

# **Dallas Violent Crime Reduction Plan: Year 2 Evaluation**

**Michael Smith, J.D., Ph.D.**

**Rob Tillyer, Ph.D.**

**Brandon Tregle, J.D., Ph.D.**

**Stephanie M. Cardwell, Ph.D.**

**Chantal Fahmy, Ph.D.**

**University of Texas at San Antonio**

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**UTSA** Criminology & Criminal Justice

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## Executive Summary

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 Year 2 report on the results of the Dallas Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the near- and mid-term strategies over a two-year period since the Crime Plan began in May 2021.

Hot spot treatment grids were evaluated based on three metrics: violent crime, arrests, and calls for service. The analyses involved linear trends over a five-year period, three years pre-treatment and two years after treatment began. To measure the impact of treatment on city-wide crime, difference-in-differences and interrupted time series analyses were used to compare treated and untreated grids. The impact of PNI treatment at two locations was also measured by tracking violent crime, calls for service, and the number of victims of violence. Treatment impact was measured using monthly trends, pre- and post-treatment analysis, and interrupted time series.

### **City-Wide Results**

Overall, **Dallas experienced a 15.3% 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 8% compared to the previous three years (pre-Covid), although the reduction in victimization was uneven and largely driven by large reductions in robbery victims. 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 periodic spates of multiple victim murders and aggravated assaults have resulted in an approximate 10% increase in the average number of annual murder and aggravated assault victims since the start of the Crime Plan compared to their averages over the prior three years.

### **Hot Spot Results**

Violent crime in treated hot spots was down more than 30% compared to two-year averages prior to the start of the Crime Plan while violent crime in surrounding catchment areas where displacement is most likely to occur was also down, by about 9%. Difference-in-differences analyses, which compare pre- and post-treatment crime in treated hot spot grids to all untreated grids, show a 5.0% reduction over a two-year period and larger year-to-year reductions, especially in the second year of the Crime Plan when violent crime was down 13% in treated grids compared to untreated grids. The contribution of hot spot grids to city-wide violent crime also fell consistently during treatment periods (with the exception of Period 5) and fell the most (by 40%) in the last few periods of Year 2.

### **Other Measures**

Total arrests fell by 14% and 11%, respectively, city-wide and in treated hot spots over the two-year evaluation period. Arrests for violent crime also decreased city-wide (-4%) but increased almost 25% in hot spots. Gun arrests were up substantially city-wide (28%) and in hot spots (55%). Violence-related calls for service fell slightly (-1.4%) city-wide since the Crime Plan began, and they fell even more (-9.4%) in the treated hot spots. DPD officers were at their assigned hot spots in accordance with the treatment plan between 62-85% of the time, depending upon treatment period.

### **Place Network Investigations**

The mid-term crime reduction strategy – place network investigations (PNI) - was implemented and evaluated in three locations (all apartment complexes) in Dallas since the strategy began in early spring 2022. Substantial efforts have been undertaken by DPD and other city stakeholders to remediate crime-supportive conditions at these locations, including code inspections, family violence workshops, community events, safety coalition meetings, crime prevention through environmental design (CPTED) recommendations, neighborhood cleanups, limited evictions of problem tenants, and many police operations and arrests for drug, weapon, and other offenses.

The PNI analyses included an assessment of process and effectiveness measures at the three PNI sites: 3550 E. Overton Rd., 11760 Ferguson Rd., and 11511 Ferguson Rd. The operations plans (available to see in Appendix B) highlight specific measures designed to assess PNI efforts. Much effort was expended by stakeholders at these sites, as indicated in the data collection forms. However, there was still much data that was not provided (e.g., data related to gang offenses and abatable offenses) limiting the assessment of PNI's impact. UTSA team also analyzed data from DPD to assess pre- and post-PNI crime measures at all three sites. At Overton, there was some evidence that violent crime, violent victims, and calls for service were lower following the implementation of PNI compared to the average of the 45 months prior to PNI starting in February 2022. In contrast, evidence indicates similarity in the pre- and post-PNI crime measures at the Ferguson sites, with evidence of slight increases in some of the crime and

victimization counts. However, low monthly crime and calls for service counts limited the ability to assess whether there was a significant change in crime and calls for service at the Ferguson Rd. sites.

### **Conclusion**

During the first two years of the Dallas Crime Plan, overall violent street crime has dropped by about 15%, or an average of about 4.5 incidents per month, compared to the previous three years. 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 two-year average at those locations prior to the start of the Crime Plan. Relative to untreated areas during and the year before treatment began, violent crime in treated hot spots was down 7.6% in Year 1 and 13.1% in Year 2. Across the entire two-year Crime Plan period, violent crime in treated hot spots is down 5% compared to untreated grids during treatment and in the previous three years. Finally, the contribution made by the worst hot spots in Dallas to overall violent crime has fallen consistently across the two-year evaluation period.

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 coordination across city departments and the strategy has relied too heavily on traditional policing rather than multidisciplinary solutions as originally intended. The strategy likely will be more impactful if it can be expanded more rapidly (currently PNI is in place at three apartment complexes with two more recently added) and if the process can mature into a true multidisciplinary strategy that is not police-centric but rather where the DPD is one of many city stakeholders working together to improve place-based conditions at violence-prone places.

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. Future evaluations will examine the effects of the long-term strategy – focused deterrence<sup>1</sup> – on targeted offenders and will continue to monitor the impact of the Crime Plan on violent crime in Dallas.

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<sup>1</sup> The focused deterrence strategy began in June 2023 and was not evaluated for the purposes of this report, which evaluated the first two years of the Crime Plan, May 2021 through April 2023.

## **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 Year 2 report on the results of the Dallas Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the near- and mid-term strategies over a two-year period since the Crime Plan began in May 2021. Because the focused deterrence component of the Crime Plan just recently got underway, this report does not evaluate that phase of the Crime Plan. The mid-Year 3 report (anticipated in early 2024) will include an assessment of focused deterrence during its first six months of implementation (June through December 2023).

The report that follows is organized into several main sections. Following this Overview, we outline our Methodology, including the data we relied upon for this report and our analytic strategies. The City-Wide Analyses section examines 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 two-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 next section on PNI Sites assesses the implementation and impact of the place network investigation strategy on crime and other measures at three PNI locations that have been treated continually since spring 2022. We wrap up the report with a Conclusion that summarizes the results of the Crime Plan to date and assesses lessons learned and future directions.

## **Methodology**

The period of analysis is May 2018, three years before the crime plan began, through April 2023, two years after implementation. To date, there have been eight completed hot spots treatment periods, with a ninth period underway. During each period, grids received one of three treatments designed to interrupt and reduce violent crime incidents in these locations. Treatment types included high visibility, high visibility “plus”, and offender focused. 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).

Hot spots treatment grids were evaluated using three outcome measures: violent crime, arrests, and calls for service. The two primary evaluations involved linear trends over the five-year observation period and before and after analysis during the previous two years, previous year, and for the same months during the year prior. Results are shown within the treated grids, in the catchment areas surrounding the grids, city-wide, and within divisions as described below.

To assess the impact of crime reductions in hot spots treatment grids, we conducted difference-in-differences and an interrupted time series analysis. Using untreated grids within the City of Dallas as a control group, differences-in-differences analysis measures the average difference in change in crime in the treated and untreated grids and is used to evaluate the effectiveness of the hot spots strategy at reducing crime in the treated grids. 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.

Beginning in February 2022, three locations were treated with PNI (3550 E Overton Rd., 11760 Ferguson Rd., and 11511 Ferguson Rd.). 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 trends over time, pre and post analysis, and interrupted time series analysis.

PNI activity between April 2022 and April 2023 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. 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.

## City-Wide Analyses

### Crime Incident Trends

Figure 1 below shows the number of violent crime incidents per month in Dallas beginning in May 2018 through April 2023. The graph includes approximately five years of violent crime data from both cities. The start of the Crime Plan—May 2021—is delineated by the vertical blue bar. Overall, **Dallas experienced a 15.3% decrease in average violent crime incidents** since the start of the Crime Plan (May 2021 – April 2023) compared to the previous 36 pre-Covid months (May 2018 – April 2021).

Beginning in May 2018, Dallas's average number of monthly crime incidents hovered around 580 with increases and decreases over the past 5 years, ending with approximately 490 incidents per month by April 2023. During this period, the highest number of violent crime incidents occurred in August 2019 with about 800 crime incidents per month, well before the start of the Crime Plan, whereas the lowest number of crime incidents occurred around January 2023, at about 400 incidents per month. The trend line for violent crime in Dallas prior to 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 in Dallas post the Crime Plan, notated with the green dotted line, shows a consistent decrease in violent crime incidents post-treatment.

**Figure 1: Dallas Violent Crime Incidents, 2018-2023**

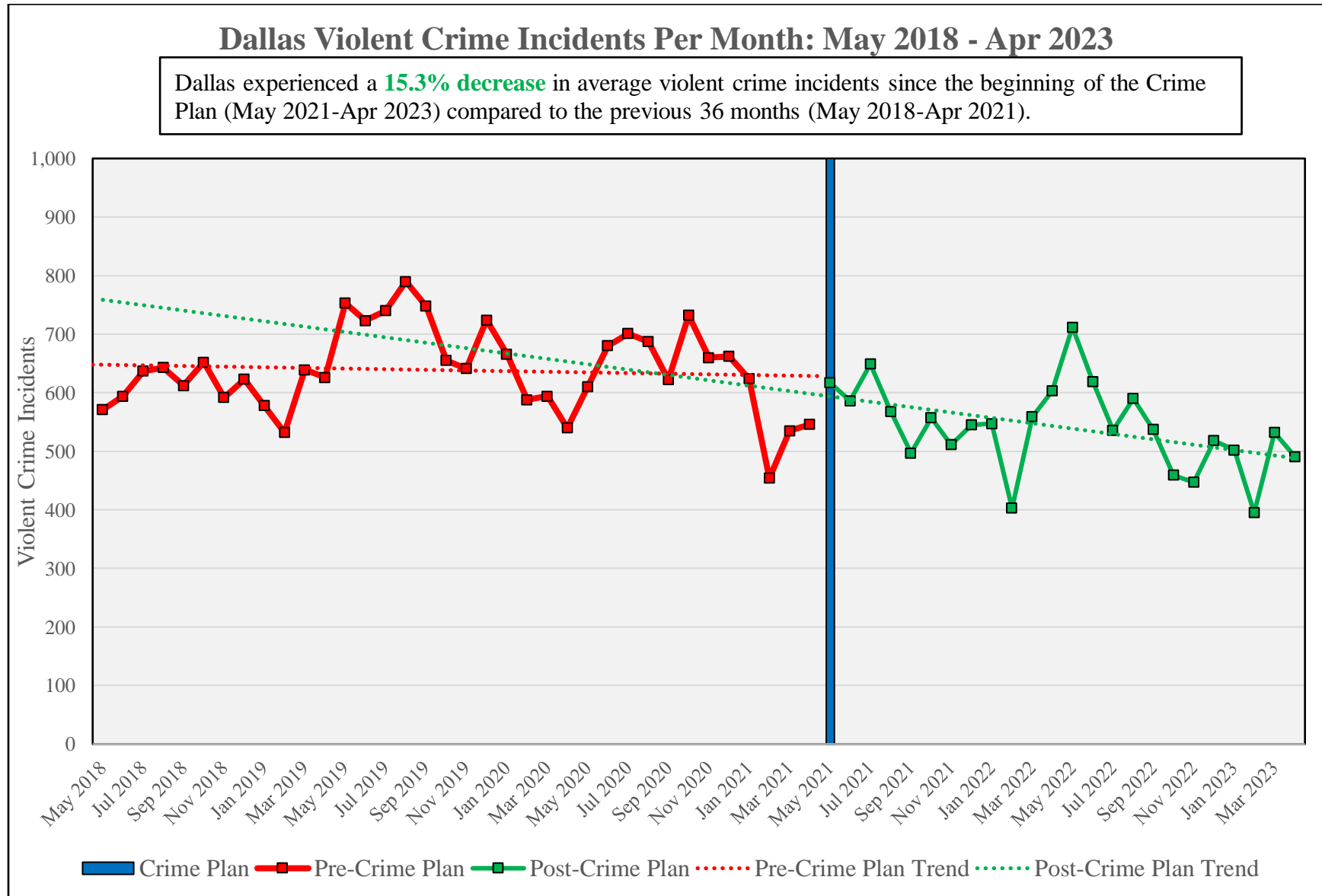


Figure 2, shown on the next page, considers the same time period as above (May 2018 – April 2023), but focuses on *victims* of violent crime, rather than violent crime incidents. Similar to Figure 1, Dallas’s violent crime victims per month are shown in solid red prior to the Crime Plan with a dotted 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 8.0% decrease in average violent crime victims since the start of the Crime Plan** through April 2023 compared to the previous 36 months (May 2018 – April 2021).

Beginning in May 2018, Dallas’s average number of violent crime victims hovered around 620 per month with pronounced increases and decreases over the past five years, ending with approximately 610 violent crime victims during April 2023. During this period, the highest number of victims was a little over 900 around September 2020, while the lowest number of victims was captured recently in January 2023 at approximately 510 victims per month.

**Figure 2: Dallas Violent Crime Victims, 2018-2023**

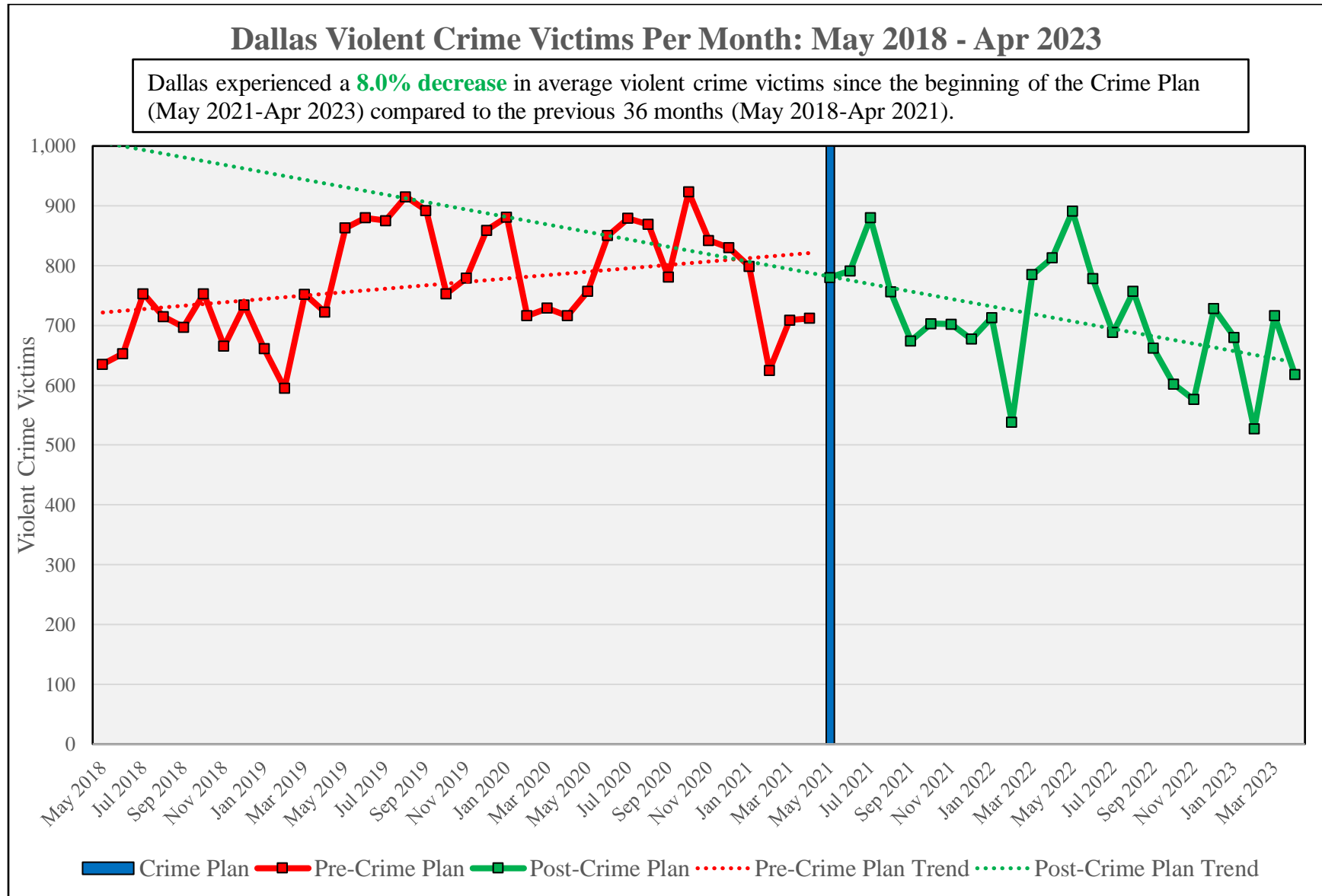


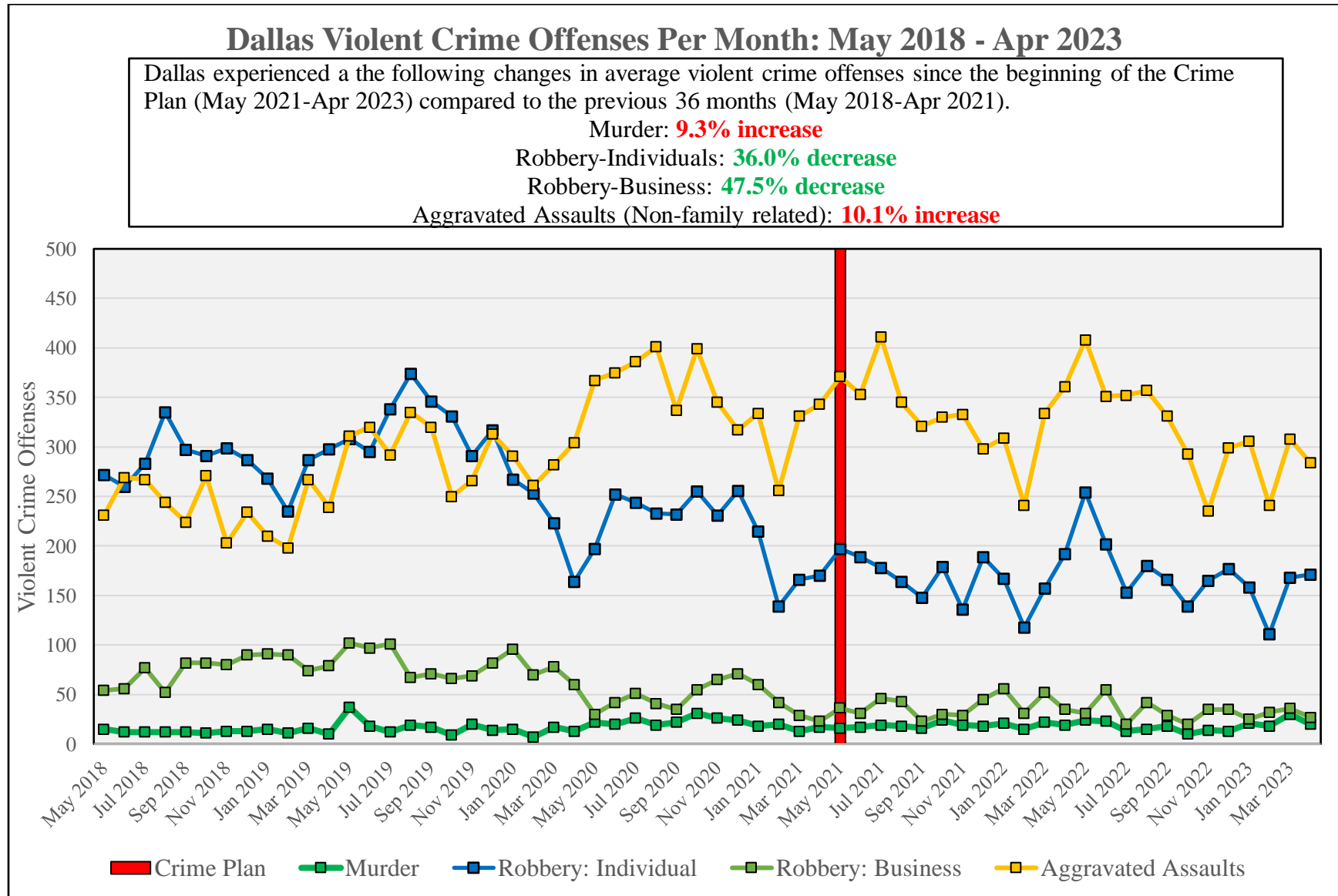
Figure 3, shown on the next page, displays the total number of violent crime *offenses* per month (by crime type) in Dallas only. As a reminder, multiple offenses can be subsumed under one incident. As noted previously, since the start of the Crime Plan (May 2021) total violent crimes have fallen each year in Dallas from their high point during the onset year of the Covid 19 pandemic (May 2020 – April 2021). However, compared to previous 36-month averages, murders rose 9.3% and non-family violence-related aggravated assaults increased by a similar 10.1%. At the same time, both robberies of individuals and robberies of businesses saw large decreases at 36.0% and 47.5%, respectively and were responsible for the 15% overall reduction in violent crime discussed above (see Figure 1).

