crime, violence-related calls for service, family violence, and victim data post-implementation. The PNI site at 3535 Webb Chapel Ext. began operations in May 2023, and we analyzed 12 months of post-implementation data for this evaluation period. Finally, operations began in June 2023 at 4722 Meadow St. Therefore, we analyzed 11 months of data (June 2023 – Apr 2024) for this reporting period. For each location, we compared the monthly averages during treatment to two comparison periods: 12 months prior to the date that treatment began and 24 months prior to treatment.

Our analytic strategy compares relevant violent crime, violence-related calls for service, family violence, and victim counts (based on the metrics shown above for each site) at each location in the months leading up to the launch of PNI to the respective months after PNI began (i.e., during treatment). Complicating the analysis of PNI-related impacts is that four of the five PNI locations (the exception being 11511 Ferguson) contained high crime grids treated as part of the near-term hot spots policing strategy that began in May 2021. With this caveat in mind, it is important to note that we cannot completely isolate the effects of PNI apart from the hot spots strategy.

Results from the analyses of crime data pre- and post-PNI implementation at all sites can be seen in Table 17 (below) and are calculated based on average monthly counts and percent change for each metric. **In many cases, average monthly data counts are quite low, and even slight changes in average counts per month can easily lead to large percentage changes in outcomes. Thus, these findings should be interpreted with caution.** For reference, we have provided the monthly averages used in the calculations along with the percent changes in Table 17.

At Overton, there were decreases in all five crime metrics compared to both the 12- and 24-month pre-treatment periods. Violent offenses, violent victims, violence-related calls for service, family violence offenses, and family violence victims decreased compared to one year and two years

before PNI treatment began.

For 11760 Ferguson, violence-related calls for service decreased for both comparison periods. When compared to the 24 months before treatment, family violence and the number of victims associated with crimes of family violence decreased. However, there was no change in these categories when compared to the 12 months before treatment began. Incidents of street-level violent crime and the number of violent crime victims increased during treatment months compared to both sets of pre-treatment comparative months.

11511 Ferguson also produced mixed results. Four of the five measures showed reductions during treatment compared to 24 pre-treatment months. Street-level violent crime, violent victims, family violence, and family violence victimization all fell during treatment, while violence-related calls for service increased. When compared to the 12 months before treatment began, family violence and victims of family violence decreased while violent offenses, victims of violent crime, and violence-related calls for service increased. As noted in the Year 2 report, an increase in overall violence-related calls for service is not necessarily a negative outcome and may indicate an increased level of trust and willingness to call the police.

At Webb Chapel, there were decreases in three categories: street-level violent crime, family violence, and victims of family violence during the treatment period when compared to the 24 months prior to treatment. While the number of violent offenses also decreased when compared to the 12-month comparison period, there was no change in family violence and the number of family violence victims. For both comparison periods, there was an increase in violent victims and violence-related calls for service. Of note, this increase was related to a shooting that impacted multiple victims at Webb Chapel during the first month of PNI treatment – May 2023.

4722 Meadow experienced decreases in violent victimization, violence-related calls for service, and the number of family violence victims compared to the 24 months before treatment began. There was no change in the number of violent crime incidents, and the rate of family-related violent crime rose. When compared to the 12 months before treatment, there was again no change in the number of violent crimes that occurred. However, there were decreases in victims of violence and violence-related calls for service, while family violence and victims of family violence increased.

Table 17: PNI Outcome Measures

PNI Location	Outcome Measure	Monthly Average			Percent Change*	
		Treatment	12 Months Pre-Treatment	24 Months Pre-Treatment	Treatment v. 12 Months Pre-Treatment	Treatment v. 24 Months Pre-Treatment
3550 E. Overton		Feb 2022 – Apr 2024	Feb 2021 – Jan 2022	Feb 2020 – Jan 2022		
	Violent Offenses	0.8	1.3	1.7	-41.7%	-54.5%
	Violent Victims	1.0	1.8	2.3	-45.0%	-57.2%
	Violence-Related Calls for Service	5.0	7.6	9.6	-33.6%	-47.4%
	Family Violence	0.6	0.6	0.7	-4.8%	-16.7%
	Family Violence Victims	0.6	0.6	0.7	-4.8%	-21.6%
11760 Ferguson		Feb 2022 – Apr 2024	Feb 2021 – Jan 2022	Feb 2020 – Jan 2022		
	Violent Offenses	1.3	1.1	0.9	16.2%	37.4%
	Violent Victims	1.4	1.2	1.0	23.8%	38.7%
	Violence-Related Calls for Service	0.6	0.7	1.8	-16.7%	-69.0%
	Family Violence	0.3	0.3	0.5	0.0%	-38.5%
	Family Violence Victims	0.3	0.3	0.5	0.0%	-38.5%
11511 Ferguson		Feb 2022 – Apr 2024	Feb 2021 – Jan 2022	Feb 2020 – Jan 2022		
	Violent Offenses	0.3	0.3	0.4	18.5%	-28.9%
	Violent Victims	0.5	0.4	0.6	15.6%	-17.5%
	Violence-Related Calls for Service	1.3	1.2	0.9	14.3%	52.4%
	Family Violence	0.1	0.4	0.3	-82.2%	-74.6%
	Family Violence Victims	0.1	0.4	0.4	-82.2%	-80.2%

***Percent changes are based on small monthly averages and should be interpreted with caution.**

PNI Location	Outcome Measure	Monthly Average			Percent Change*	
		Treatment	12 Months Pre-Treatment	24 Months Pre-Treatment	Treatment v. 12 Months Pre-Treatment	Treatment v. 24 Months Pre-Treatment
3535 Webb Chapel		May 2023 – Apr 2024	May 2022 – Apr 2023	May 2021 – Apr 2023		
	Violent Offenses	0.8	1.3	1.1	-37.5%	-25.9%
	Violent Victims	1.5	0.8	1.1	80.0%	38.5%
	Violence-Related Calls for Service	2.9	2.4	2.6	20.7%	12.9%
	Family Violence	0.1	0.1	0.2	0.0%	-50.0%
	Family Violence Victims	0.1	0.1	0.2	0.0%	-60.0%
4722 Meadow		Jun 2023 – Apr 2024	Jun 2022 – May 2023	Jun 2021 – May 2023		
	Violent Offenses	1.0	1.0	1.0	0.0%	0.0%
	Violent Victims	1.5	1.6	1.5	-8.1%	-5.7%
	Violence-Related Calls for Service	4.3	6.2	5.5	-30.7%	-22.3%
	Family Violence	0.3	0.2	0.2	63.6%	63.6%
	Family Violence Victims	0.3	0.2	0.4	63.6%	-34.5%

***Percent changes are based on small monthly averages and should be interpreted with caution.**

Phase 3: Focused Deterrence

The long-term strategy of the Dallas Violent Crime Reduction Plan calls for the implementation of focused deterrence, a strategy designed to target individuals who are at high risk for engaging in future violent offending (Braga et al., 2018). The goal of focused deterrence is to change the behavior of high-risk offenders through a combination of deterrence, incapacitation (arrest), community involvement, and the provision of alternatives to violence (Braga et al., 2018). Focused deterrence strategies involve a collaborative partnership between criminal justice agencies and community partners (social service organizations and community members) who work with high-risk offenders to communicate the higher enforcement risks and legal sanctions to be taken if they continue to engage in future violent offending and direct them to available social services (Braga et al., 2018).

