

# **Dallas Violent Crime Reduction Plan: Year 4 Evaluation**

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## **Executive Summary**

The Dallas Violent Crime Reduction Plan began in May 2021 and has been underway for four years. This report evaluates the implementation and impact of the Crime Plan during Year 4. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the Plan's near, mid, and long-term strategies from May 2024 through April 2025. The Crime Plan consists of three primary strategies: hot spots policing, place network investigations (PNI), 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, all strategies have been fully implemented and are operational. This report collectively evaluates the implementation and impact of these strategies during Year 4 of the Crime Plan.

The city-wide analyses examine trends in violent crime in Dallas across a seven-year period starting in May 2018 through April 2025 and confirmed using an interrupted time series analysis. Hot spot treatment grids were evaluated based on three metrics: violent crime, arrests, and calls for service. Percent change in violent crime incidents were used to measure the impact of treatment, and difference-in-differences models were used to assess differences between treated and untreated grids in Year 4. The impact of PNI treatment at seven locations was also measured by tracking violent crime, calls for service, and the number of victims of violence using monthly trends, pre- and post-treatment analysis. Finally, data were collected on focused deterrence neighborhood outreach (FDNO), clients recruited for the program, services provided, and re-arrests among clients.

### **City-Wide Results**

Overall, Dallas experienced a 22.3% decrease in average violent street crime incidents since the start of the Crime Plan (May 2021 – April 2025) 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 18.0% compared to the previous three years. The number of murder and aggravated assault victims has declined each year since the start of the Crime Plan compared to their high point the year before the Crime Plan began (May 2020 – April 2021), and for the first year since the Crime Plan started, murder and aggravated assaults were lower in Year 4 than before the Covid 19 pandemic began in early 2020. Robberies (business and individual), too, were down in 2024-25 compared to the year before, and Dallas recorded *about a third fewer* robberies in Year 4 of the Crime Plan than when it started in May 2021.

### **Hot Spot Results**

In Crime Plan Year 4, violent crime in treated hot spots declined 31.5% compared to the same months in the previous year, while violent crime in surrounding catchment areas where displacement is most likely to occur was also down slightly (-2.0%). The catchment results indicate no systematic evidence of crime displacement associated with the hot spots treatment.

Difference-in-differences analyses, which compare pre- and post-treatment crime in treated hot spot grids to all untreated grids, showed a non-statistically significant 4.3% reduction in Year 4 of the Crime Plan compared to last year. However, these analyses, as in prior years, also showed a 13.4% reduction in violent crime in treated hot spots (compared to untreated areas) one month *after* treatment ended, indicating that the crime reduction benefits of the hot spots strategy persisted and even increased in the month after treatment was withdrawn. By the second post-treatment month, crime had returned to its pre-treatment levels as expected.

### **Arrests and Calls for Service**

City-wide, violent crime-related arrests were down in Year 4 (-7.6%), and they were down even more in treated hot spots (-11.1%) compared to the year before. Similarly, weapons-related arrests also decreased by 14.2% city-wide in Year 4 and by 11.5% in treated hot spots. Minor disorder arrests, though, were up slightly city-wide in 2024-25 (3.2%), they were up even more (15.0%) at hot spots. Violence-related calls for service continued to trend slightly downward in Year 4 (-2.9%) both city-wide and in treated areas.

### **Place Network Investigations**

The mid-term crime reduction strategy – place network investigations (PNI) - was implemented and evaluated in seven locations (all apartment complexes) during Year 4 of the Crime Plan. The PNI analyses included an assessment of process and effectiveness measures at the seven PNI sites: 3550 E. Overton Rd., 11760 Ferguson Rd., 11511 Ferguson Rd, 3535 Webb Chapel Ext., 4722 Meadow St., 8501 Old Hickory Trail, and 9415 Bruton Rd. The Overton Road PNI site was placed into maintenance in September 2024 but returned as an active PNI site in April 2025 after violent crime in the area began to tick up. At the same time, the Old Hickory site was an active PNI site for only three months (Jan-Mar 2025) and then was placed into maintenance when 3550 E. Overton returned as an active site. The operations plans (available in Appendix C) highlight specific measures designed to assess PNI efforts. Much effort was expended by stakeholders at these sites, as indicated in the implementation and impact sections of the report. The DPD PNI Task Force engaged in extensive enforcement efforts across all sites and in other locations of the city resulting in the execution of 32 search warrants, 281 arrests, and the seizure of 140 guns and thousands of grams of illicit street drugs. Overall, levels of street violence were down (or none were recorded) at most PNI sites compared to the same comparison months in the previous year, while family violent offenses and victims were up in Year 4 at 11760 Ferguson Road and 3535 Webb Chapel Extension. Violence-related calls for service also were down at most locations but increased at 3550 E. Overton (an indicator for why it was added back as an active PNI site) and slightly at the Bruton Road site.

### **Focused Deterrence**

Individuals arrested in Dallas for a violent or violent-adjacent offense within the previous three years are scored for risk using a set of evidence-based criteria developed by criminologists at the

University of South Florida. A subset of these eligible individuals are contacted (or contact is attempted) and given a choice: continue a life of violent crime and face the consequences of enhanced prosecution or enter into the focused deterrence program and receive a tailored set of social services matched to their needs and intensive case management.

In December 2024, DPD began implementing Focused Deterrence Neighborhood Outreach (FDNO) as means to contact potential focused deterrence clients at their homes or neutral locations (such as a school or library) in lieu of traditional call-in sessions. An ongoing challenge with the implementation of focused deterrence in Dallas has been the inability to mandate attendance at call-in sessions by individuals on probation or parole. FDNO is a potential work-around that DPD has modeled after a similar program in Philadelphia.

During the first five months of FDNO, DPD and its partners identified 44 eligible clients, conducted six neighborhood outreaches, made contact with nine potential clients and 15 family members (or other collateral contacts), and enrolled 14 individuals into its new case management system. DPD also hired a focused deterrence manager and two case managers to help manage the program. Among the individuals enrolled as FDNO clients in Year 4 (n=14), only one was re-arrested for a non-violent offense. Importantly, none of focused deterrence clients so far have been arrested for a firearm-related violent crime since notification.

## **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”). All three phases of the Crime Plan are operational and were evaluated in this Year 4 report (May 2024 – April 2025). 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 4 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, mid, and longer-term strategies over a four-year period since the Crime Plan began in May 2021, with a particular emphasis on Year 4 results.

The report that follows is organized into several main sections. Initially, the evaluation methodology is summarized, including the data relied upon for this report and the analytic strategies utilized in assessing the Crime Plan. The City-Wide Analyses section reports on overall city-wide trends in violent crime since the inception of the Crime Plan and during Year 4. The Hot Spots section examines crime, arrests, and calls for service in and around the treated hot spots across during Year 4. In this section, we also analyze hot spots treatment fidelity, or the degree to which officers were present at designated hot spots in accordance with the treatment plans. The PNI section assesses the implementation and impact of the Place Network Investigation (PNI) strategy on crime and other measures at all PNI locations that have been treated during Year 4. Finally, the Focused Deterrence section analyzes the implementation and impact of the third phase of the Crime Plan.

## **Methodology**

This report analyzes the impact of the Crime Plan that was initiated in May 2021 on violent crime and related measures throughout the City of Dallas, with an emphasis on Year 4 implementation (May 2024 – April 2025). The analytic approach varies depending on the component of the Crime Plan under assessment. For example, city-wide crime trends are evaluated based on data for the three-year period prior to the initiation of the Crime Plan (i.e., May 2018-April 2021). Additionally, interrupted time series analysis is a statistical method used to evaluate the impact of an event or intervention over time. It explores crime in the City of Dallas before and after crime plan implementation to evaluate the impact of the Crime Plan on violent crime throughout the city.

To assess the impact of crime reductions in hot spot treatment grids (i.e., Phase 1), various methods are employed. During Year 4, there five 60-day hot spot treatment periods and two 30-day hot spot treatment periods were completed. During each period, grids received one of two treatments

designed to interrupt and reduce violent crime incidents at these locations. Treatment types included high visibility (HV) and offender-focused (OF) treatments. High visibility treatment involved placing patrol cars in grids with their emergency lights illuminated during peak crime times and days of the week, augmented by officers leaving their parked cars to patrol on foot within the grid, check on suspicious circumstances or vehicles in the area, and interact with community members. Finally, offender-focused treatment involved targeting repeat and high-risk violent offenders by specialized, division-based crime response teams (CRTs).

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

Beginning in February 2022, three apartment complexes with longstanding violent crime challenges were identified and treated with PNI (3550 E Overton Rd., 11760 Ferguson Rd., and 11511 Ferguson Rd.). In addition, apartment complexes at 3535 Webb Chapel Ext. and 4722 Meadow St. were added as PNI sites in May 2023 and June 2023, respectively. New locations, 8501 Old Hickory Trail and 9415 Bruton Rd., were initiated on January 1, 2025, and 3550 E Overton Rd. was re-started as an active PNI site in April 2025 after a maintenance period. PNI was implemented to address the underlying causes of crime in violence-prone areas. It began with problem-focused investigations of the treatment locations to identify the underlying causes of crime at the PNI locations, evaluate needed resources to address the causes, and develop a plan of action. Operations plans were then developed for each site that outlined the nature of the problems identified, proposed solutions, parties responsible for implementing the solutions, and metrics to be used to evaluate implementation and impact. These outcomes were measured by quantitative and qualitative assessments of implementation and by exploring monthly crime trends over time and pre and post analysis.

PNI activity between May 2024 and April 2025 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 these sites. These activities were assessed using a three-category classification indicating whether there was *little or no progress*, *partial implementation*, or *substantial progress* made on addressing an identified problem. Effectiveness measures were also categorized using the three-category classification system based on data collected and submitted by the PNI team. Implementation and



effectiveness data were submitted through a web-based portal created by the UTSA research team and currently managed by the DPD PNI Team. Finally, impact assessments measured pre- and post-intervention levels of violent crime incidents, violent crime victims, and violence-related calls for service, family violence incidents, and family violence victims at each of the locations. Data used for these analyses were drawn from official records supplied by the DPD.

In June 2023, DPD and other stakeholders began implementing the longer-term strategy from the Crime Plan – Focused Deterrence. Focused deterrence is an evidence-based strategy designed to identify high-risk violent offenders in Dallas using a set of risk-based criteria and then offering those individuals an individualized set of social and behavioral health services to encourage their desistance from violent crime. Enhanced prosecution, including with federal law enforcement partners, is an alternative if individuals identified for the program continue to re-offend. In Year 4, DPD began implementing Focused Deterrence Neighborhood Outreach (FDNO). FDNO is designed to bring the essential elements of a focused deterrence call-in session directly to clients at their residences or a neutral location. In addition, DPD began implementing a new case management model in April 2025, tailored to the specific needs for clients. Data on these efforts are reported to the UTSA research team and served as the primary data source for an evaluation of the strategy’s implementation and impact. Data on the number of clients recruited, through FDNO, their involvement in the case management system, and re-arrests are reported as part of the evaluation.

## 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 2024. The start of the Crime Plan (i.e., May 2021) is delineated by the vertical blue bar. Overall, **Dallas experienced a 22.3% decrease in average violent crime incidents** since the start of the Crime Plan (May 2021 – April 2025) compared to the previous 36 months (May 2018 – April 2021).

The trend line for violent crime in Dallas prior to initiation of the Crime Plan, notated with the red dotted line, shows an average of roughly 640 incidents per month, whereas the trend line for violent crime post implementation of the Crime Plan, notated with the green dotted line, shows a consistent decrease in violent crime incidents, which now stand at slightly less than 400 per month.. Monthly counts of violent crime in Year 4 averaged 433. **Collectively, these results demonstrate a noticeable and substantial reduction in monthly violent crime incidents since the inception of the Crime Plan.**

**Figure 1: Dallas Violent Crime Incidents, 2018-2025**

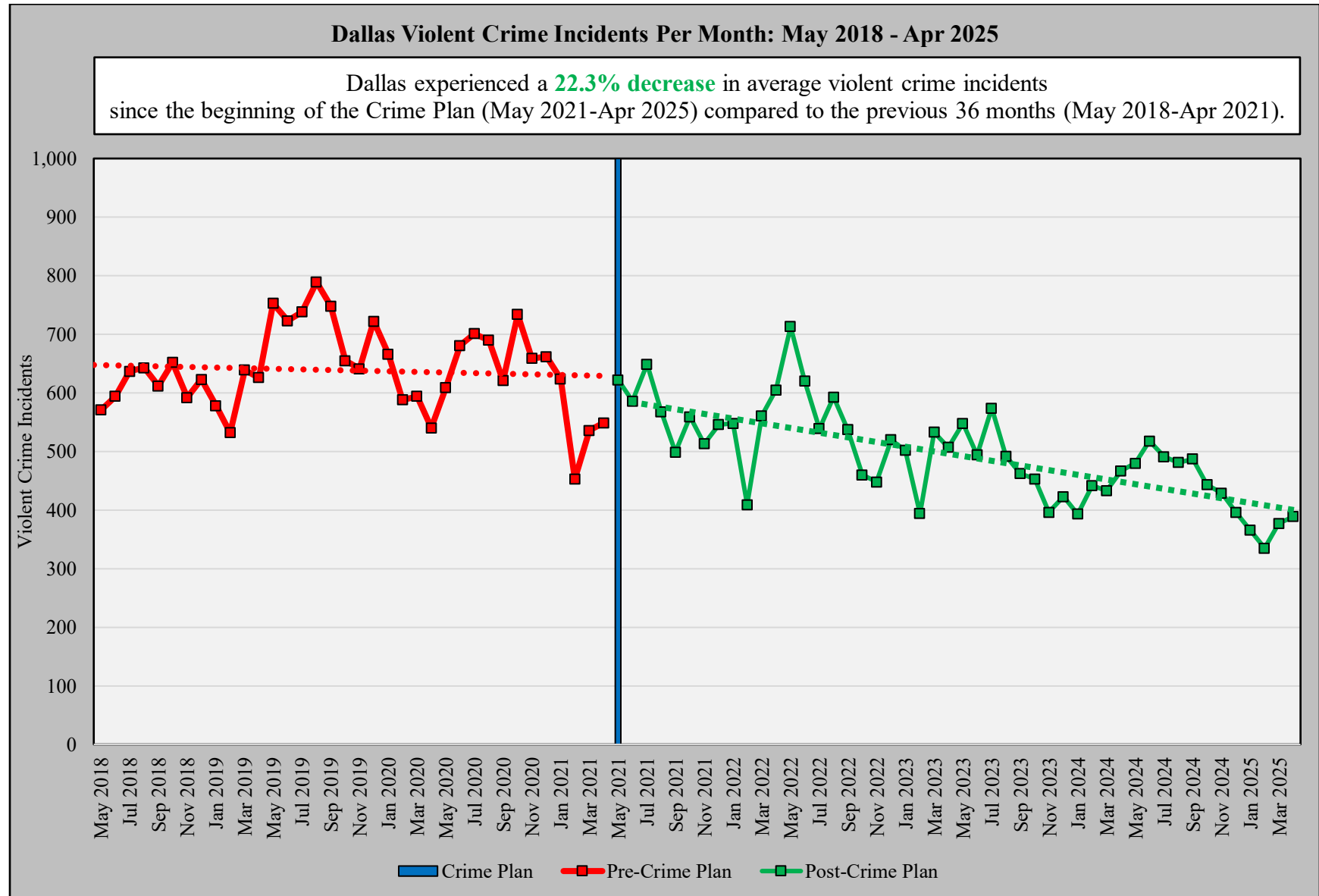


Figure 2, shown on the next page, considers the same time period as above (May 2018 – April 2025), but focuses on *victims* of violent crime, rather than violent crime incidents. Like Figure 1, Dallas’s violent crime victims per month are shown in solid red prior to the Crime Plan with a dotted red trend 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 18.0% decrease in average violent crime victims since the start of the Crime Plan** through April 2025 compared to the previous 36 months (May 2018 – April 2021).