Over the past five years, aggravated assaults, shown in the solid yellow bar, began with about 240 offenses in May 2018, and as of April 2023, they stood at approximately 290 offenses per month. However, there was a few distinct peaks and valleys, with the highest being soon after the Crime Plan began, in July 2021, at a little over 400 offenses that month. The lowest point for aggravated assaults was around March 2019 at about 200 offenses per month. Similarly, robbery of individuals, shown in the solid blue line, shows a large range of highs and lows throughout the past 5 years, but overall, has shown a steady decline since May 2018. Individual robberies hovered around 270 offenses per month in May 2018, but decreased to approximately 160 by April 2023.

Business robberies—shown in the solid orange line—saw an overall decline over the last 5 years, as they started at around 50 offenses per month in May 2018 and ended with closer to 25 per month by April 2023. The peak in business robberies was during the summer of 2019 when Dallas recorded about 100 robberies per month. Since the start of the crime plan in May 2021, they have averaged about 25 offenses per month, which is a significant reduction from their peak. Murder, displayed at the bottom of the graph in the solid green line, stayed essentially the same over the past 5 years, primarily due to negligible differences in the total count of murders over time. Specifically, in May 2018 there were about 10 murders in Dallas; by April 2023 that figure remained at approximately 9 murders that month. There was a small spike in murder around May 2019 similar to the increases in other types of violent crime during that summer.

Overall, murders and aggravated assaults decreased in each year of the Crime Plan compared to the peak year in the series (May 2020 to April 2021) at the onset of Covid, but they remain higher than in previous years (2018-2020), suggesting that more work remains to be done to reduce total gun-related violence to its pre-pandemic levels. **Overall, violent crime incidents are down in Dallas since the start of the Crime Plan, but the number of murder and aggravated assault victims is up by about 10% compared to previous three-year averages for those crimes. An increase in multiple victim shooting incidents over the past two years (compared to the prior three years) is likely the cause of this discrepancy.**

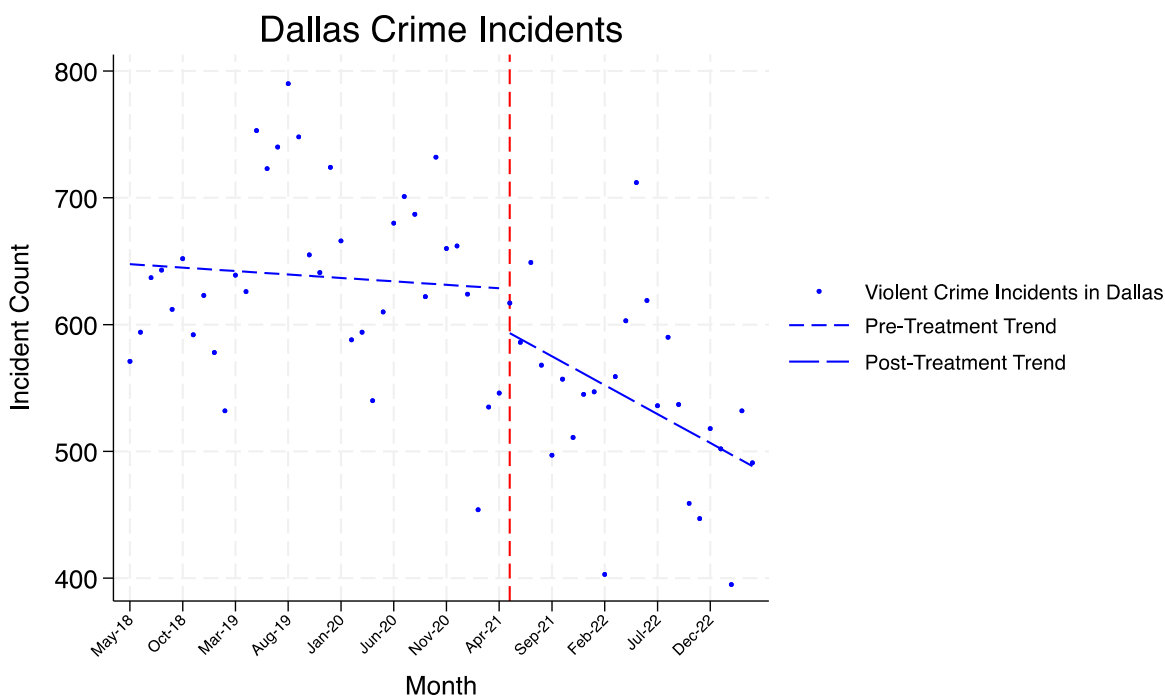
**Figure 3: Dallas Violent Crime by Offense Types: May 2018-April 2023**



## 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 examined crime patterns in Dallas from May 2018 through April 2023 with beginning in May 2021. Figure 4 (below) shows violent crime trends from May 2018 though April 2023. The start of treatment (May 2021) is indicated by the vertical dotted red line. Additional analyses (not presented here) demonstrate that **Dallas experienced approximately four and a half fewer violent crime incidents per month after the Crime Plan began compared to the 36 months before the plan was implemented.**

**Figure 4: 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 two-year effects and Year 1 and Year 2 hot spots results separately to give the reader a means of comparison across Crime Plan years. It is important to note that the Year 1 and Year 2 time periods are not equivalent. Year 1 began in May 2021, and for Year 1 reporting purposes, ended in June 2022 (14 months). This Year 2 report picks up where Year 1 left off (July 2022) and ends in April 2023 (10 months). Thus, the entire two-year period reflected in this report begins with the inception of the Crime Plan in May 2021 and runs through the end of April 2023.

### **Methodology**

Although the lengths of time covered in the Year 1 and Year 2 reports are different, the comparison periods shown below for both time periods are always consistent. Thus, the two-year comparison period for the current report includes the 24 months (May 2019 - April 2021) prior to the start of the Crime Plan. For Year 1, the comparison time period is the previous 12 months (May 2020 - April 2021), and for Year 2, the comparison time period is also the previous 12 months beginning in July 2021 and ending in June 2022.

Periods 1-4 reflect Year 1, while Periods 5-8 encompass Year 2. Additionally, some of the period lengths, particularly in the earlier stages of the Crime Plan, are longer (up to 120 days), whereas more recent treatment periods are 60 days in length. After examining crime trends during Year 1, the hot spot treatment periods were shortened to 60 days because most of the crime suppression benefits occurred in the first two months of treatment. Treatment period comparisons are two-fold. Treatment periods are compared against (1) the averages across the previous 12 months, and (2) averages during the same period in the previous year. For example, Period 1 covers May 2021 to August 2021, and the 12-months comparison runs from May 2022 to April 2021. The same months last year comparison period is May 2020 to August 2020<sup>2</sup>.

### **Comparative Analyses**

Figure 4, on the next page, examines the overall annual comparisons in treatment and catchment grid crime and shows the percent change using both a two-year and one-year monthly average as comparisons. The two-year comparison covers the entire two-year Crime Plan period since inception (May 2021 - April 2023) and shows changes in hot spot crime compared to the 24

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<sup>2</sup> See Appendix A for further detail on grid incident trends broken down by each of the previous 8 periods as well as separate Year 1 and Year 2 trends. As discussed above, comparison periods also are shown for each treatment period and each separate year of the Crime Plan to date.

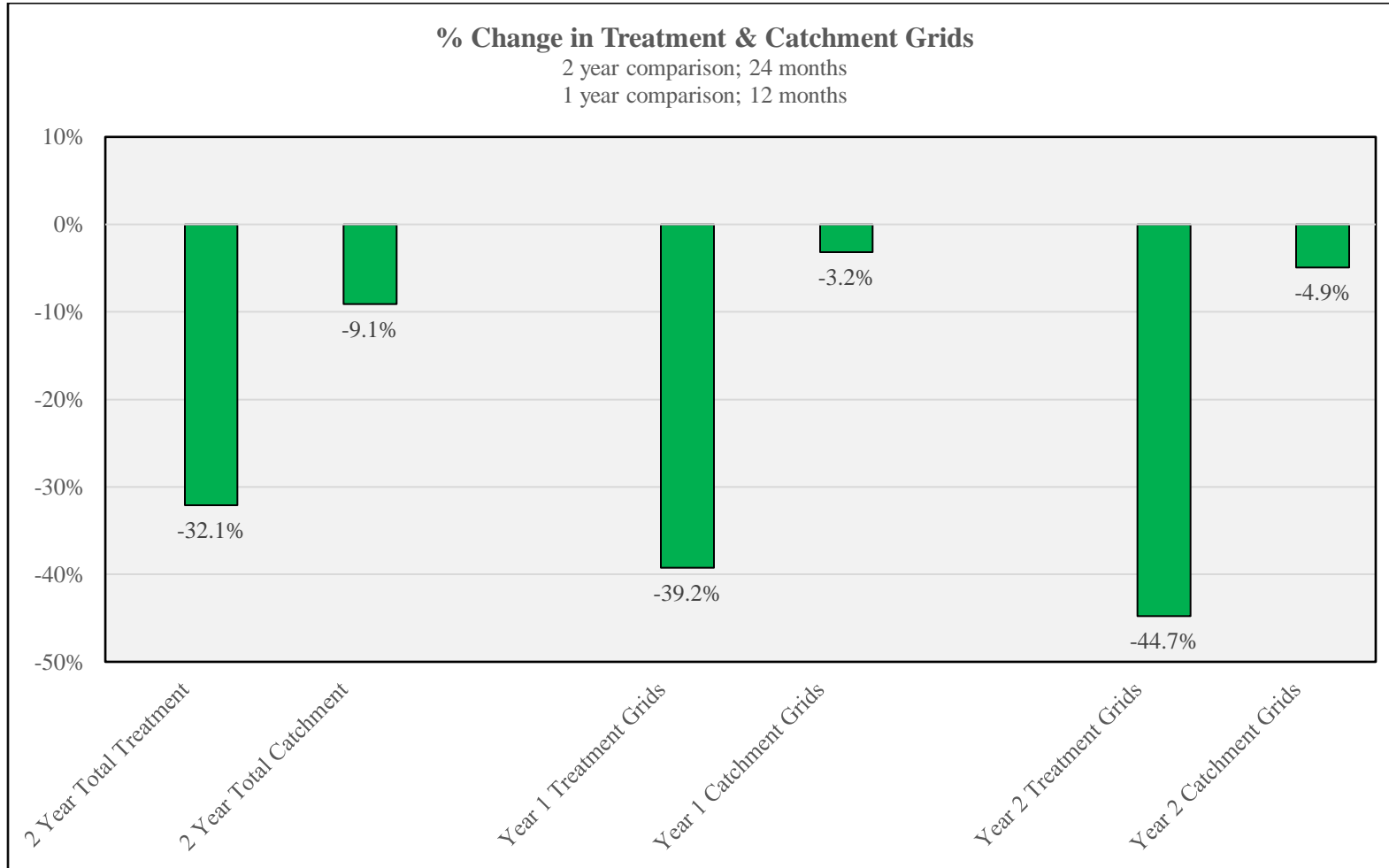


months *before* the Crime Plan began (May 2019 - April 2021). The figure also contains two, one-year comparisons: Crime Plan Year 1 (May 2021 - June 2022) compared to the previous 12-months (May 2020 - April 2021) and Crime Plan Year 2 (July 2022 - April 2023) compared to its previous 12 months (July 2021 - June 2022).

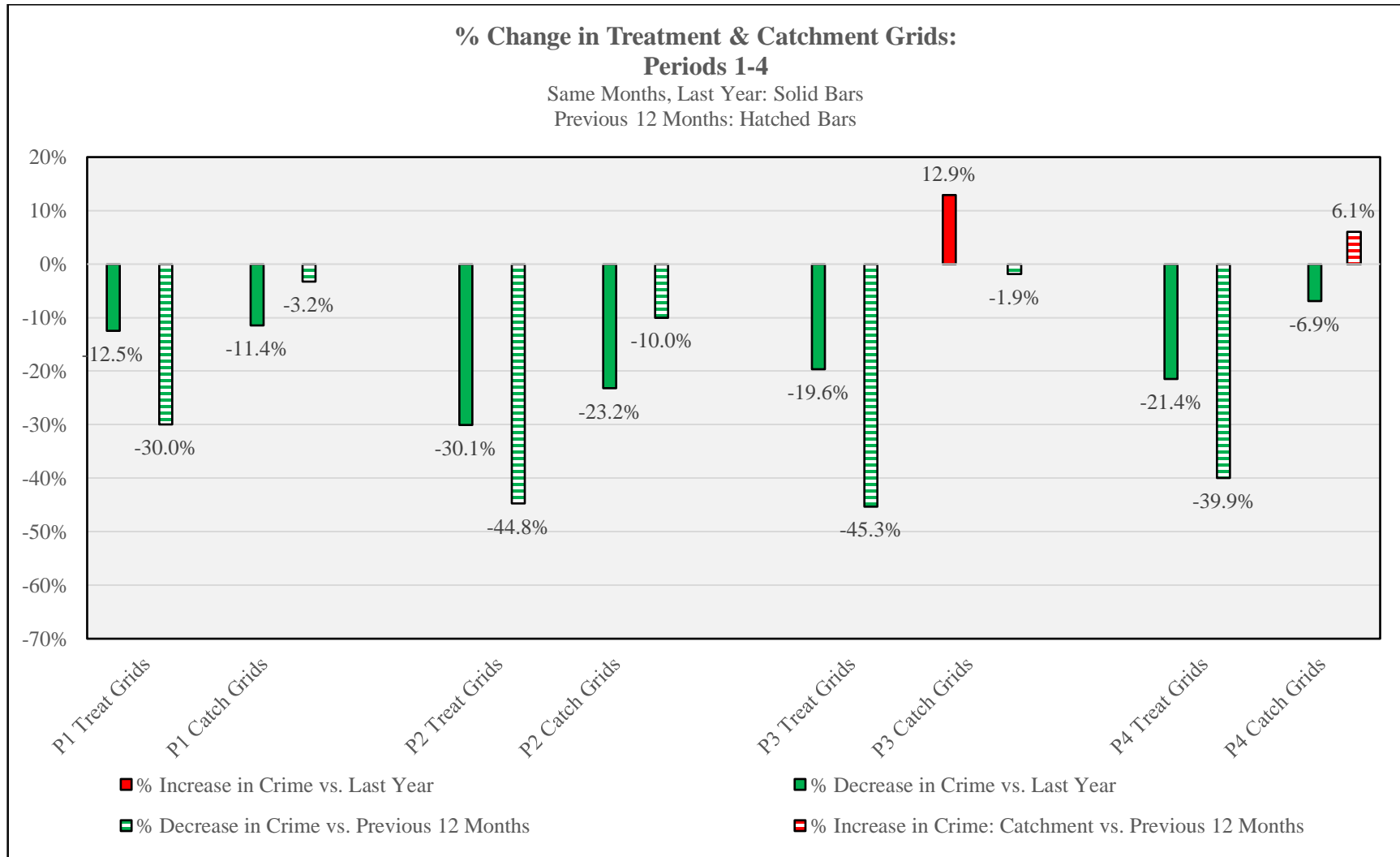
**Notably, there were large decreases in violent crime across all three comparison periods in both treatment and catchment grids.** Specifically, for the two-year total treatment grids, there was a 32.1% decrease in violent crime compared to the previous 24 months. Similarly, Year 1 treatment grids experienced a 39.2% decrease while Year 2 treatment grids experienced a 44.7% decrease in violent crime compared to the previous 12 months. The story is essentially the same for the catchment grids, but by a much smaller margin. The two-year total catchment grids saw a 9.1% decrease in violent crime, while Year 1 and Year 2 catchment grids had a 3.2% decrease and 4.9% decrease, respectively. **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.**

Figures 5 and 6, on the following pages, show percent change in treatment and catchment grid violent crime across each of the previous eight treatment periods. Similar to prior reports, the solid bars represent the same months during the previous year while the hatched (i.e., striped) bars represent the previous 12-month percent changes. Figure 5 displays Periods 1-4, and Figure 6 displays Periods 5-8. Of the 32 comparisons in the graphs below, only three saw percent change increases: a 12.9% increase in the Period 3 catchment grids compared to the same months the year before, a 6.1% increase in the Period 4 catchment grids compared to the previous 12-month average, and a 3.1% increase in Period 7 catchment grids compared to the same months the year before. **Notably, since the start of the Crime Plan, none of the treatment grids indicate percent change increases in average violent crime across the last 2 years.**