Focused Deterrence in Dallas

The focused deterrence strategy in Dallas targets residents in the city who are at a high risk of engaging in violent behavior. The program's overarching mission is to change these individuals' behavior by intervening with a targeted, collaborative strategy supported by law enforcement agencies and community partners. This involves multiple stakeholders as a way to reduce violent offending among the identified program participants, including:

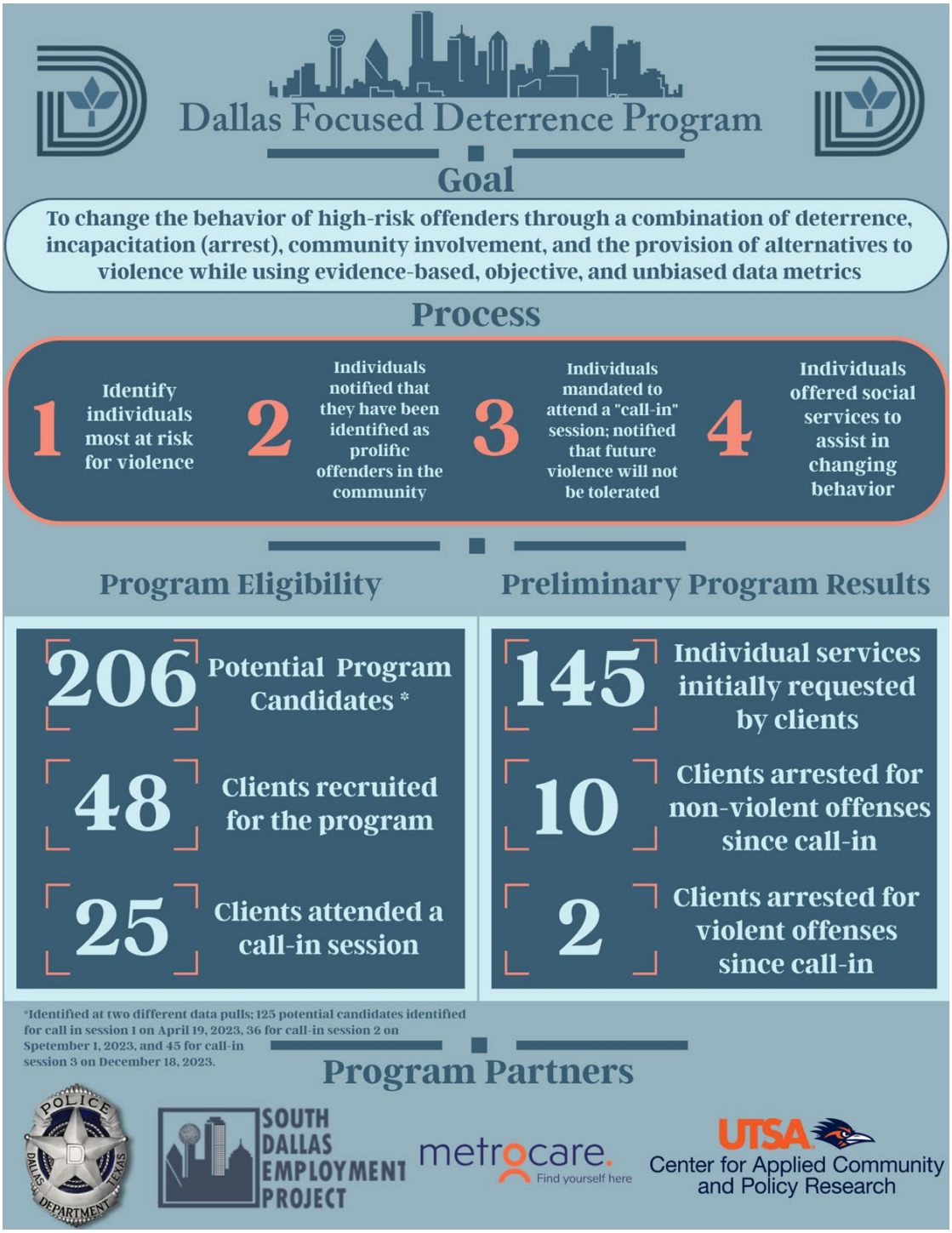
1. law enforcement partners repeatedly communicating the expectations of future behavior, that violence will not be tolerated, and that engaging in future violence will result in criminal sanctions;
2. moral voices of the community (e.g., victims of violence and reformed previously high-risk offenders) emphasizing the negative consequences of violence; and
3. social service partners providing realistic opportunities for individuals to discontinue violence.

In Dallas, these messages are disseminated face-to-face during “call-in” sessions, during which high-risk individuals are invited to appear (Braga et al., 2018). The high-risk individuals targeted for the program include those on probation or parole who are not incarcerated in jail or prison and who have been identified as being at a greater risk for engaging in future violence based on objective scoring criteria (see below). These individuals, referred to as “clients” in the program, are identified using evidence-based metrics. Clients who are arrested for additional crimes after being recruited for the program are prosecuted in coordination with DPD, the Dallas County Criminal District Attorney’s Office, and the United States Attorney’s Office.

To date, DPD has coordinated two call-in sessions: June 6th and November 14th, 2023. A third call-in session was scheduled to occur on Monday, March 18, 2024, but was cancelled due to projected low attendance. An ongoing challenge with the implementation of focused deterrence in Dallas has been the inability to mandate attendance at call-in sessions by individuals on probation

or parole (see below for additional details). Data in this section of the report is current through May 9, 2024. An overview of the Dallas focused deterrence program is shown below in Figure 14.

Figure 15: Dallas Focused Deterrence



Identifying Eligible Clients for the Program

To identify eligible clients for the program, DPD analysts first extract arrest data from individuals who have been arrested two or more times for violent offenses within the previous two-year period. This provides a preliminary pool of clients. Law enforcement partners (Parole Division of the Texas Department of Criminal Justice, Dallas County Community Supervision & Corrections (Probation)) provide data related to individuals on the list who are or have been on parole/probation and who have been released from incarceration within the previous three years. Potential clients on this list are then scored according to seven criteria derived from Lusczynski and Fox (n.d.), which are designed to identify individuals at greater risk for future violence. These criteria and their scoring are as follows:

1. Documented gang member or affiliate within the previous 5 years – 5 points
2. Past firearm arrest – 5 points
3. Past violent arrest. Includes forcible felonies with the exception of burglaries – 5 points
4. Suspect or victim of a shooting – Shooter = 5 points; Shot or shot at = 1 point
5. Adult felony probation or parole, or release from prison within the previous 3 years – 5 points
6. Quality historical contacts with the police. Arrests for felony offenses (violent or non-violent; excluding felony marijuana cases and/or THC cases) within the previous 2 years – 1 point for each contact
7. Continuation of Criteria 6a; At-large filings for a significant offense (felonies) for which the subject has not been arrested in the previous two years – 1 point for each separate unrelated filing

Participants are scored using these criteria and ranked from highest to lowest on points and are stratified into three Tiers. Tier 1 offenders have a cumulative score of at least 18 points, Tier 2 offenders have a score between 7 and 17 points, and Tier 3 offenders have 0 to 6 points.

