

PNI in Dallas: Strategy & Implementation

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Michael R. Smith, J.D., Ph.D.

Rob Tillyer, Ph.D.

Background in Dallas

- Eddie Garcia appointed chief in February 2021
 - Violent crime had been rising in Dallas for several years
 - Next chief of DPD needed a strategic plan to address violence and reduce violent victimization
 - Jan 2021 - Chief Garcia asked Smith & Tillyer to partner in developing strategic plan to reduce violent crime
- Dallas is the nation's ninth largest city (1.3 million); 586 sq. miles
- DPD sworn strength is approximately 3,100 officers

Dallas Violent Crime Reduction Plan

- Requirements
 - **Evidence-based**
 - Community-focused
 - Multidisciplinary
 - Not heavy-handed
 - Informed by science and UTSA partnership
- May 5, 2021 – Plan presented to and approved by the Public Safety Committee of the Dallas City Council

Three Complementary Strategies: Short, Mid, Long-Term

- Hot Spots Policing
- **PNI**
- Focused Deterrence
 - Urban blight abatement

Crime Plan Results to Date (May 2021- Apr 2022)

- > 55% reduction in violent street crime in targeted hot spots
- > 50% reduction in Part 1 violent crime arrests in hot spots
- \cong 20% reduction in violence-related calls for service
- 15% **city-wide** reduction in violent street crime (2021 vs. 2020)
 - 12% decrease in murder
 - 27-37% reduction in robberies
 - 2% decrease in aggravated assaults

PNI Implementation in Dallas

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

Adapted from Herold et al., 2020

DPD PNI Team

- Sgt. Breanna Valentine
 - Two crime analysts
 - DPD bike team
- Partner units/organizations
 - Real time crime center
 - Gang & narcotics units
 - NPOs
 - Family violence unit
 - Fugitive unit
 - Nuisance Abatement
 - Code Enforcement
 - Office of Homeless Solutions
 - City Attorney
 - ACT for Justice