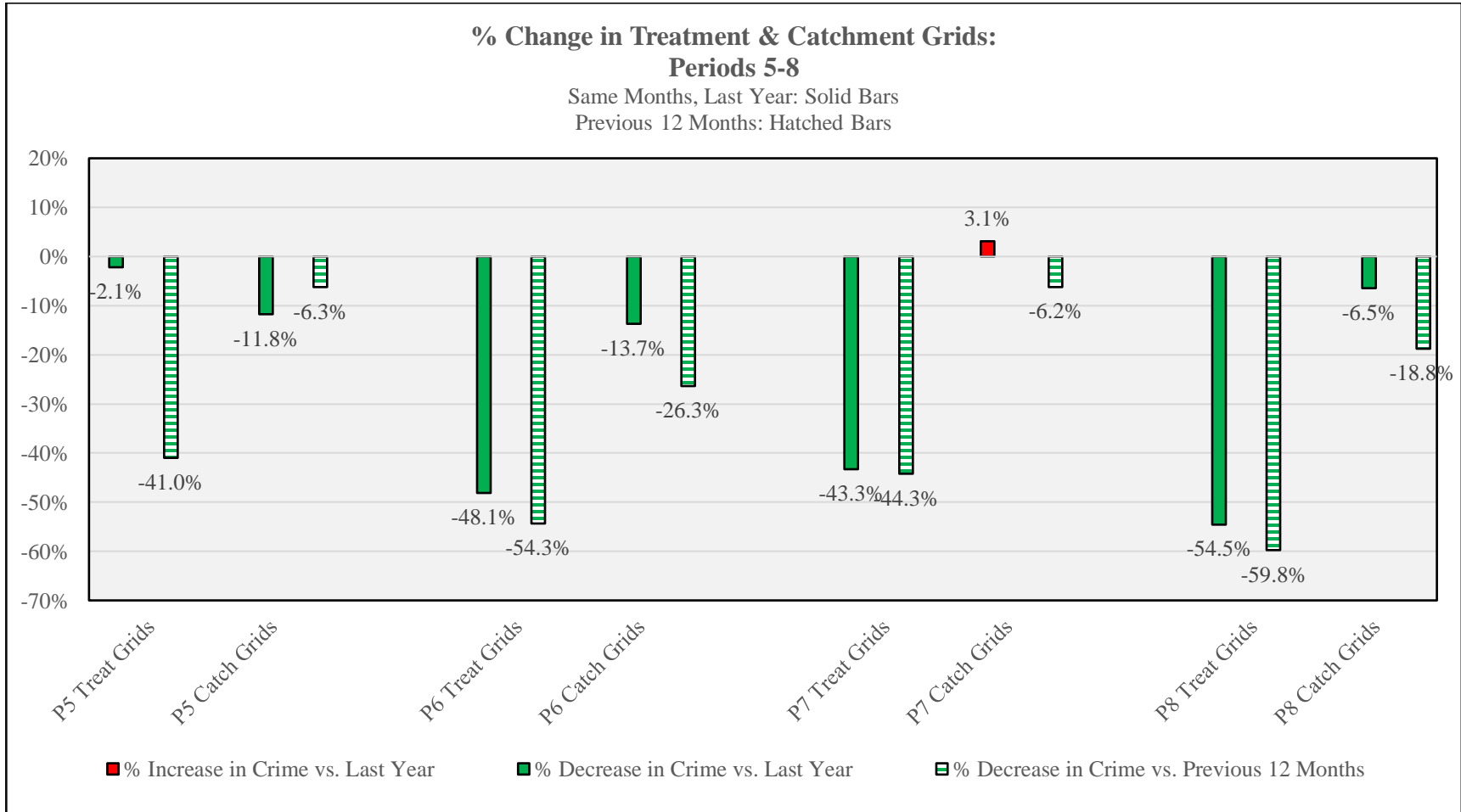
**Figure 5: Treatment & Catchment Grid Crime by Year: % Change**



**Figure 6: Treatment & Catchment Grids Crime by Treatment Period: % Change, Periods 1-4**



**Figure 7: Treatment & Catchment Grids Crime by Treatment Period: % Change, Periods 5-8**



## **Difference-in-Differences Analyses**

As part of the Year 2 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 analysis in three ways. First, it allows for a control group (i.e., non-treated grids) within the City of Dallas with which trends in treated grids can be compared. Second, it permits the UTSA research team to expand beyond providing changes in violent crime *within* each period and instead present changes in violent crime relative to other parts of the City of Dallas. Finally, 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 Year 1 report, 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 90 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 Year 1 results, provide Year 2 results, and evaluate the treatment effect in both years. Specifically, we considered four 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 1 relative to non-treated grids?
2. Compared to the 12 months before treatment began, what was the overall average treatment effect in the treated hot spot grids in Year 2 relative to non-treated grids?
3. Compared to the 36 months before treatment began, what was the overall average treatment effect in the treated hot spot grids for both years relative to non-treated grids?
4. Did crime reduction benefits persist in the two months after treatment ended?

Table 1 shows the effect of the hot spots treatment on violent street crime in the treated grids compared to non-treated grids during Year 1 of the Crime Plan. For this analysis, the data were limited to the period of May 2020 to June 2022 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 three months prior to treatment. Thus, this model provides an estimate of crime attributed to the treatment period. The coefficient shown in the table (-.076) 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 7.6% relative to untreated grids.

**Table 1: Difference in Difference Models – Year 1 Treatment Effect**

	<b>Coefficient</b>	<b>Robust Std. Err.</b>	<b>Impact on Crime</b>
Average Treatment Effect	-.076**	.025	-7.6%

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

Table 2 shows the effect of the hot spots treatment on violent street crime in the treated grids compared to non-treated grids in Year 2 of the crime plan. Here, the data were limited to July 2021 to April 2023. Again, this model addresses any potential regression to the mean effect by controlling for crime levels in the three months prior to treatment with the exception of two grids in Period 8. These two grids were treated in Period 6 and then again in Period 8. To avoid confounding the pre-treatment period with active treatment, we control for crime two months prior to treatment in these grids. The coefficient (-.131) suggest that the hot spots treatment reduced the average count of violent crime in treated grids by 13.1% compared to expected violent crime counts in untreated grids.

**Table 2: Difference in Difference Models – Year 2 Treatment Effect**

	<b>Coefficient</b>	<b>Robust Std. Err.</b>	<b>Impact on Crime</b>
Average Treatment Effect	-.131***	.027	-13.1%

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

Table 3 shows the effect of the hot spots treatment on violent street crime in all treated grids compared to non-treated grids for the entire Crime Plan period relative to the 36 months before the Crime Plan began. Like the previous two models, this model controls for the three months prior to treatment, and the same exception was made for the two grids treated in Period 6 and Period 8. The observation period for this model ranges from May 2018 to May 2023. Again, the coefficient shown in the table (-.050) suggests that the hot spots treatment reduced the average expected monthly count of violent crime in the treated grids by 5% across all periods since the Crime Plan began compared to untreated grids across the five-year comparison period for this model.

**Table 3: Difference in Difference Models – Years 1 & 2 Treatment Effect**

	<b>Coefficient</b>	<b>Robust Std. Err.</b>	<b>Impact on Crime</b>
Average Treatment Effect	-.050***	.016	-5.0%

\*\*\*p≤0.001, \*\*p≤0.01, \*p≤0.05.

Finally, Table 4 examines 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 fourth research question outlined above: Did crime reduction benefits persist after treatment ended? At one-month post-treatment, crime remained 8.1% lower in the treated grids compared to untreated grids. By month 2, the negative regression coefficient was no longer statistically significant but was in the expected direction, suggesting that crime may have remained suppressed compared to non-treated grids up to two months after treatment ended.

**Table 4: Difference in Difference Models – Treatment Grids, Post-Treatment Effect**

	Coefficient	Robust Std. Err.	Post-Treatment Effect
Average Post-Treatment: Month 1	-.081*	.035	-8.1%
Average Post-Treatment: Month 2	-.076	.047	-7.6%

\*\*\*p≤0.001, \*\*p≤0.01, \*p≤0.05; This model controls for 2 months of pre-treatment crime and all months of 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 may continue at least two months after treatment.** Last year, we suggested that DPD consider reducing the treatment period from 90-120 to 60 days. Year 2 results indicate crime reduction benefits continue to persist up to two months after treatment ends and that crime control benefits can be achieved in shorter treatment periods across more hot spots.

### **Grids Contributing to City-Wide Crime**

Figures 7 and 8, on the two following pages, display the extent to which treatment and catchment grids contributed to *city-wide* violent crime before and during the Crime Plan (Figure 8 only shows treatment grids). On the left side of Figure 7, the dark blue bar shows that across the two-year Crime Plan, treatment grids contributed 4.2% of city-wide crime in the 24 months leading up to the start of the Crime Plan. During treatment, that percent contribution dropped to 3.1% (dark green bar). At the same time, the contribution of catchment grids to city-wide crime over the two-year Crime Plan period remained stable at about 10%. The middle and right-wide bars provide the same analysis but examine Year 1 and Year 2 compared to the previous 12 months. Again, in each year, treatment grids contributed less to city-wide violent crime during treatment than they did the year before treatment began. Similarly, the contribution of catchment area grids to city-wide crime remained largely unchanged during treatment.

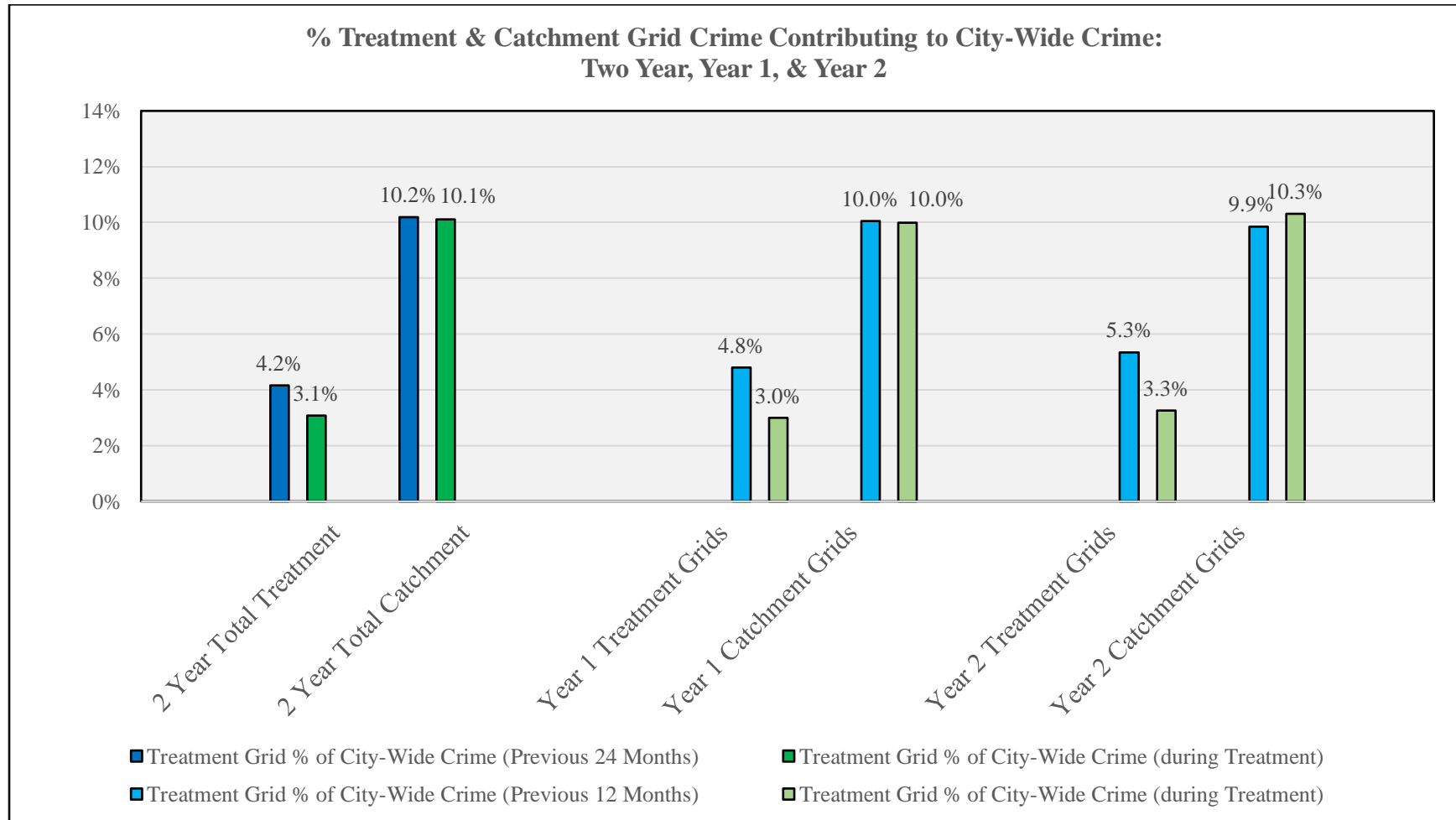
Figure 8 examines the before-and-after contribution of treated grids to city-wide violent crime by treatment period. The graph shows an overall steepening reduction in the contribution made to city-wide violent crime by treated grids across the eight treatment periods. Periods 6-8 show a particularly large treatment effect; in those periods, hot spots treatment reduced the city-wide

crime contribution of the treated grids by 40% or more in each of the last three periods of hot spots treatment to date.

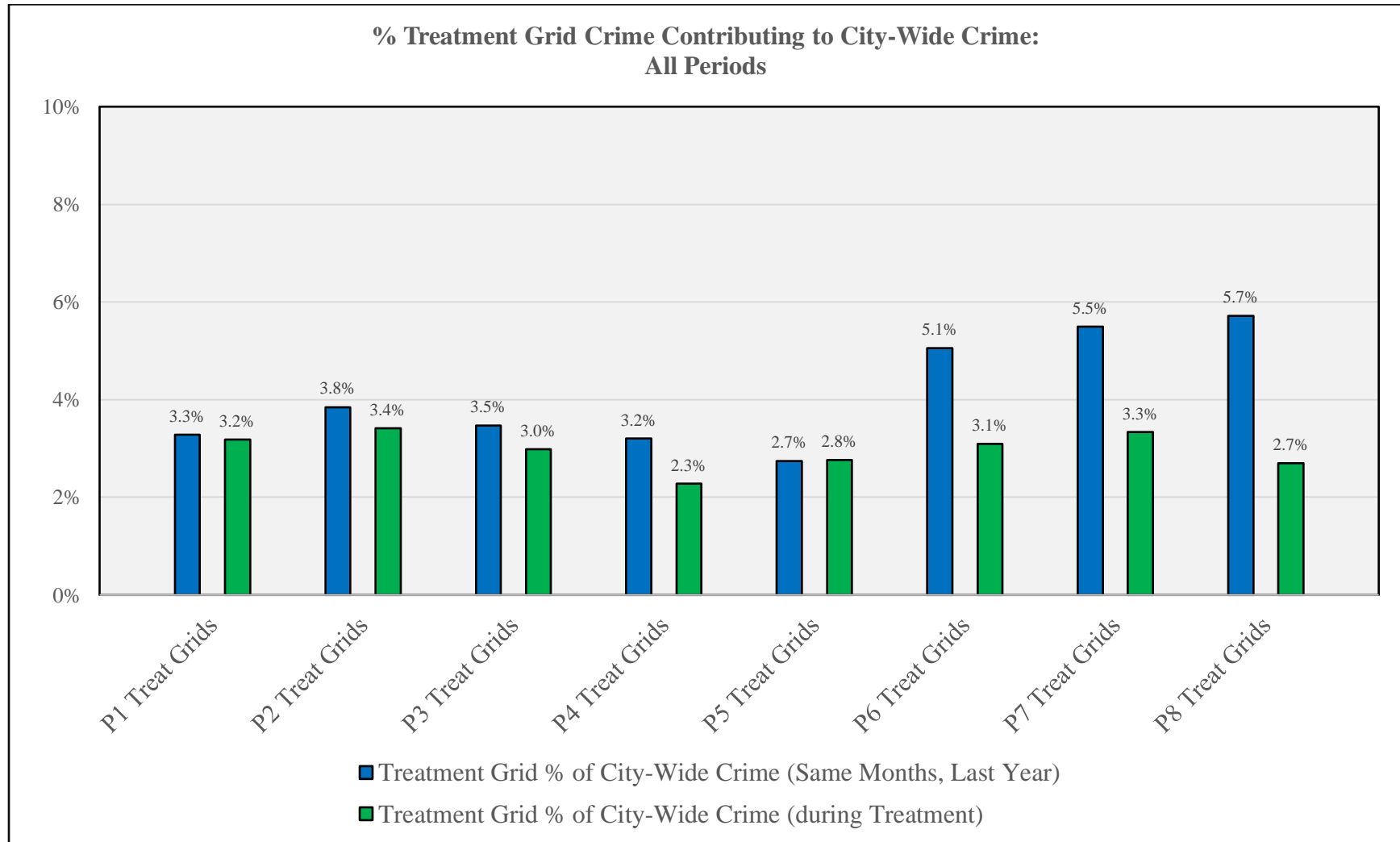
Taken together, these results indicate that focusing police resources on the city's highest crime grids reduced the contribution of those grids to *city-wide* violent crime while the contribution of nearby untreated areas remained stable. **Along with difference-in-differences results and the city-wide ITSA analysis, these results provide additional evidence for the potential of hot spots policing implemented in the most crime-prone places to reduce what otherwise would be higher levels of violent crime in the treated areas, thereby lowering violent crime counts across the entire City of Dallas.**



