



DDI / BCG - Downtown Public Safety

2/14 Readout

FEBRUARY 2025



Topics for discussion

- Project scope & goals
- Current state fact base
- Prioritization of levers for implementation
- Case for investment

Project scope & goals

Our goals for this effort

We've partnered with DDI to evaluate opportunities to improve overall public safety in Downtown Dallas

Specific goals include:

- Understand **current data and recent trends** on crime, quality of life violations, and overall public safety Downtown
- Understand **stakeholder perspectives** on impact of public safety challenges
- Identify **best practices** leveraged in urban cores of other major cities
- **Identify and prioritize levers** to maximize impact on public safety Downtown
- Synthesize findings in a **strategic action plan**, with defined **ROI for priority levers**

Our scope

The scope of this work was constrained to:

- **Downtown Dallas**, defined as the area within the freeway loop (also referred to as the Central Business District, or CBD)
- Data on **all types of crimes** (e.g., violent and non-violent) and **Quality of Life** violations, with focus on the period 2019-2024

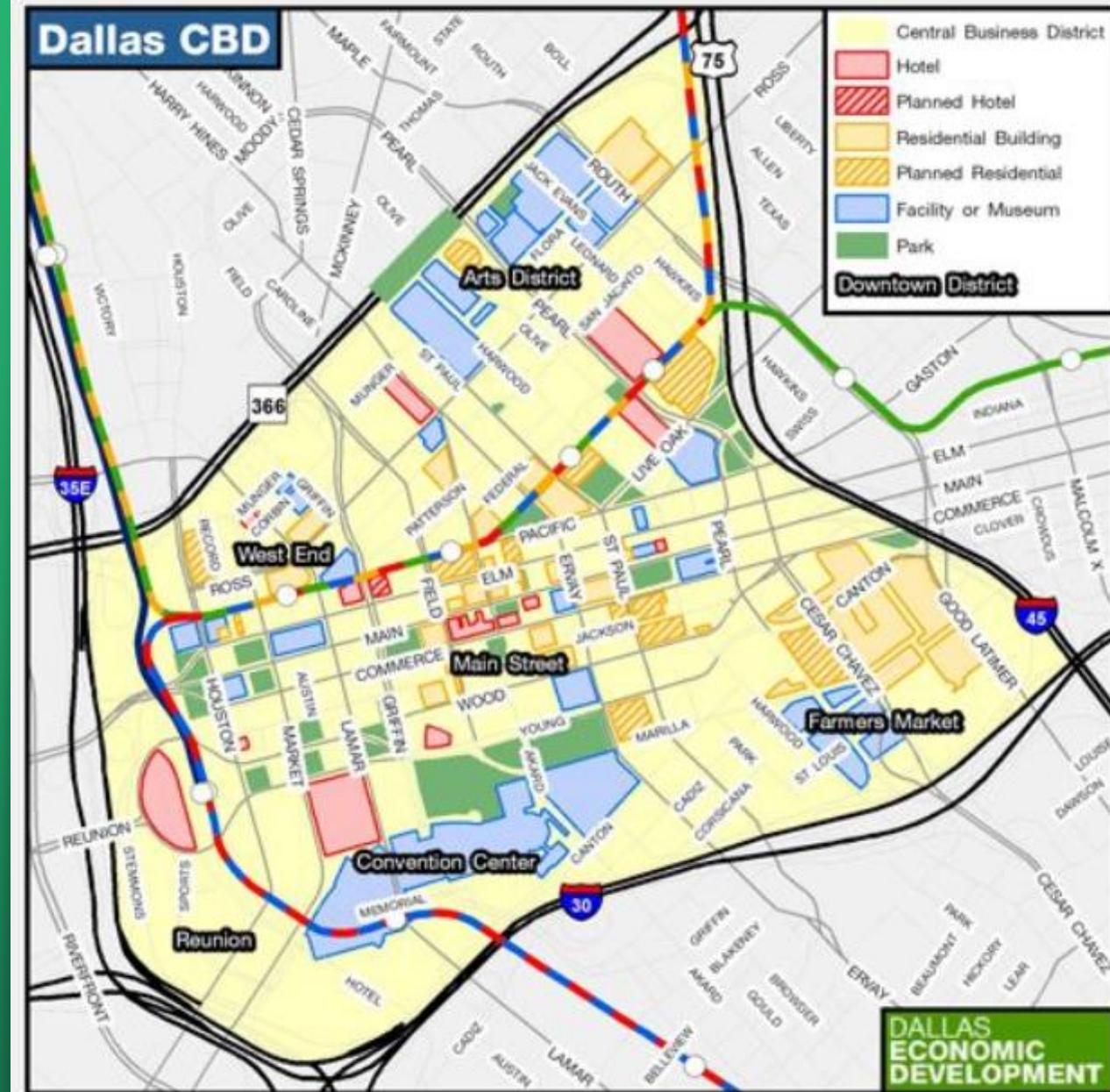
Though public safety in areas outside of Downtown were not in scope, we will aim to understand the impact of recommended levers on nearby areas to avoid "squeezing of the balloon"