Beginning in May 2018, Dallas’s average number of violent crime victims fluctuated between 600 and 900 per month, but with a clear upward trend. Since the inception of the Crime Plan, the highest number of victims per month was near 900 on two occasions (Summer 2021 and Summer 2022) but has fallen substantially since then. The average number of monthly violent victims during Year 4 of the crime plan was 530. **Collectively, the upward trend in victims experienced prior to the start of the Crime Plan has been reversed and a downward trend has consistently been in place over the past 48 months, consistent with a goal set forth in the Crime Plan to reverse the upward trend in violent crime and victimization in Dallas.**

**Figure 2: Dallas Violent Crime Victims, 2018-2025**

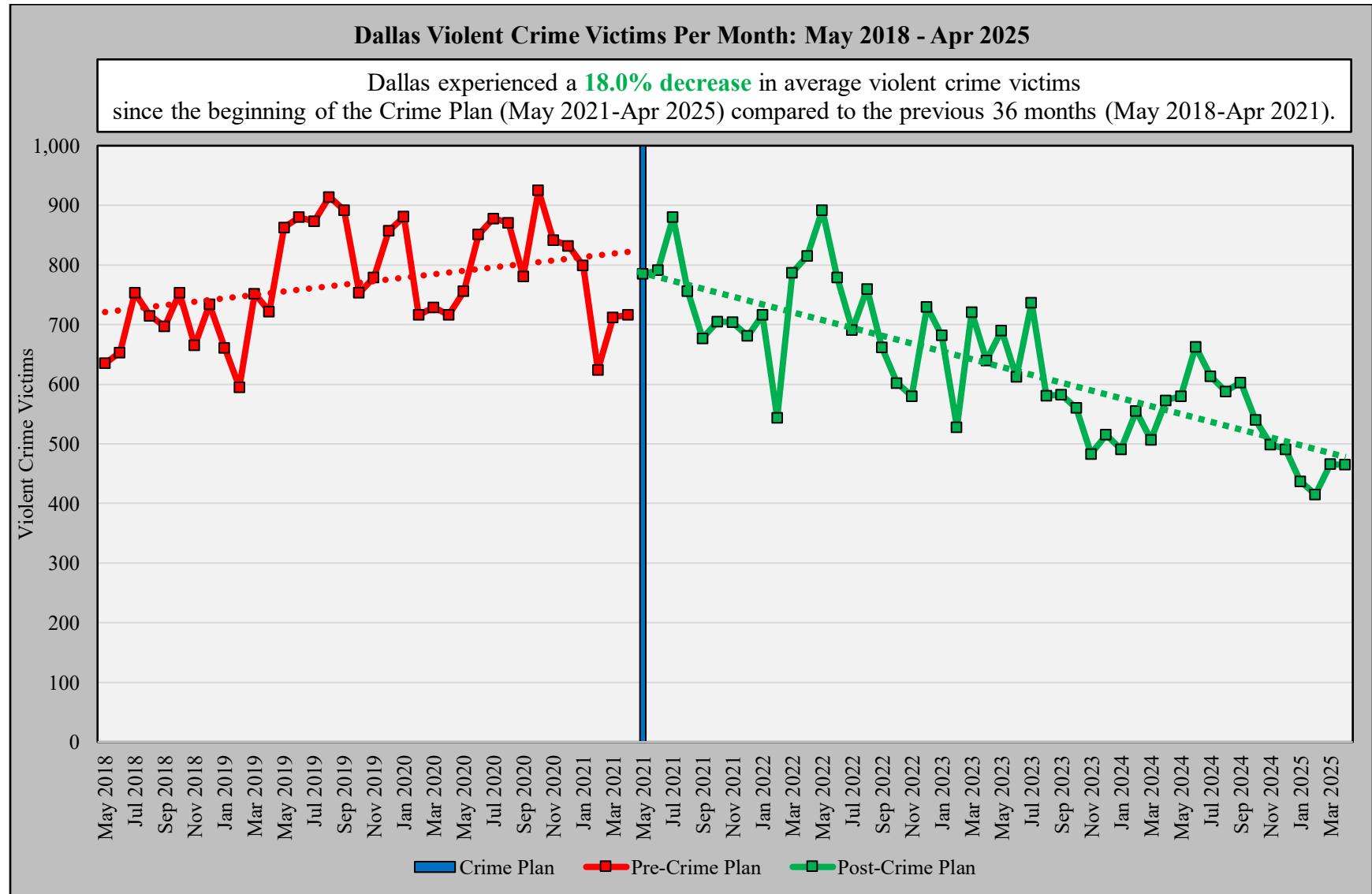


Figure 3 below summarizes the change in average monthly violent crime incidents by crime type in Year 4 (May 2024 – April 2025) compared to the previous year (May 2023 – April 2024). Murders were down by almost 28% in Year 4 compared to the previous year. Individual robberies (-6.1%) and aggravated assaults (-6.0%,) continued their downward trend in Year 4, albeit not as sharply as in some prior years. Encouragingly, business robberies fell by about 10% in Year 4, which reversed an increase in Year 3 over Year 2 seen in last year’s report. In Year 4, Dallas saw **reductions in all four violent crime types, which indicates a continued positive impact of the Crime Plan on violent crime in the city.**

**Figure 3: Dallas Violent Crime by Offense Types, May 2023-April 2025**

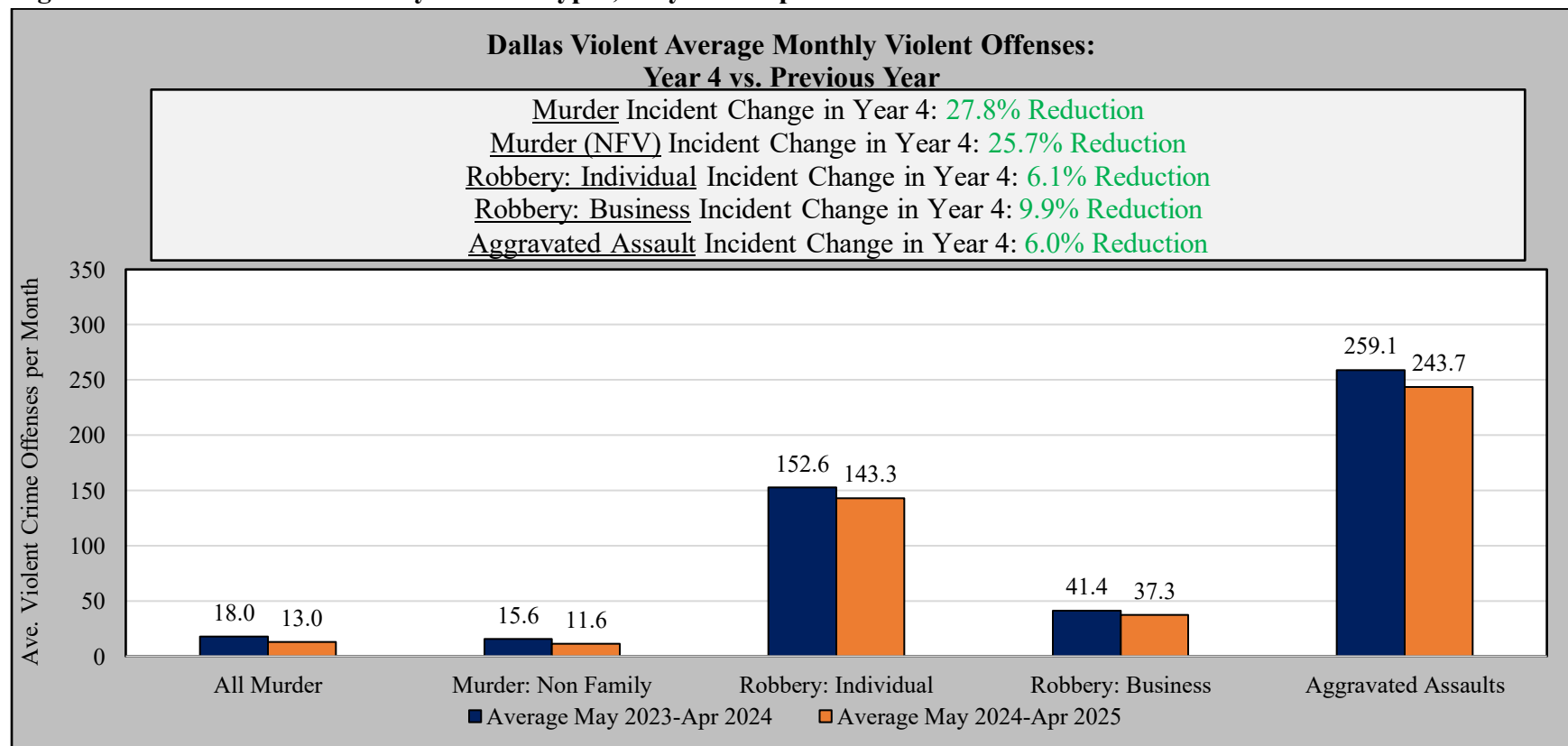
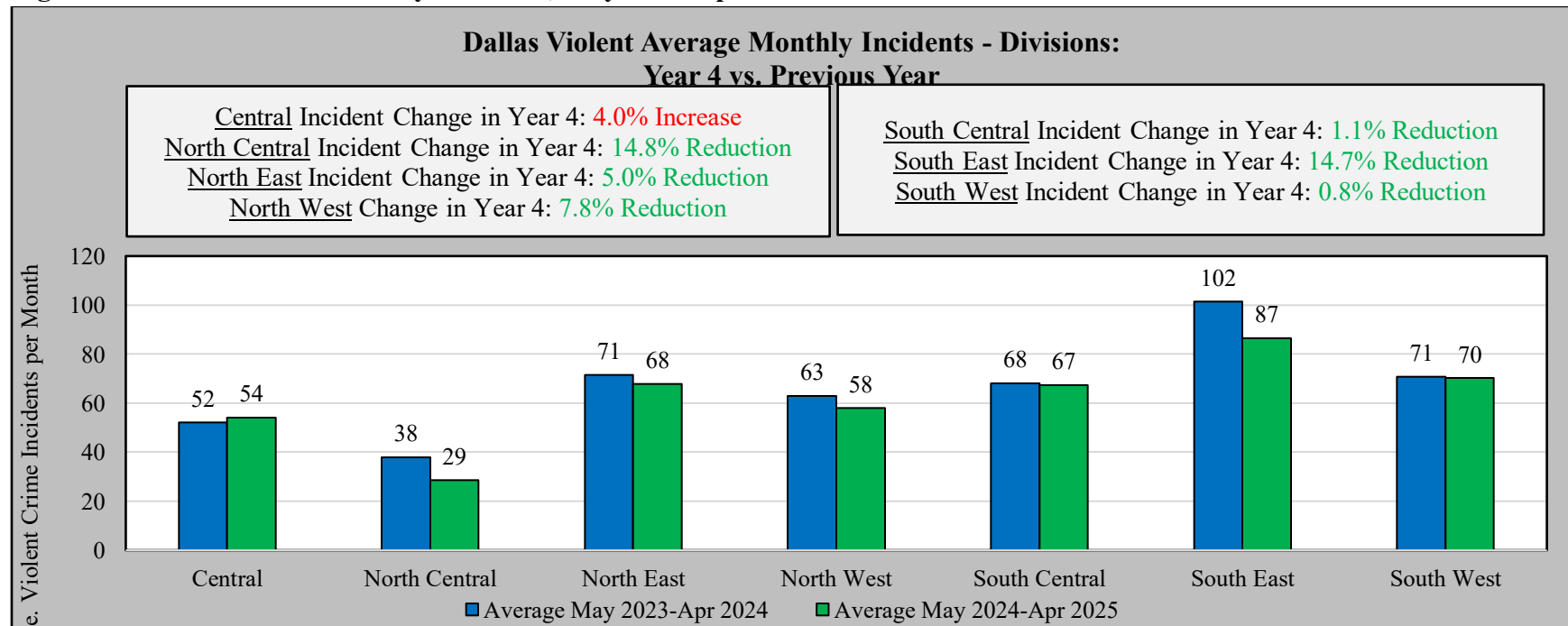


Figure 4 below compares average monthly violent crime incidents during Year 4 of the Crime Plan (May 2024 – April 2025) to the previous year (May 2023 – April 2024) by police division. Six of the seven divisions experienced violent crime reductions of between 1.0% and 15.0%. This pattern reveals the Crime Plan’s impact is not localized to one area of the city but extends throughout most areas of Dallas. The Central Division was the only division to experience a small increase in violent crime (4.0%) during Year 4.

#### Crime Trend Summary

**Collectively, Figures 1-4 demonstrate a consistent and substantial crime reduction effect (more than -20%) coinciding with the initiation of the Crime Plan. This effect crosses all crime types of interest and is evident in nearly all police divisions throughout the city.** The city-wide violent crime reduction effect is further tested below using a more robust, interrupted time series analysis approach.

**Figure 4: Dallas Violent Crime by Divisions, May 2023-April 2025**



### **Interrupted Time Series Analysis**

An interrupted time series analysis (ITSA) was also estimated to examine the impact of the hot spots strategy on violent crime over time in treated grids. ITSA is a quasi-experimental evaluation method that allows researchers to assess whether an intervention provides a statistically significant effect after treatment begins while accounting for existing pre-treatment trends and unobserved or natural variation in the data (Linden, 2015).

The model presented here examines the monthly count of violent crime incidents from May 2020 through April 2025 in the treatment grids. Table 1 shows the ITSA results estimating the effect of the Year 4 hot spots treatment on violent crime in the city of Dallas. The table includes three terms: a linear monthly trend, an indicator for the beginning of Year 4 treatment, and an interaction term indicating whether the trend changed after Year 4 treatment began. The coefficient for the time trend was negative and significant (-4.733). This suggests that violent crime was declining prior to Year 4 of the Crime Plan. This is an expected result given the positive results observed in the Years 1, 2, and 3 Reports. However, when the Year 4 treatment began, the coefficient was positive and significant. This finding may have been due to a seasonal increase in crime associated with the summer months of 2024. Importantly, the violent crime trend during the Year 4 treatment months decreased significantly (-10.037) indicating that crime fell, and fell more steeply, during Year 4 relative to the pre-treatment period.

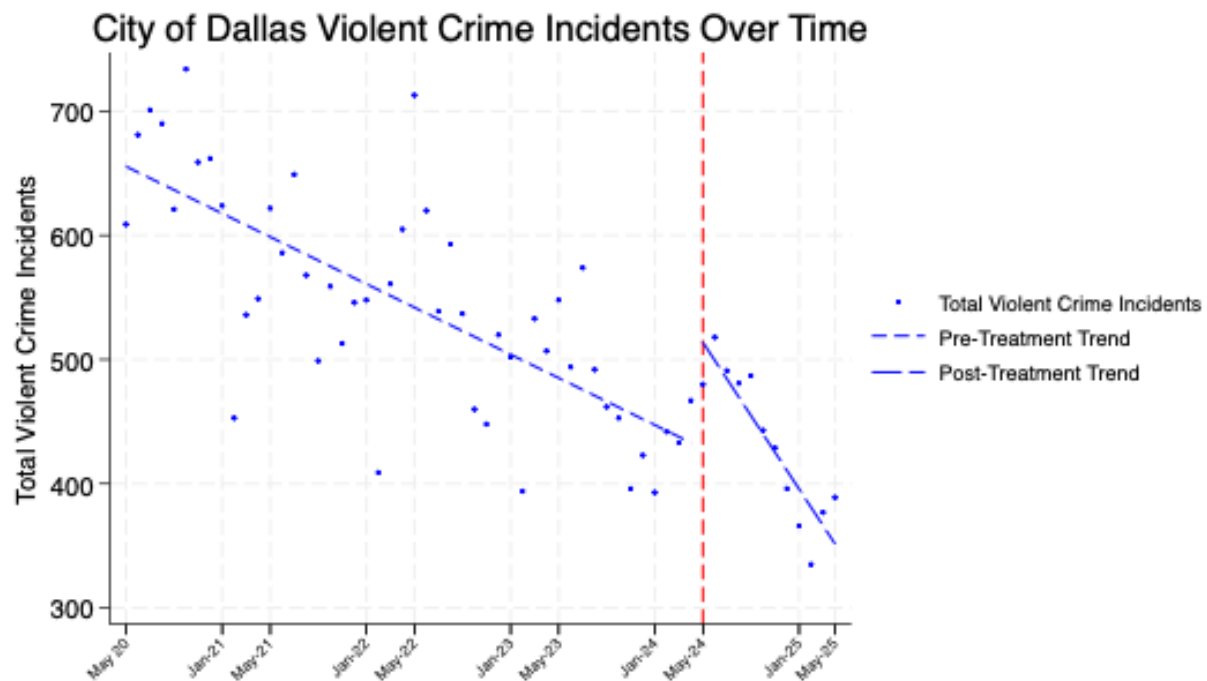
**Table 1: Interrupted Time Series Model – Year 4 Treatment Effect**

	<b>Coefficient</b>	<b>Robust Std. Err.</b>	<b>Change in Crime</b>
Linear Time Trend	-4.732***	.486	-4.7%
Intervention Point	85.535***	1.413	85.5%
Post treatment Period	-10.037***	17.180	-10.04

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

Both the overall time trend and the treatment period appeared to have been associated with a declining pattern of crime. These results suggest that while violent crime was already falling, the treatment may have accelerated the rate of decline. Figure 5 further demonstrates these results. The red dotted line indicates the beginning of Year 4 treatment. The dashed line on the left side of the line shows the linear trend of crime from May 2020 to April 2024 (the pre-treatment period), and the dashed line on the right side of the graph shows the trend in violent crime for Year 4.

**Figure 5: Interrupted Time Series**



### **Summary**

Based on these results and the crime counts in Appendix B, 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 2020 – April 2021), and for the first year since the Crime Plan started, murder and aggravated assaults were lower in Year 4 than before the Covid 19 pandemic began in early 2020. Robberies (business and individual), too, were down in 2024-25 compared to the year before, and Dallas recorded *about a third fewer* robberies in Year 4 of the Crime Plan than when it started in May 2021. While violent crime briefly spiked in the late spring of 2024 (early in Year 4), it quickly began to decline again and finished about 7% lower than in Year 3.



## **Phase 1: Hot Spots Policing**

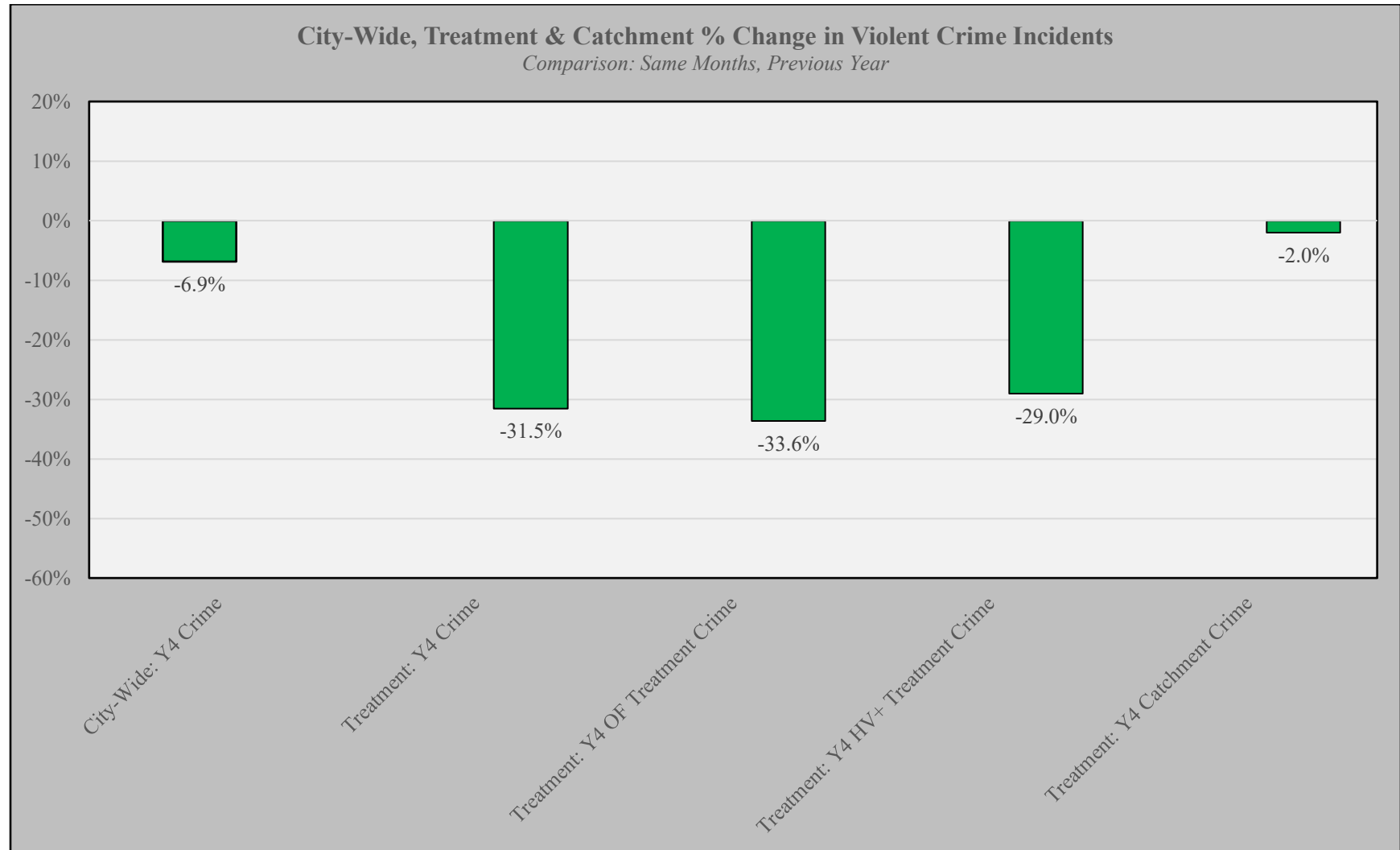
This section of the report examines the impact of Phase 1 of the Crime Plan – the hot spots policing strategy – by focusing on crime changes within and around the treatment grids. Analyses examine violent crime activity during Year 4 (May 2024-April 2025) in comparison to the previous year (May 2023-April 2024).