**Figure 8: % Treatment & Catchment Grid Crime Contributing to City-Wide Crime**



**Figure 9: % Treatment Grid Crime Contributing to City-Wide Crime: All Periods**



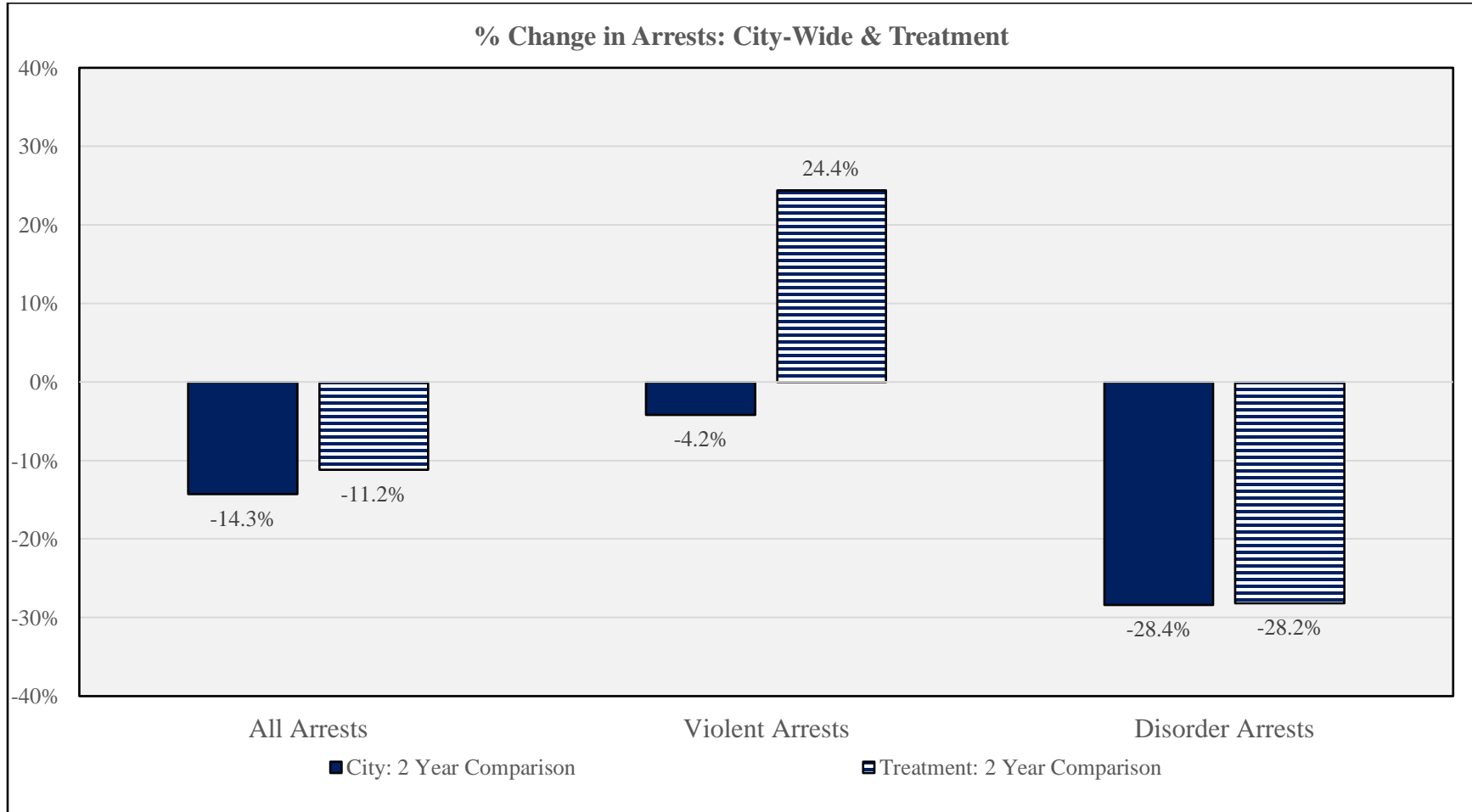
## Arrests

The following figures (Figure 10-13) display various aspects of arrest activity in Dallas. Figure 10 shows the percent change in total average monthly arrests stratified by all arrests, Part I violent arrests, and disorder arrests, while Figure 11 shows percent change in total average monthly arrests stratified by drug arrests, weapon arrests, and warrant arrests. The solid blue bars indicate percent change in arrests *city-wide*, and the hatched blue bars indicate the percent change in *treatment grids* over the two-year treatment period compared to the 24 months prior to treatment. Total arrests decreased across the city by 14.3% and in the treatment locations by 11.2%. Violent crime arrests decreased 4.2% city-wide, but increased 24.4% in the treatment locations. Disorder arrests fell by nearly the same amount (about 28%) city-wide and in the treatment grids.

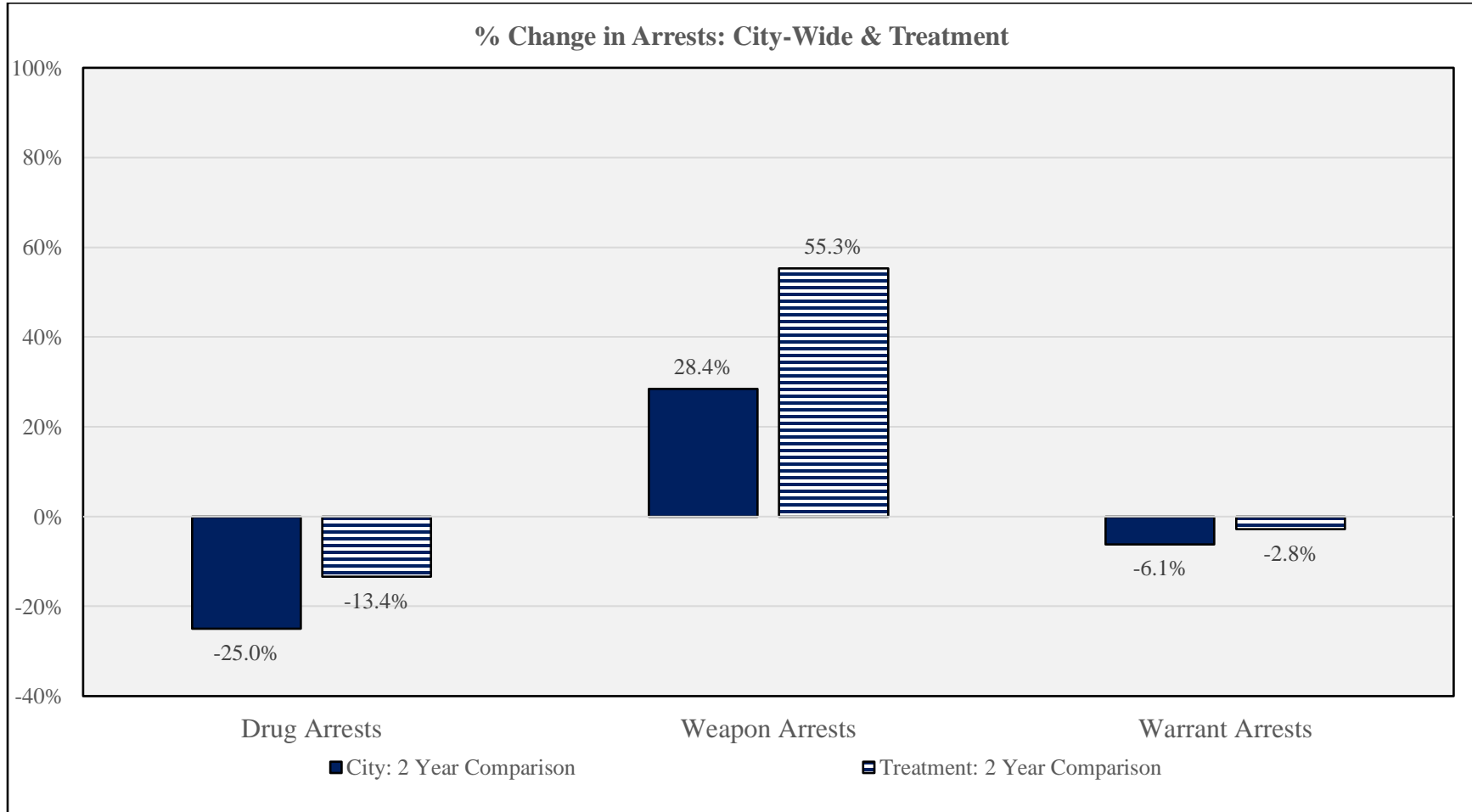
On the left-hand panel in Figure 11, drug arrests decreased 25.0% city-wide and 13.4% in the treatment grids compared to the 24 months before, while weapon arrests increased both city-wide (28.4%) and in the treatment grids (55.3%). Given the nature of the Crime Plan and its focus on violent crime, it is no surprising that arrests for violent crime increased in the treated hot spots. At the same time, though, warrant-based arrests decreased both city-wide (6.1%) and in the treatment grids (2.8%). This overall pattern is contrary to the pattern seen in some previous hot spot evaluation periods where warrant-based arrests sometimes increased in offender-focused grids during treatment.

Figures 12 and 13 display the same arrest comparisons as Figures 10 and 11 but are stratified by Crime Plan Year 1 (May 2021 – June 2022) and Crime Plan Year 2 (July 2022 – April 2023). Of note in Figure 12, total arrests decreased city-wide in both years but were up in treated grids in Year 1 and down in treated grids in Year 2. Violent arrests were down across the board except in treatment grids during Year 1 when they were up by about 13%. Figure 13 demonstrates mixed arrest patterns with some arrest types showing increases and some decreases either city-wide or in treatment areas. Interestingly, warrant arrests were up by roughly 80% in treatment grids during the first year of the Crime Plan but fell 12% the following year relative to the year before. This reversal in direction is partially explained by the comparison periods for Years 1 and 2. In Year 1, the comparison was 12 months prior to the Crime Plan and the increase in warrant arrests reflects the introduction of the Crime Plan during Year 1. In Year 2, the comparison is also the previous 12 months, but this reflects when the Crime Plan was in effect. In other words, the average monthly warrant arrests in the comparison period for Year 2 already reflected a higher level of warrant arrests due to the Crime Plan when evaluated against the Year 1 comparison period (i.e., prior to the Crime Plan).

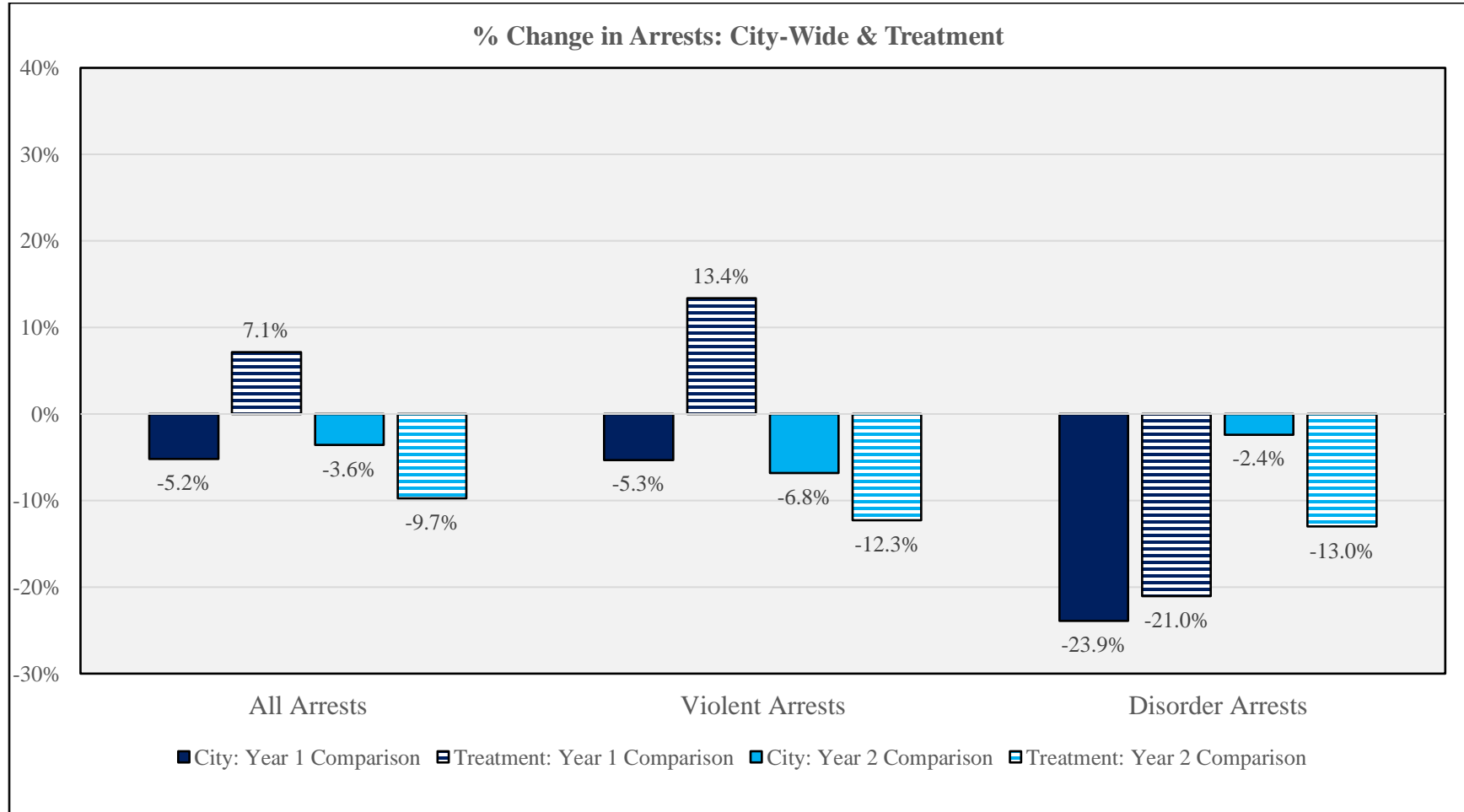
**Figure 10: Arrests Comparisons: City & Treatment Grids, Two Year (Part I)**



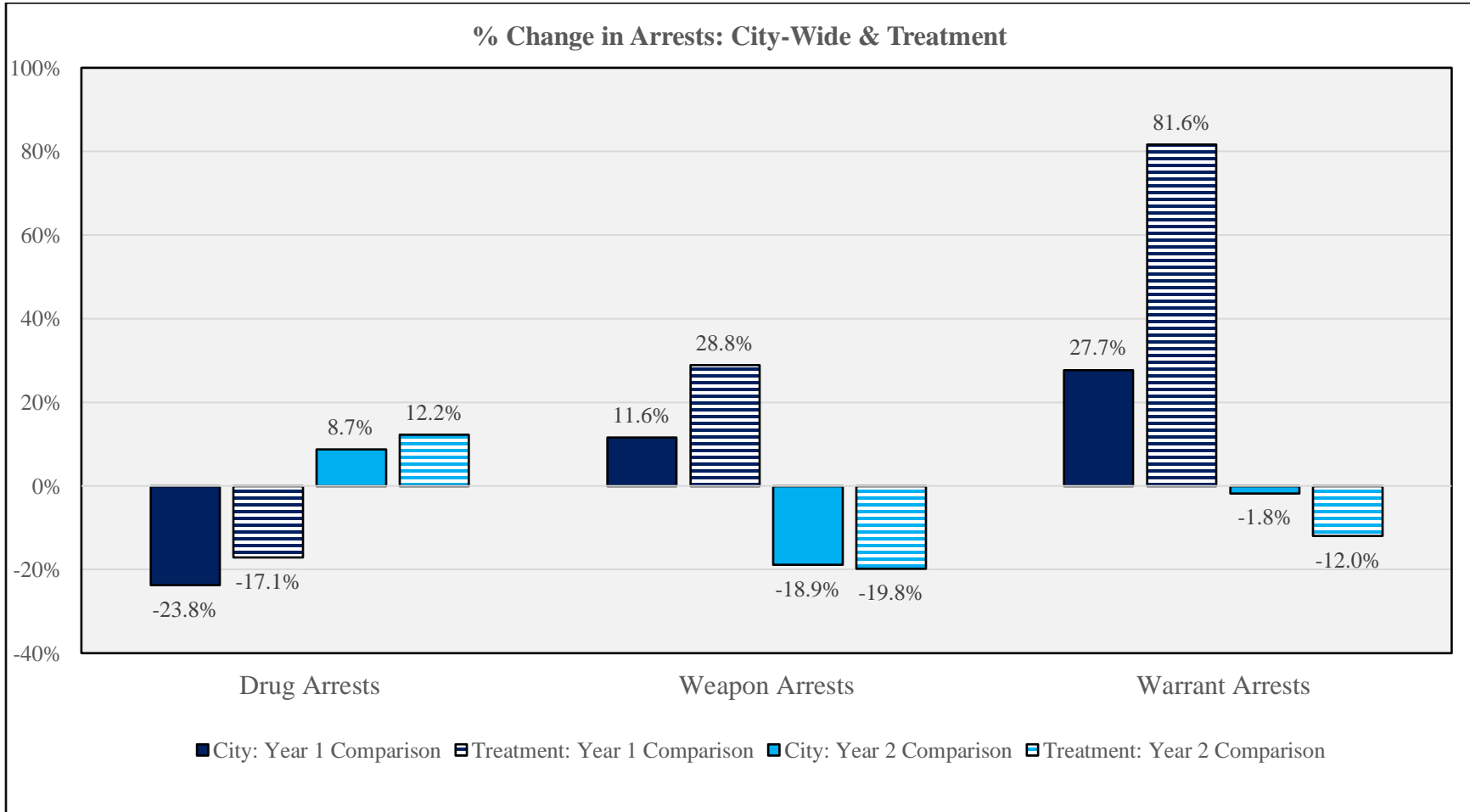
**Figure 11: Arrests Comparisons: City & Treatment Grids, Two Year (Part II)**



**Figure 12: Arrests Comparisons: City & Treatment Grids, Years 1 & 2 (Part I)**



**Figure 13: Arrests Comparisons: City & Treatment Grids, Years 1 & 2 (Part II)**



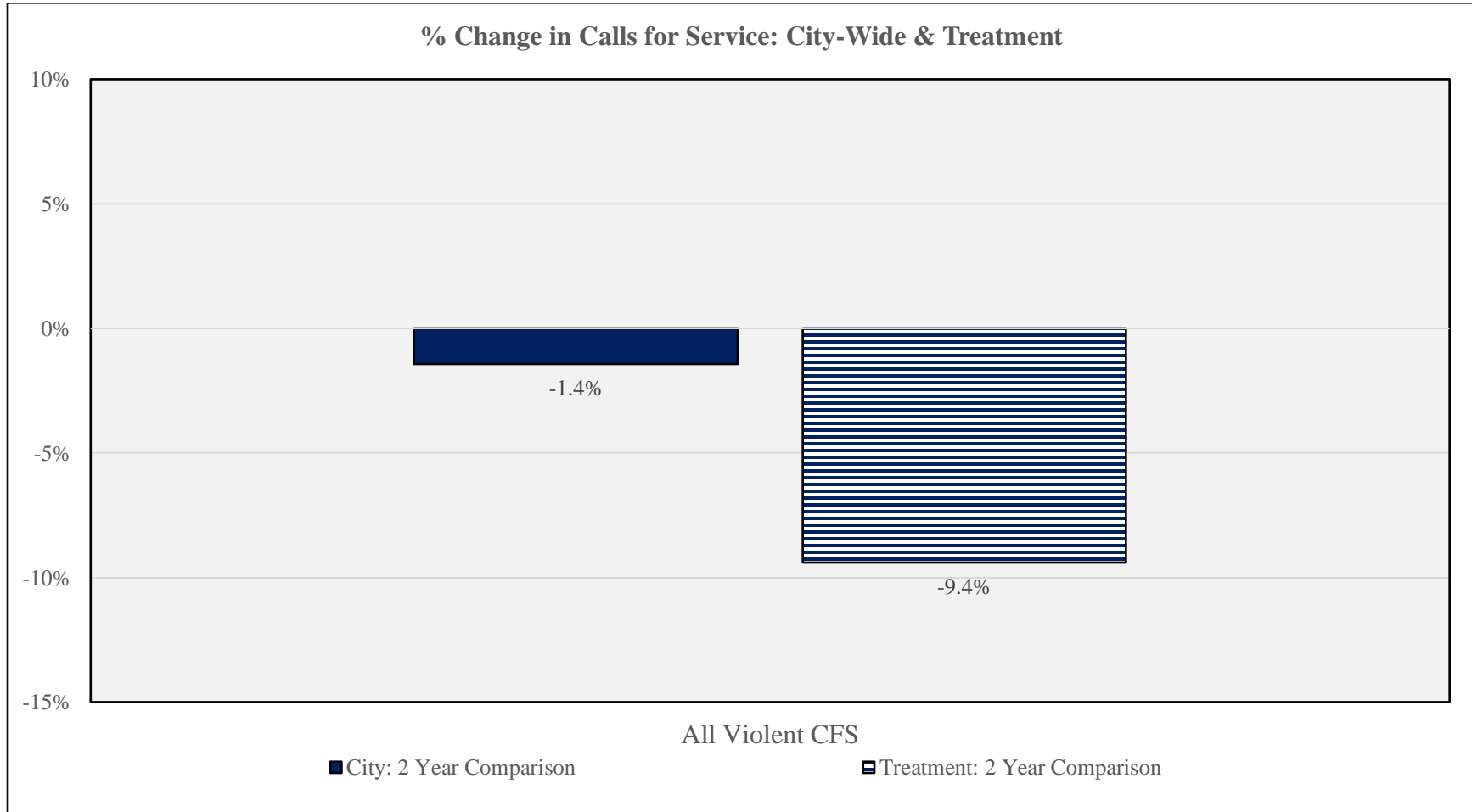
## **Calls For Service**

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 two-year treatment period (May 2021-April 2023) compared to the previous 24 months (May 2019-April 2021). City-wide, violent CFS decreased by 1.4% (solid blue bar) and by 9.4% in the treated grids (hatched blue bar). A decrease in violent CFS in the treated areas—regardless of the comparison period—indicates a positive treatment effect since the start of the Crime Plan.