The list of Tier 1 and Tier 2 offenders is finalized by DPD, and these data are sent to law enforcement partners to verify which offenders on the list are currently on parole or probation and not incarcerated. Individuals who are incarcerated or will not be released by the time the call-in session occurs are excluded from the list. From this list, approximately 30-40 high-risk offenders at large in the community are selected for each call-in session.

To estimate potential program eligibility, data were collated by DPD, TDCJ Parole, and Dallas County Adult Probation. For the first call-in session, a total of 125 potential program candidates were identified in a data pull from April 19, 2023.[89] For the second call-in session, 36 potential

[8] The list of eligible program candidates fluctuates considerably depending upon whether Tier 1 or Tier 2 clients are incarcerated in jail/prison or in the community. Eligible program candidates are those identified on a specific date who were not incarcerated in jail or prison at the time of a data pull. A list of potential candidates was generated on April 19, 2023 for the first call-in session, on September 1, 2023 for the second call-in session, and on December 18, 2023 for the third call-in session.

[9] Fifteen other clients were invited by probation who were not on the Tier 1 or 2 lists to the first call-in session, with

program candidates were identified in a data pull from September 1, 2023. A total of 45 potential program candidates were identified on December 18, 2023, for the scheduled third call- in session in March 2024 that was cancelled. For the first call-in session, 26 individuals were recruited by DPD to take part in the program: 7 from Tier 1 and 19 from Tier 2. For the second call-in session, 14 individuals were recruited by DPD to participate in the program: six from Tier 1 and eight from Tier 2. Though the third call-in session did not occur, DPD contacted eight Tier 2 clients to encourage them to attend the call-in session. Two of the eight who were slated to attend completed intake forms and were provided with services through South Dallas Employment Project even though the session was cancelled.

Call-in Session Overview

Both call-in sessions took place at the J. Erik Jonsson Central Library. At the first call-in session, 19 clients (4 Tier 1 and 15 Tier 2) attended while a total of 6 clients attended the second call-in session (4 from Tier 1 and 2 from Tier 2).[10] The call-in sessions are designed to be between 60-90 minutes long and are scripted to ensure that different speakers tap the various components of the focused deterrence message delivered to clients. Both call-in sessions were moderated by Executive Assistant Chief of Police Lonzo Anderson, who opened both sessions, highlighted the purpose of the call-in sessions, provided an overview of each session, and introduced the different speakers throughout.

At the beginning of the call-ins, law enforcement leaders spoke to clients about the legal consequences of future violent behavior. Chief of Police Eddie Garcia began his portion of the call-ins highlighting the violent crime reduction plan to clients, including a discussion of the short-term (hot spots), mid-term (PNI), and long-term (focused deterrence) strategies. In highlighting the focused deterrence component of the plan, he mentioned the following to clients during his opening speech:

1. They have been identified as being involved in violent criminal activity at a higher rate than other citizens of Dallas;
2. DPD is aware of the groups or individuals they associate with;
3. The next time they commit a violent crime following a call-in session, they will be prosecuted to the fullest extent of the law;
4. DPD has strong partnerships with other law enforcement agencies, including federal partners; and
5. There are alternative social services available to assist them.

Other law enforcement leaders followed suit and highlighted their support for the program as well

nine of them attending. However, we exclude these participants from the analyses in this report because they were not recruited to be in the program through the process outlined in the Memorandum of Understanding between DPD and the Dallas County Criminal District Attorney's Office.

[10] Two clients identified in the group of eligible clients eligible to attend the first call-in session did not attend (one from Tier 1 and One from Tier 2) and were invited by DPD to attend the second call-in session. They attended the second call-in session and made up two of the six individuals who attended this session.

as the legal levers that can be used should clients engage in further violent offending. Law enforcement partners participating in the call-in sessions included the Dallas County District Attorney, John Creuzot, and the United States Attorney for the Northern District of Texas, Leigha Simonton.

The second portion of the call-in sessions focused on support and outreach. Specifically, this is where social service providers contracted by the City highlight the alternatives available to clients. Speakers from the South Dallas Employment Project (SDEP) opened this portion of the session, including CEO and co-founder Wes Jury and Director of Programs John Benson. They highlighted the opportunity for clients to become connected and referred to a variety of social services. Of note, clients were informed that they could sign up for services directly following the call-in sessions with SDEP. At the call-in sessions, navigators from SDEP were available to immediately assist focused deterrence clients with identifying services needed or requested. The other primary partner for the Dallas focused deterrence program, MetroCare, followed suit to highlight the mental health and substance abuse services that they can offer to clients. Additional social service providers who have participated in the call-in sessions include Bonton Farms and The Way Back.

The final portion of the call-in sessions included representatives from the community who have been harmed by violence. One community representative, who was a victim of violence, spoke to clients about the personal loss of family members and highlighted the lasting negative impacts of this experience on her life. Another community member, Mr. Antong Lucky, founder of Urban Specialists (violence interrupters) and who was previously incarcerated for violence as a former gang leader, spoke to clients about how engaging in violent behavior negatively impacted him and how change is possible. Chief Garcia then closed out the sessions by emphasizing broadly the overarching goals of the program and that clients can speak to service providers immediately to request a wide array of services.

In addition, participants also receive a notification letter in person at the call-in session that provides information on the Focused Deterrence program, states that they will be under greater scrutiny from law enforcement and emphasizes the overarching message of the program that further violence by them or their associates will not be tolerated. For instance, the letter highlights that should any of the clients engage in future violent behavior, both they and any associates involved will be prosecuted by the Dallas County District Attorney's Office or the US Attorney's Office. There is also information in the letter on the social services available to them and contact information for SDEP. The letter also notes that these services are available for both the clients and any immediate family members.

By design, clients of the Dallas focused deterrence program, all of whom are on active probation or parole, should be required to attend a call-in session as part of their conditions of probation or parole when possible. However, since the start of the program, DPD and Dallas County Probation

have been unable to schedule mandatory attendance by probation clients with the administrative judge of the Dallas district courts. Additionally, TDCJ Parole did not participate in the second call-in session and did not required parolees to attend. As a result, DPD has invited clients on the high-risk lists to attend call-in sessions. Dallas County Probation has also encouraged its supervisees to attend. This voluntary approach was successful in the first call-in session but less so in the second session where only six individuals attended. Additionally, the third call-in session was cancelled due to the inability to get clients to voluntarily attend.

High risk individuals with long histories of violence and criminal involvement are highly distrustful of law enforcement and may not respond to well-intended efforts to secure their attendance at call-in sessions. Mandating attendance as a condition of probation or parole requires active support from the agencies responsible for community supervision and may require legal or policy changes. Without such support, the inability to require attendance at call-in sessions by high-risk individuals on probation or parole may limit the impact of the focused deterrence initiative and its contribution to the overall effectiveness of the Dallas Crime Plan. DPD has been actively seeking to obtain mandates for eligible clients. On several occasions, they have spoken with representatives from TDCJ and the Dallas District Courts to request mandates. Additionally, they have spoken with other cities that have implemented focused deterrence strategies that have included mandates and have provided contacts from these other cities to TDCJ. Mandating attendance at call-in sessions by high-risk individuals on probation or parole is a well-established "best practice" when implementing focused deterrence and is often necessary for the strategy to have its greatest impact.