### **Results**

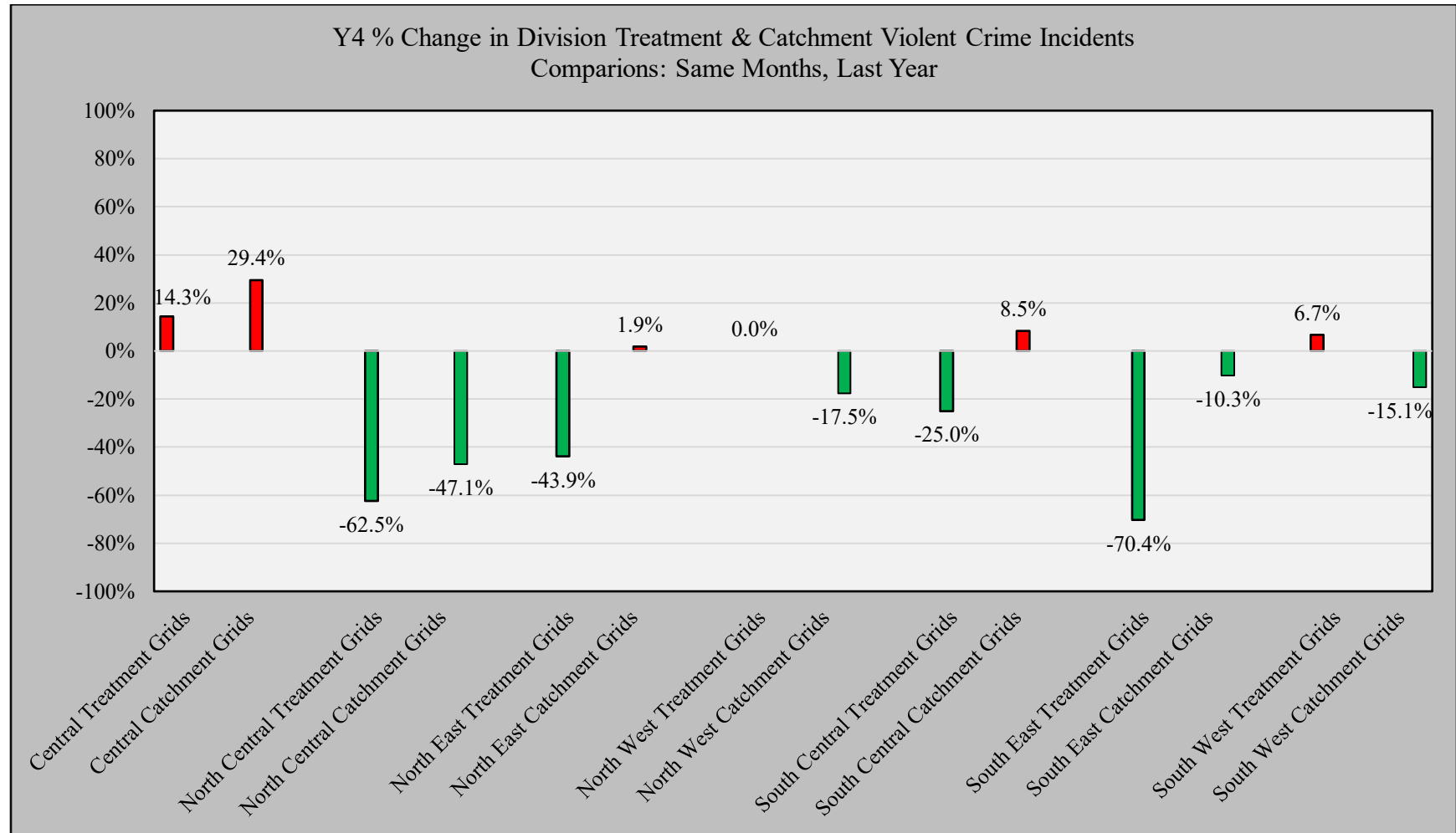
Figure 6, on the next page, summarizes the comparisons in Year 4 across the city, within treatment grids, by treatment type (offender focused (OF) and high visibility (HV)), and in catchment areas. City-wide, violent crime fell 6.9% compared to the previous year, with a substantially more pronounced reduction in the treatment grids. Specifically, violent crime incidents fell 31.5% in Year 4 treated hot spots compared to the previous year. This effect was similar across the OF (33.6%) and HV (29.0%) treatment types. Of note, violent crime incidents also decreased (2.0%) in the 1,000 ft catchment areas surrounding the treatment grids. These catchment areas show no evidence of crime displacement to areas adjacent to the treatment grids; rather, the results show evidence of a diffusion of crime reduction benefits to the nearby catchment areas.

Figure 7, on the subsequent page, reports the Year 4 treatment and catchment grid effects for each of the DPD police divisions. Four of seven divisions experienced crime reductions in the treatment locations with large reductions in the South East (70.4%) and North Central (62.5%) divisions. Two of seven divisions experienced slight increases in violent crime incidents within their treatment areas: Central (14.3%) and South West (6.7%). With respect to the catchment areas, four of the seven divisions experienced reductions in catchment area violent crime incidents, with the North Central Division (47.1%) leading the reductions. The Central Division experienced the highest increase in their catchment area violent crime incidents (29.4%) compared to the previous year.

**Figure 6: Treatment & Catchment Grid Crime by Year, % Change**



**Figure 7: Treatment & Catchment Grid Crime by Division, % Change**



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

As with previous annual reports, the UTSA research team conducted a difference-in-differences analysis that compared the change in crime levels in the treated grids during Year 4 to the change in crime levels in untreated grids. Difference-in-differences is a useful econometric technique for examining the change in a population following treatment relative to the change in a similar population (i.e., areas) that was not treated (Goodman-Bacon, 2021; Wooldridge, 2010). Here difference-in-differences compares average violent crime in treated grids before and after treatment to average violent crime in non-treated grids during the same periods. This difference-in-differences analysis expands upon regular period-to-period analyses. First, it expands beyond analyzing year-over-year change in violent crime *within* treated grids and allows for a control group (non-treated grids) against which to measure change in treated hot spots. Second, the approach controls for the regression to the mean effect that occurs when grids are selected for treatment at peak crime levels.

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

The set of difference-in-differences analyses provide isolated Year 4 results that answer the following research questions:

1. Compared to the 12 months before treatment began (Year 3 of the Crime Plan), what was the overall average treatment effect in the treated hot spot grids in Year 4 relative to non-treated grids?
2. Did crime reduction benefits persist in the two months after treatment ended?

Table 2, below, shows the effect of the hot spots treatment on violent street crime in the treated grids compared to non-treated grids during Year 4 of the Crime Plan. For this analysis, the data were limited to the period of May 2023 to April 2025, which allows for the comparison to the 12 months preceding Year 4. Additionally, controls were placed into the model to account for the rise in crime in the two months prior to treatment. Thus, this model provides an estimate of crime attributed to the treatment periods in Year 4. The coefficient shown in the table (-.043) was in a negative direction, but nonsignificant, which suggests that, when compared to the 12 months (Year 3) before treatment began, hot spots may have reduced the expected monthly count of violent crime in the treated locations by 4.3%.

**Table 2: Difference in Difference Models – Year 4 Treatment Effect**

	Coefficient	Robust Std. Err.	Impact on Crime
Average Treatment Effect	-.043	.026	-4.3%

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

The results in Table 3 examine the impact of the hot spots strategy on crime in the treated grids one month and two months *after* treatment was withdrawn. This table addresses the second research question outlined above: Did crime reduction benefits persist after treatment ended? At one-month post-treatment, the treatment coefficient in treated grids grew to -.134 and became significant. This indicates an accelerated crime reduction benefit one month post-treatment. Stated another way, violent crime was 13.4% lower in the treated grids compared to untreated grids a month after treatment ended, and this crime reduction effect was stronger than during the two months of treatment itself. By the second month after treatment, the regression coefficient was no longer statistically significant, suggesting that while crime may have remained suppressed in post-treatment month 2, the effects decayed during this second month.

**Table 3: Difference in Difference Models – Treatment Grids, Post-Treatment Effect**

	Coefficient	Robust Std. Err.	Post-Treatment Effect
Average Post-Treatment: Month 1	-.134***	.019	-13.4%
Average Post-Treatment: Month 2	.037	.030	3.7%

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

Taken together, **the results from the difference-in-differences analyses confirm the effectiveness of the hot spots strategy in reducing violent crime in the targeted hot spots, and they suggest that the crime reduction benefits grow more robust in the first month after treatment is withdrawn.**

### **Arrests**

The following figure (Figure 8) summarizes arrest activity in Dallas during Year 4. The percent change in total average monthly arrests between Year 4 (May 2024-April 2025) and the previous year (May 2023-April 2024) is presented across several arrest categories: all arrests, Part I violent arrests, disorder<sup>1</sup> arrests, drug arrests, weapon arrests, and warrant arrests. The blue bars indicate percent change in arrests *city-wide*, and the orange bars indicate the percent change in *treatment grids*. All percentage changes are based on a comparison with the same months in the previous year(s).

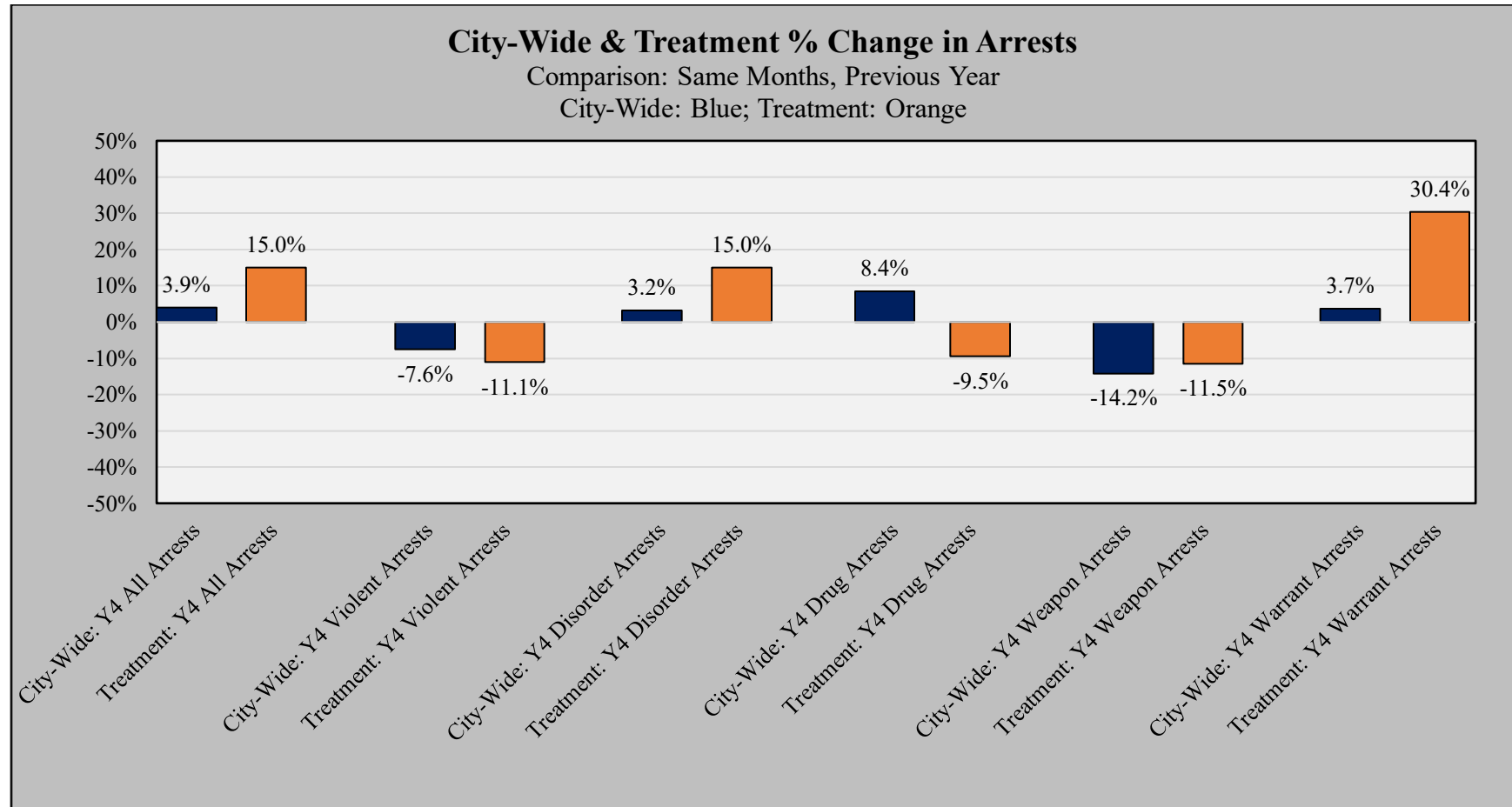
*Total* arrests increased across the city by 3.9% in Year 4, and they increased by 15.0% in treated hot spots. Conversely, *violent* crime arrests decreased 7.6% city-wide during Year 4 and by 11.1%

<sup>1</sup> Assisting or promoting prostitution; Curfew/Loitering/Vagrancy violations; Destruction/Damage/Vandalism of property; Disorderly conduct; Liquor law violations; Public intoxication; Simple assault; Trespass or real property.

in treated hot spots. City-wide, *disorder* and *drug* arrests increased by 3.2% and 8.4%, respectively, over the year before, and disorder arrests also increased by 15.0% in treatment locations. However, *drug* arrests *decreased* by 9.5% in treated hot spots compared to the previous 12 months. Likewise, *weapon* arrests decreased city-wide (14.2%) and in treatment locations (11.5%) in Year 4 of the Crime Plan. Finally, *warrant* arrests increased both city-wide (3.7%) and in treated hot spots (30.4%) during Year 4 compared to Year 3. Notably, an increased focus on finding and arresting individuals with outstanding warrants in hot spots is a designed feature of the Dallas Crime Plan.

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

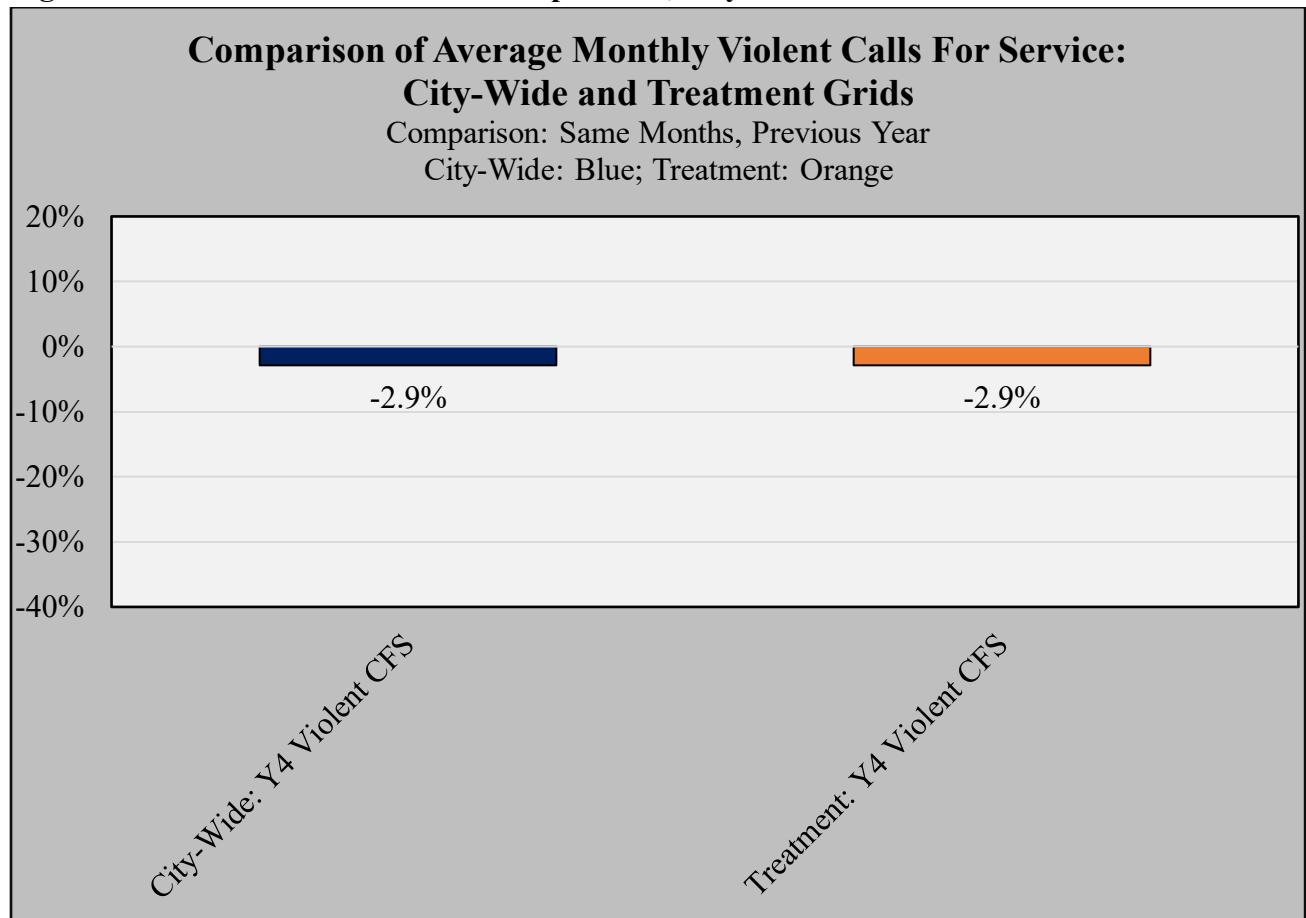
**Figure 8: Arrest Comparisons, City-Wide & Treatment Grids**



## Calls For Service

Figure 9, below, displays the percent change in the average number of violence-related calls for service (CFS) city-wide and in the treatment areas during Year 4 of the Crime Plan. The comparison period references the same months in the previous year (May 2023-April 2024). City-wide, violent CFS decreased by 2.9% between in Year 4 compared to the previous year. Violence-related CFS also declined 2.9% in treated hot spots. **Collectively, these results suggest that fewer violence-related calls for service were reported city-wide and in treatment areas in Year 4 of the Crime Plan compared to Year 3.**

**Figure 9: Violent Calls for Service Comparisons, City & Treatment Grids**





## **Fidelity**

This section of the report examines treatment plan fidelity in Year 4 of the Crime Plan and signals the extent to which DPD officers were deployed to the designated treatment areas during the appropriate days and times identified by the hot spots analysis and treatment plans. Table 4, below, displays the average fidelity rate in Year 4 and the fidelity rates for each treatment period within the year. Overall, DPD officers showed their continued commitment to hot spots policing as evidenced by these high fidelity rates. Overall, the Year 4 fidelity rates suggest the hot spots strategy has become routinized into DPD's patrol operations and reflects its continued commitment to executing the hot spots strategy as intended.