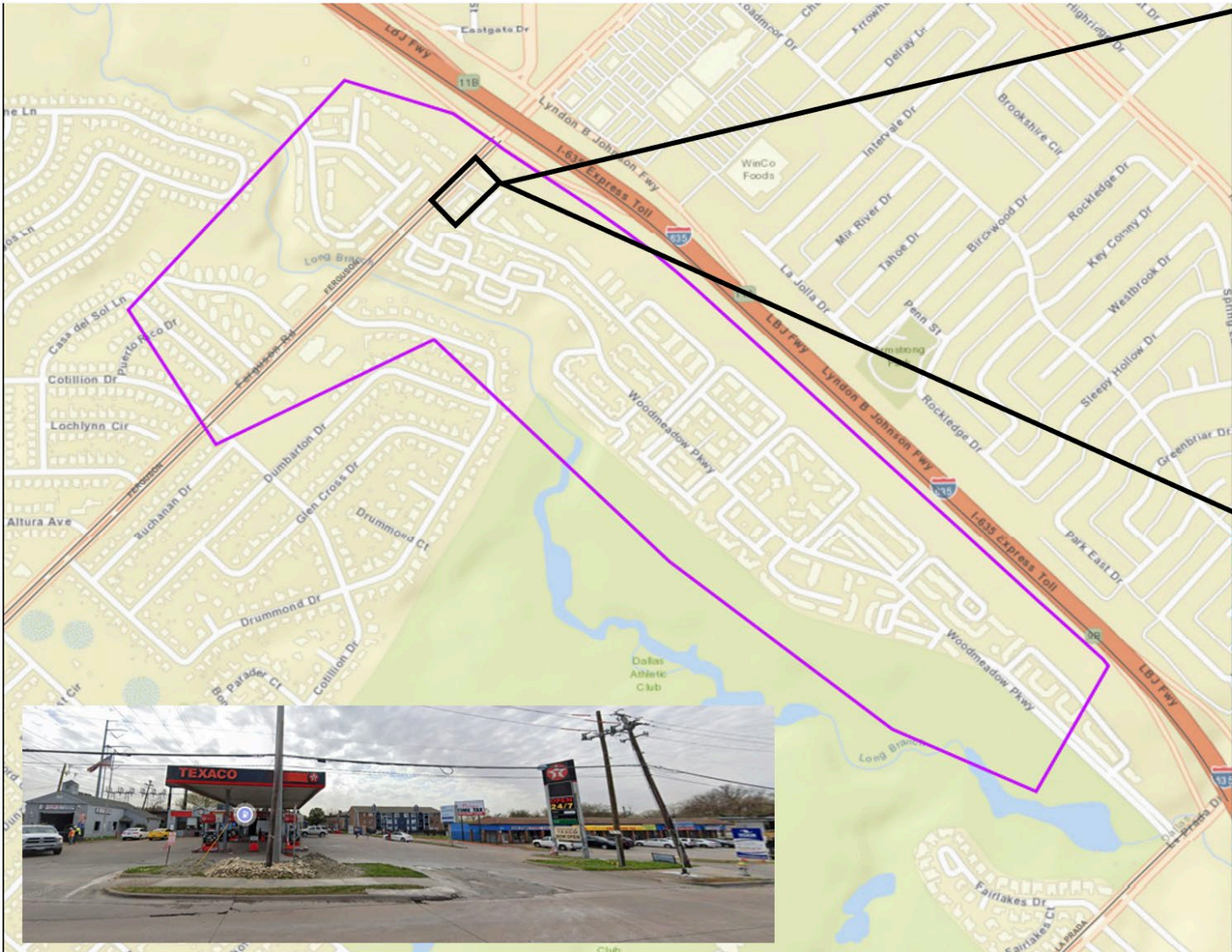
City Department	Roles and Responsibilities
Police	<ul style="list-style-type: none"> • Lead PNI board • Gather intelligence • Conduct criminal investigations • Make arrests • Deter criminal activity • Analyze crime and public-safety related data
Building Inspection	<ul style="list-style-type: none"> • Address safety issues identified in buildings
City Attorney/Community Prosecution	<ul style="list-style-type: none"> • Legal review of abatement/intervention strategies • Prosecution of code and related violations
Code Enforcement	<ul style="list-style-type: none"> • Address code violations • Issue citations
Fire Inspection	<ul style="list-style-type: none"> • Identify/address fire hazards and fire code violations
Housing and Neighborhood Revitalization	<ul style="list-style-type: none"> • Repair/abate housing-related deficiencies
Risk Management	<ul style="list-style-type: none"> • Review and provide input on risk mitigation strategies associated with interventions
Parks & Recreation	<ul style="list-style-type: none"> • Address design or re-development of parks as needed • Repair or remove dilapidated equipment or structures
Planning & Urban Design	<ul style="list-style-type: none"> • Assess infrastructure changes to reduce opportunity for crime • Crime prevention through environmental design
Public Works	<ul style="list-style-type: none"> • Assess transportation-related matters, including street repairs, re-design, or construction
Transportation	<ul style="list-style-type: none"> • Evaluate traffic management, signs, signals, or safety issues related to sites
Zoning	<ul style="list-style-type: none"> • Review applicable zoning regulations and recommend/implement changes as needed
Sanitation	<ul style="list-style-type: none"> • Clear and remove trash and debris
Dallas City Marshall	<ul style="list-style-type: none"> • Illegal dumping
Dallas Animal Services	<ul style="list-style-type: none"> • Address animal-related violations
Office of Homeless Solutions	<ul style="list-style-type: none"> • Address homelessness and related public safety and quality of life issues in target areas
Sustainable Development	<ul style="list-style-type: none"> • Suggest, plan, and implement sustainable development solutions
311	<ul style="list-style-type: none"> • Public information campaigns in targeted areas to encourage community response

PNI Board & Workgroup

PNI Timeline

- November 2021 – UTSA partners train DPD PNI team
- December 2021 – UTSA partners train PNI Board
- Nov 2021-Feb 2022 – DPD gathers data/intelligence on two pilot locations
 - Long-standing violent crime hot spot/apartment complex in south Dallas
 - Strip shopping center in northeast Dallas – site of multiple violent crimes in previous year
- January 2022 – Multi-agency workshop to clarify problems and strategize solutions at pilot sites
 - City departments
 - Non-profits
 - Community partners
- February 2022 – Initial implementation of PNI “plan”
 - Complete operations plan came together slowly following strategy meeting

11700 Ferguson Rd.



Shopping Strip Center

11770 Ferguson:
Texas Gas

11740 Ferguson:
Store T24; Prime Time Tax; Novelty Vape and More; Check Cashing, Taqueria, Nails 4U

11760 Ferguson:
Apartment Complex



COMMUNITY INTERVENTION

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Effectiveness Measurement
Lack of Inclusion to abate crime in Business	<p>The NPO unit will establish safety coalition meetings for businesses and apartment communities in the immediate area</p> <p>This will bring all apartment communities to the table to assist in abating crime and listen to their concerns and solutions</p>	Safety coalition meetings to begin March 9	NPO Unit 214-671-4162	Organize safety coalition meetings with the final outcome of creating a SMART business plan to abate crime on property	<p>How many safety coalition meetings are being conducted per month?</p> <p>Attendance at each?</p>	Reduction in reported violent offenses and victims in targeted area
Lack of Security at Businesses	The NPO unit will address security concerns with the property owners and management and work with them to improve their businesses	NPO's meet within 60 days to develop/encourage a security plan at the location	NPO Unit 214-671-4162	Business owner participation and monitor security at location with the final outcome being a SMART security plan to abate crime on property	Was a security plan implemented?	<p>Reduction in reported violent offenses and victims in targeted area</p> <p>Have offenses decreased or increased at location?</p> <p>Compare locations with a security plan to locations without pre-post implementation</p>
Homelessness	The Office of Homeless Solutions will perform sweeps through the area and attempt to find housing and shelter for the homeless population	Homeless initiative – 1 month	Office of Homeless Solutions Damian Garcia 214-724-0264	Homeless sweeps done monthly by Homeless Solutions and planning meetings with the final outcome of being a SMART homeless plan to abate homelessness on property	<p>Count of homeless at location monthly</p> <p>Count of how many accept services</p> <p>Number of calls for service regarding homeless activity</p>	Decreased victimization of homeless; fewer arrests of homeless for crimes of violence