Service Provision

As noted, the two primary service provider partners were South Dallas Employment Project (SDEP) and MetroCare (MC). SDEP liaises with over 165 organizations to "assist individuals to obtain the skills, competencies, knowledge, and capabilities necessary to lead sustainable lives" (South Dallas Employment Project, n.d.). MC provides mental health and substance use services to clients.

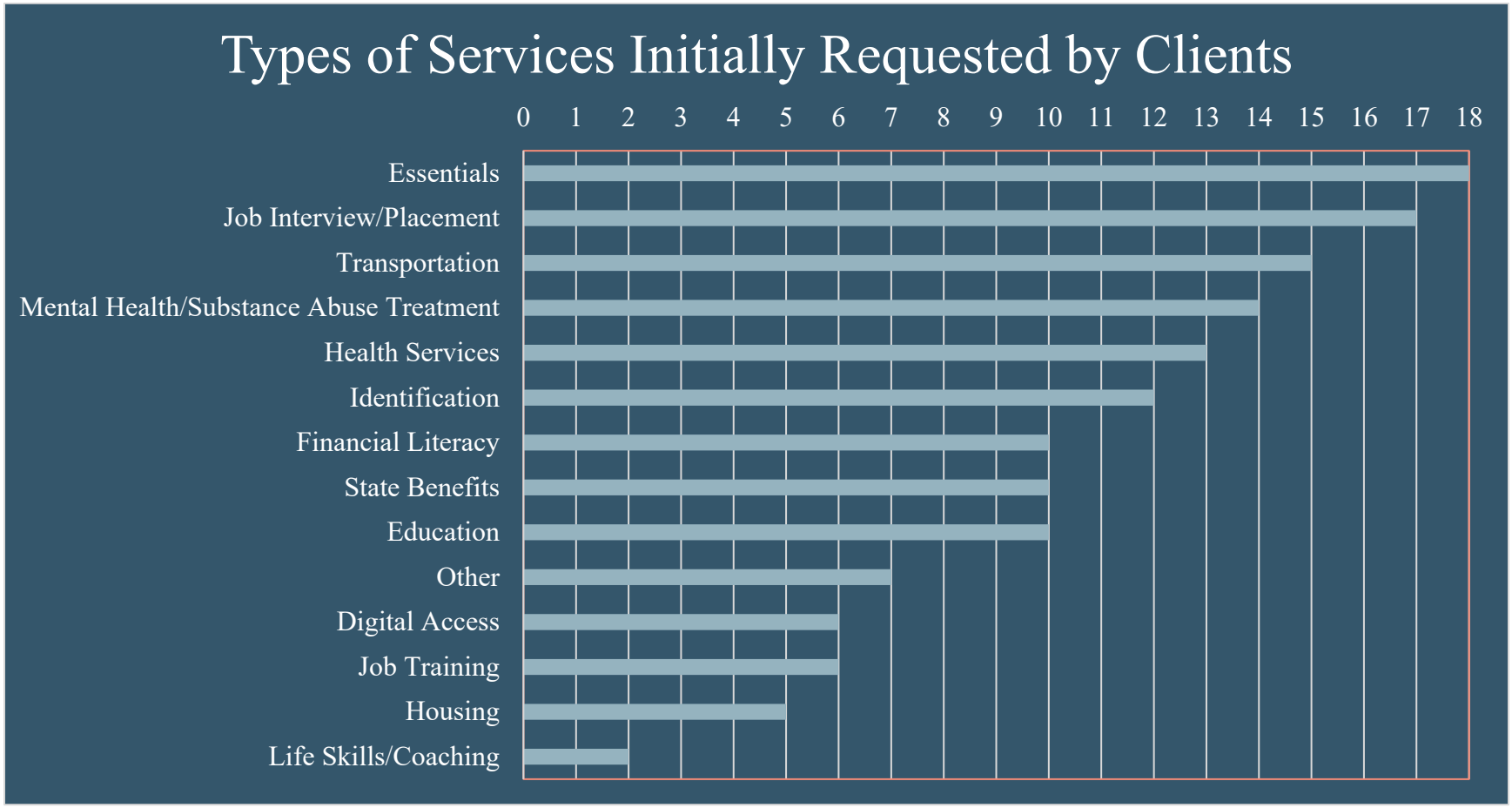
For clients to receive services, they must complete an SDEP intake assessment. Navigators were at the call-in sessions to assist clients with completing the assessment, which includes various questions designed to identify the different services a client might need. However, clients could also complete an assessment after the call-in session if requested. Following the intake assessment, navigators interviewed clients to confirm personal and contact information and other questions related to the services requested. Concurrently, if clients needed services from MC, representatives were available at the call-ins to set a time for clients to complete their assessments. SDEP navigators then sent referrals to organizations based on client needs. SDEP follows up with clients and the organizations SDEP referred them to monitor progress and document the services received.

Among the group of clients identified for the program who were recruited to attend the first call-in session, 14 of 26 completed an SDEP assessment (5 from Tier 1; 9 from Tier 2), while 7 of 14

clients recruited to attend the second call-in session completed an SDEP assessment (3 from Tier 1 and 4 from Tier 2). Two clients (both in Tier 2) who were slated to attend the third call-in session completed an SDEP assessment. From the total of 23 clients who completed an SDEP assessment, a total of 128 services were initially requested.[9]

Figure 16 (below) highlights the different services requested by clients by their frequency. The most common types of services initially requested were 1) essentials, such as child care, clothing, food, and hygiene/personal care, 2) job interview/placement, and 3) transportation. Other frequently requested services included health services, mental health and substance abuse treatment, identification, and financial literacy.

Figure 16: Services Initially Requested by Clients



Note. "Essentials" include childcare, clothing, food, and hygiene products; "Other" includes legal assistance/aid and re-entry assistance.

SDEP provides detailed monthly data on clients and monitors their progress through service provision and by making frequent attempts to contact clients (see Table 18 below). To date, DPD has recruited 48 individual clients to attend a call-in session, and 25 of them attended one of the two sessions held so far. These 48 clients have requested a total of 145 different services from SDEP, and DPD or SDEP navigators have contacted or attempted to contact them nearly 1,000 times since the program began. These contacts can include

phone calls, emails, and text messages to schedule appointments, conduct interviews, or follow up with clients to measure progress.