We sought to develop a strong understanding of current state

Data source	Actions taken
 <p>Interviews with stakeholders</p>	<p>30+ stakeholder interviews completed including:</p> <ul style="list-style-type: none">• Government: City Council Members, DPD, DART• Corporate: Real estate developers, AT&T, Dallas News, Comerica• Non-profit: DDI teams, Housing Forward, DCC, VisitDallas <p>10+ interviews with stakeholders from comparable benchmark cities, including Atlanta, Austin, Denver, Houston, Los Angeles, New York, Charlotte</p>
 <p>Data Analysis</p>	<p>Detailed analysis of relevant data sources:</p> <ul style="list-style-type: none">• DPD data: historical crime incidents, historic arrests, incident time and location; historical staffing levels• DDI Data: Quality of Life violations• Public Data: Population data; Homelessness count data; Dallas County Appraisal records
 <p>Primary research</p>	<p>Extensive primary research to collect new and unique information:</p> <ul style="list-style-type: none">• FBI Uniform Crime Report Data: public safety trends in comparable US cities• Official police department websites: Crime trends in downtown areas over time• Shadowing: DDI Security teams, DDI Homeless Outreach teams• City benchmarking: research into other cities' approaches/tactics to address public safety• Real estate market insights: CoStar, Bradford, Statista
 <p>Secondary research</p>	<p>Gathered and reviewed large volume of available secondary research:</p> <ul style="list-style-type: none">• Industry: Urban Land Institute, The Appraisal Institute, The Value of U.S. Downtowns and Center Cities, Dallas Business Journal• Academic: “The Impact of Crime on Convention and Business Travel” - University of Michigan, 2017. “The Economic Impact of Crime on Tourism” - U.S. Travel Association, 2016. “The Impact of Crime on Tourism” - Journal of Travel Research, 2013

Downtown Dallas at a glance

- Headquarters of five fortune 500 businesses
- Attracts ~27M visitors each year, and ranks #6 in America's top cities for business travel
- Home to over 14k Dallas residents and ~100k weekday workers, with another 80K living within a 2mi radius of downtown
- Contains ~87 acres of public park space, including the newly renovated Harwood Park



Increasing public safety challenges threaten potential of Downtown Dallas

Over the last few years, **growth in crime and disorder** downtown has coincided with **loss in value** of Downtown properties and **slowed residential growth**

If this trend continues, cascading effects will **further and rapidly erode value**, impacting the City of Dallas far beyond its Downtown core

Improving public safety and quality of life is **essential to our ability to incentivize residents and business** Downtown

Continuing challenges threaten the potential of Downtown Dallas as a vibrant urban core

Potential for corporate relocation is real

- Law firms Fisher Phillips, Greenberg Traurig, and Gray Reed & McGraw LLP relocating from Downtown to Uptown
- “AT&T would consider relocating if public safety issue downtown is not addressed” - *Corporate stakeholder*

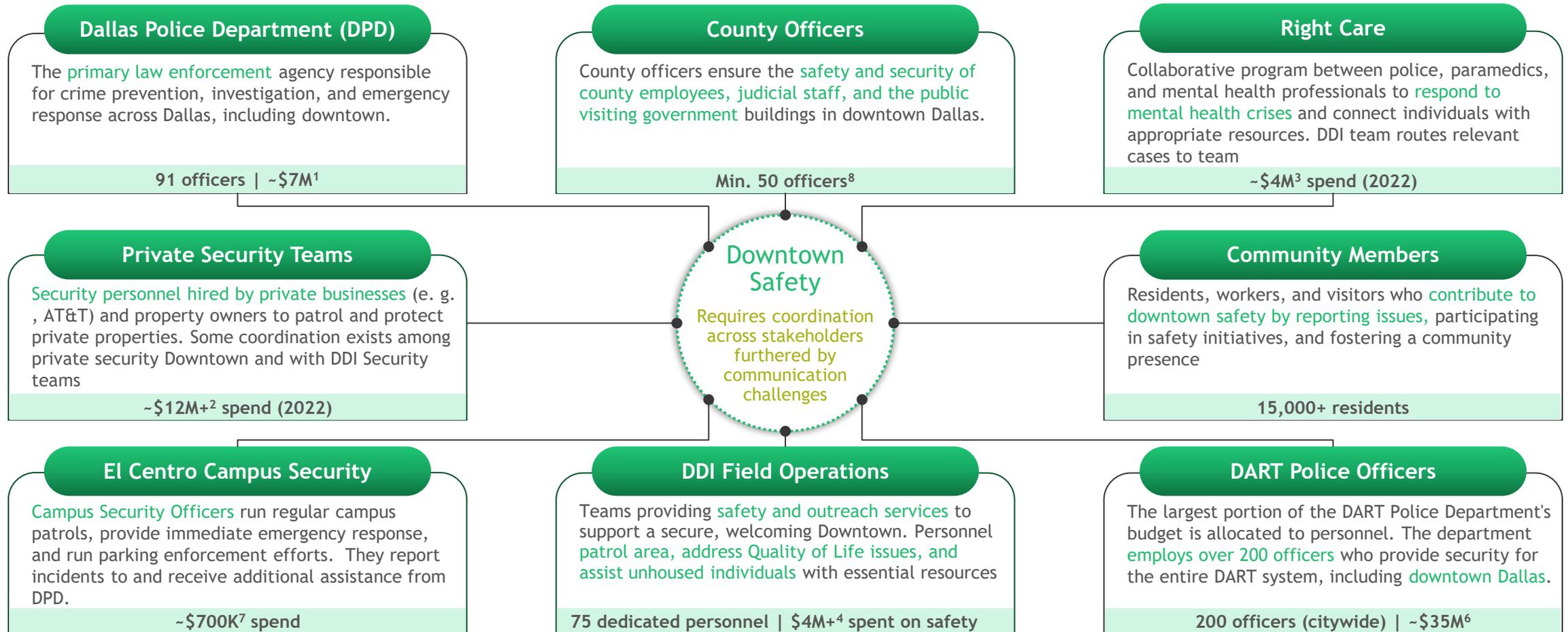
Losing development / business to neighboring areas