**Table 4: Fidelity Summary**

<b>Treatment Periods</b>	<b>Fidelity Rate</b>
<b><i>Year 4 Average</i></b>	<b><i>92%</i></b>
Period 15	90%
Period 16	91%
Period 17	91%
Period 18	93%
Period 19	95%
Period 20	92%
Period 21	92%

## Summary

City-wide, Dallas experienced a 22.3% decrease in average violent crime incidents and an 18.0% decrease in average violent crime victims since the start of the Crime Plan compared to the previous 36 months. The interrupted time series model confirmed that violent street crime in Dallas continued its decline in Year 4 compared to the previous 48 months (May 2020-April 2024) and that the reduction in crime *steepened* in Year 4 compared to previous years.

Treated hot spots experienced a 32% reduction in violent crime incidents during Year 4 with consistent effects demonstrated across treatment types and in most police divisions. A more robust statistical analysis, which compared the treated grids to non-treated grids, confirmed a 4.3% reduction in violent crime incidents in treatment areas during Year 4, and importantly, the violent crime reduction effects associated with hot spot treatments became more robust (-13.4%) in the month following treatment. Collectively, these results confirm a substantive crime reduction effect of hot spot policing on violent crime incidents in Dallas.

Arrest and violence-related calls for service activity also aligned with the goals of the Crime Plan in Year 4. Arrest patterns showed an uptick in *total* arrests, *disorder* arrests, and *warrant* arrests; a reduction in *violent* arrests and *weapon* arrests; and a mixed picture for *drug* arrests. Violence-related calls for service reduced city-wide and in treated hot spots. Finally, fidelity rates that measure compliance with hot spot treatment plans averaged over 90% in Year 4.

## Phase 2: PNI Sites

### Background on PNI

The mid-term strategy of the Dallas Violent Crime Reduction Plan is 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 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 (Herold et al., 2020). It focuses on identifying places with historically high levels of violent crime, investigating and disrupting the criminal networks within such locations, and implementing specifically tailored interventions to the site to reduce violent crime.

In Year 4 of the DPD violent crime reduction plan, there were seven PNI sites (all multifamily apartment complexes) active at various points during the year. Table 5 provides a timeline of the sites and when they were active throughout the year.

**Table 5: Timeline of PNI Sites for Year 4**

	2024								2025			
	M	J	J	A	S	O	N	D	J	F	M	A
3550 E Overton Road												
11511 Ferguson Road												
11760 Ferguson Road												
3535 Webb Chapel Ext.												
4722 Meadow Street												
8501 Old Hickory Trail												
9415 Bruton Road												

PNI went “live” on February 9, 2022 at 3550 East Overton Road, 11760 Ferguson Road, and 11511 Ferguson Road. At the end of August 2024, both 3550 East Overton Road and 11511 Ferguson Road were no longer active PNI sites and entered a maintenance phase. However, Overton returned to being a PNI site starting in April 2025 as violent crime at the apartment complex ticked up in early 2025. In addition, 3535 Webb Chapel Extension and 4722 Meadow Street were added as PNI sites in May 2023 and June 2023, respectively. Finally, in Year 4, both 8501 Old Hickory Trail and 9415 Bruton Road were added as PNI sites in January 2025. Old Hickory Trail was removed as an active PNI site at the end of March 2025 and replaced with 3550 E. Overton.

Operations plans for all sites were revised in Year 4 (except for 11511 Ferguson Road, since it was removed). These list problems at each site, roles and responsibilities, and process and impact measures and can be seen in Appendix C. 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. Data collection through the Microsoft Form transferred from the UTSA research team to DPD in March 2025. DPD now manages the collection of these data and sends PNI information monthly to the UTSA team.

### **Process Evaluation**

This process evaluation of PNI covers activities implemented at the sites in Year 4 between April 2024 and May 2025. The months in which PNI activities were active in Year 4 are as follows:

#### **3550 E. Overton Road**

- Year 4 active months: May 2024-August 2024; April 2025

#### **11511 Ferguson Road**

- Year 4 active months: May 2024-August 2024

#### **11760 Ferguson Road**

- Year 4 active months: May 2024-April 2025

#### **3535 Webb Chapel Extension**

- Year 4 active months: May 2024-April 2025

#### **4722 Meadow Street.**

- Year 4 active months: May 2024-April 2025

#### **8501 Old Hickory Trail**

- Year 4 active months: January 2025-March 2025

#### **9415 Bruton Road**

- Year 4 active months: January 2025-April 2025

Tables 6-12 summarize the identified problems, solutions, and implementation metrics at each site and provide a color-coded indicator (final column) showing the status of each problem/solution. Red cells indicate *little or no progress* toward implementing the proposed solution, yellow cells indicate *partial implementation*, and green cells indicate *substantial progress* based on the indicated process measures.

**Table 6: 3550 East Overton Road Process Measures**

Problem	Actions and Solutions	May 2024-August 2024	April 2025
Code Violations	Code violations	Not in Operations Plan during this period	0
	Code inspections completed	Inspection to be completed in May 2024 but not reported	0
	Citations issued	Inspection to be completed in May 2024 but not reported	Not in Operations Plan during this period
	Code violations left unaddressed from prior inspection	Not in Operations Plan during this period	N/A
	Triaged for litigation	Not under litigation	Not under litigation
Abatable Offenses occurring in the Area	Monitor abatable offenses	Monitored	Monitored
	Number of abatable offenses per month	May - 3 June - 2 July - 4 August - not reported	April - 7
Lack of Activities/Programs for Residents	Parks and Recreation attend events	No events held to attend	No
	Parks and Recreation to provide information to attendees at events	No	No
Violent Crime in the Complex	Violent offenses investigated by PNI Task Force	2	1
	Criminal networks identified	2	2
	Criminal networks dismantled	2	1
	Cases referred for federal prosecution	2	0
	Forwarded cases to PNI Team	0	0
	Cases worked by PNI Team from intel gathered	0	0
	Arrests at/near PNI location (PNI TF)	3 made related to the location	4 made related to the location
	Cameras placed and monitored	Yes	Yes
	CRT mark outs	3	9
	Arrests made in PNI area (CRT)	0	1
Location is Conducive to Criminal Behavior	CPTED analysis recommendations implemented	Completed in August 2022; 15 recommendations; 12 recommendations implemented	Not Reported
Lack of Trust with Law Enforcement	Safety coalition meetings; attendance	1 meeting; 0 attendees	1 meeting; 10 attendees
	Job fairs held; attendance	0	Not in Operations Plan during this period
	Events held at location; attendance	0	1 event; 85 attendees
	Intel forwarded to PNI Taskforce	Not in Operations Plan during this period	Not Reported
Family Violence	Number of residents in attendance at family violence workshops/violence interrupter workshops	0 workshops held	Not Reported

**Table 7: 11511 Ferguson Road Process Measures**

Problem	Actions and Solutions	May 2024-August 2024
Code Violations	Code violations	0; not due until after removal as PNI
	Code inspections completed	0; not due until after removal as PNI
	Code violations left unaddressed from prior inspection	0; not due until after removal as PNI
	Referred for Nuisance Based Litigation	Not under litigation
Abatable Offenses occurring in the Area	Monitor abatable offenses	Monitored
Lack of Activities/Programs for Children	Parks and Recreation attend events	0
	Parks and Recreation to provide information to attendees at events	No
Homelessness	Clean ups in surrounding area	Not reported
	Services offered to people experiencing homelessness	Not reported
Violent Crime in the Complex	Violent offenses investigated by PNI Task Force	0
	Criminal networks identified	0
	Criminal networks dismantled	0
	Cases referred for federal prosecution	0
	Forwarded cases to PNI Team	0
	Cases worked by PNI Team from intel gathered	0
	CRT mark outs	0
	Arrests made in PNI area	0 from PNI TF and CRT
	Cameras places and monitored	Yes
	CPTED analysis recommendations implemented	CPTED done in January 2023; 9 out of 13 recommendations implemented as of April 2024
Lack of Trust with Law Enforcement	Safety coalition meetings; attendance	0; manager did not want to have them
	Job fairs held; attendance	0
	Events held at location; attendance	0
Family Violence	Number of residents in attendance at family violence workshops/violence interrupter workshops	0; no meetings held to which they can attend

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

Problem	Actions and Solutions	May 2024-April 2025	
Code Violations	Code violations	51	
	Code inspections	6	
	Code violations left unaddressed from prior inspection	49	
	Triaged for litigation	Under litigation	
Abatable Offenses occurring in the Area	Monitor abatable offenses	Yes	
	Number of abatable offenses per month	May – 1; June – 15; July – 6 August – 0; September – 3; October - 1	November – 1; December – 1; January - 0 February – 1; March – 0; April - 1
Lack of Activities/Programs for Residents	Parks and Recreation attend events	0	
	Parks and Recreation to provide information to attendees at events	No	
Homelessness	Clean ups in surrounding area	2 reported between May and December 2024	
	Services offered to people experiencing homelessness	Not reported	
	Services accepted by people experiencing homelessness	Not reported	
	Bi-Yearly population counts of people experiencing homelessness in the area	10-20 reported between May - December 2024; 5 as of January 2025	
Violent Crime in the Complex	Violent offenses investigated by PNI Task Force	27	
	Criminal networks identified	18	
	Criminal networks dismantled	9	
	Cases referred for federal prosecution	1	
	Forwarded cases to PNI Team	7	
	Cases worked by PNI Team from intel gathered	6	
	Arrests at/near PNI location (PNI TF)	32 made related to location	
	Cameras placed and monitored	Yes	
	CRT mark outs	14	
	Arrests made in PNI area (CRT)	10	
Location is Conducive to Criminal Behavior	CPTED analysis recommendations implemented	CPTED done in January 2025; 6 recommendations; 2 implemented	
Lack of Trust with Law Enforcement	Safety coalition meetings; attendance	8 meetings; three with no reported attendance and five with 1 attendee	
	Events held at location; attendance	4 events; 27 attendees; attendance not reported at some events	
	Intel forwarded to PNI Taskforce	No	
Family Violence	Number of residents in attendance at family violence workshops/violence interrupter workshops	Not reported	

**Table 9: 3535 Webb Chapel Extension Process Measures**

Problem	Actions and Solutions	May 2024 - April 2025	
Code Violations	Code inspections	13	
	Citations issued	2	
Abatable Offenses Occurring in the Area	Monitor abatable offenses	Monitored	
	Number of abatable offenses per month	May - 6 June - 3 July - 3 August - 1 September - 2 October - 3	November - 2 December - 1 January - 3 February - 1 March - 2 April - 2
Homelessness	Clean ups in the surrounding area	1 clean up	
	Services offered to people experiencing homelessness	70 engagements with individuals	
	Services accepted by people experiencing homelessness	24 individuals accepted services in one clean up in August	
	Bi-Yearly population counts of people experiencing homelessness in the area	20-30 estimated in May - December 2024; numbers not reported from January 2025 - April 2025	
Lack of Activities/Programs for Residents	Parks and Recreation attend events	1	
	Parks and Recreation to provide information to attendees at events	Yes	
Violent Crime in the Complex	Violent offenses investigated by PNI Task Force	35	
	Criminal networks identified	13	
	Criminal networks dismantled	4	
	Cases referred for federal prosecution	6	
	Forwarded cases to PNI Team	1	
	Cases worked by PNI Team from intel gathered	1	
	Arrests at/near PNI location (PNI TF)	32 made related to location	
	Cameras placed and monitored	Yes	
	CRT mark outs	159	
	Arrests made in PNI area (CRT)	24	
Location is Conducive to Criminal Behavior	CPTED completed	Completed in March 2025	
	CPTED analysis recommendations implemented	11 recommendations; 3 implemented	
Lack of Trust with Law Enforcement	Safety coalition meetings; attendance	3; 63 attendees across all	
	Events held at location; attendance	4; over 200 across events	
	Events attended by UNIDOS	0 in first part of year; not reported in second half of the year	
Family Violence	Number of residents in attendance at family violence workshops/violence interrupter workshops	1 workshop; attendance not known; none reported in second half of year	



**Table 10: 4722 Meadow Street Process Measures**

Problem	Actions and Solutions	May 2024-April 2025	
Code Violations	Code inspections	2	
	Citations issued	0	
	Triaged for litigation	In litigation	
Abatable Offenses Occurring in the Area	Monitor abatable offenses	Yes	
	Number of abatable offenses per month	May - 1 June - 1 July - 7 August - 1 September - 3 October - 2	November - 4 December - 1 January - 3 February - 1 March - 2 April - 0
Lack of Activities/Programs for Residents	Parks and Recreation attend events	0	
	Parks and Recreation to provide information to attendees at events	No	
Violent Crime in the Complex	Violent offenses investigated by PNI Task Force	25	
	Criminal networks identified	8	
	Criminal networks dismantled	0	
	Cases referred for federal prosecution	0	
	Forwarded cases to PNI Team	0	
	Cases worked by PNI Team from intel gathered	0	
	Arrests at/near PNI location (PNI TF)	9 made related to location	
	Cameras placed and monitored	Yes	
	CRT mark outs	96	
	Arrests made in PNI area (CRT)	2	
Location is Conducive to Criminal Behavior	CPTED analysis recommendations implemented	11 recommendations; 8 implemented	
Lack of Trust with Law Enforcement	Safety coalition meetings; attendance	9 meetings; 16 attendees	
	Events held at location; attendance	5 events; over 200 attendees	
	Intel forwarded to PNI Task Force	Not Reported	
Family Violence	Number of residents in attendance at family violence workshops/violence interrupter workshops	0 events	

**Table 11: 8501 Old Hickory Trail Process Measures**

Problem	Actions and Solutions	January 2025-March 2025
Code Violations	Code inspections	1
	Citations issued	0
Abatable Offenses occurring in the Area	Monitor abatable offenses	Monitored
	Number of abatable offenses per month	0 during period
Homelessness	Number of clean ups in surrounding area	0
	Services offered to people experiencing homelessness	No
Lack of Activities/Programs for Residents	Parks and Recreation attend events	0
	Parks and Recreation to provide information to attendees at events	No
Violent Crime in the Complex	Violent offenses investigated by PNI Task Force	2
	Criminal networks identified	1
	Criminal networks dismantled	1
	Cases referred for federal prosecution	1
	CRT mark outs	19
	Arrests made in PNI area (CRT)	6
Location is Conducive to Criminal Behavior	CPTED completed	Completed in December 2024
	CPTED analysis recommendations made/implemented	6 recommendations made; information on implementation not provided
Lack of Trust in Law Enforcement	Safety coalition meetings; attendance	0
	Events held at location; attendance	0
	Events attended by UNIDOS	Not reported
Family Violence	Number of residents in attendance at family violence workshops/violence interrupter workshops	Not reported

**Table 12: 9415 Bruton Road Process Measures**

Problem	Actions and Solutions	January 2025-April 2025
Code Violations	Code inspections	10
	Citations issued	1
Abatable Offenses occurring in the Area	Monitor abatable offenses	Yes
	Number of abatable offenses per month	January - 2 February - 1 March - 1 April - 4
Homelessness	Number of clean ups in surrounding area	0
	Services offered to people experiencing homelessness	No
Lack of Activities/Programs for Residents	Parks and Recreation attend events	0
	Parks and Recreation to provide information to attendees at events	No
Violent Crime in the Complex	Violent offenses investigated by PNI Task Force	10
	Criminal networks identified	2
	Criminal networks dismantled	0
	Cases referred for federal prosecution	0
	CRT mark outs	122
	CRT arrests	0
Location is Conducive to Criminal Behavior	CPTED completed	Yes
	CPTED analysis recommendations made/implemented	3 recommendations; 3 implemented
Lack of Trust in Law Enforcement	Safety coalition meetings; attendance	4 meetings; 9 attendees across all
	Events held at location; attendance	3 events; 76 attendees across all
	Events attended by UNIDOS	Not reported
Family Violence	Attendance at family violence workshops/violence interrupter workshop	Not reported

Apart from Overton and 11511 Ferguson, code inspections were completed, and citations were frequently issued at the sites. Code inspections were not due at 11511 Ferguson until after it was moved into maintenance; thus, no data were reported. Abatable offenses were monitored and reported at all the sites. The PNI task force (PNI TF), Crime Response Teams (CRT), and Apartment Communities Team (ACT) reported activities related to law enforcement at the sites. These included arrests at or made in relation to the PNI sites, offenses investigated, mark outs, criminal networks identified and dismantled, and cases that were referred to federal prosecution.

New CPTED analyses were conducted at 11760 Ferguson, Webb Chapel, Meadow, Old Hickory Trail, and Bruton. Additionally, some recommendations from the CPTEDs were reported as being implemented during Year 4. A CPTED was done in August 2022 at the Overton site, but no follow up CPTED has been completed. Safety coalition meetings and events were held at five of the seven PNI sites in Year 4; these were not held at Old Hickory or 11511 Ferguson. At five of the PNI sites, homelessness was listed as a problem. Apart from 11760 Ferguson and Webb Chapel, the Office of Homeless Solutions did not report any clean-ups in the surrounding area or report offering services to people experiencing homelessness at those PNI sites.