Table 18: Summary Data from Focused Deterrence Clients

Client Type	Number of Clients Recruited	Number who Attended the Call-In	Number of Services Initially Requested by Clients	Contacted/Attempted Contacts by DPD to Clients*	Contacted/Attempted Contacts by SDEP to Clients	Number of Clients Arrested for Non-violent Offense Since Call-In	Number of Clients Arrested for Violent Offense Since Call-In
Period 1: First Call-In Clients							
Tier 1	7	4	31	80	118	4	0
Tier 2	19	15	46	199	223	5	1
Total	**26**	**19**	**77**	**279**	**341**	**9**	**1**
Period 2: Second Call-In Clients							
Client Type	Number of Clients Recruited	Number who Attended the Call-In	Number of Services Initially Requested by Clients	Contacted/Attempted Contacts by DPD to Clients*	Contacted/Attempted Contacts by SDEP to Clients	Number of Clients Arrested for Non-violent Offense Since Call-In	Number of Clients Arrested for Violent Offense Since Call-In
Tier 1	6	4	18	35	57	0	0
Tier 2	8	2	39	54	189	1	1
Total	**14**	**6**	**57**	**89**	**246**	**1**	**1**
Period 3: Third Call-In Clients							
Client Type	Number of Clients Recruited**	Number who Attended the Call-In	Number of Services Initially Requested by Clients	Contacted/Attempted Contacts by DPD to Clients*	Contacted/Attempted Contacts by SDEP to Clients	Number of Clients Arrested for Non-violent Offense Since Call-In	Number of Clients Arrested for Violent Offense Since Call-In
Tier 1	0	N/A	N/A	N/A	N/A	N/A	N/A
Tier 2	8	N/A	11	3	7	N/A	N/A
Total	**8**	**N/A**	**11**	**3**	**7**	**N/A**	**N/A**
All Call-In Clients							
Client Type	Number of Clients Recruited	Number who Attended the Call-In	Number of Services Initially Requested by Clients	Contacted/Attempted Contacts by DPD to Clients*	Contacted/Attempted Contacts by SDEP to Clients	Number of Clients Arrested for Non-violent Offense Since Call-In	Number of Clients Arrested for Violent Offense Since Call-In
Tier 1	13	8	49	115	175	4	0
Tier 2	35	17	96	256	419	6	2
Total	**48**	**25**	**145**	**371**	**594**	**10**	**2**

* Includes individual contacts or attempts to contact clients or their family members; ** Clients were contacted to attend the third call-in session that was canceled.

Criminal Justice System Metrics

DPD monitors the justice system-involvement of focused deterrence clients, including arrests and prosecutions. A DPD lieutenant who manages the DPD client data frequently communicates with clients to monitor program progress. For instance, DPD made *279 individual contacts or attempts* to contact clients or their family members from the first call-in session (80 for Tier 1 and 127 for tier 2), and *89 contacts or attempts* to contact clients or their family members from the second call-in session (35 from Tier 1 and 54 from Tier 2). While the third call-in session did not occur, DPD has made *3 contacts or attempts* to contact clients or their family members among eligible participants who signed up for services with SDEP. Combined with the more than *500 contacts or attempts* made by SDEP, focused deterrence clients received significant one-on- one follow-ups designed to connect them to needed services, even in the face of initial refusals, and keep them from being re-arrested for a crime of violence.

To date, a total of 10 clients have been arrested for non-violent offenses, such as drug/narcotics violations, probation violations, traffic violations, intent to give false information, and driving while intoxicated. Two clients have been arrested for violent offenses, including assault with a deadly weapon (non-gun related) and family violence assault with a previous conviction. Below is a breakdown of arrestees by session, tier, and charge type:

Call-In Session 1: 10 clients arrested since call-in

- Tier 1 clients arrested: 4
  - Clients arrested for violent offenses: 0
  - Clients arrested for non-violent offenses: 4
    - *2 of the 4 clients arrested for non-violent offenses attended the call- in session and signed up for SDEP services*
- Tier 2 clients arrested: 6
  - Clients arrested to violent offenses: 1
    - *Attended both the call-in session and signed up for SDEP services*
  - Clients arrested for non-violent offenses: 5
    - *4 of the 5 clients arrested for non-violent offenses attended the call in-session; 1 of 5 clients signed up for SDEP services*

Call-In Session 2: 2 clients arrested since call-in

- Tier 1 clients arrested: 0
- Tier 2 clients arrested: 2
  - Clients arrested for violent offenses: 1
    - *Client did not attend call-in session but signed up for SDEP services*
  - Clients arrested for non-violent offenses: 1
    - *Client did not attend the call-in session or sign up for SDEP services*

Importantly, no clients recruited for the program have been arrested for gun related offenses since the program began.

Focused Deterrence Summary

The overarching goal of the Dallas Focused Deterrence program is to change the behavior of high-risk offenders through a combination of deterrence, incapacitation (arrest), community involvement, and the provision of alternatives to violence while using evidence-based, objective, and unbiased data metrics. Initial evidence for the success of the program is promising, with only two recruited clients being arrested for violent offenses (none have been gun-related) since the call-ins and a total of 23 clients requesting referrals for 145 different services. While effective, focused deterrence is difficult to implement, and many cities have struggled with implementation challenges and program longevity. Although Dallas has had challenges with probation and parole mandates, it has succeeded in connecting its initial clients with an array of services and has seen few violence-related arrests so far. UTSA, in combination with program partners, will continue to monitor the long-term effects of the Dallas Focused Deterrence Program on social service and criminal justice system metrics. For future call- in sessions, the UTSA research team recommends that clients on probation and parole be required to attend the session, if possible, as part of their community supervision conditions. In the meantime, discussions are underway about moving toward a custom offender notification model if future call-in sessions remain under-attended.

Summary and Conclusions

The Dallas Crime Plan began in May 2021 and has been underway for three years. This report evaluates the implementation and impact of the Crime Plan from its inception through April 2024, with particular emphasis on Year 3 (May 2023-Apr 2024). The Crime Plan consists of three primary strategies: hot spots policing, place network investigations, and focused deterrence. These strategies were purposely chosen for their strong evidence base, and they were intentionally layered to help reduce violent crime in Dallas over the short, mid, and longer terms. To date, hot spots policing (short-term strategy) and place network investigations (mid-term strategy) have been fully implemented, and their results and impact are detailed in this report. Focused deterrence (long-term strategy) began in June 2023 when DPD led a call-in session for high-risk violent offenders. A second call-in session took place in November 2023. This report also evaluates the implementation and impact of the focused deterrence strategy to date, including the challenges associated with mandating attendance at call-in sessions by individuals on probation or parole.

Violent Crime

During the first two years of the Dallas Crime Plan, overall violent street crime has dropped by about 19%, or an average of about 4 fewer incidents per month. In addition, the number of murder, aggravated assault, and individual robbery victims has declined each year since the start of the Crime Plan compared to the year before the Crime Plan began. Business robberies are the only street-level violent crime that showed an uptick in Year 3 of the Crime Plan, although they, too, are down by a robust 45% compared to their three-year average before the Crime Plan started.

Some violent crimes remain elevated, however, compared to their recent three-year averages prior to the start of the Crime Plan. From this perspective, overall annual murder counts remain about 7% higher than they were, on average, in the three years before the Crime Plan began. Similarly, non-family violence aggravated assaults also are up slightly compared to prior three-year averages, but again, both murders and aggravated assaults have declined each year since the Crime Plan started. Taken as a whole, violent crime levels in Dallas have dropped significantly since the inception of the Crime Plan, but more work remains to be done to return them to recent pre-Covid averages in some categories.