- Areas north of Downtown (Victory Park, Uptown, Turtle Creek) seeing unprecedented boom; **20+ projects** and **>\$2B** of residential and corporate development planned or underway
- Loss of **airline contracts for Downtown hotels** due to homelessness concerns; airlines opting for Fort Worth (\$4M+ annual loss)

Global spotlight on Dallas

- **2026 FIFA World Cup**: estimated to bring **>\$400M** in economic impact and millions of tourists; **chosen as International Broadcast Center** bringing thousands of media representatives
- **Redesign of Convention Center**: **43+** conventions already booked for new center, totaling **economic impact of >\$1B**

There is an ecosystem of actors ensuring public safety Downtown, but coordination across all parties is necessary for maximum effectiveness



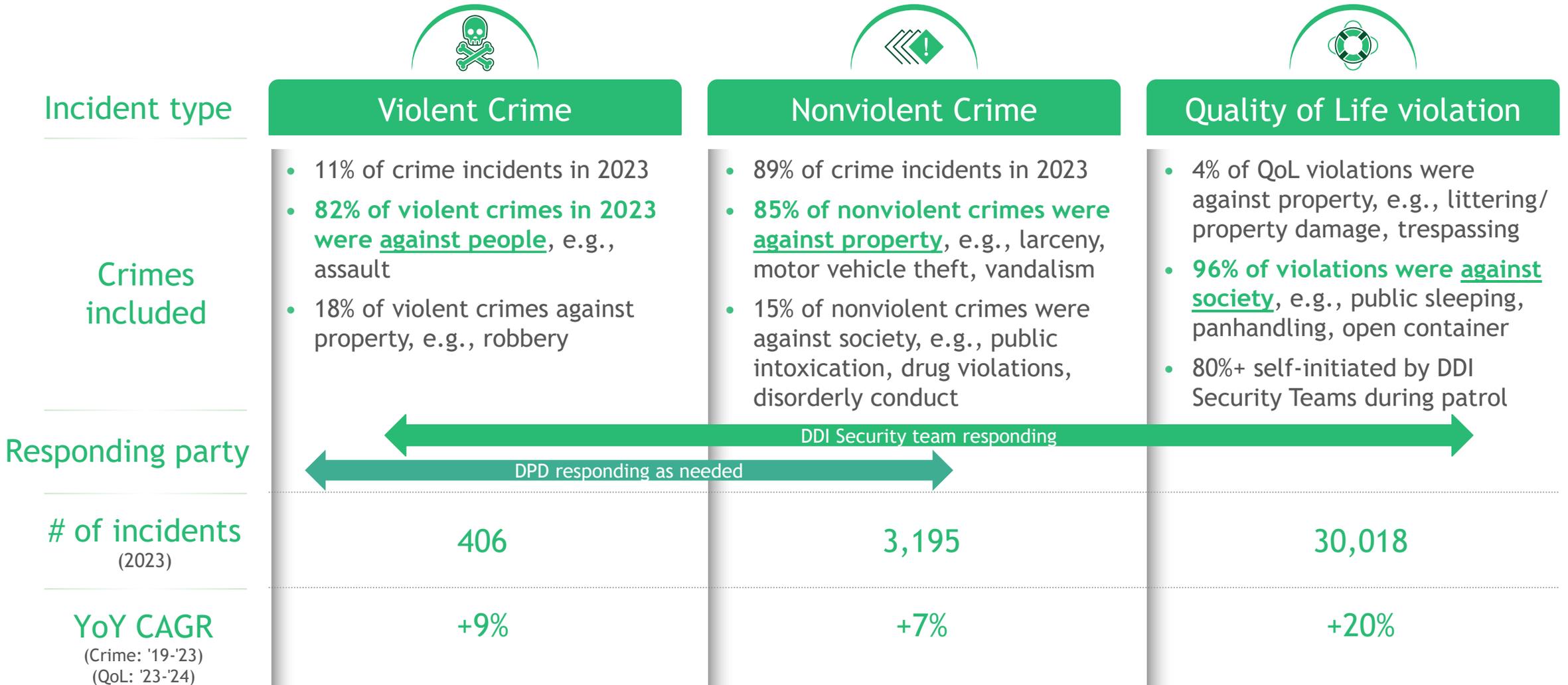
1. Based on average officer salary of \$70-90k 2. Includes private funding allocated for additional DPD resources in the downtown area. 2022 spend; 3. 2022 Spend; 4. 2022 personnel size and spend; 5. 2023 residents 6. Spend on law enforcement and public safety (personnel, technology & training) ” 2023. 7. Assumes equal distribution across 7 Dallas Colleges Source: Downtown Dallas Inc. , Dallas Downtown Inc. 2022 Annual Report; Dallas Observer; DPD Official Website; City of Dallas Annual Budget 2021-2022, DART, “Fiscal Year 2023 Operating and Capital Budget, ” 2023 8. Dallas County Sheriff’s Department allocates a minimum of 50 officers to provide security to downtown buildings.