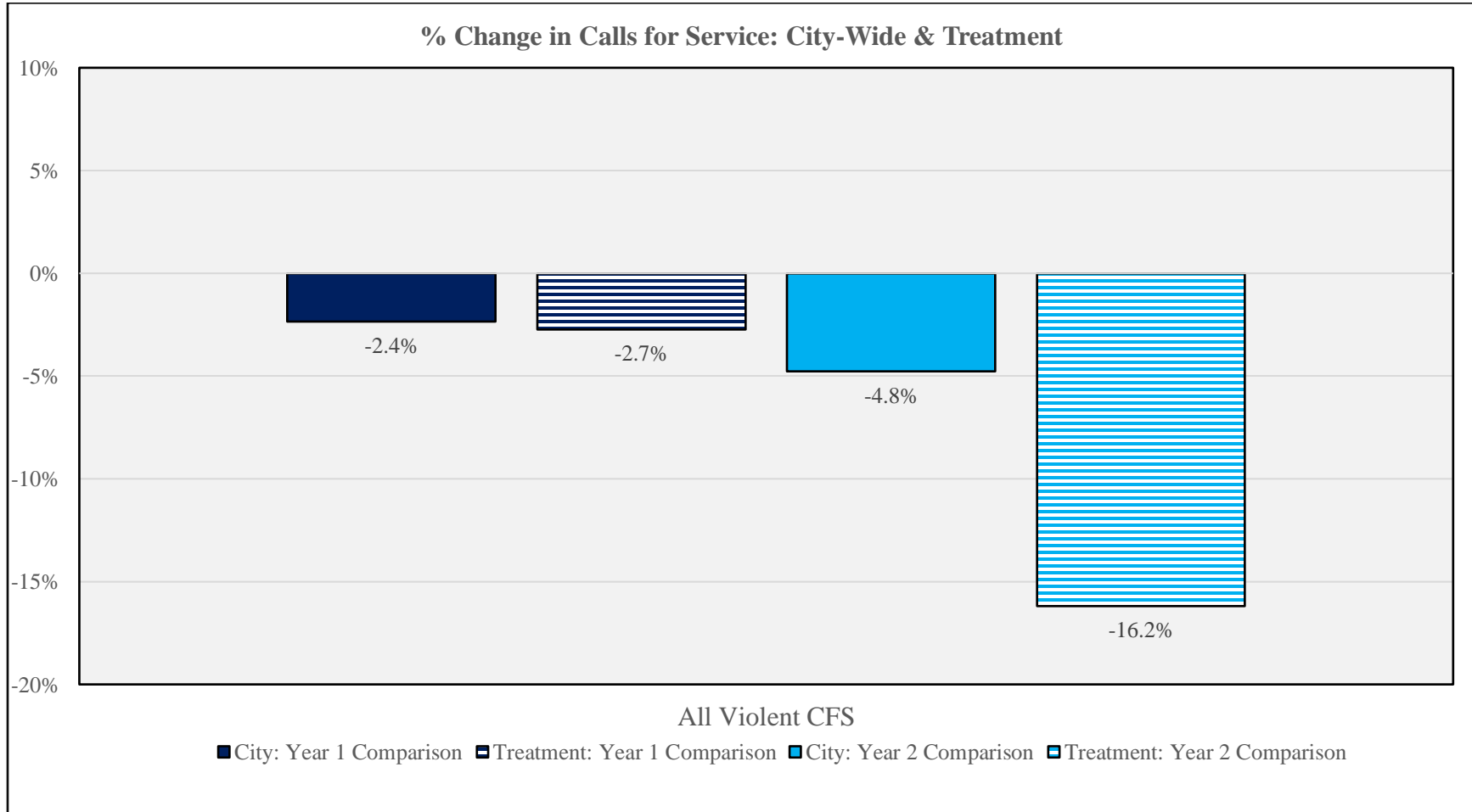
Figure 15 displays the percent change in the average number of violent calls for service (CFS) city-wide and in the treatment areas during Year 1 (May 2021-June 2022) and Year 2 (July 2022-April 2023) compared to the previous 12 months for both years. Across the board, Year 1 and Year 2 showed decreases in violent CFS city-wide and in the treatment grids. The Year 2 decreases are particularly noteworthy as the comparison year was essentially Year 1 of the Crime Plan. Thus, violence-related calls for service decreased even more relative to the decreases that were recorded in Year 1, especially in the treated grids, which showed at reduction of 16% compared to the year before.



**Figure 14: Calls for Service Comparisons: City & Treatment Grids, Two Year**



**Figure 15: Calls for Service Comparisons: City & Treatment Grids, Years 1 & 2**



## **Fidelity**

This section of the report examines treatment plan fidelity across the previous 8 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 plan. Table 5 below displays the fidelity rates starting in Period 1 (62%) through Period 8 (85%). 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, Period 5 (69%) had an uncharacteristically low fidelity rate while Period 4 had the highest fidelity rate since the start of the Crime Plan. DPD officers should aim to upkeep or increase the fidelity rate found in Period 8 moving forward.

**Table 5: Fidelity Summary**

<b>Treatment Periods</b>	<b>Fidelity Rate</b>
Period 1	62%
Period 2	74%
Period 3	79%
Period 4	89%
Period 5	69%
Period 6	75%
Period 7	79%
Period 8	85%

## **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 where 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. The PNI operations plans were revised between February and April 2022 in collaboration with UTSA and DPD for the following three addresses: 3550 East Overton Road, 11760 Ferguson Road, and 11511 Ferguson Road. All three sites are apartment complexes with operations plans designed to address specific problems at these locations. By mid-April 2022, full operations plans were in place for each site. These revised operations plans are reproduced in Appendix B 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 sites over several months during the spring of 2022. This evaluation of PNI covers the period from implementation April 1, 2022 through April 30, 2023. 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 spreadsheet is one of the primary data sources for the following implementation evaluation.

### **Process Evaluation**

Table 6 summarizes the partners that provided data for the assessment of PNI. With the exception of the City Attorney's Office for 3550 E. Overton, all stakeholders provided data for the assessment of PNI in accordance with the operations plans.

Tables 7, 8, and 9 summarize the identified problems, solutions, and implementation metrics at each site and provides 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.

**Table 6: Summary of PNI Data Completion**

<b>3550 E Overton Rd</b>		<b>11760 Ferguson Rd</b>		<b>11511 Ferguson Rd</b>	
NPO Unit/Apartments Community Team (ACT)	Provided Data?	NPO Unit/Apartments Communities Team (ACT)	Provided Data?	NPO Unit/Apartments Communities Team (ACT)	Provided Data?
DPD Family Violence Unit	Yes	Code Enforcement	Yes	Code Enforcement	Yes
OIPSS	Yes	Parks and Recreation	Yes	Parks and Recreation	Yes
Code Enforcement	Yes	Office of Homeless Solutions/HART Team	Yes	Office of Homeless Solutions/HART Team	Yes
Gang Unit	Yes	Gang Unit	Yes	Gang Unit	Yes
CRT Unit	Yes	CRT Unit	Yes	CRT Unit	Yes
PNI Task Force	Yes	PNI Task Force	Yes	PNI Task Force	Yes
Lt. Breanna Valentine	Yes	Lt. Breanna Valentine	Yes	Lt. Breanna Valentine	Yes
City Attorney's Office	No	Nuisance Abatement Team	Yes	Nuisance Abatement Team	Yes
Nuisance Abatement Team	Yes	Bike Team	Yes	Bike Team	Yes
Parks and Recreation	Yes	OIPSS	Yes	OIPSS	Yes
Bike Team	Yes	City Attorney's Office	Yes	City Attorney's Office	Yes

**Table 7: Process Measures for 3550 East Overton Road**

Problem	Solutions	Process Measures	Status
Tension Between Management and Residents	NPO unit established a safety coalition meeting for the apartments and neighborhood as a whole. They hold regular meetings and are working to establish rapport with the community and our city. NPOs will also ensure CTA's are up to date.	Documented monthly safety coalition meetings	12 meetings
		Number of residents in attendance	3 residents in attendance
		Whether residents provided actionable intel during the meeting.	
Family Violence	DPD program sends officers out with social workers to high-risk family violence victims in an effort to provide resources to victims.	Documentation of family violence workshops/violence interrupter workshops	Family violence workshops were offered and promoted to residents
		Number of residents in attendance at family violence workshops/violence interrupter workshops.	No residents attended any of the offered sessions
	OIPSS has a team of violence interrupters that are able to reach out to community members and provide resources to the location.	Number of contacts by violence interrupters with community members	23 contacts made by violence interrupters with community members

Problem	Solutions	Process Measures	Status
Crime Inducing Environment	DPD to consider revamping the Gold Star Program in partnership with the Office of Integrated Public Safety Solutions and the City Attorney's Office.	TBD	Nothing reported
	The Office of Equity works internally and externally to build robust community collaborations.	TBD	Nothing reported
	Code violations remedied on property	Code inspections completed	662 code inspections conducted
		Code violations identified	700 code violations identified
		Code violations addressed	218 code violations addressed
		Code violations left unaddressed from previous inspection	449 code violations left unaddressed from previous inspection.
	NPOs completed a CPTED analysis for this property and provided those results, feedback, and suggestions to management.	Monitor and record how many aspects of the CPTED analysis have been implemented	6 aspects of the CPTED plan implemented.
		Monitor and record how many aspects of the CPTED analysis recommendations were made	32 CPTED recommendations made
Limited Resources/Activities for Children	Parks and Rec will be doing pop up events at the location.	Events for children in the area.	Developed action plan for year 2
		Number of Events	
		Name of the Events	
		Date of the Events	



Problem	Solutions	Process Measures	Status
		Number of children at the Events.	
Gangs/Violent Crime	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	How many hours the gang unit worked in the area	Gang problems addressed by the PNI unit
		Gang members identified onsite	0 reported gang members identified
		Operations ran.	2 gang unit operations ran.
	CRT to continue to operate in the area	CRT mark-outs	1287 CRT mark-outs.
		Arrests made related to the PNI location	60 arrests made related to the PNI location.
		Number of cases referred to investigative units	4 cases referred.
		Number of traffic stops in the area	41 traffic stops in the area.
		Cases referred to the PNI task force.	0 – PNI will be filing cases in year 2
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals responsible for crime in the community.	Number of cases (violent) filed, referred, or accepted for federal prosecution	None
		Number of cases (gang) filed, referred, or accepted for federal prosecution	None

Problem	Solutions	Process Measures	Status
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Number of cases forwarded (violent and gang) to the PNI team from intel gathered	Noted that cases were forwarded but did not note how many
		Number of times Bike Unit patrolled the area	Patrolled 111 time
		Intel forwarded and to whom	Intel gathered and forwarded to PNI task force and assaults.
Narcotics Sales	PNI task force will monitor incoming complaints, share intel and report activity/complaints at the location.	Number of cases opened (narcotics)	2 narcotics related cases opened
		Arrests made	2 narcotics related arrests made.
		If cameras have been placed and monitored.	Cameras both placed and monitored.
Abatable Offenses	The City Attorney's Office has opened a code-based abatement case for this property.	Weekly monitoring for code-based abatement	Code based litigation on-going; no nuisance-based litigation
		If the property is a habitual nuisance property	Nothing provided
		If owners have complied with requests	Nothing provided
		If there is a pending court date for the location	Nothing provided
		If the property is in litigation	Nothing provided

Problem	Solutions	Process Measures	Status
	Continue to monitor the property for abatable criminal offenses	Monitoring of abatable offenses	Not able to track due to ransomware attack
		If the property has been referred to the City Attorney's Office	Yes, by code compliance
Problem Tenants	Quality management team that will address problem tenants and see an increase in the occupancy rate at the location	Monitoring of screening applicants/current residents	290 applications screened
		Monitoring of Lease evictions	Monitored
		Monitoring Residency occupancy percentage	Not consistently monitored
	Hire security team and increased amount during large events	Documentation of security in place on the property	Of the 10 times reported, there was adequate security 5 times on the property
		Documentation of adequate security for large events (approved or unapproved)	1 unapproved event with inadequate security
		Names and dates of the events	6 approved community events; community meetings (monthly from July to November 2022) and a water balloon fight (May 2023)
Residents not informed of improvements at the location made by management with the assistance of OIPSS	Get the message to residents about what improvements have been mad	Residential participation in community events and safety coalition meetings	Estimated 121 residents in attendance at the 6 approved community events

Problem	Solutions	Process Measures	Status
and ACT; lack of participation in events at the location			
		Whether residents provided actionable intel during the meeting	None provided by residents
	Increase non-profit involvement at the location	Number of non-profit engagements at the location	7 non-profit engagements
		Number of community events and names of events	3 events, 4 weekly sessions, 2 site visits

**Table 8: Process Measures for 11760 Ferguson Road**

Problem	Solution	Process Measures	Status
Lack of Safety Coalition Meetings	NPO unit will establish a group not just for the apartments, but for the neighborhood as a whole. This safety coalition will have regular meetings and establish a rapport with the community and our city.	Documented monthly safety coalition meetings	6 safety coalition meetings
		Number in attendance at meetings	10 residents attended
		Whether residents provided any actionable intel during meetings	Yes
Violent Crime at Locations	Violence Interrupters to meet with individuals at community events	Number of contacts by violence interrupters with community members	0 contacts
		Number of non-profit engagements at the location	0 engagements
		Number of community events	2 community events
Criminally Attractive Locations	NPOs have been requested to complete a CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	How many aspects of CPTED analysis have been complied with/implemente	2 aspects implemented
		Any recommendations that were made	7 recommendations made
		Whether CPTED analysis was conducted and date	8/25/22
	Code enforcement re-inspection of 11760 Ferguson	Number of code violations identifie	42 code violations

Problem	Solution	Process Measures	Status
		Code violations left unaddressed from the previous inspection	0 code violations left unaddressed
		Code inspections completed	1 code inspection
Lack of Activities for Children	Increase youth seeking involvement at the rec center and after school activities	Number of events	Developed action plan for year 2
	Pop-up Events	Name/Date of Events	No events reported
		Number in attendance	No events reported.
Homeless - theft and drug usage in and around the area, squatting in apartments.	Continued clean ups at the encampments; providing services	Documented clean ups	21 documented clean ups
		Whether and number of homeless individuals who accepted services	No persons accepted services
Gangs/Violent Crime	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	Gang unit hours worked	Gang problems addressed by PNI unit
		Operations ran	0 operations reported
		Gang members identified on site	0 reported gang members identified.
	CRT operating in the area (offender-focused grid)	CRT Mark-outs	269 mark-outs
		Cases made	Nothing reported
		Arrests related to the PNI location	0 arrests

Problem	Solution	Process Measures	Status
		Number of traffic stops in the area	7 traffic stops.
		Cases/Intel referred to investigative units	6 worked by investigative units
		Cases referred to the PNI task force	0 – PNI will be filing cases in Year 2
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals responsible for crime in this community.	Number of cases (violent) filed, referred, or accepted for federal prosecution	No cases filed, referred, or accepted for federal prosecution
		Number of cases (gang) filed, referred, or accepted for federal prosecution	No cases filed, referred, or accepted for federal prosecution
	Bike Unit/PNI Investigative team - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Number of cases forwarded (violent and gang) to the PNI team from intel gathered	8 cases forwarded
		Number of times Bike Unit patrolled the area	29 times patrolled
		Cases forwarded to the PNI team from intel gathered	13 cases forwarded to the PNI team
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Cameras placed and monitored

Problem	Solution	Process Measures	Status
Narcotics	PNI task force will monitor incoming complaints, share intel and report and activity/complaints at the location	Number of cases opened (narcotics)	6 cases opened
		Arrests made	6 arrests made
Code Violations	Code Enforcement will monitor locations for violations and meet with management to get those rectified in a timely manner	Voluntary compliance with code requirements	42 code violations
		Citations written/documentated	Not reported
If designated HCP, then City Attorney's Office will step in	City Attorney's Office review for potential case to be opened	Monitoring for code-based abatement cases	None reported
		If the property is a habitual nuisance property	N/A
		If owners have complied with requests	N/A
		If there is a pending court date for the location	N/A
		If the property is in litigation.	N/A
Potential for a habitual criminal property	The Nuisance Abatement team will continue to monitor this location for a potential Risk case and seek compliance from the management and owners of the location to help abate crime.	Property referred to city attorney's office	Not referred
Enforce Lease Violations	NPO unit and bike team will encourage management to consider	Evictions due to criminal activity	0 Evictions



Problem	Solution	Process Measures	Status
	eviction of problem tenants and tenants involved in criminal activity at the property		
		Evictions due to being a nuisance on property	0 Evictions
		Occupancy percentage	61%
Turnover of Management	Work with management to gain cooperation with law enforcement and encourage the safety of residents utilizing CPTED principals	Documented meetings and engagement with NPOs and management	50 meetings between NPOs and Management

**Table 9: Process Measures for 11511 Ferguson Road**

Problem	Solution	Process Measures	Status
Lack of Safety Coalition Meetings	NPO unit will establish a group not just for the apartments, but for the neighborhood as a whole. This safety coalition will have regular meetings and establish a rapport with the community and our city	Documented monthly safety coalition meetings	6 meetings
		Number in attendance at meetings	10 residents attended
		Whether residents provided any actionable intel during meetings	No intel provided
Violent Crime at Locations	Violence Interrupters to meet with individuals at community events	Number of contacts by violence interrupters with community members	0 contacts reported
		Number of non-profit engagements at the location	0 engagements reported
		Number of community events.	0 community events reported
Criminally Attractive Locations	NPOs have been requested to complete a CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	How many aspects of CPTED analysis have been complied with/implemented	N/A
		Any recommendations that were made	N/A
		Whether CPTED analysis was conducted and date	CPTED completed in Year 2
	Code enforcement re-inspection of 11511 Ferguson	Number of code violations identified	2 code violations