Crime and Police Activity in Hot Spots

The Crime Plan's intense focus on violence-prone places has been its greatest success so far. Violent crime is down in targeted hot spots by a third compared to the three-year average at those locations during the same months in the previous year. Relative to untreated areas during treatment and compared to last year, violent crime in treated hot spots was down 7% in Year 3. Across the entire three-year Crime Plan period to date, violent crime in treated hot spots is down 4.2% compared to untreated grids during treatment, and those comparative crime reduction benefits grew to more than -13% in the first month after treatment ended. Moreover, those reductions did

not come at the expense of crime displacement. Rather, catchment areas surrounding treated hot spots also benefited from the treatment, as crime fell by 7%, on average, in those locations.

From a treatment fidelity standpoint, DPD has shown steady improvement in the ability to balance its response to the high volume of 911 calls that it receives and the demands of hot spot treatment under the Crime Plan. Treatment fidelity, or the extent to which DPD officers were deployed to designated hot spots in accordance with treatment schedules, rose from 62% in the early days of the Crime Plan (the first treatment period) to 90% in the two most recent periods. Overall, treatment fidelity has averaged about 80% per 60 – 90-day treatment period across the three-year span of the Crime Plan to date.

Arrests and Calls for Service

City-wide, violent crime-related arrests were up slightly in Year 3 but down slightly (-3.7%) since the start of the Crime Plan. In treated hot spots, violence-related arrests were down even more (10.5%) across the entire three years of the Crime Plan to date. Interestingly, while violence-related calls for service are down almost 15% in targeted hot spots since the Crime Plan's inception, they are up slightly city-wide, which may be due to increased reporting as the city makes progress on reducing overall levels of violent crime. At the same time, weapons-related arrests increased by more than 25% city-wide over the past three years, while gun arrests in hot spots were down substantially (31%) in Year 3 compared to last year, highlighting the accelerating decline in violent crime in Dallas during the third year of the Crime Plan. Minor disorder arrests, which can serve as a red flag for aggressive policing, are down significantly (35%) city-wide across the previous three years, and they are even down slightly in treated hot spots across the three-year implementation period. This is an important indication that the violence reduction impact of the Crime Plan did not come from an emphasis on arrests by DPD for minor crimes, even within Dallas' most violence-prone hot spots.

Place Network Investigations

The PNI strategy has been implemented in five apartment complexes in Dallas, to date, one of which (Volara Apartments at 3550 E. Overton Rd.) was the most violence-prone multi-family housing complex in Dallas for many years before the Crime Plan began. Data collected for the PNI process and effectiveness measures indicate substantial effort and involvement by various PNI stakeholders at addressing the underlying conditions conducive for crime at the PNI sites.

At 3550 E. Overton, all measures of violent crime, victimization, and violence-related calls for service are down sharply from two-year averages before the implementation of PNI. For example, the average monthly number of violent crime victims at the Volara Apartments is less than half what it was in the two years before the Crime Plan began. However, evidence for success at the Ferguson Road sites has been uneven. Violent crime and victimization are down at 11511 Ferguson but up slightly (less than one crime per month) at 11760 Ferguson. The reverse is true for violence-

related calls for service at the two sites – they are up at 11511 Ferguson and down at 11760 Ferguson.

Two new PNI locations – 355 Web Chapel Ext. and 4722 Meadow St. – were added in May and June 2023, respectively. Compared to two years prior, violent crime is down at Webb Chapel and unchanged at Meadow. Other outcome measures are mixed – violent victimization, family violence, and violence-related calls for service are up or down slightly depending upon the location, but no clear pattern has yet to emerge for either site. From a process perspective, many code violations have been addressed at each site, but holding community events, job fairs, and safety coalition meetings has been challenging at one or both sites. Conversely, a great deal of enforcement activity has occurred at both locations, and DPD continues to be very active at identify criminal networks, executing search warrants, and arresting suspects for serious violent, drug, or gun-related crimes at these complexes.

Due to relatively low monthly baseline counts of crime and violence-related calls for service metrics at all PNI locations, characterizing crime and victimization as a percent change is not very instructive. Rather, crime and violence-related calls for service are relatively unchanged at most PNI locations (East Overton Rd. is the exception), despite the efforts by DPD and other city government stakeholders to improve conditions at the complexes over the past 1-2 years. A key difference between the Volara Apartments on East Overton Road and the other sites has been the level of engagement and cooperation with the PNI process by the apartment managers there compared to the other sites. Another difference is the culmination in July 2023 of a large-scale law enforcement operation at the East Overton Road site by DPD and federal authorities that resulted in a significant number of arrests and the seizure of money, illegal drugs, and guns from an organized group of defendants operating from the complex.

Although the PNI strategy has shown some success at reducing violent crime in some of Dallas' most violence-prone places, implementation has been hampered by a lack of cooperation from absentee landlords and disengaged management at some sites and the inability to coordinate community events, job fairs, and crime watch meetings at some locations. Two years into the PNI process, an important lesson learned is how vital property owners and managers are to the implementation and success of the strategy.

The most successful PNI property to date (3550 E. Overton Rd) also has been the site of a joint law enforcement operation to disrupt the activities of a violent gang engaged in drug sales, the settlement of a civil abatement case brought the Dallas City Attorney's office against the owners, and the hiring of a new management team that now serves as an active partner with DPD and other city stakeholders. Recent evidence from Boston also suggests that civil nuisance abatement suits can serve as an important lever in improving conditions and lowering crime at problem properties (Zoorob et al., 2024). Dallas should consider the results at 3550 E. Overton and this recent research

evidence from Boston in considering how quickly to file abatement cases against problem owners and their properties in the future. Resulting settlement agreements also should include provisions requiring owners to hire quality property managers and/or replace those who prove to be recalcitrant partners in improving the safety of the property.

Focused Deterrence

The start of focused deterrence as the third layer of the Crime Plan is a positive step designed to reduce violence among the small number of violent offenders who commit most of the violent crime in Dallas. To date, DPD has coordinated two call-in sessions in June and November 2023; a third session scheduled for March 2024 was cancelled due to projected low attendance.

At the first call-in session, 19 of 26 clients recruited for the session attended, and six of 14 clients recruited for the second session attended. Altogether, 48 total clients have been recruited for the program, and 23 have received more than 140 unique services. Ten of the 25 clients (40%) who attended a call-in session have been arrested for a non-violent offense since June 2023 when focused deterrence began, and two have been arrested for a crime of violence, although neither was a gun-related crime.

Initial evidence for the success of the program is promising, but an ongoing challenge with the implementation of focused deterrence in Dallas has been the inability to mandate attendance at call-in sessions by individuals on probation or parole. High risk individuals with long histories of violence and criminal involvement are highly distrustful of law enforcement and may not respond to well-intended efforts to secure their attendance at call-in sessions. Mandating attendance as a condition of probation or parole requires active support from the agencies responsible for community supervision and may require legal or policy changes. Without such support, which has not been forthcoming to date, individuals identified at continuing high risk for violence on active probation or parole cannot be required to attend a call-in session, which may limit the impact of the focused deterrence initiative and its contribution to the overall effectiveness of the Dallas Crime Plan.

System-wide efforts to address the revolving door of arrest, release on bail/bond, and re-arrest, particularly among an increasing youthful population of violent offenders, also are needed. The inability so far to fully implement focused deterrence as designed, coupled with the release on bail of offenders with lengthy criminal records many of whom are re-arrested within six months, is counterproductive to the goals of the Crime Plan.[11]

[11] In fall 2021, the UTSA research team conducted a pilot study of 464 violent arrestees in Dallas and found that 24% were re-arrested within six months and that a third of those (21/62) were re-arrested for a violent offense while out on bail/bond. This study is currently being replicated and expanded with a national sample of arrestees from the largest law enforcement agencies in the U.S. and Canada.