Across many of the PNI sites, some organizations did not report participating in activities as outlined in the operations plans. UNIDOS, a Latino Community Outreach program that seeks to build trust between Spanish-speaking citizens and DPD, did not report attending community events as outlined in the operations plans. Apart from Webb Chapel, Parks and Recreation did not report attending community events to distribute materials about their services, and the DPD Family Violence unit did not report coordinating workshops/violence interrupter workshops. **Moving forward, we recommend that DPD engage with these entities to ensure these components of the operations plans are being delivered as intended.**

The PNI Task Force regularly engaged in enforcement operations at the PNI sites (or in locations connected to a PNI site) as well as in other locations with violent crime in the city. Beginning in August 2024, the DPD PNI Lieutenant responsible for these operations began providing the UTSA research team with detailed monthly enforcement activity reports from the PNI Task Force. These reports include, but are not limited to, the number of joint operations, gang members contacted, state/federal charges filed, search warrants executed, successful narcotics buys, arrests, and seizures of weapons, drugs, and currency. This allows for a detailed understanding of the extent of DPD enforcement activities at and connected to the sites as well as their work outside of the sites in other areas of the city.

Between August 2024 and April 2025, the following PNI Task Force activities were reported across or connected to the PNI sites or in other areas of the city:

- Joint Operations (i.e., with other units): 70
- Gang Members Contacted: 73
- Arrests: 281
- Search Warrants Executed: 32
- State Charges Filed: 32
- Federal Charges Filed: 21

- Vehicles Seized: 6
- Handguns Seized: 114
- Rifles Seized: 20
- Shotguns Seized: 6
- “Switches” Seized: 7
- Currency Seized: \$409,809
- Marijuana Seized: 56,988.63 grams
- Heroin Seized: 400.5 grams
- Methamphetamine Seized: 2960.9
- Fentanyl Seized: 1,318.2 grams
- Successful Narcotics Buys: 32

It is evident from these data that the PNI Task Force has been actively working to arrest and prosecute violent and drug offenders at all PNI locations during Year 4 in a robust effort to reduce crime and violence. Without these efforts, it is likely that higher levels of violent crime would have been reported at the PNI sites.

### **Impact Evaluation**

The operations plans for PNI sites align expected impact metrics with the various problems identified at each location. The first set of impact measures was collected by various partners at each of the sites. Tables 13-19 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.

The months in which the sites were active PNI sites in Year 4 are compared to the same time in the previous year. The PNI active site periods in Year 4 and their respective comparison periods for all PNI sites are listed below.

#### **3550 E. Overton Road**

- Year 4 active months: May 2024-August 2024; April 2025
- Comparison periods: May 2023-August 2023; April 2024

#### **11511 Ferguson Road**

- Year 4 active months: May 2024-August 2024
- Comparison periods: May 2023-August 2023

#### **11760 Ferguson Road**

- Year 4 active months: May 2024-April 2025
- Comparison periods: May 2023-April 2024

#### **3535 Webb Chapel Extension**

- Year 4 active months: May 2024-April 2025
- Comparison periods: May 2023-April 2024

#### **4722 Meadow Street**

- Year 4 active months: May 2024-April 2025

- Comparison periods: June 2023<sup>2</sup>-April 2024

**8501 Old Hickory Trail**

- Year 4 active months: January 2025-March 2025
- Comparison periods: January 2025-March 2025

**9415 Bruton Road**

- Year 4 active months: January 2025-April 2025
- Comparison periods: January 2024-April 2024

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<sup>2</sup> PNI started at this site in June 2023. Thus, there is a shortened comparison period for this site.

**Table 13: 3550 East Overton Road Impact Measures**

Problem	Outcomes	May 2024-August 2024 vs. May 2023-August 2023	April 2025 vs April 2024
Code Violations	Code Violations corrected/remedied	Not reported	Cannot measure change; none reported in current period or previous period
	Owners in compliance with City Attorney's Office Recommendations/Requirements	In compliance in 2024; in litigation in previous period	In compliance
Abatable Offenses occurring in the Area	Reduced abatable offenses	Decrease; 9 in current period and 16 in prior period	Increase; 7 in April 2025 and 2 in April 2024
Lack of Activities/Programs for Residents	Increased number of children at events	Decrease; 60 attendees at events in prior period and no events in current period	No change; no events in either period
Violent Crime in the Complex	Criminal networks uncovered	2 uncovered in current period; 1 in previous period	Not in Operations Plan during this period
Location is Conducive to Criminal Behavior	Reduced number of CPTED recommendations	No change; 15 recommendations in 2022; no follow up CPTED since	No change; 15 recommendations in 2022; no follow up CPTED since
Lack of Trust with Law Enforcement	Increase in attendance at safety coalition meetings	Decrease; 1 meeting with 5 attendees in previous period compared to none in current period	Increase; 1 meeting in current period with 10 attendees compared to 0 meetings in previous period
	Increase in attendance at job fairs	No change; none in either period	Not in Operations Plan during current period; none in previous period
	Increase in attendance at events	Decrease; no events in current period compared to 3 events with approximately 325 attendees in previous period	Increase; 1 event in current period with 85 attendees compared to 0 events in previous period
	Survey of residents to determine effectiveness/satisfaction with management	Not in Operations Plan during this period or previous period	Survey not yet completed; not in Operations Plan during previous period

**Table 14: 11511 Ferguson Road Impact Measures**

Problem	Outcomes	May 2024-August 2024 vs. May 2023-August 2023
Code Violations	Number of code violations corrected/remedied	No change; no code inspections due until after removal as PNI and no inspections in prior period
	Owners in compliance with City Attorney's Office Recommendations/Requirements	In compliance
Abatable Offenses occurring in the Area	Reduced abatable offenses	Increase; 2 abatable offenses in current period compared to 1 in previous period
Lack of Activities/Programs for Children	Increased number of children at events	No change; no community events held in either period
Homelessness	Reduction in number of people experiencing homelessness in the area	Cannot measure change; approximately 70-100 in area in previous period; nothing reported in current period
Violent Crime in the Complex	Criminal networks uncovered	0
Location is Conducive to Criminal Behavior	Reduced number of CPTED recommendations	No change; follow up CPTED not completed following one in January 2023 with 13 recommendations
Lack of Trust with Law Enforcement	Increase in attendance at safety coalition meetings	No change; no safety coalition meetings held in either period
	Increase in attendance at job fairs	No change; no job fairs held
	Increase in attendance at events	No change; no events held

**Table 15: 11760 Ferguson Road Impact Measures**

Problem	Outcomes	May 2024-April 2024 vs. May 2023-April 2023
Code Violations	Code violations corrected/remedied	2 reported in January 2025; 20 reported in April 2024
	Owners in compliance with City Attorney's Office Recommendations/Requirements	Under litigation; not in compliance
Abatable Offenses occurring in the Area	Reduced abatable offenses	Reduction; 30 in current period; 40 in previous period
Lack of Activities/Programs for Residents	Increased number of children at events	No change; no events held in current or previous period
Homelessness	Reduction in number of people experiencing homelessness in the area	Decrease; 5 people reported as of January 2025 compared to 100-150 in previous period
Location is Conducive to Criminal Behavior	Reduced number of CPTED recommendations	Reduction; 6 recommendations in January 2025 CPTED compared to 13 in first CPTED
Lack of Trust with Law Enforcement	Increase in attendance at safety coalition meetings	Decrease; 8 meetings with partial attendance reported; 1 dual crime watch/event in previous period with 50 attendees
	Increase in attendance at events	Decrease; 6 events with 17 attendees; 350 persons attended events in previous period



**Table 16: 3535 Webb Chapel Extension Impact Measures**

Problem	Outcomes	May 2024-April 2025 vs May 2023-April 2024
Code Violations	Reduction in code violations	Reduction; 20 code violations reported in current period; code inspection completed in February 2024 with 44 violations
Abatable Offenses occurring in the Area	Reduced abatable offenses	Increase; 29 in current period vs 10 in previous period
Homelessness	Reduction in number of people experiencing homelessness in the area	Reduction; 20-30 reported in May-November 2024; between 60-100 people reported in previous period
Lack of Activities/Programs for Residents	Increased number of children at events	Decrease; 1 event with 40 attendees in current period compared to 2 events in previous period with 95 attendees
Violent Crime in the Complex	Criminal networks uncovered	13 in current period; 8 in previous period
Location is Conducive to Criminal Behavior	Reduced number of CPTED recommendations	Reduction; 11 recommendations in current year CPTED compared to 13 in previous CPTED
Lack of Trust with Law Enforcement	Increase in attendance at safety coalition meetings	Increase; 63 attendees in current period compared to approximately 40 in previous period
	Increase in attendance at events	Increase; 4 events with over 200 attendees compared to no events in previous period
	Increase in attendance at events by UNIDOS	Decrease; not reported in current period compared to 4 in previous period

**Table 17: 4722 Meadow Street Impact Measures**

Problem	Outcomes	May 2024-April 2025 vs June 2023-April 2024
Code Violations	Reduced code violations	Decrease; 11 code violations reported in current period compared to previous inspection which found 57
	Owners in compliance with City Attorney's Office Recommendations/Requirements	Under litigation; not in compliance
Abatable Offenses occurring in the Area	Reduced abatable offenses	Decrease; 26 in current period compared to 50
Lack of Activities/Programs for Residents	Increased number of children at events	Decrease; no events held in current period compared to one with 80 attendees in previous period
Location is Conducive to Criminal Behavior	Reduced number of CPTED recommendations	Decrease; 11 recommendations in March 2025 compared to 22 in July 2023 CPTED
Lack of Trust with Law Enforcement	Increase in attendance at safety coalition meetings	Increase; 16 attendees across meetings in current period compared to 10 in previous period
	Increase in attendance at events	No change; 5 events with over 200 attendees in current period compared to 1 event with 200 attendees in previous period

**Table 18: 8501 Old Hickory Trail Impact Measures**

Problem	Outcomes	January 2025-March 2025 vs January 2024-March 2024
Code violations	Reduced code violations	19 in current period; no information on prior period
Abatable Offenses occurring in the Area	Reduced abatable offenses	Decrease; 0 compared to 7 in the previous time frame
Homelessness	Reduced number of people experiencing homelessness	0 reported in January 2025; no information on prior numbers
Lack of Activities/Programs for Residents	Increased number of children at events	No events in current period
Location is Conducive to Criminal Behavior	Reduced number of CPTED recommendations	CPTED done in December 2024 with 6 recommendations
Lack of Trust in Law Enforcement	Increase in attendance at safety coalition meetings	No events in current period
	Increase in attendance at events	No events in current period
	Increase in attendance at UNIDOS events	Not reported

**Table 19: 9415 Bruton Road Impact Measures**

Problem	Outcomes	January 2025-April 2025 vs January 2024-April 2024
Code violations	Reduced code violations	5 in current period; will measure change in subsequent report
Abatable Offenses occurring in the Area	Reduced abatable offenses	Decrease; 8 in current period compared to 12 in previous period
Homelessness	Reduced number of people experiencing homelessness	Not reported; will measure change in subsequent reports
Lack of Activities/Programs for Residents	Increased number of children at events	0 events in current period; will measure change in subsequent reports
Location is Conducive to Criminal Behavior	Reduced number of CPTED recommendations	3 recommendations in CPTED; future CPTED to be completed to measure change
Lack of Trust in Law Enforcement	Increase in attendance at safety coalition meetings	9 attendees in current period; will measure change in subsequent reports
	Increase in attendance at events	76 attendees in current period; will measure change in subsequent reports
	Increase in attendance at UNIDOS events	Not reported; will measure change in subsequent reports

Code violations were listed as problems at all sites. At Webb Chapel and Meadow, the number of code violations was lower in the current period compared to the same time last year. These were also tracked at the newer PNI sites (Old Hickory and Bruton). At Bruton, their change will be measured in subsequent reports since this was the first point in which code violations were measured. At 11760 Ferguson, code violations were corrected or remedied in the current period. At Overton, code violations were not reported, as the site was in litigation within Year 3 and could not be inspected. While there has not been a follow up assessment of code violations at Overton since the property exited litigation, these are expected to be tracked moving forward, and the site is currently in compliance with the requirements of the City Attorney's Office. Data on code violations at the 11511 Ferguson site was not provided in the current or prior period. Currently, two of the PNI sites are in code-based litigation: 11760 Ferguson and Meadow. Additionally, both sites are not in compliance with the requirements of the City Attorney's Office. These sites will be monitored in subsequent reports for change in their litigation status.

Regarding abatable offenses, these were lower in the current period relative to the respective comparison periods at 11760 Ferguson, Meadow, Old Hickory, and Bruton. The number of abatable offenses was lower at Overton between May 2024 and August 2024 compared to the same time in the prior year before it went into maintenance. At 11511 Ferguson and Webb Chapel, the number of abatable offenses were higher in the current period relative to their respective prior periods. Similarly, the number of abatable offenses at Overton in April 2025 after it was added back as a PNI site was higher than in April 2024, which reflects its re-addition as a PNI site.

In Year 4, CPTEDs were completed at all but Overton and 11511 Ferguson. At 11760 Ferguson, Webb Chapel, and Meadow, there were fewer recommendations in the CPTEDs compared to the prior ones completed at the sites. Initial CPTEDs were done at Old Hickory and Bruton. At Bruton, future CPTEDs will be used to measure change in the number of recommendations. A future CPTED is planned for the Overton site to measure change in recommendations from the CPTED done prior to Year 3 of the violent crime reduction plan.

The extent to which safety coalition meetings were held at the sites varied. The level of attendance at these meetings was greater in the current period compared to the respective prior periods at Meadow and Webb Chapel. Additionally, a safety coalition meeting was held at Overton in April 2025 after coming back online as a PNI site. None were held at 11511 Ferguson in the current or prior periods, as the manager of the complex did not wish to have them, and none were held at Old Hickory when it was an active PNI site. At Bruton, these meetings were held in the current period and will be tracked in subsequent reports. Attendance at these meetings decreased at 11760 Ferguson and was not consistently tracked, making it difficult to measure change in this metric. **If attendance at safety coalition meetings is a metric for success at the PNI sites, then the UTSA team recommends that DPD re-double its efforts to facilitate these meetings and provide**

**additional details about the challenges it faces in doing so. This will allow for future assessment of the feasibility and impact of these meetings on neighborhood health and crime.**

Similarly, the extent to which community events were held at the sites in Year 4 varied. Community events were not held at 11511 Ferguson and Old Hickory, but the number of attendees at events in the current period increased at Webb Chapel and Meadow. There was also an increase in attendance at events at Overton in April 2025 after it came back online as a PNI site compared to April 2024. Events were also held at Bruton, and their attendance will be tracked in the future.

In some of the operations plans, UNIDOS was supposed to attend events at the sites. They did not report attending events at Year 4 at Webb Chapel, Old Hickory, and Bruton. As Parks and Recreation only attended events at Webb Chapel, most sites showed a decrease in the number of children at events compared to the relative comparison periods. **Again, we recommend that DPD work with these entities to ensure that they can attend events at the sites, as outlined in the operations plans.**

Finally, while homelessness was listed as a problem at some of the sites, data on homelessness were not consistently reported across Year 4. For instance, data on the number of people experiencing homelessness at or near the PNI sites was not consistently tracked making it difficult to measure change in this outcome metric. At Webb Chapel, there was a decrease in the number of people experiencing homelessness near the site as reported in the first part of Year 4 relative to Year 3 numbers. **We suggest that DPD work with the Office of Homeless Solutions to ensure that data on these metrics are tracked consistently.**

### **Impact on Crime and Victimization**

In addition to the impact measures collected by DPD, UTSA also evaluated the effect of PNI on five outcome metrics across seven sites: violent offenses, victims of violent crime, violence-related calls for service, family violence incidents, and victims of family violence. The UTSA research team obtained monthly data from the Dallas Police Department and compared average monthly values during the treatment period to the same period in the previous year (last year). Results from the analyses of crime data pre- and post-PNI implementation at all sites can be seen in Table 20 (below) and are calculated based on average monthly counts and percent changes for each metric. **In many cases, average monthly data counts are quite low, and even slight changes in average counts per month can easily lead to large percentage changes in outcomes. Thus, these findings should be interpreted with caution.** For reference, we have provided the monthly averages used in the calculations along with the percent changes in Table 20.

At 3550 E. Overton Road, violent offenses and victim counts each fell by 50% between May 2024 and August 2024, while calls for service increased by 22.2%, compared to the same months in the previous year. No change was observed in family violence or associated victims. Not unexpectedly, after DPD added the site back as a PNI location in April 2025, there was a higher

level of violent crime, violent victims, and violence-related calls for service when compared to April 2024. No change was observed in family violence or associated victims.

At 11760 Ferguson, there were large reductions in violent crime (-68.8%) and violent victims (-73.7%). There were also decreases in violence-related calls for service (-18%). Family violence and victimization each increased by 125%.

At 11511 Ferguson Road, no violent offenses or family violence incidents were reported during either period. Violence-related calls for service decreased by 57.1%, and one family violence victim was recorded during treatment months while none were observed the year prior.

At 3535 Webb Chapel Extension, violent offenses declined by 27.3% and the number of violent victims fell by 44.4%. Violence-related calls for service decreased (-14.3%), while both family violence measures doubled (100%).

At 4722 Meadow Street, violent offenses (-54.5%), victims (-37.5%), and violence-related calls for service (-35.7%) all declined. Family violence measures did not change.

At 8501 Old Hickory Trail, violent offenses and victims dropped to zero, a 100% reduction. Violence-related calls for service fell by 72.7%. No family violence incidents were recorded.

At 9415 Bruton Road, violent offenses were unchanged, while violent victims fell 33.3%. Violence-related calls for service increased by 30%, but both family violence (-33.3%) and victimization (-60.0%) declined.

Across sites, most locations saw reductions in violent crime. Patterns in violence-related calls for service and family violence varied by site. Again, given the low baseline monthly averages in most cases, percent changes should be interpreted with caution.