Problem	Solution	Process Measures	Status
		Code violations left unaddressed from the previous inspection	0 code violations left unaddressed
		Code inspections completed	1 code inspection
Lack of Activities for Children	Increase youth seeking involvement at the rec center and after school activities	Number of events	Developed Action Plan for Year 2
	Pop-up Events	Name/Date of Events	No events reported
		Number in attendance	No events reported
Homeless - theft and drug usage in and around the area, squatting in apartments.	Continued clean ups at the encampments; providing services	Documented clean ups	21 clean ups
		Whether and number of homeless individuals who accepted services	No persons accepted services
Gangs/Violent Crime	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	Gang unit hours worked	Gang problems addressed by the PNI unit
		Operations ran	0 reported operations
		Gang members identified on site	0 reported gang members identified
	CRT operating in the area (offender-focused grid)	CRT Mark-outs	1 mark out
		Cases made	0 reported cases made
		Arrests related to the PNI location	0 reported arrests

Problem	Solution	Process Measures	Status
		Number of traffic stops in the area.	4 traffic stops
		Cases/Intel referred to investigative units.	2 reported cases referred
		Cases referred to the PNI task force.	0 reported cases referred
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals responsible for crime in this community	Number of cases (violent) filed, referred, or accepted for federal prosecution.	No cases filed, referred, or accepted for federal prosecution
		Number of cases (gang) filed, referred, or accepted for federal prosecution.	No cases filed, referred, or accepted for federal prosecution
	Bike Unit/PNI Investigative team - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Number of cases forwarded (violent and gang) to the PNI team from intel gathered.	1 case forwarded to PNI
		Number of times Bike Unit patrolled the area.	5 times
		Cases forwarded to the PNI team from intel gathered.	No reported intel gathered
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored.	Cameras placed and monitored

Problem	Solution	Process Measures	Status
Narcotics	PNI task force will monitor incoming complaints, share intel and report any activity/complaints at the location	Number of cases opened (narcotics)	None reported
		Arrests made	None reported
Code Violations	Code Enforcement will monitor locations for violations and meet with management to get those rectified in a timely manner	Voluntary compliance with code requirements	A few remedied
		Citations written/documentated.	Nothing reported
If designated HCP, then City Attorney's Office will step in	City Attorney's Office review for potential case to be opened	Monitoring for code-based abatement cases	None reported
		If the property is a habitual nuisance property	N/A
		If owners have complied with requests	N/A
		If there is a pending court date for the location	N/A
		If the property is in litigation	N/A
Potential for a habitual criminal property	The Nuisance Abatement team will continue to monitor this location for a potential Risk case and seek compliance from the management and owners of the location to help abate crime.	Property referred to city attorney's office	Not referred
Enforce Lease Violations	NPO unit and bike team will encourage management to consider	Evictions due to criminal activity	4 evictions

Problem	Solution	Process Measures	Status
	eviction of problem tenants and tenants involved in criminal activity at the property		
		Evictions due to being a nuisance on property	0 evictions
		Occupancy percentage	81%
Turnover of Management	Work with management to gain cooperation with law enforcement and encourage the safety of residents utilizing CPTED principals	Documented meetings and engagement with NPOs and management	50 meetings

As the implementation tables above show, much effort has been expended by stakeholders to help improve the conditions at all three sites. There has been substantial involvement by the Neighborhood Police Officers (NPOs), Crime Response Teams (CRTs), Apartments Communities Team (ACT), code enforcement, and the Bike team. Data these stakeholders provide highlights substantial progress as indicated by the reported process measures. NPOs have a wide range of duties, including monitoring the implementation of the CPTED analyses, abatable offenses, the screening of resident applications, evictions due to criminal activity, and the implementation of safety coalition meetings at the complexes. At two of the three sites, NPOs highlighted that CPTED recommendations were implemented. At Overton, they highlighted that 290 resident applications were screened, and they also monitored evictions across all three sites although evictions did not occur at all sites. ACT tracks similar elements to the NPOs but also monitors any planned or unplanned events at the sites. They identified that there were approved and unapproved events at the Overton Road site and that adequate security was at all of the approved events.

DPD division-based Crime Response Teams (CRTs) and Crime Plan Bike Team officers have been active at both sites since the operations plans came together in the first quarter of 2022. They have been a constant presence at the sites gathering intelligence, making cases and arrests, and attempting to suppress criminal activity. Bike Team officers have been assigned to the PNI sites, as well as other high-crime grids, to be visible in the community and to gather intelligence. Although they make arrests when necessary, their primary role is to be visible and to gather intelligence that can be used by the CRTs and other specialized units (e.g. Investigators, Gang and Narcotics units) to make cases against gang members and other known or suspected violent offenders engaged in criminal activity. The Bike Team reported patrolling the PNI sites a total of 151 times, with most patrols occurring at Overton. Further, CRTs made 52 traffic stops related to the locations, 60 arrests, and noted 1,557 mark-outs. Again, most of these activities occurred at Overton. Code enforcement actively monitored all three locations for inspections and violations. Across the three sites, there were 664 code inspections and 744 violations.

While much place-based work has been accomplished at both sites, gaps still remain in meeting the implementation goals outlined in the operations plans. The red and yellow cells highlighted above in the implementation tables indicate where additional efforts are needed. As in the previous Year 1 report, there is a lack of data on reported violent crime, narcotics activity, gang activity, and abatable offenses. For instance, abatable offenses were not consistently monitored nor reported on the forms. However, while Parks and Recreation was assigned to have events for children in the area, which did not occur, they have developed an action plan to host such events next year.

## **PNI Impact**

The operations plans for both 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 10, 11, and 12 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.



**Table 10: Effectiveness Measures for 3550 East Overton Road**

Problem	Solution	Effectiveness Measure	Status
Tension Between Management and Residents	NPO unit established a safety coalition meeting for the apartments and neighborhood as a whole. They hold regular meetings and are working to establish rapport with the community and our city. NPOs will also ensure CTA's are up to date.	Improvement in survey measures of resident trust and confidence in apartment management.	Survey needs to be developed and administered
Crime Inducing Environment	The Office of Equity works internally and externally to build robust community collaborations	TBD	TBD
	Code violations remedied on property.	Code violations addressed.	218 code violations addressed.
	NPOs completed a CPTED analysis for this property and provided those results, feedback, and suggestions to management	Reduced number of CPTED recommendations in the evaluation	32 CPTED recommendations made
Limited Resources/Activities for Children	Parks and Rec will be doing pop up events at the location	Increases in youth involvement in events	Developed Action Plan for Year 2
Gangs/Violent Crime	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	Reduction in gang-related violent crime	Nothing reported
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals	Number of cases accepted by federal agencies	No cases referred to federal agencies

Problem	Solution	Effectiveness Measure	Status
	responsible for crime in this community		
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Number of criminal networks dismantled	2 criminal networks dismantled
Abatable Offenses	The City Attorney's Office has opened a code-based abatement case for this property	Reduction in number of abatable offenses	Data not available after the ransomware attack
		Reduction in number of code violations	700 code violations
	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Data not available after the ransomware attack
		Lease evictions	11 tenants evicted for criminal activity
		Occupancy Rate	Average occupancy rate was 78% among the times it was reported

**Table 11: Effectiveness Measures for 11760 Ferguson Road**

Problem	Solution	Effectiveness Measure	Status
Lack of Safety Coalition Meetings	NPO unit will establish a group not just for the apartments, but for the neighborhood as a whole. This safety coalition will have regular meetings and establish a rapport with the community and our city	Improvement in survey measures of resident trust and confidence in apartment management	Survey needs to be developed and administered
Criminally Attractive Locations	Code enforcement will inspect 11760 Ferguson	Number of code violations corrected/remedied	42 code violations addressed/remedied.
Lack of Activities for Children	Increase youth seeking involvement at the rec center and after school activities Pop up events	Increases in youth involvement in events	Developed Action Plan for Year 2
Homeless- theft and drug usage in and around the area, squatting in apartments	Continued clean ups at the encampments; providing services	Decrease in homeless in the area	150 homeless persons in the area
Gangs/Violent Crime	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	Reduction in gang-related violent crime	0 gang related violent crimes occurred
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals responsible for crime in this community	Number of cases accepted for federal prosecution	5 cases referred; no data on acceptances

Problem	Solution	Effectiveness Measure	Status
	Bike Unit/PNI Investigative team - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Number of criminal networks uncovered and dismantled	1 network uncovered and dismantled
Narcotics	PNI task force will monitor incoming complaints, share intel and report and activity/complaints at the location	TBD	Narcotics issues being addressed by PNI task force
Code Violations	Code Enforcement will monitor locations for violations and meet with management to get those rectified in a timely manner.	Number of code violations addressed/remedied	42 code violations addressed/remedied
If designated HCP, then City Attorney's Office will step in	City Attorney's Office review for potential case to be opened.	Reduction in habitual criminal offenses	N/A
Potential for a habitual criminal property.	The Nuisance Abatement team will continue to monitor this location for a potential Risk case and seek compliance from the management and owners of the location to help abate crime.	Reduction in number of abatable offenses	Data not available after the ransomware attack
Turnover of management	Work with management to gain cooperation with law enforcement and encourage the safety of residents utilizing CPTED principals.	Increased participation in community events, safety coalition meetings	10 attendees at 6 safety coalition meetings

**Table 12: Effectiveness Measures for 11511 Ferguson Road**

Problem	Solution	Effectiveness Measure	Status
Lack of Safety Coalition Meetings	NPO unit will establish a group not just for the apartments, but for the neighborhood as a whole. This safety coalition will have regular meetings and establish a rapport with the community and our city.	Improvement in survey measures of resident trust and confidence in apartment management	Survey needs to be developed and administered
Criminally Attractive Locations	Code enforcement will inspect 11511 Ferguson	Number of code violations corrected/remedied	2 code violations addressed/remedied
Lack of Activities for Children	Increase youth seeking involvement at the rec center and after school activities Pop up events	Increases in youth involvement in events	Developed Action Plan for Year 2
Homeless- theft and drug usage in and around the area, squatting in apartments	Continued clean ups at the encampments; providing services	Decrease in homeless in the area	150 homeless persons in the area
Gangs/Violent Crime	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	Reduction in gang-related violent crime	0 gang related violent crimes occurred
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals responsible for crime in this community	Number of cases accepted for federal prosecution	No cases referred
	Bike Unit/PNI Investigative team - abate crime with a visual presence, develop rapport with apartment	Number of criminal networks uncovered and dismantled	0 networks uncovered

Problem	Solution	Effectiveness Measure	Status
	community members, develop intel regarding the surrounding location		
Narcotics	PNI task force will monitor incoming complaints, share intel and report and activity/complaints at the location.	TBD	TBD
Code Violations	Code Enforcement will monitor locations for violations and meet with management to get those rectified in a timely manner.	Number of code violations addressed/remedied	2 code violations addressed/remedied
If designated HCP, then City Attorney's Office will step in	City Attorney's Office review for potential case to be opened	Reduction in habitual criminal offenses	N/A
Potential for a habitual criminal property.	The Nuisance Abatement team will continue to monitor this location for a potential Risk case and seek compliance from the management and owners of the location to help abate crime.	Reduction in number of abatable offenses	Data not available after the ransomware attack
Turnover of management	Work with management to gain cooperation with law enforcement and encourage the safety of residents utilizing CPTED principals	Increased participation in community events, safety coalition meetings	10 attendees at 6 safety coalition meetings

As with the process measures, much work has been done at all three sites by DPD and other city organizations to impact criminogenic conditions at the PNI sites. For instance, a total of 262 code violations were addressed/remedied from a total of 744 that were identified among the three sites. At Overton, reported data showed an approximate 78% occupancy rate at the complex during the evaluation period. The occupancy rate at Overton has been lower at some points due to a higher rate of evictions for resident criminal activity and screening of applicants. The management at Overton has been screening applicants and not allowing applicants to lease apartments if they have a criminal conviction. Thus, the higher occupancy percentage of the complex potentially speaks to the number of residents who meet the application and screening requirements. There was one criminal network dismantled at 11760 Ferguson. However, gang-related offenses were not monitored at the Ferguson sites, and data on abatable offenses were lost following the Dallas ransomware attack. At the two Ferguson sites, there were also 6 safety coalition meetings that 10 residents attended.

Like the process measures, there were some areas with a lack of data on the effectiveness measures. For instance, one of the effectiveness measures involves a survey of residents regarding their perceptions of trust and confidence in management. This survey has not been developed and administered; thus, there is no data to report. Data reported on homelessness indicated there were approximately 150 homeless persons in the area of the Ferguson sites, suggesting that homelessness remains a problem that needs to be addressed. For instance, in the process measures, it was reported that homeless encampments were cleared out, but no individuals who were experiencing homelessness accepted services.

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

3550 E. Overton Road

- Change in violent crime pre- and post-PNI implementation.
- Change in 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.

11760 and 11511 Ferguson Road

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

The UTSA research team obtained relevant pre-post PNI implementation violent crime, calls for service, and victim data from the DPD for the three PNI sites. Temporally, the data used for this impact evaluation run from May 2018 through April 2023. Using February 2022 as the PNI start date, we evaluate 44 months of crime, calls for service, and victim data pre-implementation and

15 months of data post-implementation. Our analytic strategy compares relevant crime, calls for service, and victim counts (based on the metrics shown above for each site) at each location in the 44 months leading up to the launch of PNI to the 15-month period (Feb 2022 - April 2023) after PNI began. Complicating an analysis of PNI-related impacts is that two of the three PNI locations (3550 E. Overton and 11760 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.

***Impact Analyses: 3550 Overton Rd.***

Figure 16 below reports the number of violent crime incidents pre- and post-PNI implementation at 3550 E. Overton. The pre-intervention period runs from May 2018 to January 2022. The vertical red dotted line indicates the month PNI was launched: February 2022. The post-PNI implementation period runs from February 2022 through April 2023. As indicated in the graph, there are fewer violent crime incidents per month at 3550 E. Overton post-PNI implementation. Specifically, the mean number of violent crime incidents per month pre-PNI implementation was 1.31 and the mean number of violent incidents per month post-PNI implementation was 0.86. This indicates a mean difference of -0.44 violent crimes per month, indicating a decrease in violent crime pre- and post-PNI implementation. However, it is important to note that there were many months in which there were no violent crimes reported, which has the effect of lowering the pre- and post-treatment trend values making it difficult to assess change in these incidents over time.



**Figure 16: Pre- and Post-Change in Violent Crime Counts: 3550 E. Overton**

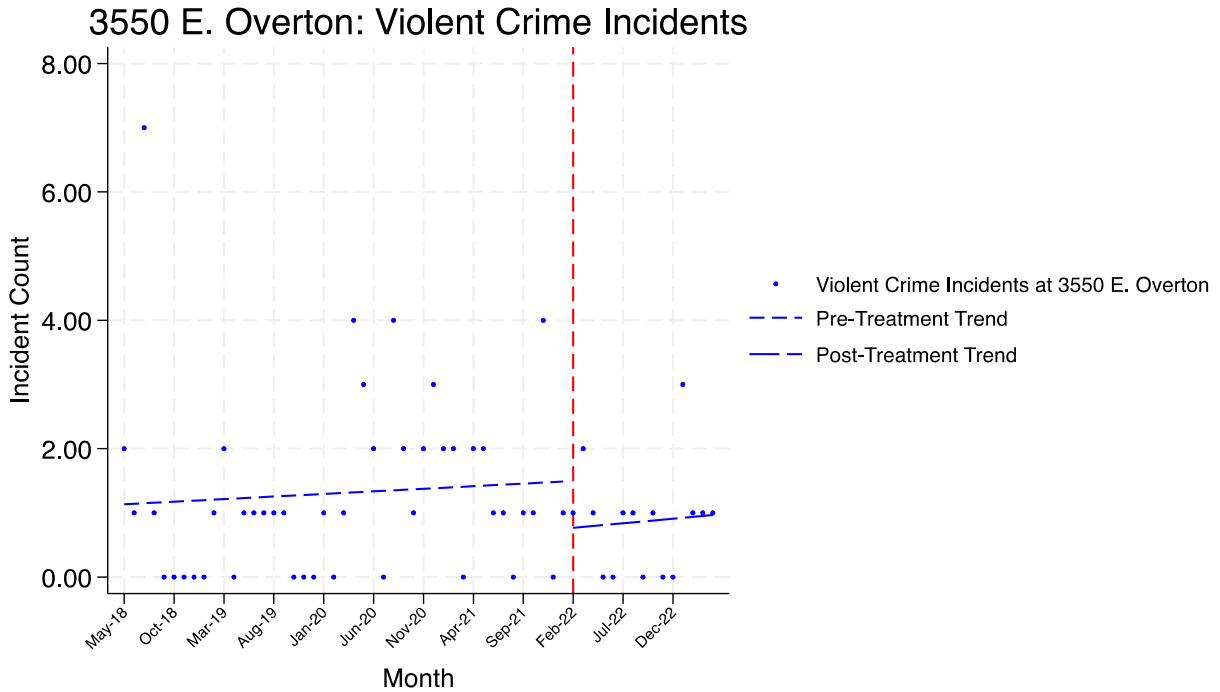


Figure 17 below includes the number of calls for service pre- and post-PNI implementation at 3550 E. Overton. The pre-intervention period runs from May 2018 to January 2022. The vertical red dotted line indicates the month PNI was launched: February 2022. The post-PNI implementation period runs from February 2022 through April 2023. As indicated in the graph, there are fewer calls for service per month at 3550 E. Overton post-PNI implementation. There was an average of 8.11 calls for service per month pre PNI-implementation and an average of 5.53 calls for service per month post-PNI implementation. This indicates that there was a mean difference of -2.58 per month, indicating a decrease in calls for service pre- and post-PNI implementation.