Integration and Sustainability

In this last section of the report, DPD personnel discuss integrating the Crime Plan into the Department's daily operations and pursuing the long-term sustainability of its evidence-based strategies.

One of the most noticeable changes in practice surfaced shortly after implementing the hot spot strategy. Division and Bureau Commanders of Specialized Units showed their desire to support the violent crime reduction plan by requesting a list of the locations where their units could supplement violent crime reduction efforts. After multiple requests from various commanders, each deployment of hot spot treatment locations began to identify the top 10 hot spots for violent crime. By utilizing this information, all DPD units had evidence-based intelligence to guide deployments and successfully aid in the reduction of violent crime.

As previously described in relation to focused deterrence, the services received by the clients are provided by SDEP, which was contracted to perform these services by the City of Dallas. Over the course of the program, it was discovered that SDEP needed to provide more services in transportation and housing. To facilitate greater service outcomes for the clients, DPD met with City personnel supervising SDEP's contract and separately with SDEP to discuss how funds could be utilized for these services. It was discovered that more specific and tailored language was needed in SDEP's contract to facilitate these services, and an amendment to the contract was required. As a lesson learned, it is advisable that DPD should increase collaboration with City personnel who supervise the writing and obtainment of contracts that directly offer the services supporting the Focused Deterrence program. By adding more specific and detailed contract language and requirements in areas identified as critical for a client's success, this can reduce future barriers and prevent any time lag in the provision of services to clients. Furthermore, three newly created civilian positions were added to support Focused Deterrence. A Case Worker was hired to interact directly with the clients and ensure services are appropriately being provided, and a Focused Deterrence Implementation Manager was hired to supervise the case worker and maintain and develop service opportunities for the clients.

To date, city-wide violent crime has fallen 19.2% compared to the previous 36 months before the Crime Plan started. The Department hopes to maintain a reduction in violent crime by continuing to identify and treat the most recent prolific violent offenders through enhanced prosecution and the provision of substantive social service resources. DPD plans to hold quarterly call-in sessions with identified violent offenders with the continued collaboration and participation of state and federal law enforcement partners and impactful community partners and non-profit organizations. Furthermore, DPD hopes to utilize intelligence gathered from the Focused Deterrence at-risk offender lists to appropriately engage and/or apprehend those with outstanding felony warrants, particularly those violent in nature.

At the same time, DPD's data-driven, light-footprint hot spots policing strategy is well-integrated into Patrol operations now and has served as the backbone for the crime reduction gains seen across the

City. PNI efforts will continue and expand to additional locations as resources allow.

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Appendix A: Timeline of Treatment and Comparison Time Periods

Treatment Time Periods:

- Three Years: May 2019-April 2024
  - Year 1: May 2021-April 2022 (N=12)
    - Period 1: May 2021-August 2021
    - Period 2: September 2021-December 2021
    - Period 3: January 2022-March 2022
    - Period 4: April 2022
  - Year 2: May 2022-April 2023 (N=12)
    - Period 4: May 2022-June 2022
    - Period 5: July 2022-September 2022
    - Period 6: October 2022-November 2022
    - Period 7: December 2022-January 2023
    - Period 8: February 2023-March 2023
    - Period 9: April 2023
  - Year 3: May 2023-April 2024 (N=12)
    - Period 9: May 2023
    - Period 10: June 2023-July 2023
    - Period 11: August 2023-September 2023
    - Period 12: October 2023-November 2023
    - Period 13: December 2023-January 2024
    - Period 14: February 2024-March 2024
    - Period 15: April 2024

Appendix B: Dallas Violent Street Crime Counts by Year

Dallas Violent Crime by Offense Type. Pre-Treatment: May 2018 - Apr 2019

	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	**Total**
All Crime	751	594	637	643	612	652	592	623	578	532	639	626	**7,299**
Murder	15	12	12	12	12	11	13	13	15	11	16	10	**152**
Robbery Ind.	272	260	283	335	297	291	299	287	268	235	287	298	**3,412**
Robbery Bus.	54	56	77	52	82	82	80	90	91	90	74	79	**907**
Agg. Assault	213	269	267	244	224	271	203	234	210	198	267	239	**2,857**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Dallas Violent Crime by Offense Type. Pre-Treatment: May 2019 - Apr 2020

	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	**Total**
All Crime	753	723	738	789	748	655	641	722	666	588	594	540	**8,157**
Murder	37	18	12	19	17	9	20	14	15	7	17	13	**198**
Robbery Ind.	308	295	337	374	346	331	291	317	267	253	223	164	**3,506**
Robbery Bus.	102	97	101	67	71	66	69	81	96	70	78	60	**958**
Agg. Assault	311	320	291	334	320	250	266	312	291	261	282	304	**3,542**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Dallas Violent Crime by Offense Type. Pre-Treatment: May 2020 - Apr 2021

	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	**Total**
All Crime	610	680	701	688	621	733	659	662	624	453	535	546	**7,512**
Murder	22	20	26	20	22	32	26	24	18	20	13	17	**260**
Robbery Ind.	197	252	244	233	233	255	233	258	215	139	166	170	**2,595**
Robbery Bus.	30	42	51	41	35	55	65	71	60	42	29	23	**544**
Agg. Assault	367	375	386	401	336	399	344	317	334	255	331	343	**4,188**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Dallas Violent Crime by Offense Type. Treatment Period: May 2021 - Apr 2022

	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	**Total**
All Crime	617	586	649	568	497	557	510	544	547	403	558	603	**6,639**
Murder	16	17	19	18	16	24	19	17	21	15	22	19	**223**
Robbery Ind.	197	189	178	164	148	179	136	189	167	118	157	192	**2,014**
Robbery Bus.	36	31	46	43	23	30	29	45	56	31	52	35	**457**
Agg. Assault	371	353	411	345	321	330	332	299	309	241	333	361	**4,006**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Dallas Violent Crime by Offense Type. Treatment Period: May 2022 - Apr 2023

	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	**Total**
All Crime	712	618	536	589	537	459	447	519	502	391	531	505	**6,346**
Murder	24	23	13	15	18	10	14	13	21	16	30	21	**218**
Robbery Ind.	254	202	153	180	166	139	165	178	158	112	167	176	**2,049**
Robbery Bus.	31	55	20	42	29	20	35	35	25	33	36	28	**389**
Agg. Assault	408	350	352	356	331	293	236	299	307	237	308	291	**3,768**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Dallas Violent Crime by Offense Type. Pre-Treatment: May 2023 - Apr 2024

	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	**Total**
All Crime	547	493	573	490	462	452	395	422	393	444	432	464	**5,567**
Murder	25	14	21	15	25	17	9	21	18	17	15	16	**213**
Robbery Ind.	168	154	192	188	153	147	128	142	137	136	141	141	**1,827**
Robbery Bus.	58	37	32	42	36	41	35	39	42	44	39	43	**488**
Agg. Assault	304	294	337	253	259	255	225	225	200	256	238	269	**3,115**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Appendix C: PNI Operations Plans for All Sites