**Table 20: PNI Outcome Measures**

PNI Location	Outcome Measure	Monthly Average				Percent Change*	
		Last Year		Treatment		Treatment v. Last Year	
3550 E. Overton Road		May 2023 – Aug. 2023	April 2024	May 2024 – Aug. 2024	April 2025	May -Aug 2024	April 2025
	Violent Offenses	1.0	0	0.5	1	-50.0%	100%
	Violent Victims	1.0	0	0.5	1	-50.0%	100%
	Violence – Related Calls for Service	4.5	3	5.5	7	22.2%	133%
	Family Violence	0.3	0	0.3	0	0.0%	-
	Family Violence Victims	0.3	0	0.3	0	0.0%	-
11760 Ferguson Road		May 2023 – Apr. 2024		May 2024 – Apr. 2025			
	Violent Offenses	1.3		0.4		-68.8%	
	Violent Victims	1.6		0.4		-73.7%	
	Violence – Related Calls for Service	8.3		6.8		-18.0%	
	Family Violence	0.3		0.8		125.0%	
	Family Violence Victims	0.3		0.8		125.0%	
11511 Ferguson Road		May 2023 – Aug. 2023		May 2024 – Aug. 2024			
	Violent Offenses	0.0		0.0		-	
	Violent Victims	0.0		0.0		-	
	Violence – Related Calls for Service	1.8		0.8		-57.1%	
	Family Violence	0.0		0.0		-	
	Family Violence Victims	0.0		0.3		-	
3535 Webb Chapel Ext.		May 2023 – Apr. 2024		May 2024 – Apr. 2025			
	Violent Offenses	0.9		0.7		-27.3%	
	Violent Victims	1.5		0.8		-44.4%	
	Calls for Service	2.9		2.5		-14.3%	
	Family Violence	0.1		0.2		100.0%	
	Family Violence Victims	0.1		0.2		100.0%	

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

**Table 20: PNI Outcome Measures (cont.)**

PNI Location	Outcome Measure	Monthly Average		Percent Change*
		Last Year	Treatment	Treatment v. Last Year
4722 Meadow Street		May 2023 – Apr. 2024	May 2023 – Apr. 2024	
	Violent Offenses	0.9	0.4	-54.5%
	Violent Victims	1.3	0.8	-37.5%
	Violence – Related Calls for Service	4.7	3.0	-35.7%
	Family Violence	0.3	0.3	0.0%
	Family Violence Victims	0.3	0.3	0.0%
8501 Old Hickory Trl.		Jan. 2024 – Mar. 2024	Jan. 2024 – Mar. 2024	
	Violent Offenses	0.7	0.0	-100.0%
	Violent Victims	0.7	0.0	-100.0%
	Violence – Related Calls for Service	3.7	1.0	-72.7%
	Family Violence	0.0	0.0	-
	Family Violence Victims	0.0	0.0	-
9415 Bruton Rd		Jan. 2024 – Apr. 2024	Jan. 2024 – Apr. 2024	
	Violent Offenses	1.0	1.0	0.0%
	Violent Victims	1.5	1.0	-33.3%
	Violence – Related Calls for Service	2.5	3.3	30.0%
	Family Violence	0.8	0.5	-33.3%
	Family Violence Victims	1.3	0.5	-60.0%

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

## **Summary**

During Year 4 of the violent crime reduction plan, seven PNI sites were active at various times during the year, and some were active for the entire year. As can be seen, much work was done at the sites to address the problems associated with violent crime, particularly law enforcement activities, addressing code violations, and conducting CPTED analyses to address physical components associated with crime. There were mixed findings regarding the implementation of community events and safety coalition meetings at the sites. Further, data entry was not consistently recorded for some problems, particularly for those related to homelessness and family violence. We recommend moving forward that DPD work with their external partners to ensure that all components of the operations plans are being implemented as intended at the sites. Regarding crime and victimization, the average number of violent crime and violent victims was lower in the treatment periods relative to the same times in the previous year, except for 3550 E. Overton Road after it was added back as a PNI location in April 2025. Family violent offenses and victims were up in the treatment period at 11760 Ferguson Road and 3535 Webb Chapel Extension. Violence-related calls for also service were up at 3550 E. Overton Road and 9415 Bruton Road.



### **Phase 3: Focused Deterrence**

The long-term strategy of the Dallas Violent Crime Reduction Plan is focused deterrence, a strategy designed to target individuals who are at high risk for engaging in future violent offending (Braga et al., 2018). This involves a collaboration with multiple stakeholders to reduce violent offending among the identified program participants, including:

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

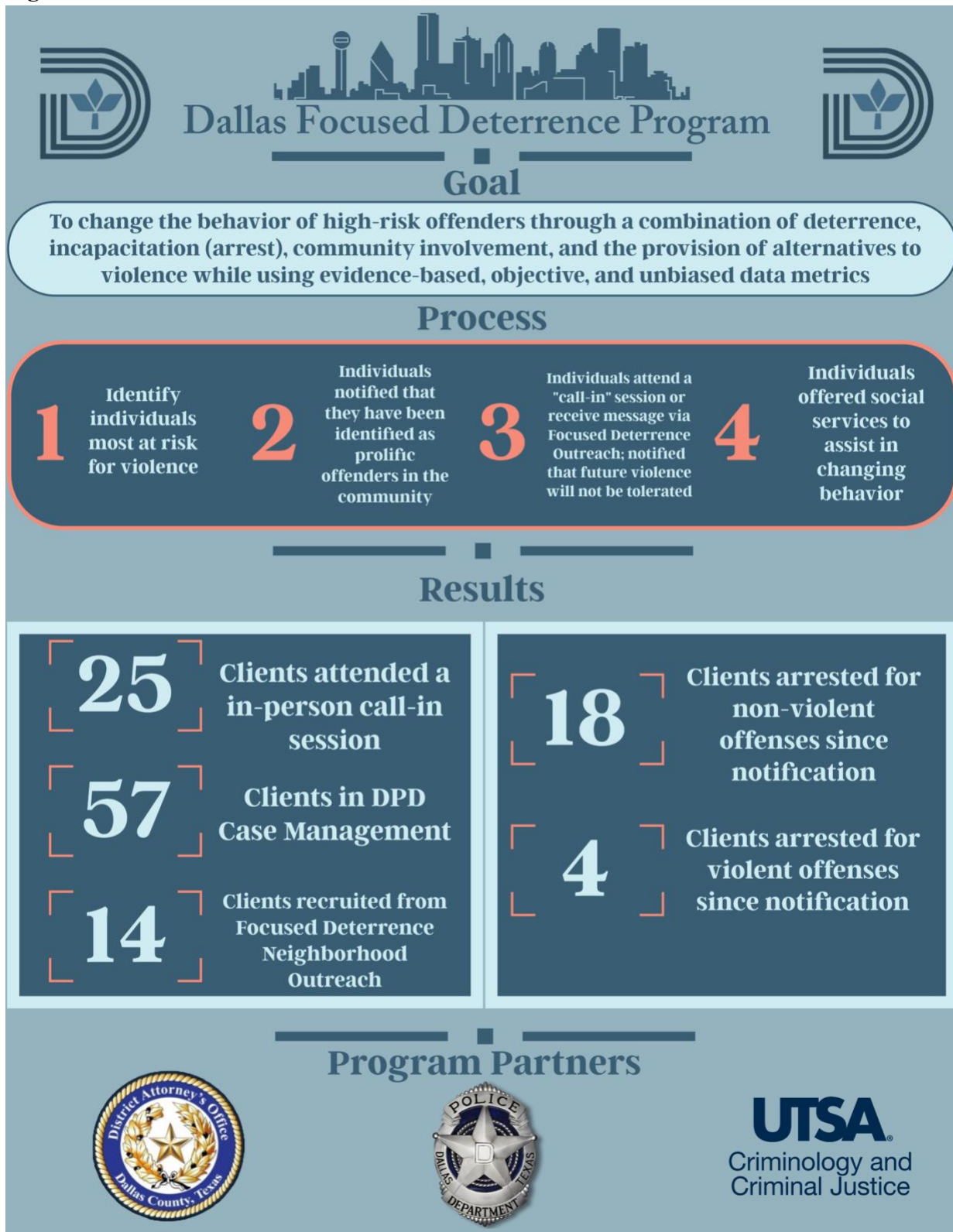
In Dallas, these messages are disseminated face-to-face during “call-in” sessions, at which high-risk individuals are invited to appear (Braga et al., 2018), and through Focused Deterrence Neighborhood Outreach (FDNO). Potential clients for the program are identified using evidence-based metrics. Clients who are arrested for additional crimes after being recruited for the program are subject to enhanced prosecution in coordination with DPD, the Dallas County Criminal District Attorney’s Office, and/or the United States Attorney’s Office as case circumstances warrant.

DPD coordinated two call-in sessions in June<sup>3</sup> and November of 2023. An ongoing challenge with the implementation of focused deterrence in Dallas has been the inability to mandate attendance at call-in sessions by individuals on probation or parole. In response to this, DPD began implementing FDNO in December 2024, a program in which DPD and other stakeholders bring the message of the call-in session to clients directly at their residences or a location in the community nearby. As described below, this program is modeled after Philadelphia’s Group Violence Intervention’s (GVI) mobile call-in team (Reyes, 2022). Data in this section of the report are current through May 12, 2025, with primary focus on focused deterrence activities conducted in Year 4. An overview of the Dallas focused deterrence program with metrics since inception is shown below in Figure 10.

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<sup>3</sup> At the first call-in session, some individuals who attended were invited by Dallas County Adult Probation and were not on the DPD Tier 1 or Tier 2 lists (see Client Eligibility below). While we exclude these participants from the analyses in this section of the report because they were not recruited through the process outlined herein, these clients are tracked internally, and services are provided to them if requested.

Figure 10: Dallas Focused Deterrence



## **Identifying Eligible Clients for the Program**

To identify eligible clients for the program, DPD analysts first extract arrest data from individuals who reside in the city who have been arrested two or more times for violent or violent-adjacent<sup>4</sup> offenses in the City of Dallas within the previous three-year period. This provides a preliminary pool of clients. Law enforcement partners (Parole Division of the Texas Department of Criminal Justice, Dallas County Community Supervision & Corrections (Probation)) then provide a list of people in Dallas on active parole or probation, which DPD cross-matches to the potential client list. Potential clients on the list are then scored according to six criteria derived from Luszczynski and Fox (n.d.), which are designed to identify individuals at greater risk for future violence. These scoring criteria are as follows:

1. Documented gang member or affiliate in the previous five years – 5 points
2. Past firearm arrest – 5 points
3. Past violent offense – 5 points
4. Suspect in shooting, associated with an offense involving a shooting, or shot at – Shooter or associate = 5 points; Shot or shot at = 5 points
5. Adult felony probation or parole, or release from prison within the previous three years – 5 points
6. Quality historical contacts with the police for felony offenses (violent or non-violent; excluding felony marijuana cases and/or THC cases) within the previous two years – 1 point for each contact and no overlap with criteria #3
7. At-large filings for a significant offense (felonies) for which the subject has not been arrested in the previous two years – 1 point for each separate unrelated filing

Participants are scored using these criteria into three Tiers. Tier 1 offenders have a cumulative score 17 or more points, Tier 2 offenders have a score between nine and 16 points, and Tier 3 offenders have zero to eight points.

Individuals are ineligible or disqualified from participating in the program if they are:

1. Deceased
2. Incarcerated in county jail or state prison
3. Have a Misdemeanor B or above warrant for any charge
4. Have a class C family violence warrant
5. Not residents of the City of Dallas

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<sup>4</sup> Qualifying offenses include the following: “1) homicide offenses; murder and non-negligent manslaughter; negligent manslaughter; 2) kidnapping and abduction offenses; 3) sex offenses – rape, sodomy, sexual assault with and object, and fondling; 4) assault causing bodily injury; injury to a child, elderly or disabled individual; harassment of a public servant; 5) aggravated assault; 6) unlawful possession of a firearm by a felon, unlawful carrying of a weapon, discharging a firearm in a municipality of 100,000+, and deadly conduct discharge of a firearm; 7) arson offenses; 8) robbery offenses; 9) criminal conspiracy and criminal solicitation; 10) burglary of an occupied habitation; 11) engaging in organized criminal activity; 12) delivery of a controlled substance, felony” (Dallas Police Department, 2025a).

Eligible participants are drawn from the Tier 1 and Tier 2 lists. For FDNO, DPD also goes through a rigorous deconfliction process to ensure that the client and the location of the potential outreach are safe to be approached.

### **Focused Deterrence Neighborhood Outreach**

Team members who participate at FDNO sessions include uniformed police officers, service providers, representatives from the Dallas County District Attorney's Office, and volunteers who represent victims of crime (voice of pain) and those previously incarcerated (voice of redemption). FDNO is designed to take between five to 10 minutes to administer and involves a compressed delivery of the message of the in-person call-in sessions. Team members who take part in the outreach program travel together to each known address of clients or to pre-arranged meeting locations and administer the intervention.

For each client, DPD officers initially approach the client's residence or other meeting location to determine if the client is home and/or willing to speak to the team. If they are, the intervention is delivered to them. If not, the message is delivered to others at the residence (e.g., other family members) who are asked to convey the message to the client. DPD officers make the initial approach, introduce themselves, and provide a brief overview of the focused deterrence program in the same manner as an in-person call-in session, including that:

1. clients have been identified as being involved in violent criminal activity at a higher rate than other citizens of Dallas;
2. they are aware of the groups or individuals they associate with;
3. the next time they commit a violent crime following the notification, they will be prosecuted to the fullest extent of the law; and
4. there are alternative social services available to assist them.

DPD then introduces a representative from the Dallas County District Attorney's Office, who highlights the legal sanctions that will follow, including enhanced prosecution, should clients continue engaging in violence. Representatives who act as the voices of pain (victims) and redemption (previously incarcerated) then speak about the negative consequences of violence. Social workers and social service providers then highlight the services available to clients.

As is the case with the in-person call-in sessions, clients receive a notification letter that provides information on the Focused Deterrence program, states that they will be under greater scrutiny from law enforcement, and emphasizes the overarching message of the program that further violence by them or their associates will not be tolerated. If clients are not home when the FDNO visit occurs, DPD leaves FDNO fliers at the door or with others at the residence who may be collateral contacts (e.g., family members or roommates). DPD also provides program fliers to other residents in the neighborhood who are outdoors when the visits occur.

Summary data for FDNO since its inception are shown below in Table 21. Through May 12, 2025, 44 eligible clients were identified, 41 locations were visited, and nine successful direct contacts with clients were made across six outreaches. An additional 13 contacts with collateral persons (e.g., family members) were made. Of the 14 clients from FDNO who are in case management (discussed below), there have been 133 ongoing contacts or attempted contacts to clients and/or their family members. Only one of the FDNO clients has been arrested since notification, and that arrest was for a non-violent offense.

**Table 21: Summary Data from Focused Deterrence Neighborhood Outreach (FDNO)**

<b><u>FDNO Client Overview as of May 12, 2025</u></b>	
Number of Outreaches	6
Number of Eligible Clients Identified	44
Number of Locations Visited	41
Successful Direct Contacts Made	9
Successful Collateral/Family Contacts Made	15
Number of Clients in Case Management	14
Contacted/Attempted Contacts by DPD to Recruited Clients*	133
Number of Clients Arrested for Non-violent Offense Since Recruitment	1
Number of Clients Arrested for Violent Offense Since Recruitment	0

Note. \* Includes individual contacts or attempts to contact clients or their family member

### **Service Provision and Case Management**

In April 2025, DPD began implementing a case management model, designed to connect clients in the focused deterrence program with specifically tailored services to address their complex needs (the full model is available in Appendix D). This model is supported by the addition of two new case managers, who work with clients and directly refer them to services, and is built upon the case management model utilized in the Philadelphia Group Violence Intervention program. Prior to the establishment of this model, clients were required to complete an intake assessment with South Dallas Employment Project, which made referrals to services. However, many clients, while referred and offered services, did not actually receive them.

As part of the transition to this new case management model, case managers have begun referring clients directly to services with organizations they have pre-existing relationships with, and they utilize targeted services that they did not have access to through the South Dallas Employment Project. Since the case management model was only implemented in the last month covered in this Year 4 report, UTSA will work with DPD to track data related to this model moving forward in subsequent reports.

The case management model offers “intensive case management” and assigns clients to different “levels” that reflect the individual needs of clients, and the time required for case management (Dallas Police Department, 2025b). **Importantly, the new case management model has also**

**involved the reengagement of clients who previously attended call-in sessions or who were previously inactive clients.** The levels in the case management model, their different aspects, and the number of clients within each level are summarized below with more detailed aspects of each level provided in Appendix D.

**Level 1-E – Engagement (10 Clients Currently in this Level; four in Tier 1 and six in Tier 2)**

Clients begin at this level from the “first point of contact” (Dallas Police Department, 2025b, p. 3). The goal is to develop “rapport” with the client and, ultimately, have them become part of the program (Dallas Police Department, 2025b, p. 3). While in this level, clients complete intake forms and assessments and begin working on a Life Map that outlines their future goals with steps to achieve those goals. Clients receive two to three hours per week of case management time in this level.

**Level 1-R – Refused (21 Clients Currently in this Level; nine in Tier 1 and 12 in Tier 2)**

Clients who cannot be reached, refuse to take part in the program, or are incarcerated are assigned at this level. Case managers make brief contact periodically with clients in this level to remind them that they can always choose to take part in the program and that services are available (Dallas Police Department, 2025b, p. 3). Clients at this level receive around one hour per month of case management time.

**Level 2 – Intensive Case Management: Stabilization (1 Tier 1 Client Currently in this Level)**

This level focuses on ensuring clients have their basic needs met (e.g., housing). Assigned case managers emphasize building connections with their clients and assisting them in gaining access to and receiving applicable services. Clients are expected to remain in this level for four to six months and receive around four to six hours per week of case management time. To transition to Level 3, clients must meet a series of “stabilization milestones,” such as obtaining access to stable housing, employment, and banking/social services, avoiding criminal behavior, identifying an external social support network of law-abiding persons, and identifying an activity/hobby to replace prior crime involvement (Dallas Police Department, 2025b, p. 7).

**Level 3 – Intensive Case Management: Support (8 Clients Currently in this Level; three in Tier 1 and five in Tier 2)**

Efforts at this level are geared towards working with clients to develop and achieve long-term goals, building capacity for future self-sufficiency, fostering the development of external support systems, and changing clients thinking patterns (Dallas Police Department, 2025b). Clients are expected to remain at this level for nine to 12 months and receive two to three hours per week of case management time. To move to Level 4, clients need to complete certain requirements, such as maintain stable housing, employment, and finances for a year, not obtain criminal charges or arrests, actively use their external social support system and engage in their chosen hobby/activity,

and exhibit “personal growth” by disassociating from situations that encourage crime and reporting positive future outlook (Dallas Police Department, 2025b, p.10).