ENFORCEMENT

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Effectiveness Measurement
Narcotics/Gang Problems	<p>1. Narcotics and Gang unit investigations will continue to identify and dismantle criminal networks located within the location. They will also identify locations for covert cameras to aid in intel.</p> <p>2. Federal agencies will be notified by the Gang Unit and Narcotics if a network is uncovered that may qualify for federal assistance</p>	<p>Narcotics and Gang Units will continue to work cases in the area, monitor the location, and act on intel provided by units across the department and RTCC</p> <p>2. Federal enforcement – continually assessed start date – based on their availability</p>	<p>1. Narcotics 214-671-3120 Gang Unit 214-671-4264</p> <p>2. Re-engage federal partners</p>	<p>Gang and narcotics units operating in the area</p> <p>2. Develop and prosecute cases federally</p>	<p>Unit activities in the area, including open investigations & arrests</p> <p>2. Number of cases filed or referred for federal prosecution</p>	<p>Decreased drug sales and violent crimes stemming from drug sales; reduction in gang-related violent crime; Reduction in documented gang members</p>
Violent Crime	<p>1. Re-assigned grid to offender-focused</p> <p>2. OIPSS can coordinate with other city departments to create equitable policies</p> <p>3. Improved intel to RTCC</p> <p>4. Bike unit – abate crime with visual presence; develop rapport with residents and management; develop and share intel</p>	<p>1. Grid treatment type change immediately</p> <p>2. Conversations should begin immediately</p> <p>3. Intel sharing continuous</p> <p>4. Feb 9, 2022</p>	<p>1. Deputy Chief S Ismail 214-670-5304</p> <p>2. OIPSS – 2.671.3905 DHA 469-249-9012</p> <p>3. Director Roger Stokes 214-671-3482</p> <p>4. Sgt. Breanna Valentine</p>	<p>1. CRT operating in the area</p> <p>2. Meetings with decision-makers of each department with the final outcome of being a SMART* policy review plan to abate crime on property</p> <p>3. Improvement in the quality and amount of intel to RTCC.</p> <p>4. Bike unit assigned and operating in the area</p>	<p>1. CRT activities in the area, including investigations, stops, arrests</p> <p>2. Development and implementation of SMART crime abatement plan</p> <p>3. Number of reports or other intelligence-sharing communications with DPD units operating in the area and RTCC</p> <p>4. Cases referred to narcotics & gang unit; intel shared</p>	<p>Reduction in monthly counts of violent crimes/victims in the area</p>

CITY GOVERNED INTERVENTION

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Effectiveness Measurement
Code Violations at Convenience Stores	Code enforcement will complete compliance checks at the convenience stores, address violations with the management and owners, and monitor for compliance. We will also seek solutions from the Office of Economic Development for these business partners in the City of Dallas	Store inspections begin week of 3/21/22	Code Enforcement Opal Hoskins 214-287-5857 OIPSS 214-671-3905	Code compliance checks	Monthly – count of documented violations	Reduced code violations over time
11760 Ferguson Risk Property Qualification	Nuisance Abatement Unit and City Attorney's Office will assess and determine if a risk case will be opened and actions taken on the property	Risk case determination within 90 days	Nuisance Abatement 214-670-4591 City Attorney's Office 214-671-3430	Nuisance abatement investigations	Gain management and owner's cooperation with reducing the amount of abatable crimes at the location	Decrease in abatable offenses over time

Challenges & Opportunities

- Challenges

- Learning curve
- Intelligence (connecting locations)
- Slow development of ops plans for sites
- Cooperation of agencies outside DPD
- Data collection – implementation

- Opportunities

- Assessment of impact beyond hot spots
- Demonstrate effectiveness of problem-oriented, place-based strategy to reduce violence
- Learned lessons from pilot sites applied subsequently

Next Steps

- Initial assessment of implementation & impact
 - July 2022
- Adjust plans and staffing based on data and analysis
- Assess available resources to target additional sites/networks



QUESTIONS?

Dr. Michael Smith

m.r.smith@utsa.edu

912-531-3148

Dr. Rob Tillyer

Rob.tillyer@utsa.edu