3550 E. Overton Maintenance

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Code Violations	IPSS/code enforcement (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering Enforce minimum property standards in Chapter 27 of the City Code	1. Number of inspections completed by code compliance 2. Number of citations issued	Code Compliance	Reduction in code violations	Lt. Valentine
	Work with ownership up to and including litigation to see that code violations are corrected	Quarterly	City Attorney's Office	Litigation to seek code violations are abated	Referred for code-based litigation	City Attorney's Office	Ownership compliance with requirements recommended by the City Attorney's Office	Lt. Valentine
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored # of abatable offenses per month	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Valentine
Lack of activities/programs for residents	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to	1. Number of events for children attended in the area 2. Information regarding programs offered by parks and	Steven Baker (Parks and Rec)	Increase in number of children at events	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
				attendees	rec provided at events			
Violent Crime in the complex	Reduce violent crime offenses Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex. Utilize intel provided from the bike team and any other source to determine if a criminal network exists. Dismantle any identified criminal networks. Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force Number of criminal networks identified Number of criminal networks dismantled Number of cases referred for federal prosecution	Lt. Valentine	Reduction in violent offenses in the area	UTSA
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	Lt. Valentine	# of criminal networks uncovered	PNI Task Force

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	SC CRT Sgt. Sgt. Rojas	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation NPO unit will continue safety coalition meetings/job fair/events	CPTED analysis - Yearly - Completed 08/23	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine
Lack of trust with law enforcement		Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance? Number of job fairs held at the location and number in attendance? Number of events held at location and number in attendance?	NPO's	Increase in attendance at community events	Survey needs to be completed *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	Decrease in family violence offenses/ victims at the location	UTSA

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	victims.							

11511 and 11760 Ferguson Operations Plans

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Code Violations	Code enforcement re-inspection of 11760 Ferguson Code enforcement will inspect 11511 Ferguson	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering Enforce minimum property standards in Chapter 27 of the City Code	Number of code violations identified; Code inspections completed; code violations left unaddressed from the previous inspection	Code Compliance	Number of code violations corrected/remedied	Lt. Valentine
	Work with ownership up to and including litigation to see that abatable offenses are reduced	Quarterly	City Attorney's Office	Litigation to reduce abatable offenses	Referred for nuisance-based litigation	City Attorney's Office	Ownership compliance with requirements recommended by the City Attorney's Office	Lt. Valentine
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Lack of activities/programs for residents	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area 2. Information regarding programs offered by parks and rec provided at events	Steven Baker	Increase in number of children at events	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Homelessness	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions Lisa Rand 214-671-2821	1. Partner with other organizations to facilitate transportation to shelters or other locations 2. Connect low level offenders to the South Dallas Drug Courts where there are resources for drug treatment and housing	1. Number of cleanups in the surrounding area 2. Services offered to homeless individuals	OHS	Reduction in number of homeless individuals	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Violent Crime in the complex	Reduce violent crime offenses Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex. Utilize intel provided from the bike team and any other source to determine if a criminal network exists. Dismantle any identified criminal networks. Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force Number of criminal networks identified Number of criminal networks dismantled Number of cases referred for federal prosecution	Lt. Valentine	Reduction in violent offenses in the area	UTSA

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	Lt. Valentine	# of criminal networks uncovered	PNI Task Force
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	NE CRT Sgt. Garcia Sgt. Flores	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation NPO unit will continue safety coalition	CPTED analysis - Completed	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Lack of trust with law enforcement	meetings/job fair/events	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance? Number of job fairs held at the location and number in attendance? Number of events held at location and number in attendance?	NPO's	Increase in attendance at community events	Survey needs to be completed *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Family Violence high risk victim initiative is currently in place	DPD (Family Violence Outreach program)	Yearly	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	Decrease in family violence offenses/ victims at the location	UTSA

3535 Webb Chapel Operations Plans

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Code Violations	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering Enforce minimum property standards in Chapter 27 of the City Code	1. Number of inspections completed by code compliance 2. Number of citations issued	Code compliance	Reduction in code violations	Lt. Valentine
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored # of abatable offenses per month	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Valentine
Homelessness	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions Lisa Rand 214-671-2821	1. Partner with other organizations to facilitate transportation to shelters or other locations 2. Connect low level offenders to the South Dallas Drug Courts where there are resources for drug treatment	1. Number of cleanups in the surrounding area 2. Services offered to homeless individuals	Office of Homeless Solutions	Reduction in number of homeless individuals	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
				and housing				
Lack of activities/programs for residents	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area 2. Information regarding programs offered by parks and rec provided at events	Steven Baker (Parks and Rec)	Increase in number of children at events	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Violent Crime in the complex	Reduce violent crime offenses Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex. Utilize intel provided from the bike team and any other source to determine if a criminal network exists. Dismantle any identified criminal networks. Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force Number of criminal networks identified Number of criminal networks dismantled Number of cases referred for federal prosecution	Lt. Valentine	Reduction in violent offenses in the area	UTSA

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	PNI Task Force	# of criminal networks uncovered	Lt. Valentine
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	NW CRT Sgt. Crow Sgt. Arzate	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation NPO unit will continue safety coalition meetings at the location	CPTED analysis - Completed 4/6/22	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented; completion of CPTED analysis	NPOs	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	UNIDOS will be requested to attend/hold events in the area	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance? Number of job fairs held at the location and number in attendance? Number of events held at location and number in attendance?	NPOs	Increase in attendance at community events	Survey needs to be completed *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
Lack of Trust of law enforcement		Quarterly	UNIDOS	Attend events held by the NPOs	# of events attended by UNIDOS	UNIDOS		
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	Decrease in family violence offenses/ victims at the location	UTSA

4722 Meadow Operations Plans

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Code Violations	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering Enforce minimum property standards in Chapter 27 of the City Code	1. Number of inspections completed by code compliance 2. Number of citations issued	Code compliance	Reduction in code violations	Lt. Valentine
Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored # of abatable offenses per month	Nuisance Abatement Unit	1. Reduction in abatable offenses	Lt. Valentine
Lack of activities/programs for residents	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area 2. Information regarding programs offered by parks and rec provided at events	Steven Baker (Parks and Rec)	1. Increase in number of children at events	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Violent Crime in the complex	Reduce violent crime offenses Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex. Utilize intel provided from the bike team and any other source to determine if a criminal network exists. Dismantle any identified criminal networks. Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force Number of criminal networks identified Number of criminal networks dismantled Number of cases referred for federal prosecution	Lt. Valentine	Reduction in violent offenses in the area	UTSA

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	PNI Task Force	# of criminal networks uncovered	Lt. Valentine
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	SE CRT Sgt. Watson Sgt. Lumbley	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
Location is conducive to criminal behavior	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation NPO unit will continue safety coalition	CPTED analysis - Completed 08/23	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Lack of trust with law enforcement	meetings/job fair/events	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance? Number of job fairs held at the location and number in attendance? Number of events held at location and number in attendance?	NPO's	Increase in attendance at community events	Survey needs to be completed *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	1. Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	1. Decrease in family violence offenses at the location 2. Decrease in family violence victims at the location	UTSA