#### **Level 4 – Aftercare (0 Clients at this Current Level)**

In this level, assigned case workers focus on helping clients become prepared to live independently following program completion. This level includes helping clients build their capacity to determine, set, and achieve goals and document a “success story” of their journey through the program (Dallas Police Department, 2025b). Importantly, client are given the responsibility to initiate contact with case managers. Clients receive approximately two to three hours per month of case management time and are expected to stay at this level for three months. To graduate from the program, clients must not obtain new criminal charges/arrests for a minimum of one year, document the goals they want to achieve in the future and the steps they will take to do so, and submit their “success story,” which they can share at a graduation ceremony (Dallas Police Department, 2025b).

In addition to the above levels, there are 17 participants who are in “transition” (six in Tier 1 and 11 at Tier 2). These are primarily clients who attended call-in sessions and who DPD managers are working on getting transferred into the new case management system. Some of these clients are non-responsive or cannot be reached and will be assigned to a case level in the future.

The DPD focused deterrence team also offers workshops where a small number of clients who might benefit from specific services are invited to attend in-person. The workshops are designed to 1) develop rapport with clients and 2) connect clients to resources and services. They are held in a neutral location (e.g., a library), clients are offered food, and they can complete intake forms and life plans with DPD case managers. Service providers also are present at the workshops.

One workshop was held in mid-April. Seven participants were invited and four attended along with two collateral contacts (e.g., family members). Community partners included Goodwill and the Crisis Intervention Team. At the workshop, 28 services/resources and tasks were delivered to clients. For instance, Goodwill conducted job assessments and scheduled interviews for jobs while the Crisis Intervention Team offered access to MetroCare resources. Additionally, three clients completed a focused deterrence intake and life plan. Future workshops are planned to be offered to FD program clients.

#### **Criminal Justice System Metrics**

DPD monitors the criminal justice system involvement of focused deterrence clients, including arrests and prosecutions. As of this report, 22 clients (21 from prior call-in sessions and one from FDNO) have been arrested after a call-in session or notification. Most of these arrests have been

for non-violent offenses<sup>5</sup> (nine from Tier 1 and nine from Tier 2) with four arrests being for violence-related offenses (one from Tier 1 and three from Tier 2). **Importantly, none of the Tier 1 or Tier 2 clients have been arrested for firearm-related violent offenses since notification.**

### **Summary**

Toward the end of 2024, DPD implemented the Focused Deterrence Neighborhood Outreach (FDNO) program where eligible clients are identified, and the focused deterrence message is delivered to them in-person. There have been six FDNO program outreaches so far, and future monthly outreaches are planned. So far, 14 clients have been recruited from FDNO. UTSA, in combination with program partners, will continue to monitor the long-term effects of the Dallas Focused Deterrence Program on social service and criminal justice system metrics.

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<sup>5</sup> Seventeen of the non-violent offenses occurred after notification at a call-in or part of FDNO while five of them were arrests related to earlier offenses (e.g., probation violations, insufficient bonds, or warrants).



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

### **Treatment Time Periods:**

- Four Years: May 2019-April 2025
  - Year 1: May 2021-April 2022 (N=12)
    - Period 1: May 2021-August 2021
    - Period 2: September 2021-December 2021
    - Period 3: January 2022-March 2022
    - Period 4: April 2022
  - Year 2: May 2022-April 2023 (N=12)
    - Period 4: May 2022-June 2022
    - Period 5: July 2022-September 2022
    - Period 6: October 2022-November 2022
    - Period 7: December 2022-January 2023
    - Period 8: February 2023-March 2023
    - Period 9: April 2023
  - Year 3: May 2023-April 2024 (N=12)
    - Period 9: May 2023
    - Period 10: June 2023-July 2023
    - Period 11: August 2023-September 2023
    - Period 12: October 2023-November 2023
    - Period 13: December 2023-January 2024
    - Period 14: February 2024-March 2024
    - Period 15: April 2024
  - Year 4: May 2024-April 2025 (N=12)
    - Period 15: May 2024
    - Period 16: June 2024-July 2024
    - Period 17: August 2024-September 2024
    - Period 18: October 2024-November 2024
    - Period 19: December 2024-January 2025
    - Period 20: February 2025-March 2025
    - Period 21: April 2025

## Appendix B: Dallas Violent Street Crime Counts by Year

### Dallas Violent Crime by Offense Type: May 2024 - Apr 2025

	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	Total
All Crime	480	518	491	481	487	443	429	396	633	335	377	389	<b>5,192</b>
<i>Murder</i>	18	14	21	8	11	10	10	17	10	8	11	18	<b>156</b>
<i>Robbery Ind.</i>	146	161	163	147	158	158	156	148	118	115	132	117	<b>1,719</b>
<i>Robbery Bus.</i>	54	41	39	31	36	29	40	27	54	37	27	33	<b>448</b>
<i>Agg. Assault</i>	265	307	273	299	287	248	226	207	190	180	216	226	<b>2,924</b>

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

### Dallas Violent Crime by Offense Type: May 2023 - Apr 2024

	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	Total
All Crime	548	494	574	492	462	453	396	423	393	442	433	467	<b>5,577</b>
<i>Murder</i>	25	14	22	16	25	17	9	21	18	17	15	17	<b>216</b>
<i>Robbery Ind.</i>	168	154	192	189	153	148	128	142	137	136	142	142	<b>1,831</b>
<i>Robbery Bus.</i>	58	38	34	42	37	41	35	39	43	44	41	45	<b>497</b>
<i>Agg. Assault</i>	305	294	335	253	258	255	226	226	199	254	236	268	<b>3,109</b>

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

### Dallas Violent Crime by Offense Type: 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	713	620	539	593	537	460	448	520	502	394	533	507	<b>6,366</b>
<i>Murder</i>	24	23	13	15	18	11	14	13	21	16	30	21	<b>219</b>
<i>Robbery Ind.</i>	254	202	154	180	166	139	165	178	158	112	166	176	<b>2,050</b>
<i>Robbery Bus.</i>	32	56	22	45	29	21	35	36	25	35	37	30	<b>403</b>
<i>Agg. Assault</i>	408	351	352	357	331	292	237	299	307	238	309	291	<b>3,772</b>

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

**Dallas Violent Crime by Offense Type: 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	622	586	649	568	499	559	513	546	548	409	561	605	<b>6,665</b>
<i>Murder</i>	16	18	191	18	16	24	19	17	21	15	22	19	<b>224</b>
<i>Robbery Ind.</i>	198	189	178	164	148	181	136	189	167	118	157	192	<b>2,017</b>
<i>Robbery Bus.</i>	39	31	46	43	25	30	32	47	57	37	54	37	<b>478</b>
<i>Agg. Assault</i>	372	352	411	345	321	330	332	299	309	241	334	361	<b>4,007</b>

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

**Dallas Violent Crime by Offense Type: 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	609	681	701	690	621	734	659	662	624	453	536	549	<b>7,519</b>
<i>Murder</i>	22	20	26	20	22	32	26	24	18	20	13	17	<b>260</b>
<i>Robbery Ind.</i>	197	252	244	233	233	255	233	258	215	139	166	170	<b>2,595</b>
<i>Robbery Bus.</i>	30	42	51	41	35	55	65	71	60	42	29	26	<b>547</b>
<i>Agg. Assault</i>	366	376	386	403	336	400	344	317	334	255	332	343	<b>4,192</b>

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

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

	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	Total
All Crime	753	723	738	789	748	655	641	722	666	588	594	540	<b>8,157</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	337	374	346	331	291	317	267	253	223	164	<b>3,506</b>
<i>Robbery Bus.</i>	102	97	101	67	71	66	69	81	96	70	78	60	<b>958</b>
<i>Agg. Assault</i>	311	320	291	334	320	250	266	312	291	261	282	304	<b>3,542</b>

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

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

	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	Total
All Crime	751	594	637	643	612	652	592	623	578	532	639	626	<b>7,299</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>3,412</b>
<i>Robbery Bus.</i>	54	56	77	52	82	82	80	90	91	90	74	79	<b>907</b>
<i>Agg. Assault</i>	213	269	267	244	224	271	203	234	210	198	267	239	<b>2,857</b>

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

## Appendix C: PNI Operations Plans for All Sites

### 3550 E. Overton Operations Plan

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
COMMUNITY DRIVEN	<b>Code Violations</b>	Code Enforcement will monitor locations for violations and meet with management to get those rectified in a timely manner	Immediate and ongoing implementation.  Report out by Weekly	Code Enforcement Multi-family locations	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	Number of code violations identified; Code inspections completed; code violations left unaddressed from the previous inspection	Code Compliance	Number of code violations corrected/removed	Lt. Herrera
		Work with ownership up to and including litigation to see that abatable offenses and code violations are reduced	Quarterly	City Attorney's Office	Compare progress based on settled agreement from most recent litigation and determine effectiveness.	Triaged for litigation	City Attorney's Office	Ownership compliance with requirements recommended by the City Attorney's Office	Lt. Herrera
	<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored  # of abatable offenses per month	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Herrera
	<b>Lack of activities/programs for residents</b>	Involve parks and rec in the community	Yearly  Quarterly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Vernon Pullum	Increase in number of children at events	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
LAW ENFORCEMENT DRIVEN	Violent Crime in the complex	Reduce violent crime offenses	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.	Number of violent offenses investigated by the PNI Task Force	Lt. Allie	Reduction in violent offenses in the area	Lt. Herrera
		Utilize federal assistance any time the criteria is present			Utilize intel provided from the enforcement team and any other source to determine if a criminal network exists.	Number of criminal networks identified			
					Dismantle any identified criminal networks.	Number of criminal networks dismantled			
					Forward any cases federally that fit the federal criteria	Number of cases referred for federal prosecution			
		Enforcement Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Enforcement Unit	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	Lt. Allie	Reduction in violent offenses in the area	Lt. Allie
		Utilize cameras in the area to monitor crime and suspect info			Utilize camera technology to monitor the location	At or near PNI location # of Arrests  Cameras placed and monitored	Lt. Herrera	Decrease in crime and calls for service	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
		CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	SC CRT	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	Lt. Herrera
	<b>Location is conducive to criminal behavior</b>	NPO/ACT - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation  Enforcement of CT Affidavit	CPTED analysis ASAP; Progress monitored Monthly	NPO/ACT  Patrol	Implementation of CPTED analysis  Security to step up enforcement of property rules against loitering	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Herrera
	<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events  ACT - develop rapport with apartment community members, develop intel regarding the surrounding location	Yearly	ACT	Continue quarterly safety coalition meetings  Surveys at the location to determine tenant satisfaction	Number of safety coalition meetings and number in attendance?  Number of events held at location and number in attendance?  Intel forwarded to PNI Taskforce	NPO's  ACT	Increase in attendance at community events  Survey of residents to determine the effectiveness of assistance provided and satisfaction with management	Lt. Herrera
	<b>Family violence</b>		Yearly	DPD (Family Violence Outreach program)	Implement Family Violence high risk victim initiative that is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Family Violence	Decrease in family violence offenses/victims at the location	Lt. Herrera

## **11511 Ferguson Operations Plan**

<b>Intervention Source</b>	<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 or Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting or Reporting</b>
<b>COMMUNITY DRIVEN</b>	<b>Code Violations</b>	Code enforcement re-inspection of 11760 Ferguson  Code enforcement will inspect 11511 Ferguson	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	Number of code violations identified; Code inspections completed; code violations left unaddressed from the previous inspection	Code Compliance	Number of code violations corrected/remedied	DPD
		Work with ownership up to and including litigation to see that abatable offenses are reduced	Quarterly	City Attorney's Office	Litigation to reduce abatable offenses	Referred for nuisance based litigation	City Attorney's Office	Ownership compliance with requirements recommended by the City Attorney's Office	DPD
	<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored	Nuisance Abatement Unit	Reduction in abatable offenses	DPD
	<b>Lack of activities/programs for residents</b>	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Steven Baker	Increase in number of children at events	DPD



Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	<b>Homelessness</b>	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions Lisa Rand 214-671-2821	1. Partner with other organizations to facilitate transportation to shelters or other locations  2. Connect low level offenders to the South Dallas Drug Courts where there are resources for drug treatment and housing	1. Number of cleanups in the surrounding area  2. Services offered to homeless individuals	OHS	Reduction in number of homeless individuals	DPD
<b>LAW ENFORCEMENT DRIVEN</b>	<b>Violent Crime in the complex</b>	Reduce violent crime offenses  Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.  Utilize intel provided from the bike team and any other source to determine if a criminal network exists.  Dismantle any identified criminal networks.  Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force  Number of criminal networks identified  Number of criminal networks dismantled  Number of cases referred for federal prosecution	DPD	Reduction in violent offenses in the area	UTSA

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

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

## 11760 Ferguson Operations Plan

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
COMMUNITY DRIVEN	<b>Code Violations</b>	Code enforcement re-inspection of 11760 Ferguson	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	Number of code violations identified; Code inspections completed; code violations left unaddressed from the previous inspection	Code Compliance	Number of code violations corrected/remedied	Lt. Herrera
		Work with ownership up to and including litigation to see that abatable offenses are reduced	Quarterly	City Attorney's Office	Litigation to reduce abatable offenses	Triaged for litigation	City Attorney's Office	Ownership compliance with requirements recommended by the City Attorney's Office	Lt. Herrera
	<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored  # of abatable offenses per month	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Herrera
	<b>Lack of activities/pr ograms for residents</b>	Involve parks and rec in the community	Yearly  Quarterly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Vernon Pullum	Increase in number of children at events	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	<b>Homelessness</b>	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions Lisa Rand 214-671-2821	1. Partner with other organizations to facilitate transportation to shelters or other locations  2. Connect low level offenders to the South Dallas Drug Courts where there are resources for drug treatment and housing	1. Number of cleanups in the surrounding area  2. Services offered to homeless individuals  3. Services accepted by homeless individuals  4. Bi Yearly Homeless population counts of the area	OHS	Reduction in number of homeless individuals	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
LAW ENFORCEMENT DRIVEN	Violent Crime in the complex	Reduce violent crime offenses	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.	Number of violent offenses investigated by the PNI Task Force	Lt. Allie	Reduction in violent offenses in the area	Lt. Allie
		Utilize federal assistance any time the criteria is present			Utilize intel provided from the enforcement team and any other source to determine if a criminal network exists.	Number of criminal networks identified			
					Dismantle any identified criminal networks.	Number of criminal networks dismantled			
					Forward any cases federally that fit the federal criteria	Number of cases referred for federal prosecution			
		Enforcement Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Enforcement Unit	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	Lt. Allie	Reduction in violent offenses in the area	Lt. Allie
		Utilize cameras in the area to monitor crime and suspect info			Utilize camera technology to monitor the location	At or near PNI location # of Arrests  Cameras placed and monitored			
							Lt. Herrera	Decrease in crime and calls for service	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
		CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	NE CRT Sgt. Garcia Sgt. Flores	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	Lt. Herrera
	<b>Location is conducive to criminal behavior</b>	NPO/ACT - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	CPTED analysis - Completed	NPO/ACT	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Herrera
	<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events  ACT - develop rapport with apartment community members, develop intel regarding the surrounding location	Yearly  Quarterly  Monthly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of events held at location and number in attendance?  Intel forwarded to PNI Taskforce	NPO's  ACT	Increase in attendance at community events	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	<b>Family violence</b>	<p>DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.</p> <p>Family Violence high risk victim initiative is currently in place</p>	Yearly	DPD (Family Violence Outreach program)	Implement Family Violence high risk victim initiative that is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Family Violence	Decrease in family violence offenses/ victims at the location	Lt. Herrera



### 3535 Webb Chapel Operations Plan

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
COMMUNITY DRIVEN	Code Violations	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Yearly	Code Enforcement Multi-family locations	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	1. Number of inspections completed by code compliance  2. Number of citations issued	Code compliance	Reduction in code violations	Lt. Herrera
	Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored  # of abatable offenses per month	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Herrera
	Homelessness	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions	1. Partner with other organizations to facilitate transportation to shelters or other locations  2. Connect low level offenders to the South Dallas Drug Courts where there are resources for	1. Number of cleanups in the surrounding area  2. Services offered to homeless individuals  3. Services accepted by homeless individuals  4. Bi Yearly Homeless	Office of Homeless Solutions	Reduction in number of homeless individuals	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
					drug treatment and housing	population counts of the area			
	Lack of activities/programs for residents	Involve parks and rec in the community	Yearly  Quarterly	Parks and Recreation	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Vernon Pullum	Increase in number of children at events	Lt. Herrera
LAW ENFORCEMENT DRIVEN	Violent Crime in the complex	Reduce violent crime offenses  Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.  Utilize intel provided from the bike team and any other source to determine if a criminal network exists.  Dismantle any identified criminal networks.  Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force  Number of criminal networks identified  Number of criminal networks dismantled  Number of cases referred for federal prosecution	Lt. Allie	Reduction in violent offenses in the area	Lt. Allie

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

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	Lack of Trust of law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?	NPOs	Increase in attendance at community events	Lt. Herrera
		ACT and UNIDOS - develop rapport with apartment community members, develop intel regarding the surrounding location	Quarterly	UNIDOS	Attend events held by the NPOs	# of events attended by UNIDOS	UNIDOS		Lt. Herrera
	Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Family Violence	Decrease in family violence offenses/ victims at the location	Lt. Herrera