**Figure 17: Pre- and Post-Change in Calls for Service: 3550 E. Overton**

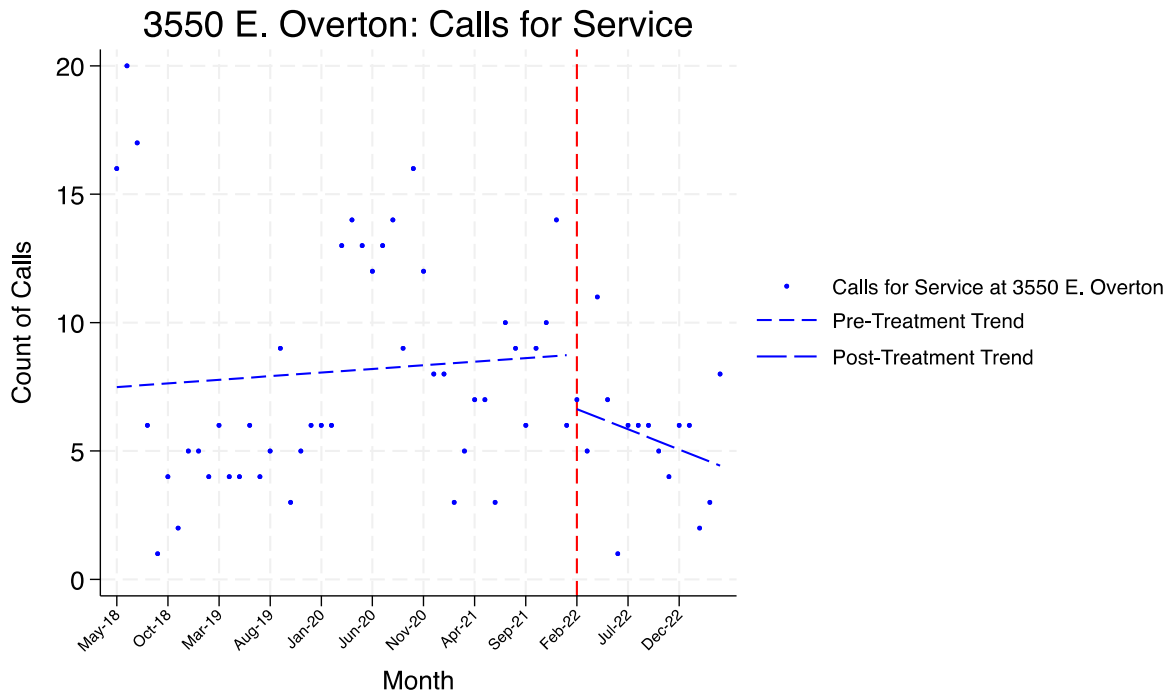


Figure 18 below includes the number of violent crime victims pre- and post-PNI implementation at 3550 E. Overton. The pre-intervention period runs from May 2018 to January 2022. The vertical red dotted line indicates the month PNI was launched: February 2022. The post-PNI implementation period runs from February 2022 through April 2023. As indicated in the graph, there appear to be fewer crime victims at 3550 E. Overton post-PNI implementation. The number of violent victims are lower following the implementation of PNI. The mean number of victims per month pre-PNI implementation was 2.42 and the mean number of victims per month post-PNI implementation was 1.50. This indicates a decrease of -0.92 violent crime victims per month post-PNI implementation.

**Figure 18: Pre- and Post-Change in Violent Victims for Service: 3550 E. Overton**

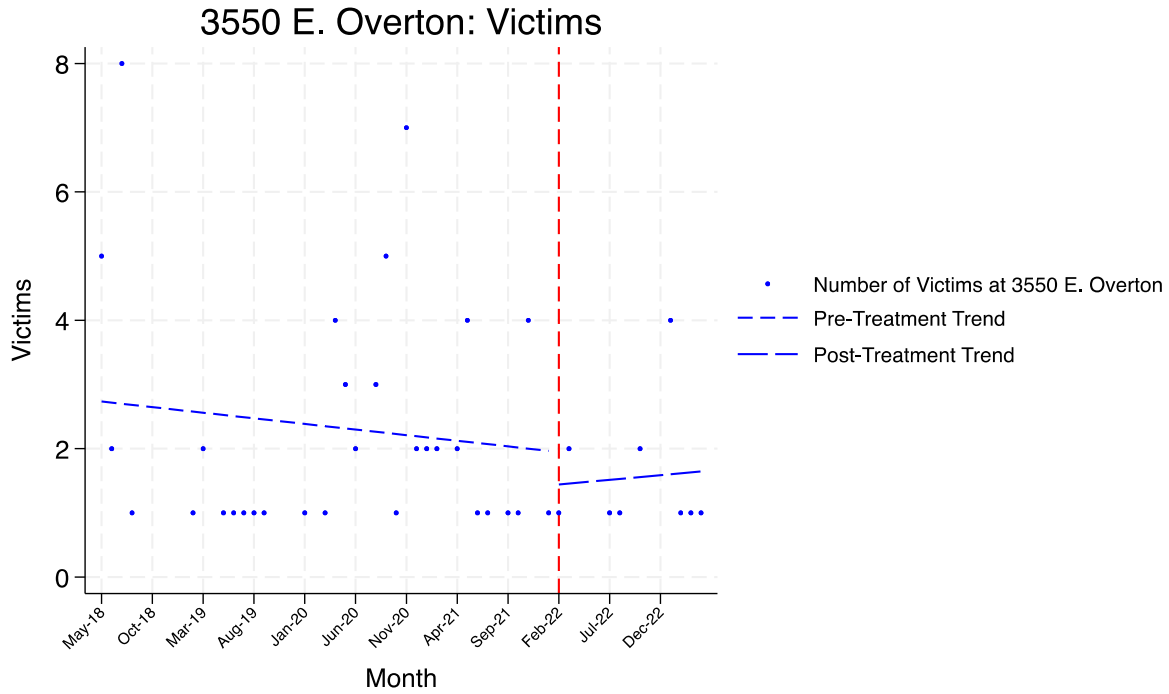


Table 13 includes the counts of family violence related crime incidents and victims for 3550 E. Overton pre- and post-PNI implementation. The pre-PNI implementation months and their respective counts are highlighted in grey while the post-PNI implementation months and their respective counts are highlighted in orange. The only family violence related incidents that were reported at this site included aggravated assaults. As shown in the table, there are very low counts of the outcomes across the pre- and post-PNI implementation period. Because of this, it makes it difficult to identify pre- and post-change in the outcomes of interest.

**Table 13: Family Violence Incidents and Victims: 3550 E. Overton**

2018												
	January	February	March	April	May	June	July	August	September	October	November	December
FVIs					0	1	1	2	0	1	2	0
FVVs					0	1	1	2	0	1	2	0
2019												
	January	February	March	April	May	June	July	August	September	October	November	December
FVIs	0	0	0	0	0	1	1	0	2	2	0	1
FVVs	0	0	0	0	0	1	1	0	2	2	0	1
2020												
	January	February	March	April	May	June	July	August	September	October	November	December
FVIs	1	1	0	1	1	1	0	1	0	1	2	0
FVVs	1	1	0	1	1	1	0	2	0	1	2	0
2021												
	January	February	March	April	May	June	July	August	September	October	November	December
FVIs	1	1	0	4	0	0	0	0	0	1	0	0
FVVs	1	1	0	4	0	0	0	0	0	1	0	0
2022												
	January	February	March	April	May	June	July	August	September	October	November	December
FVIs	0	0	0	0	0	1	1	1	1	0	2	0
FVVs	0	0	0	0	0	1	1	1	1	0	2	0
2023												
	January	February	March	April	May	June	July	August	September	October	November	December
FVIs	2	1	2	1								
FVVs	2	1	2	1								

Note. FVIs = Family Violence Incidents; FVVs = Family Violence Victims; Months in grey indicate the pre-PNI implementation period, which ran from May 2018 through January 2022; Months in orange indicate the post-PNI implementation period.

To assess pre- and post-change in counts of family violence incidents and victims, we calculated the pre- and post- total number of these outcomes, the pre- and post-monthly average of these outcomes, and then, subtracted the average post-change from the average pre-change to assess difference.

As shown in Table 14, the mean number of family violence *incidents* (FVI) pre-PNI was 0.67 while the post-PNI average was 0.80. The number of family violence *victims* (FVV) pre-PNI was 0.69 and post-PNI it was 0.80. For family violence incidents, the mean difference was 0.13 while the mean difference for family violence victims was 0.11. This indicates a slight increase in both family violence *incidents* and *victims* at Overton following the implementation of PNI, although the small monthly averages make it difficult to reach definitive conclusions about changes in crime levels at the site.

**Table 14: Pre- and Post-Implementation Change in Family Violence Incidents and Victims: 3550 E. Overton**

	Pre-Post Change in Measures				
	Total Pre	Total Post	Mean Pre	Mean Post	Mean Diff.
FVIs	30	12	0.67	0.80	0.13
FVVs	31	12	0.69	0.80	0.11

FVIs = Family Violence Incidents; FVVs = Family Violence Victims.

***Impact Analyses: 11760 Ferguson Rd.***

Table 15 includes the counts of violent crime incidents, violent crime victims, and calls for service for 11760 Ferguson Road. The pre-PNI implementation months and their respective counts are highlighted in grey while the post-PNI implementation months and their respective counts are highlighted in orange. PNI was implemented in February 2022. As can be seen in the table, there are very low counts across all three outcomes. Because of this, it makes it difficult to identify pre- and post-change in the outcomes of interest.

**Table 15: Counts of Violent Crime, Victims, and Calls for Service: 11760 Ferguson**

2018												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI					0	1	0	0	0	2	2	0
VCV					0	1	0	0	0	2	2	0
CFS					7	4	3	11	6	10	11	14
2019												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	1	0	0	1	1	0	1	0	0	0	1
VCV	0	1	0	0	1	1	0	1	0	0	0	1
CFS	5	4	3	9	10	3	4	3	0	3	2	3
2020												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	0	0	0	1	1	0	1	0	0	0	1
VCV	0	0	0	0	2	1	0	1	0	0	0	1
CFS	2	4	2	0	4	1	2	2	1	0	3	2
2021												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	1	2	1	0	0	0	1	0	0	2	1	0
VCV	1	2	1	0	0	0	1	0	0	2	1	0
CFS	3	4	7	2	3	4	1	2	3	6	2	1
2022												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	1	1	1	3	1	1	1	0	0	1	0
VCV	0	0	1	1	3	1	1	1	0	0	1	0
CFS	3	3	4	1	6	4	7	2	2	5	8	5
2023												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	1	1	0								
VCV	0	0	1	0								
CFS	5	4	1	1								

Note. VCIs = Violent Crime Incidents; VCVs = Violent Crime Victims; CFS = Calls for Service; Months in grey indicate the pre-PNI implementation period, which ran from May 2018 through January 2022; Months in orange indicate the post-PNI implementation period.

To assess pre- and post-change in counts of violent crime incidents, violent crime victims, and calls for service, we calculated the total number of the pre- and post- outcomes, the mean of these outcomes pre and post per month, and then, subtracted the mean post-change from the mean pre-change to assess differences. This analysis can be seen in Table 16.

Pre-PNI implementation, the mean levels of the outcomes by month were 1) 0.49 for violent crime incidents, 2) 0.51 for violent crime victims, and 3) 3.98 for calls for service. Post-PNI implementation, these means were 1) 0.80, 2) 0.67, and 3) 3.87, respectively. When subtracting the mean level of the outcomes pre-PNI implementation from the mean level of the outcomes post-PNI implementation, violent incidents and violent victimization increased somewhat post-PNI implementation, although the small monthly averages make it difficult to reach definitive conclusions about changes in crime levels at the site. For violent crime incidents, the mean difference was 0.31, the mean difference in violent crime victims was 0.16, and calls for service being -0.11. Overall, results indicate relative similarity in mean levels pre- and post-PNI implementation.

**Table 16: Pre- and Post-Implementation Change in Violent Crime, Victims, and Calls for Service: 11760 Ferguson**

	Pre-Post Change in Measures				
	Total Pre	Total Post	Mean Pre	Mean Post	Mean Diff.
VCI	22	12	0.49	0.80	0.31
VCV	23	10	0.51	0.67	0.16
CFS	179	58	3.98	3.87	-0.11

**Note.** VCIs = Violent Crime Incidents; VCVs = Violent Crime Victims; CFS = Calls for Service.

***Impact Analyses: 11511 Ferguson Rd.***

Table 17 includes the counts of violent crime incidents, violent crime victims, and calls for service for 11511 Ferguson Road. The pre-PNI implementation months and their respective counts are highlighted in grey while the post-PNI implementation months and their respective counts are highlighted in orange. PNI was implemented in February 2022. The same limitations for 11760 apply to 11511; that is, there are very low counts of the outcomes across the pre- and post-PNI implementation period.

**Table 17: Counts of Violent Crime, Victims, and Calls for Service: 11511 Ferguson**

2018												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI					1	0	0	0	0	0	0	0
VCV					1	0	0	0	0	0	0	0
CFS					1	0	3	2	1	1	2	1
2019												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	0	0	0	1	1	1	0	0	0	0	0
VCV	0	0	0	0	0	1	1	0	0	0	0	0
CFS	0	1	2	1	1	1	2	3	0	0	1	0
2020												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	2	2	1	0	0	1	0	1	0	2	0	0
VCV	0	0	0	0	1	1	0	1	0	0	0	1
CFS	1	0	0	0	0	2	0	3	1	1	0	0
2021												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	1	0	0	0	1	0	0	1	0	0	0
VCV	1	2	1	0	0	0	1	0	0	2	1	0
CFS	0	1	1	0	0	3	1	0	3	0	3	2
2022												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	1	0	1	1	0	1	1	0	0	1	0
VCV	0	1	1	1	3	1	1	1	0	0	1	0
CFS	0	3	1	0	2	2	3	2	0	0	1	0
2023												
	January	February	March	April	May	June	July	August	September	October	November	December
VCI	0	0	0	0								
VCV	0	1	1	0								
CFS	1	0	0	1								

Note. VCIs = Violent Crime Incidents; VCVs = Violent Crime Victims; CFS = Calls for Service; Months in grey indicate the pre-PNI implementation period, which ran from May 2018 through January 2022; Months in orange indicate the post-PNI implementation period.



The same methods to assess pre- and post-change in outcomes for 11760 Ferguson were done for 11511 Ferguson. This analysis can be seen in Table 18. Pre-PNI implementation, the mean levels of the outcomes by month were 1) 0.36 for violent crime incidents, 2) 0.33 for violent crime victims, and 3) 1.00 for calls for service. Post-PNI implementation, these means were 1) 0.40, 2) 0.80, and 3) 1.07, respectively. For violent crime incidents, the mean difference was 0.04, the mean difference in violent crime victims was 0.47, and the mean difference for calls for service was 0.07. The post-implementation measures for crime incidents and calls for service were relatively similar to the pre-intervention levels at 11511 Ferguson. Again, it is important to keep in mind that these data represent small monthly counts, which limits our ability to identify whether there was a significant change in these outcomes pre- and post-PNI implementation. This analysis can be seen in Table 18.

**Table 18: Pre- and Post-Implementation Change in Violent Crime, Victims, and Calls for Service: 11511 Ferguson**

	Pre-Post Change in Measures				
	Total Pre	Total Post	Mean Pre	Mean Post	Mean Diff.
VCI	16	6	0.36	0.40	0.04
VCV	15	12	0.33	0.80	0.47
CFS	45	16	1.00	1.07	0.07

**Note.** VCIs = Violent Crime Incidents; VCVs = Violent Crime Victims; CFS = Calls for Service.

## Conclusion

The Dallas Crime Plan began in May 2021 and has been underway for a little over two years. This report evaluates the implementation and impact of the Crime Plan from its inception through April 2023. 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 the first of what will be quarterly call-in sessions for high-risk violent offenders. These sessions, follow-up contacts, and wrap-around services offered by DPD personnel and service provider partners are designed to offer the highest risk violent offenders in Dallas an off-ramp from their violent lifestyles and clear choice between enhanced prosecution, including the potential for federal convictions for subsequent arrests, or a constructive way forward. Future reports will include an evaluation of the focused deterrence initiative as it is implemented in the remainder of 2023 and the first half of 2024.

During the first two years of the Dallas Crime Plan, overall violent street crime has dropped by about 15%, or an average of about 4.5 incidents per month. In addition, the number of murder and aggravated assault victims has declined each year since the start of the Crime Plan compared to their high point (pre-Covid) the year before the Crime Plan began. While violent incidents have fallen city-wide, likely because of the Crime Plan, periodic spates of multiple victim murders and aggravated assaults have resulted in an approximate 10% increase in murder and aggravated assault victims since the Crime Plan began compared to their averages over the prior three years. 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.

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 two-year average at those locations prior to the start of the Crime Plan. Relative to untreated areas during and the year before treatment began, violent crime in treated hot spots was down 7.6% in Year 1 and 13.1% in Year 2. Across the entire two-year Crime Plan period, violent crime in treated hot spots is down 5% compared to untreated grids during treatment and in the previous three years. Finally, the contribution made by the worst hot spots in Dallas to overall violent crime has fallen consistently across the two-year evaluation period.

Violent crime-related calls for service also are down slightly city-wide but are down almost 10% in targeted hot spots since the start of the Crime Plan. At the same time, arrests for violent crime

are down city-wide but up in treated hot spots as might be expected given the Crime Plan's focus on violent places. And while gun arrests are up across the city, they are up even more (55%) in the targeted hot spot, which may suggest an inverse relationship between gun arrests and violent crime in violence-prone locations. Additional analysis is needed to draw more definitive conclusions about this relationship.

The PNI strategy has been implemented in three apartment complexes in Dallas, to date, one of which was the most violence-prone multi-family housing complex in Dallas for many years before the Crime Plan began: 3550 E. Overton. Data collected for the PNI process and effectiveness measures indicate substantial involvement by PNI stakeholders. Still, there was much data that was not provided by stakeholders to allow for a complete assessment of PNI process and effectiveness measures, especially regarding problems related to gang activity, abatable offenses, and homelessness at the complexes. At 3550 E. Overton, there was some evidence that the number of violent crimes, violent victims, and calls for service were lower post-PNI implementation. In contrast, there was little evidence of change in these outcomes pre- and post-PNI implementation at the Ferguson sites. Again, this is partly a result of many months in which violent crime, violent victims, and calls for service either had zero or low counts. Overall, these data limitations restrain the UTSA team's ability to fully assess the impact of PNI on outcomes.

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 coordination across city departments, and the strategy has relied too heavily on policing rather than multidisciplinary solutions as originally intended. Coordinating effort and resources across multiple city departments and offices is difficult, and DPD has struggled at times to coordinate resource deployment across city stakeholder organizations in furtherance of the PNI strategy. Conversely, hot spots implementation has improved since the start of the Crime Plan when officers were able to fulfill only 62% of their hot spot assignments to the most recent treatment period (Period 8) when treatment fidelity stood at 85%, despite DPD increasing the number of treated hot spots from about 50 to approximately 60-65 in recent treatment periods.

In Year 3, DPD will continue to add locations to its list of PNI sites, but the strategy will be more impactful if it can be expanded more rapidly (currently PNI is in place at three apartment complexes with two more recently added) and if the process can mature into a true multidisciplinary strategy that is not police-centric but rather where the DPD is one of many city stakeholders working together to improve place-based conditions at violence-prone places. Because most violent crime in Dallas occurs in and around older apartment complexes, the City would benefit from a comprehensive, city-wide strategy to address the proximate conditions that give rise to violence in these locations, including zoning, regulatory enforcement, recreation, and

other investments and/or incentives needed to help reduce crime at its legacy multi-family housing complexes.