Current state fact base

Current state | Key findings about public safety in Downtown Dallas

- From 2019-2023, Downtown has seen **increasing crime (34% increase) and disorder**, impacting quality of life for residents and business
- Downtown has seen **higher growth in crime than neighboring areas**, particularly in violent crime (42% increase) where other areas have seen decreases (citywide 14% decrease)
- Projected crime rates for Downtown in 2024 suggest a **10% decrease in overall crime, driven by decrease in non-violent crime**, likely driven by initiatives from the DPD Downtown Task Force formed in early 2024
- Hotspots for crime and disorder are **highly concentrated near parks, plazas, and public services**, e.g., DART, bus station
- **Crimes against property are most common**, e.g., burglary, theft, vandalism, making up 79% of the reported crimes Downtown
- Vast majority of Quality of Life violations include **sleeping in public and panhandling**, suggesting that further efforts to address the unhoused population Downtown are needed
- **Repeat offenders** and a small population of individuals with violent prior records drive **disproportionate impact** to public safety Downtown

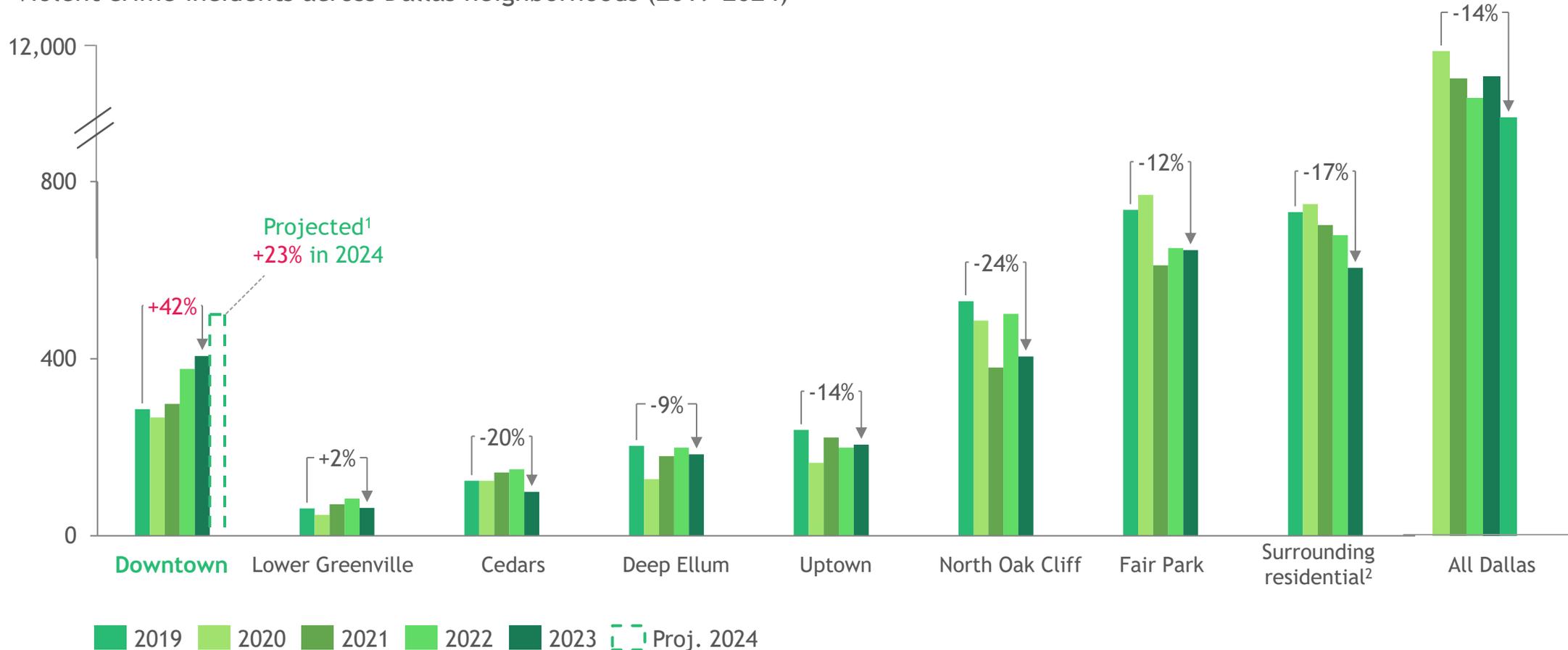
Downtown public safety incidents examined using three main categories—violent, nonviolent, and quality of life violations