## 4722 Meadow Operations Plan

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
COMMUNITY DRIVEN	Code Violations	<p>Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner. Property is under community prosecution and will be reinspected through them.</p> <p>Work with ownership up to and including litigation to see that abatable offenses are reduced</p>	<p>Yearly</p> <p>Monthly</p>	<p>Code Enforcement Multi-family locations Rosana Savcic 214-784-5130</p> <p>City Attorney's Office</p>	<p>Reduce spaces that are crime festering</p> <p>Enforce minimum property standards in Chapter 27 of the City Code</p> <p>Litigation to reduce abatable offenses</p>	<p>1. Number of inspections completed by code compliance</p> <p>2. Number of citations issued</p> <p>Triaged for litigation</p>	<p>Code compliance</p> <p>City Attorney's Office</p>	<p>Reduction in code violations</p> <p>Ownership compliance with requirements recommended by the City Attorney's Office</p>	Lt. Herrera
	Abatable Offenses occurring in the area	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	<p>Whether abatable offenses were monitored</p> <p># of abatable offenses per month</p>	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	Lack of activities/programs for residents	Involve parks and rec in the community	Yearly  Quarterly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Vernon Pullum	Increase in number of children at events	Lt. Herrera
LAW ENFORCEMENT DRIVEN	Violent Crime in the complex	Reduce violent crime offenses  Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.  Utilize intel provided from the bike team and any other source to determine if a criminal network exists.  Dismantle any identified criminal networks.  Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force  Number of criminal networks identified  Number of criminal networks dismantled  Number of cases referred for federal prosecution	Lt. Allie	Reduction in violent offenses in the area	Lt. Allie
		Enforcement Unit - abate	Monthly	Enforcement Unit	How many cases	How many cases forwarded to the	Lt. Allie	Reduction in violent	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
		crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location			forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	PNI Team; how many cases were worked by the PNI team from intel gathered  # of arrests		offenses in the area	
		Utilize cameras in the area to monitor crime and suspect info			At or near PNI location # of markouts # of Arrest #of Citations				
					Utilize camera technology to monitor the location	Cameras placed and monitored	Lt. Herrea	Decrease in crime and calls for service	Lt. Herrera
		CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	SE CRT Sgt. Watson Sgt. Lumbley	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	Lt. Herrera
	<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	CPTED analysis - Completed 08/23	NPO/ACT	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	Lack of trust with law enforcement	NPO unit will continue safety coalition meetings/job fair/events	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of events held at location and number in attendance?  Intel forwarded to PNI Taskforce	NPO's  ACT	Increase in attendance at community events	Lt. Herrera
	Family violence	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	1. Number of residents in attendance at family violence workshops/violence interrupter workshops.	Family Violence	Decrease in family violence offenses/victims at the location	Lt. Herrera



## 8501 Old Hickory Trl. Operations Plan

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

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	Lack of activities/programs for residents	Involve parks and rec in the community	Yearly	Parks and Recreation John Jenkins	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	John Jenkins (Parks and Rec)	Increase in number of children at events	Lt. Herrera
LAW ENFORCEMENT DRIVEN	Violent Crime in the complex	Reduce violent crime offenses  Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.  Utilize intel provided from the bike team and any other source to determine if a criminal network exists.  Dismantle any identified criminal networks.  Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force  Number of criminal networks identified  Number of criminal networks dismantled  Number of cases referred for federal prosecution	Lt. Allie	Reduction in violent offenses in the area	UTSA
		CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	SC CRT	CRT monitor the area, monitor flock alerts, check for wanted individuals, and	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
					perform 58B markouts				
	<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	CPTED analysis - Completed 12/7/24	NPO/ACT	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented; completion of CPTED analysis	NPOs	Reduced number of CPTED recommendations in the evaluation	Lt. Herrera
	<b>Lack of Trust of law enforcement</b>	NPO unit will continue safety coalition meetings at the location	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of events held at location and number in attendance?	NPOs	Increase in attendance at community events	Survey needs to be completed
		UNIDOS will be requested to attend/hold events in the area	Quarterly	UNIDOS	Attend events held by the NPOs	# of events attended by UNIDOS	UNIDOS		
	<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Family Violence Lt.	Decrease in family violence offenses/ victims at the location	UTSA

## 9415 Bruton Rd. Operations Plan

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

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
	Lack of activities/programs for residents	Involve parks and rec in the community	Yearly	Parks and Recreation	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Parks and Recreation	Increase in number of children at events	Lt. Herrera
LAW ENFORCEMENT DRIVEN	Violent Crime in the complex	Reduce violent crime offenses  Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.  Utilize intel provided from the bike team and any other source to determine if a criminal network exists.  Dismantle any identified criminal networks.  Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force  Number of criminal networks identified  Number of criminal networks dismantled  Number of cases referred for federal prosecution	Lt. Allie	Reduction in violent offenses in the area	Lt. Allie
		CRT will monitor the location and share intel between CRT	Monthly	SE CRT	CRT monitor the area, monitor flock alerts, check for wanted individuals,	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	Lt. Herrera

Intervention Source	Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting or Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting or Reporting
		and PNI Task Force			and perform 58B markouts				
	<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	CPTED analysis - Completed 12/7/24	NPO/ACT	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented; completion of CPTED analysis	NPOs	Reduced number of CPTED recommendations in the evaluation	Lt. Herrera
	<b>Lack of Trust of law enforcement</b>	NPO unit will continue safety coalition meetings at the location	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of events held at location and number in attendance?	NPOs	Increase in attendance at community events	Lt. Herrera
		UNIDOS will be requested to attend/hold events in the area	Quarterly	UNIDOS	Attend events held by the NPOs	# of events attended by UNIDOS	UNIDOS		
	<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Family Violence Lt.	Decrease in family violence offenses/ victims at the location	Lt. Herrera

## Appendix D: Focused Deterrence Case Management Model

### **FOCUSED DETERRENCE CASE MANAGEMENT MODEL**

The case model utilized in our program is heavily influenced by the successful Group Violence Intervention (GVI) Program implemented in Philadelphia. Philadelphia's GVI program, launched in August 2020, has demonstrated significant success in reducing gun violence through a focused deterrence approach that combines law enforcement, community engagement, and comprehensive social services. Independent studies have shown that the program reduced gun violence by up to 50.3% after repeated interactions with participants. By adopting this proven model, which emphasizes case management, wraparound services, and targeted interventions, we aim to replicate Philadelphia's success in creating safer communities while supporting individuals at the highest risk of violence.

The Focused Deterrence Support & Outreach component of DPD's Focused Deterrence program, provides a comprehensive support model for individuals identified as being at the highest risk of committing or becoming victims of gun violence. Participants are offered ***intensive case management***, tailored to their specific needs. A range of resources is available to address individual circumstances. This component of Focused Deterrence ***integrates community- driven support, targeted social services, and clear communication of consequences*** for continued violent behavior.

In addition, ***Focused Deterrence Outreach*** extends services to families and friends of participants, recognizing the importance of a complete wraparound support system. While not as intensive as case management, this outreach provides access to resources and services for participants' support networks, ensuring a holistic approach that strengthens their path toward positive change.

The chart on the following page outlines services availability across participation levels and provides an in-depth description of case management interventions at each stage, emphasizing deterrence and positive life changes.

## FD Case Management Model

FD Services	Level 1-R	Level 1-E	Level 2	Level 3	Level 4
<b>Case Management Time</b>	▪ 1 hr /mo	▪ 2-3 hrs/wk	▪ 4-6 hrs/wk	▪ 2-3 hrs./wk	▪ 2-3hrs/wk
<b>Structured Activities</b>	▪ N/A	▪ N/A	▪ 10-15 hrs/wk	▪ 5-10 hrs/wk	▪ N/A
<b>Crisis Response</b>	▪ 24/7	▪ 24/7	▪ 24/7	▪ 24/7	▪ 24/7
<b>Clinical Services</b>	▪ As Needed	▪ As Needed	▪ As Needed	▪ As Needed	▪ As Needed
<b>Required Tasks</b>	▪ Text/call or drop-in	▪ See Key Activities	▪ See Focus Areas Listed	▪ See Focus Areas Listed	▪ See Focus Areas Listed



## LEVEL 1-E ENGAGEMENT

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**Level 1-E : Engagement** begins at the first point of contact with an individual (e.g., through custom notifications, call-ins, in-reach efforts, or participant-initiated outreach) and continues until the individual either completes the initial intake or is determined to have refused services (transitioning them to Level 1-R).

During this phase, outreach efforts are designed to be persistent, individualized, and multi-faceted to establish trust and encourage participation. These efforts may involve:

- Direct personal contact
- Phone calls or text messaging
- In-person visits
- Collateral outreach to family members, significant others, service providers, or other supporters

The frequency and duration of these outreach efforts are tailored to the individual's circumstances and needs.

### **Key Activities in Level 1-E**

1. **Initiating Engagement:** Outreach begins immediately upon first contact and focuses on building rapport with the individual while assessing their willingness to participate in the program.
2. **Enrollment Process:** The goal of this phase is to guide the individual toward completing the initial intake and gaining their willingness to participate in the program.
3. **Assessments and Goal Setting:** Once the intake is completed, initial assessments, goal development, and the creation of a Life Map should occur within the first 30 days. While these steps are ideally completed before services begin, crisis stabilization services may be initiated immediately in urgent situations.

### **Transitioning Out of Level 1-E**

Refusal of services during this phase can include verbal rejection or non-responsiveness to repeated outreach efforts. In such cases, a case conference must authorize transitioning the individual to **Level 1-R – Refusal of Services**. However, outreach during Level 1-E should remain intensive and continuous until this determination is made.

### **Reauthorization of Level 1-E**

If an individual's life circumstances significantly change—such as an arrest, incarceration, becoming a victim of violence, or experiencing the victimization of a family member or close associate—Level 1-E may be reauthorized to reengage the individual. This ensures that opportunities for intervention remain available as their situation evolves.

This structured approach ensures that every effort is made to engage individuals during this critical initial phase while providing flexibility to adapt based on changing circumstances.

## LEVEL 1-R REFUSED

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### Level 1-R – Refused

**Level 1-R – Refused**, begins when a case conference review determines that outreach efforts during **Level 1-E – Engagement** have been exhausted or when participants become consistently non-responsive to staff contact attempts. While the individual may not be actively engaged in services, the program operates under a **“No Exit” policy**, meaning outreach efforts will continue on a less frequent basis to maintain a connection and offer ongoing opportunities for reengagement.

### Key Activities in Level 1-R

1. **Continued Services:** Contact during this phase occurs 1–3 times per month, depending on the method used, and is designed to be brief and non-intrusive. Methods of contact may include:
  - Text messages
  - Phone calls
  - Drop-in visits in the community
2. **Purpose of Contact:** The goal of these check-ins is to remind the individual that:
  - The program is still available to them.
  - They remain eligible for services if their circumstances change, and they wish to participate.
3. **Time Commitment:** Each outreach effort is intended to take less than one hour and serves as a quick touchpoint to maintain a line of communication with the participant.

### Transitioning Out of Level 1-R

Participants in Level 1-R remain eligible for reengagement at any time. If their circumstances change—such as experiencing a crisis, victimization, or other significant life events—they may be transitioned back to **Level 1-E – Engagement** for renewed, intensive efforts to enroll them in services.

This phase ensures that even when participants are not actively engaged, they are not forgotten. By maintaining periodic contact, the program keeps the door open for future opportunities to provide support and intervention when the participant is ready.

## LEVEL 2

# INTENSIVE CASE MANAGEMENT: STABILIZATION

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### **Level 2 – Intensive Case Management: Stabilization**

**Level 2 – Intensive Case Management: Stabilization** is the first phase of active case management in the Focused Deterrence Support & Outreach. This level prioritizes meeting the participant's basic needs, stabilizing their circumstances, and building a strong, trusting relationship between the participant and their case manager. The goal is to create a foundation for long-term self-sufficiency and safety while addressing immediate challenges.

### **Key Focus Areas**

#### **1. *Basic Needs and Stabilization:***

- Ensure participants have access to safe housing, food, and other essential resources.
- Address any immediate safety concerns to reduce risk factors for violence or victimization.

#### **2. *Relationship Building:***

- Establish trust and rapport with the participant through consistent, empathetic engagement.
- Serve as a reliable advocate and support system for the participant during this critical stabilization period.

#### **3. *System Navigation:***

- Assist participants in navigating systems such as housing, employment, public assistance, and legal services.
- Advocate on behalf of participants to remove barriers and ensure they can access necessary resources.

**Expectations for Engagement:**

- **Time Commitment:** An average of 4–6 hours per week of face-to-face and phone support is expected to meet the participant's needs effectively.
- **Relentless Follow-Up:** The responsibility lies with the case manager to keep the participant engaged, ensuring consistent communication and support.
- **Duration:** Participants typically remain in Level 2 for **4–6 months**, depending on their progress toward stabilization goals.

**Criteria for Transitioning to Level 3**

Before a participant can move to **Level 3 – Continued Support**, they must meet the following stabilization milestones:

**1. Housing and Employment:**

- Secure safe and stable long-term housing.
- Obtain at least part-time employment (preferably full-time).

**2. Financial Stability:**

- Have active public assistance benefits for all programs they are eligible for.
- Open a checking account to manage finances responsibly.

**3. Compliance with Legal Obligations:**

- Maintain at least 3 months of full compliance with probation/parole directives or be released from probation/parole supervision.
- Avoid new arrests or criminal charges for at least 3 months.

**4. Safety from Violence:**

- Not be a victim of a shooting or have a close family member or associate become a victim of a shooting within the last 3 months.

**5. Support System Development:**

- Identify at least two new members of their support system who are not program staff or individuals involved in criminal activity.

**6. Positive Lifestyle Changes:**

- Identify at least one replacement activity or hobby to fill time previously spent engaging in criminal activity or associating with group members who are not program participants.

**7. Program Participation:**

- Actively participate in or complete recommended ancillary program components (e.g., employment readiness programs, counseling services, violence prevention initiatives).

This level is critical for laying the groundwork for long-term success by addressing immediate needs while fostering stability and self-reliance in participants' lives.

## LEVEL 3

### INTENSIVE CASE MANAGEMENT: SUPPORT

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#### **Level 3 – Intensive Case Management: Support**

**Level 3 – Intensive Case Management: Support** focuses on helping participants solidify their progress by working toward long-term goals, maintaining self-sufficiency, and fostering a positive support network. This phase also emphasizes cognitive restructuring and decision-making skills to ensure participants are prepared for sustained success.

#### **Key Focus Areas**

##### **1. Long-Term Goal Development:**

- Support participants in setting and pursuing meaningful, long-term objectives that align with their vision for the future.
- Conduct a full formal review of the Life Map within the first two weeks to reassess priorities and refine goals.

##### **2. Self-Sufficiency Maintenance:**

- Monitor participants' ability to sustain stable housing, employment, and financial independence.
- Reinforce skills for managing daily responsibilities effectively.

##### **3. Support Network Development:**

- Assist participants in building a natural, positive support system outside of program staff (e.g., family, mentors, faith-based organizations, or community groups).
- Encourage regular engagement with formal and informal community resources such as counseling, healthcare, AA/NA groups, or recreational activities.

##### **4. Cognitive Restructuring and Decision-Making:**

- Provide opportunities for participants to practice decision-making in real-life scenarios.
- Promote critical thinking and stress management to reduce criminogenic thinking patterns.

### **Expectations for Engagement**

- **Time Commitment:** Case managers are expected to provide 2–3 hours per week of face-to-face or phone support to meet participants' needs effectively.
- **Relentless Follow-Up:** The responsibility lies with the case manager to maintain consistent engagement with the participant through regular check-ins and ongoing support.
- **Duration:** Participants typically remain in Level 3 for **9–12 months**, depending on their progress toward long-term goals.

### **Criteria for Transitioning to Level 4**

Before advancing to **Level 4 – Maintenance**, participants must demonstrate significant progress in key areas:

#### **1. Housing and Employment Stability:**

- Maintain safe and stable permanent housing for at least one year.
- Sustain full-time employment for at least one year (exceptions may be made for those with disabilities or extenuating circumstances).

#### **2. Financial Independence:**

- Maintain an active checking account with no overdrafts for at least six months and an active savings account with enough funds to cover two months of living expenses.

#### **3. Legal Compliance and Safety:**

- Be released from probation/parole supervision or maintain compliance with legal obligations for at least nine months.
- Avoid new arrests or criminal charges for at least nine months.
- Not be a victim of a shooting or have a close family member or associate become a victim within the last three months.

#### **4. Support System Utilization:**

- Demonstrate verified regular use of positive support system members who are not program staff.

#### **5. Positive Lifestyle Changes:**

- Regularly engage in at least one replacement activity or hobby that fills time previously spent on criminal activity or negative associations.
- Show a decrease in criminogenic thinking based on formal reassessments and demonstrate positive decision-making under stress or peer pressure.

**6. Personal Growth:**

- Exhibit clear separation from environments associated with criminal activity or negative behaviors.
- Take responsibility for past actions and show sincere acknowledgment of personal control over future outcomes.
- Voice optimism about the future and pride in personal accomplishments.

**7. Program Completion:**

- Complete all recommended ancillary program components (e.g., counseling, workforce training).
- Conduct a final review of the Life Map, including establishing independent goals and objectives to sustain progress beyond program involvement.

This level ensures participants build the skills, networks, and mindset necessary to transition into long-term stability while reinforcing their independence and resilience against negative influences or setbacks.



## LEVEL 4 AFTERCARE

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### **Level 4 - Aftercare**

**Level 4 – Aftercare** is the final phase of formal support within the Focused Deterrence Support & Outreach Program and serves as a bridge to independence. This phase focuses on ensuring participants have the skills, confidence, and resources to continue setting and achieving personal goals on their own. It also celebrates their accomplishments as they prepare for graduation from the program.

### **Key Focus Areas**

#### **1. *Independent Goal Setting and Progress Tracking:***

- Support participants in refining their ability to set, pursue, and track personal goals independently.
- Encourage self-reliance by shifting responsibility for initiating contact to the participant.

#### **2. *Creation of a "Success Story":***

- Assist participants in developing a "Success Story" document that highlights their achievements, growth, and progress throughout the program.
- Offer opportunities for participants to share their stories publicly during the graduation ceremony (optional but encouraged).

#### **3. *Safety Net Support:***

- Case managers or life coaches remain available as a "safety net" for tangible or emotional support if needed, but the participant takes the lead in maintaining contact.

### **Expectations for Engagement**

- **Time Commitment:** An average of 2–3 hours per month of face-to-face or phone support is provided to meet participants' needs during this phase.
- **Participant-Led Contact:** The participant is expected to take the initiative in reaching out to their case manager or life coach, demonstrating their readiness for independence.

- **Duration:** Participants typically remain in Level 4 for **3 months**, depending on their readiness for graduation.

### **Criteria for Graduation**

Before graduating from the program, participants must meet the following criteria:

1. **Legal Compliance and Stability:**

- No new arrests or criminal charges filed for at least one year.

2. **Post-Graduation Planning:**

- Identify and document personal "post-graduation" goals that outline their plans for continued success and self-sufficiency.

3. **Completion of Success Story Graduation Packet:**

- Finalize and submit the "Success Story" document as part of their graduation preparation, highlighting their journey, achievements, and future aspirations.

### **Graduation Ceremony**

Graduation is a celebratory milestone that recognizes participants' hard work, resilience, and accomplishments throughout the program. Participants are encouraged to share their "Success Story" during the ceremony (if they feel comfortable) as a way to inspire others and reflect on their growth.

Level 4 ensures that participants are equipped with the tools, mindset, and support network necessary to sustain their progress independently while marking the conclusion of formal program involvement with a meaningful celebration of success.