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 full implementation of focused deterrence in Year 3 may help to deter some number of offenders and/or their associates who might otherwise engage in violent crime, but releasing offenders with lengthy criminal records on bail only to see a substantial percentage re-arrested within six months is counterproductive to the goals of the Crime Plan.<sup>3</sup> Future evaluations will examine the effects of focused deterrence on targeted offenders and will continue to monitor the impact of the Crime Plan on violent crime in Dallas.

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<sup>3</sup> 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.

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## Appendix A: Timeline of Treatment and Comparison Time Periods

### Treatment Time Periods:

- Two Year: May 2021-April 2023
  - Year 1: May 2021-June 2022
    - Period 1: May 2021-August 2021
    - Period 2: September 2021-December 2021
    - Period 3: January 2022-March 2022
    - Period 4: April 2022-June 2022
  - Year 2: July 2022-April 2023
    - Period 5: July 2022-September 2022
    - Period 6: October 2022-November 2022
    - Period 7: December 2022-January 2023
    - Period 8: February 2023-March 2023

### Comparison Time Periods:

- Two Year (Previous 24 months): May 2019-April 2021
  - Year 1 (Previous 12 months): May 2020-April 2021
    - Period 1:
      - 12 months: May 2020-April 2021
      - Same months, last year: May 2020-August 2020
    - Period 2: September 2021-December 2021
      - 12 months: September 2020-August 2021
      - Same months, last year: September 2020-December 2020
    - Period 3: January 2022-March 2022
      - 12 months: January 2021-December 2021
      - Same months, last year: January 2021-March 2021
    - Period 4: April 2022-June 2022
      - 12 months: April 2021-March 2022
      - Same months, last year: April 2021-June 2021
  - Year 2 (Previous 12 months): July 2021-June 2022
    - Period 5: July 2022-September 2022
      - 12 months: July 2021-June 2022
      - Same months, last year: July 2021-September 2021
    - Period 6: October 2022-November 2022
      - 12 months: October 2021-September 2022
      - Same months, last year: October 2021-November 2021
    - Period 7: December 2022-January 2023
      - 12 months: December 2021-November 2022
      - Same months, last year: December 2021-January 2022
    - Period 8: February 2023-March 2023
      - 12 months: February 2022-January 2023
      - Same months, last year: February 2022-March 2022

### Appendix B: PNI Operations Plans for 3550 E. Overton

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
<b>Tension between management and residents</b>	NPO unit established a safety coalition meeting for the apartments and neighborhood as a whole. They hold regular meetings and are working to establish rapport with the community and our city. NPOs will also ensure CTA's are up to date.	Safety coalition meetings are scheduled every 3 <sup>rd</sup> Thursday	NPO Unit: 214-671-4162 and Apartment Communities Team	Continue safety coalition meetings	Documented monthly safety coalition meetings; number of residents in attendance; whether residents provided actionable intel during the meeting	NPO Unit and Apartment Communities Team	Improvement in survey measures of resident trust and confidence in apartment management	New 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
<b>Family violence</b>	DPD program sends police officers out with social workers to high-risk family violence victims in an effort to provide resources to victims.	Family Violence high risk victim initiative is currently in place	DPD (Family Violence Outreach Program)	Yearly	Documentation of family violence workshops/violence interrupter workshops; number of residents in attendance at family violence workshops/violence interrupter workshops.	DPD family violence unit	Decrease in family violence offenses/victims at the location	UTSA
	OIPSS has a team of violence interrupters that are able to reach		OIPSS Kevin Oden 214-671-3905	Increase contacts between violence	Number of contacts by violence interrupters with	OIPSS		N/A

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
	out to community members and provide resources to the location			interrupters and residents	community members			
<b>Crime inducing environment</b>	DPD to consider revamping the Gold Star Program in partnership with the Office of Integrated Public Safety Solutions and the City Attorney's Office.	Revamping and Initiating the Gold Star Program, approximately 3-6 months		Implement Gold Star Program	TBD	TBD	Reduction in violent crime	UTSA
	The Office of Equity works internally and externally to build robust community collaborations	Waiting on contact from PNI Board						
	Code violations remedied on property	*reevaluate after litigation	Code Enforcement Opal Hoskins - 214-287-5857	Immediately after litigation concludes	Code inspections completed; code violations identified; code violations left unaddressed from the previous inspection	Code Enforcement	Number of code violations addressed/remedied	Code Enforcement



<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
	NPOs completed a CPTED analysis for this property and provided those results, feedback, and suggestions to management	CPTED analysis – completed  re-evaluation (Sgt. Tyler emailed for when a re-assessment can be done)	NPOs	August of 2023, re-evaluate what recommendations have been completed and what still needs to be done	Monitor and record how many aspects of the CPTED analysis have been implemented, any recommendations that were made; whether a CPTED analysis was conducted	NPOs and Apartment Communities Team	Reduced number of CPTED recommendations in the evaluation	NPOs
<b>Limited Resources/Activities for Children</b>	Parks and Rec will be doing pop up events at the location	**He is trying to form a team for this now. Begin date forthcoming	Stephen Baker	Host pop up events with community partners (ie. Library, rec centers, fine arts)	Events for children in the area; number of events, name of the events, date of the events; number of children at the events	Stephen Baker	Increases in youth involvement in events	Stephen Baker
<b>Gangs/violent crime</b>	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	Gang unit will report gang cards filed and any operations run related to 3550 E. Overton to the PNI team monthly	Gang Unit 214-671-4264	Continued investigation and enforcement by DPD gang unit	How many hours did the gang unit work in the area, Gang members identified onsite weekly, operations ran; weekly	Gang Unit Lieutenant/Sergeant	Reduction in gang-related violent crime	Gang Unit Lieutenant/Sergeant

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
	CRT continue to operate in the area	Weekly patrols in grid areas	SC CRT unit	CRT operating in the area, monitor flock alerts, check for wanted individuals, and perform 58B mark outs	CRT mark-outs weekly; Arrests made related to PNI location; # of cases referred to investigative units (ie., CAPERS, narcotics, gang, vice); any and number of traffic stops in the area; cases referred to the PNI task force	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals responsible for crime in this community	Continuous	FBI Dallas	Develop and prosecute cases federally	Number of cases (violent and gang) filed, referred, or accepted for federal prosecution	PNI Task Force	# of cases accepted by federal agencies	PNI Task Force
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop	Weekly patrols in grid areas	Lt. Breanna Valentine and Bike Unit	Gather intelligence ; identify offenders and networks and	How many cases (violent and gang) forwarded to the PNI team from intel gathered weekly; Number of times	PNI Task Force and Bike Unit	# of criminal networks dismantled	PNI Task Force

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
	intel regarding the surrounding location			forward intel to PNI team	bike unit patrolled the area; intel gathered; intel forwarded to who			
<b>Narcotics Sales</b>	PNI task force will monitor incoming complaints, share intel and report and activity/complaints at the location	Weekly	PNI Task Force	Investigation and enforcement by DPD narcotics	Number of cases opened (narcotics-related); arrests made; if cameras have been placed and if they are being monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
<b>Abatable Offenses</b>	The City Attorney's Office has opened a code-based abatement case for this property	Weekly	City Attorney's Office 214-671-3430	Bring the location into compliance	Weekly monitoring for code-based abatement; if the property is a habitual nuisance property, if owners have complied with requests; if there is a pending court date for the location; if the property is in litigation	City Attorney's Office	Reduction in number code violations	Code Enforcement
	Continue to monitor the property monthly for abatable criminal offenses	Weekly	St. Eucora Gray	Monitor location for # of abatable offenses	Weekly monitoring of abatable offenses; if the property has been	Nuisance Abatement Unit	Reduction in abatable offenses	Nuisance Abatement Unit

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
					referred to the City Attorney's Office			
<b>Problem Tenants</b>	Quality management team that will address problem tenants and see an increase in the occupancy rate at the location	Weekly	NPO	Management will continue to screen new applicants thoroughly as well as screening current residents when it is time for lease renewal. Management will also continue with lease evictions when applicable  Address/evict tenants causing law enforcement interference	Weekly monitoring of screening applicants/current residents/lease evictions/resident occupancy percentage of the complex	NPOs and Apartment Communities Team	Reduction in evictions based on tenants due to law enforcement intervention; occupancy rate	NPO Unit

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
				e (ie. part of a criminal network)				
	Hire security team and increased amount during large events	Weekly	NPO	<p>Check in monthly to see if the property is still employing security</p> <p>Verify that security is adequate for large events (ie. July 4th,</p>	Weekly documentation of security in place on property; documentation of adequate security for large events (approved or unapproved); if there were any unapproved or approved community events along with	NPOs and Apartment Communities Team	Reduction in criminal offenses	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
				New Year's Eve)	the names/dates of these events			
<b>Residents not informed of improvements at the location made by management with the assistance of OIPSS and ACT; lack of participation in events at the location</b>	Get the message to residents about what improvements have been made	Weekly	OIPSS Director Kevin Oden  NPO	Shift the focus to residential participation and community advocates to abate crime	Residential participation in community events and safety coalition meetings; whether residents provided actionable intel during the meeting	NPO, Apartment Communities Team, and/or OIPSS depending on who hosts the event (many times both are involved in each event)	Reduction in violent crime	UTSA
	Increase non-profit involvement at the location	Weekly	OIPSS Kevin Oden 214-671-3905	2. Look for gathering spots and partner with management to identify those	# of non-profit engagements at the location; number of community events and names of events	OIPSS	Reduction in violent crime	UTSA

## Appendix B: PNI Operations Plans for 11760 and 11511 Ferguson

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
<b>Lack of Safety Coalition meetings</b>	NPO unit will establish a group not just for the apartments, but for the neighborhood as a whole. This safety coalition will have regular meetings and establish a rapport with the community and our city	Safety coalition meetings are scheduled to begin by the end of February and early March	NPO Unit 214-671-4162 and Apartment Communities Team	Establish schedule for monthly safety coalition meetings  Monthly Weekly documentation of security in place on property; documentation of adequate security for large events; if there were any community events along with the names/dates of these events	Documented monthly safety coalition meetings and number in attendance; whether residents provided actionable intel during the meeting	NPO Unit and Apartment Communities Team	Improvement in survey measures of resident trust and confidence in apartment management	New 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
<b>Violent Crime at location</b>	Violence Interrupters to meet with individuals at community events	Monthly	OIPSS Kevin Oden 214-671-3905	Violence interrupters attend community events along with other non-profit organizations that work with OIPSS	Number of contacts by violence interrupters with community members; Number of non-profit engagements at the location. Number of community events.	OIPSS	Reduction in violent crime	UTSA

<b>Criminally attractive locations</b>	NPOs have been requested to complete a CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	CPTED analysis, as soon as possible	Code Enforcement Opal Hoskins 214-287-5857	Development of CPTED analysis	How many aspects of the CPTED analysis have been complied with or implemented; any recommendations that were made; whether a CPTED analysis was conducted; date of CPTED	NPOs	Decrease in crime and calls for service	UTSA
	Code enforcement re-inspection of 11760 Ferguson  Code enforcement will inspect 11511 Ferguson	Waiting on a response from code with date	Code Enforcement Opal Hoskins 214-287-5857	Inspect the properties for code violations	Number of code violations identified; Code inspections completed; code violations left unaddressed from the previous inspection	Code enforcement	Number of code violations corrected/remedied	Code Enforcement
<b>Lack of activities for children</b>	Increase youth seeking involvement at the rec center and after school activities  Pop up events	3 months-1 year	Parks and Recreation Steven Baker 214-670-8847	Create events for children in the area	Whether there were events and the number, name, dates of the events; Number in attendance	Parks and Rec	Increases in youth involvement in events	Parks and Rec



<b>Homeless- theft and drug usage in and around the area, squatting in apartments</b>	Continued clean ups at the encampments; providing services	Next date will be when the machinery can get to the location - currently too wet	Office of Homeless Solutions	Disperse encampments and deter the rebuilding	Documented clean ups; number of clean ups, whether and number of homeless individuals accepted services	Homeless Solutions HART team	Decrease in homeless in the area	Office of Homeless Solutions
<b>Gangs/violent crime</b>	Ongoing operations by DPD gang unit to target and dismantle active gangs in the area	Gang Unit is currently working the location and will continue to be included in all intel for the location	Gang Unit 214-671-4264	Continued investigation and enforcement by DPD gang unit	Gang unit activity; operations ran; hours worked; gang members identified onsite	Gang Unit Supervisor	Reduction in gang-related violent crime	Gang Unit Supervisor
	CRT operating in the area (offender-focused grid)	CRT currently operating at location	Division CRT unit	CRT operating in the area	CRT mark-outs; cases made; arrests related to the PNI location; number of traffic stops in the area; cases/intel referred to investigative units; cases referred to the PNI task force	CRT Supervisor	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	DPD will seek federal assistance where it can be utilized to develop strong cases for individuals	Federal enforcement – continually assessed	FBI Dallas	Develop and prosecute cases federally	Number of cases filed, referred, accepted for federal prosecution (gang and violence)	PNI Task Force	# of cases accepted for federal prosecution	PNI team

	responsible for crime in this community							
	Bike Unit/PNI Investigative team - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	03/01/23	Lt. Breanna Valentine	Regular patrols by Bike Unit	Number of times bike unit patrolled the area; intel gathered; intel forwarded to who; How many cases forwarded to the PNI team from intel gathered each month.	PNI Task Force and Bike Unit	Decrease in crime and calls for service; # of criminal networks uncovered and dismantled	UTSA and PNI Task Force
	Utilize cameras in the area to monitor crime and suspect info	Ongoing	Lt. Breanna Valentine	Camera placed 3/10/23	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
<b>Narcotics</b>	PNI task force will monitor incoming complaints, share intel and report and activity/complaints at the location	Weekly	PNI Task Force	Investigation and enforcement by DPD narcotics	Number of cases opened; arrests made	Lt. Valentine	-	Lt. Valentine

<b>Code Violations</b>	Code Enforcement will monitor locations for violations and meet with management to get those rectified in a timely manner	Code Compliance checks, immediate and on-going	Code Enforcement Opal Hoskins 214-287-5857	Reduce spaces that are crime festering	Voluntary compliance with Code requirements and/or citations written/ documented	Code enforcement	Number of code violations addressed/ remedied	Code Enforcement
<b>If designated HCP, then City Attorney's Office will step in</b>	City Attorney's Office review for potential case to be opened	Weekly	City Attorney's Office 214-671-3430	Reduce habitual criminal offenses on property by gaining property owner and management's cooperation	Weekly monitoring for code-based abatement; if the property is a habitual nuisance property, if owners have complied with requests; if there is a pending court date for the location; if the property is in litigation	City Attorney's Office	Reduction in habitual criminal offenses	City Attorney's Office
<b>Potential for a habitual criminal property</b>	The Nuisance Abatement team will continue to monitor this location for a potential Risk case and seek compliance from the management and owners of	Risk case determination/currently City Prosecution will not accept this location as a risk property. Many factors could change that.  Weekly	Sgt. Eucora Gray  City Attorney's Office	Check offenses weekly for potential of HCP	Property referred to city attorney's office	Nuisance Abatement Unit	Reduction in number of abatable offenses	Nuisance Abatement Unit

	the location to help abate crime							
<b>Enforce lease violations</b>	NPO unit and bike team will encourage management to consider eviction of problem tenants and tenants involved in criminal activity at the property	3/1/2023;	NPO Bike Team	Implementation/enforcement of lease violations	# of evictions due to involvement in criminal activity and # of evictions due to being a nuisance on property; occupancy percentage	NPO and Bike Team will gather this info from management and Apartment Communities Team	Reduction in crime and calls for service	UTSA
<b>Turnover of management</b>	Work with management to gain cooperation with law enforcement and encourage the safety of residents utilizing CPTED principals	3/23/23	NPO Unit 214-671-4162	Meetings with management and other city departmental unit	Documented meetings and engagement with NPOs and management; contacts between NPOs and management	NPO unit and Apartment Communities Team	Increased participation in community events, safety coalition meetings	NPO unit

## Appendix C: 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 Incidents	571	594	637	643	612	652	592	623	578	532	639	626	<b>7299</b>
<i>Murder</i>	15	12	12	12	12	11	13	13	15	11	16	10	<b>152</b>
<i>Robbery Ind.</i>	272	260	283	335	297	291	299	287	268	235	287	298	<b>3412</b>
<i>Robbery Bus.</i>	54	56	77	52	82	82	80	90	91	90	74	79	<b>907</b>
<i>Agg. Assault</i>	231	269	267	244	224	271	203	234	210	198	267	239	<b>2857</b>

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

Figures 1 - 4 provide a visual representation of this data.

### 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 Incidents	753	723	740	790	748	655	641	724	666	588	594	540	<b>8162</b>
<i>Murder</i>	37	18	12	19	17	9	20	14	15	7	17	13	<b>198</b>
<i>Robbery Ind.</i>	308	295	338	374	346	331	291	317	267	253	223	164	<b>3507</b>
<i>Robbery Bus.</i>	102	97	101	67	71	66	69	82	96	70	78	60	<b>959</b>
<i>Agg. Assault</i>	311	320	292	335	320	250	266	313	291	261	282	304	<b>3545</b>

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

Figures 1 - 4 provide a visual representation of this data.

**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 Incidents	610	680	701	687	622	732	660	662	624	454	535	546	<b>7513</b>
<i>Murder</i>	22	20	26	19	22	31	26	24	18	20	13	17	<b>258</b>
<i>Robbery Ind.</i>	197	252	244	233	232	255	231	256	215	139	166	170	<b>2590</b>
<i>Robbery Bus.</i>	30	42	51	41	35	55	65	71	60	42	29	23	<b>544</b>
<i>Agg. Assault</i>	367	375	386	401	337	399	345	317	334	256	331	343	<b>4191</b>

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses. Figures 1 - 4 provide a visual representation of this data.

**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 Incidents	617	586	649	568	497	557	511	545	547	403	559	603	<b>6642</b>
<i>Murder</i>	16	17	19	18	16	24	19	18	21	15	22	19	<b>224</b>
<i>Robbery Ind.</i>	197	189	178	164	148	179	136	189	167	118	157	192	<b>2014</b>
<i>Robbery Bus.</i>	36	31	46	43	23	30	29	45	56	31	52	35	<b>457</b>
<i>Agg. Assault</i>	371	353	411	345	321	330	333	298	309	241	334	361	<b>4007</b>

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses. Figures 1 - 4 provide a visual representation of this data.

**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 Incidents	712	619	536	590	537	459	447	518	502	395	532	491	<b>6338</b>
<i>Murder</i>	24	23	13	15	18	10	14	13	21	18	30	20	<b>219</b>
<i>Robbery Ind.</i>	254	202	153	180	166	139	165	177	158	111	168	171	<b>2044</b>
<i>Robbery Bus.</i>	31	55	20	42	29	20	35	35	25	32	36	27	<b>387</b>
<i>Agg. Assault</i>	408	351	352	357	331	293	235	299	306	241	308	284	<b>3765</b>

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

Figures 1 - 4 provide a visual representation of this data.