1. Violent and nonviolent CAGR = 2019-2023, QoL CAGR = 2023-2024
 Source: DPD incidents 2014-24; DDI QoL incidents 2023-24; BCG analysis

Violent crime increased 42% in Downtown from 2019-2023, while simultaneously decreasing in comparable neighborhoods and city-wide

Violent crime incidents across Dallas neighborhoods (2019-2024)



1. 2024 actuals based on available DPD crime data from January-July. Projection for Aug-Dec based on average crime rates from 2019-2023.

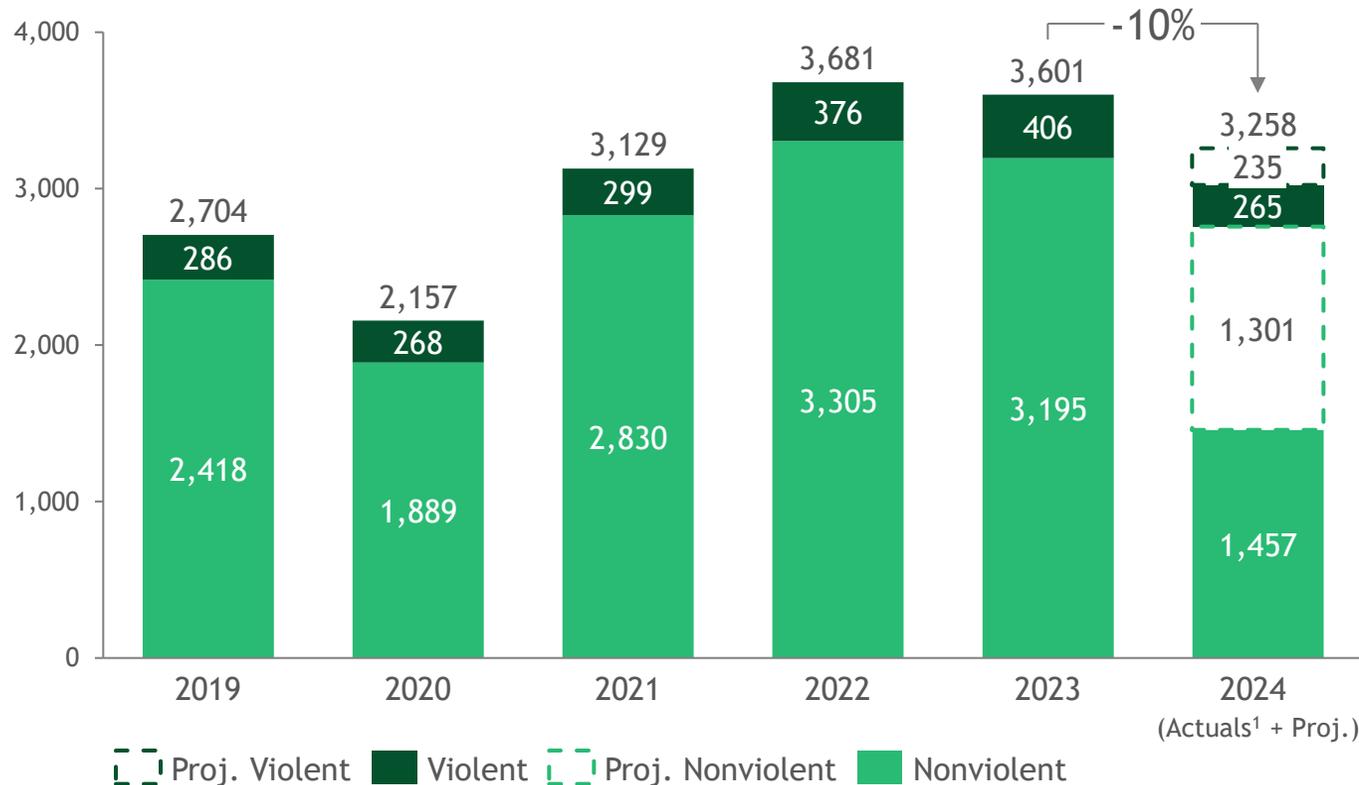
2. Surrounding residential = M Streets, Preston Hollow, Lakewood, and Lake Highlands

Source: DPD Lexis Nexis Community Crime map; DPD Incidents Records; BCG analysis

Despite growth in violent crime, total crime projected to decrease in 2024 by ~10%, driven by decrease in nonviolent crime

Total crime incidents in Downtown (2019-2024)

Crime incidents

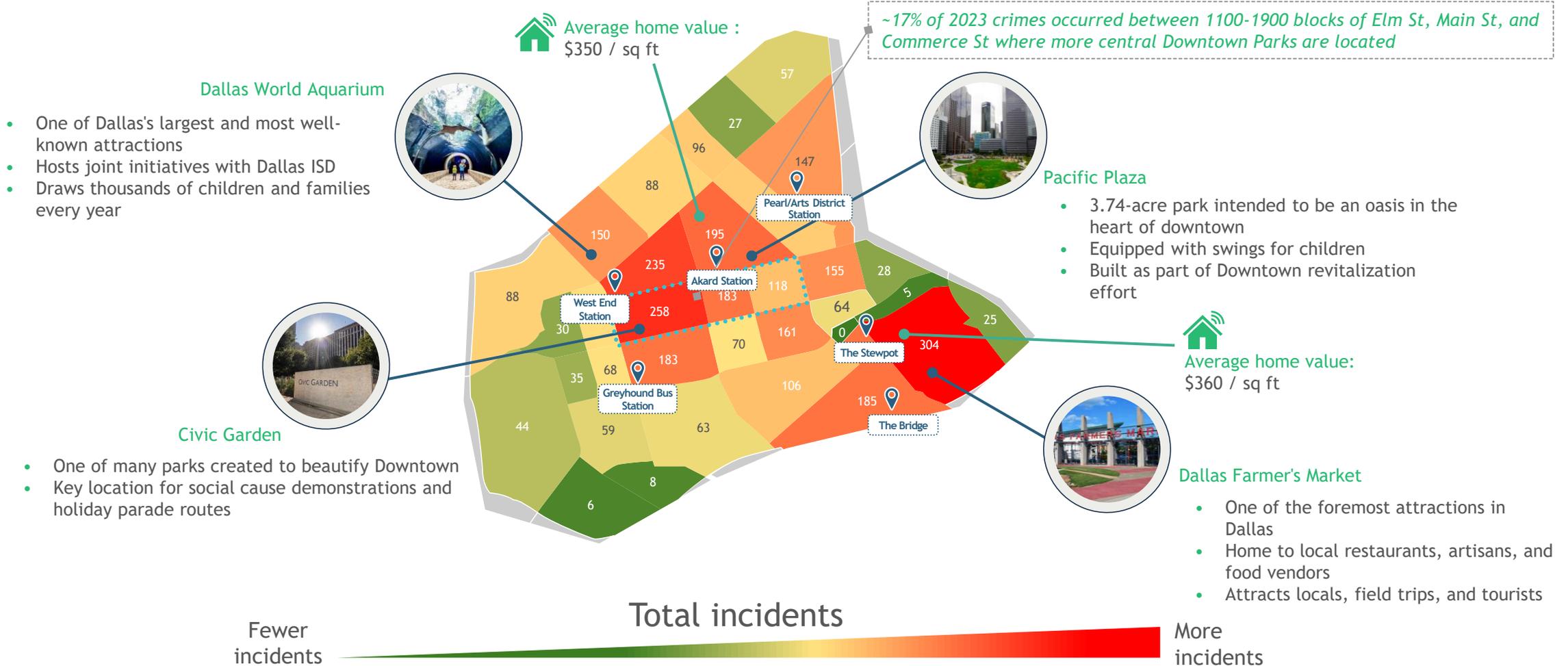


Initial takeaways

- 10% projected decrease in overall crime and 14% projected decrease in nonviolent vs. LY
- DPD Downtown Task Force initiated in early 2024 may be contributing factor to declines
 - Initiatives include increased foot and bike patrol and heightened hot-spot policing

1. 2024 actuals based on available DPD crime data from January-July. Projection for Aug-Dec based on average crime rates from 2019-2023. Source: DPD Incidents Records; BCG analysis

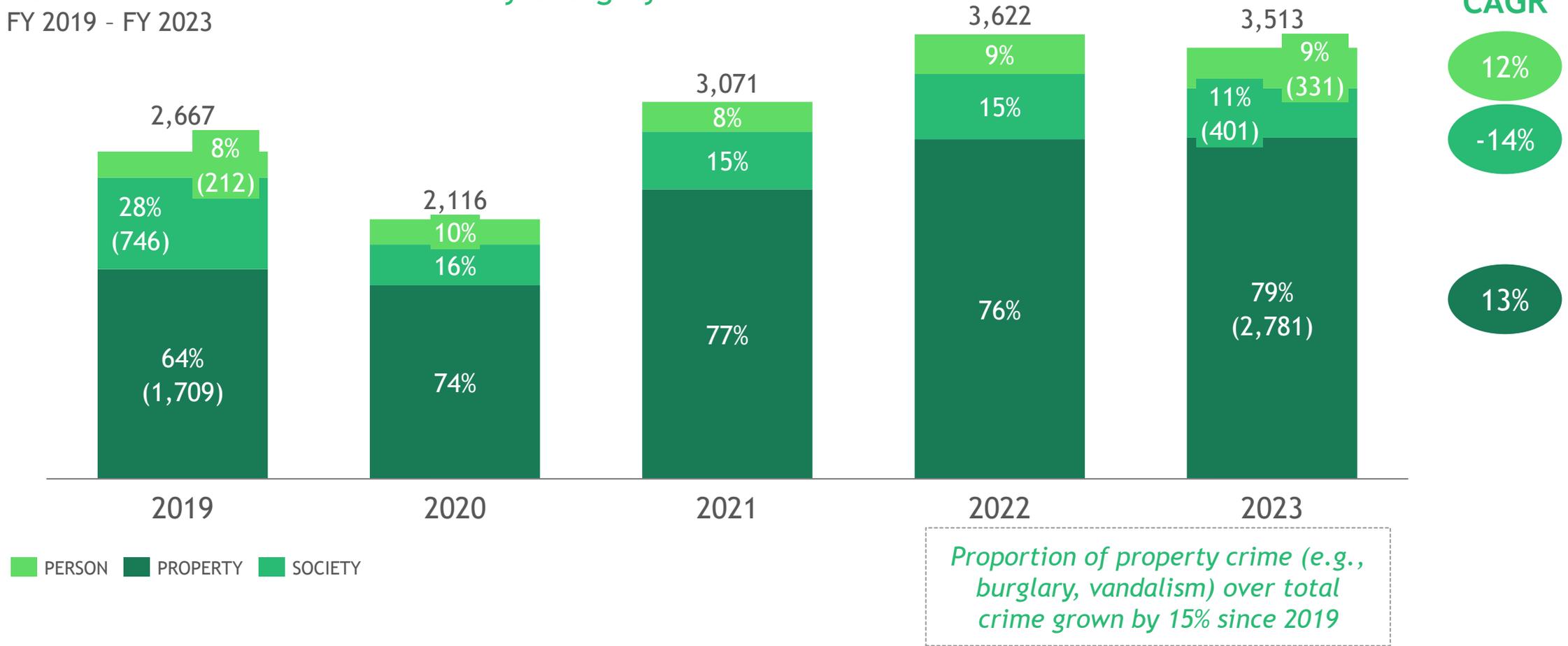
In Downtown Dallas, crime hotspots for violent and non-violent crime emerging near access points for public services, landmarks, and parks



Note: DPD total police incidents 2023; map categorized by DPD reporting areas; includes violent and nonviolent incidents
 Source: Natural Earth States and Provinces boundaries without large lakes; DPD Lexis Nexus Community Crime map; DPD Incidents Records

Property crime leading all other categories in Downtown and increasing YoY

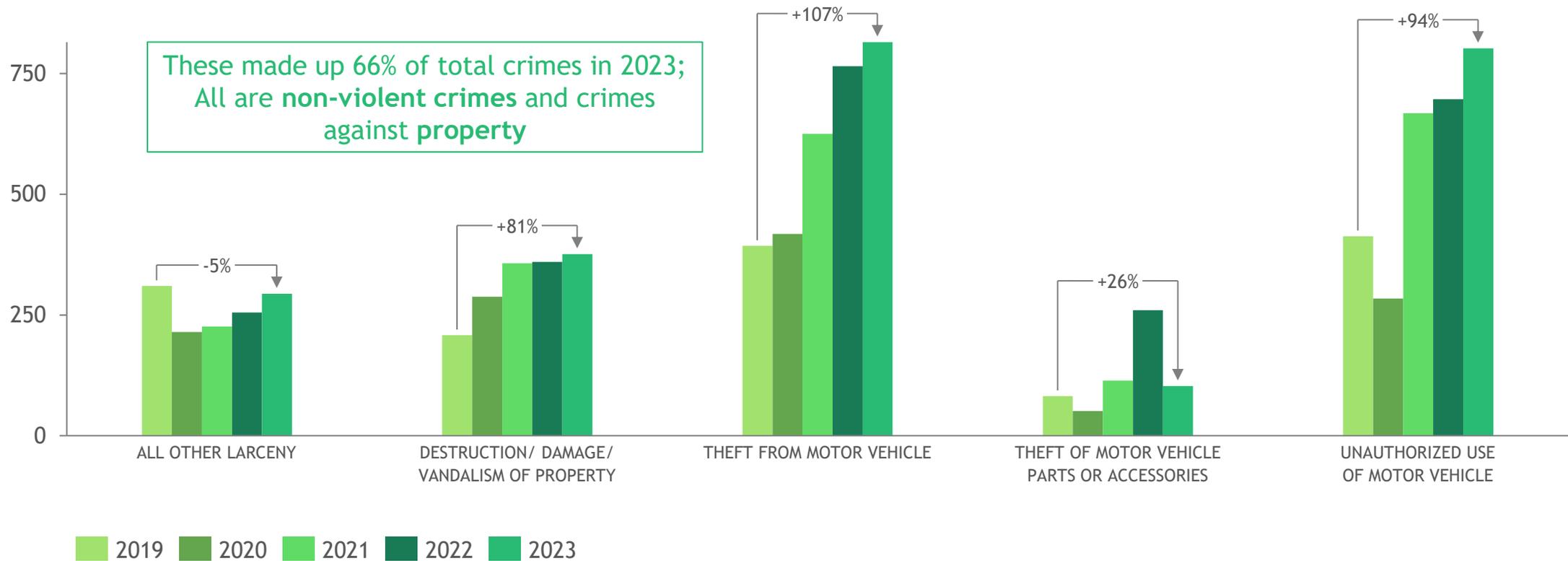
Downtown total crime incidents by category
FY 2019 - FY 2023



Note: DPD incidents as of 10/16; excludes miscellaneous and property, people, or society crimes
Source: DPD Incidents Records

Most frequent crimes growing significantly since 2019 with theft from motor vehicle more than doubling; this group made up 66% of total crime in 2023

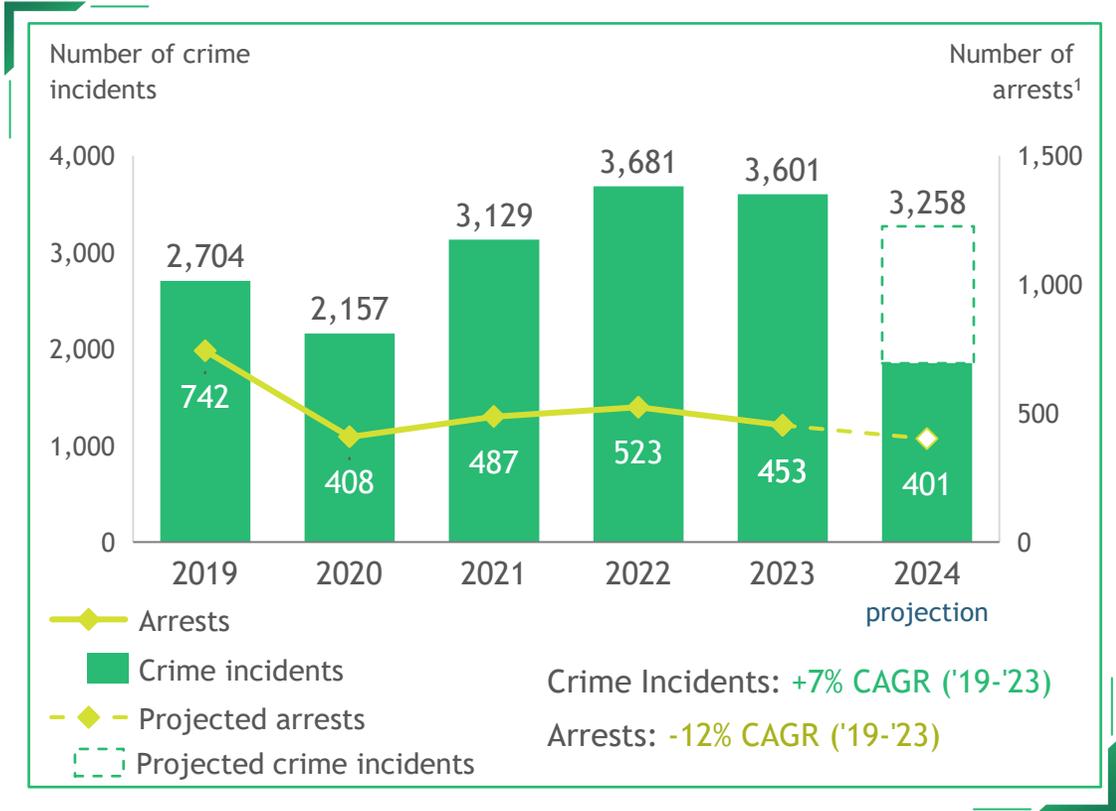
Top five most frequent crimes (violent and non-violent) between 2019-2023



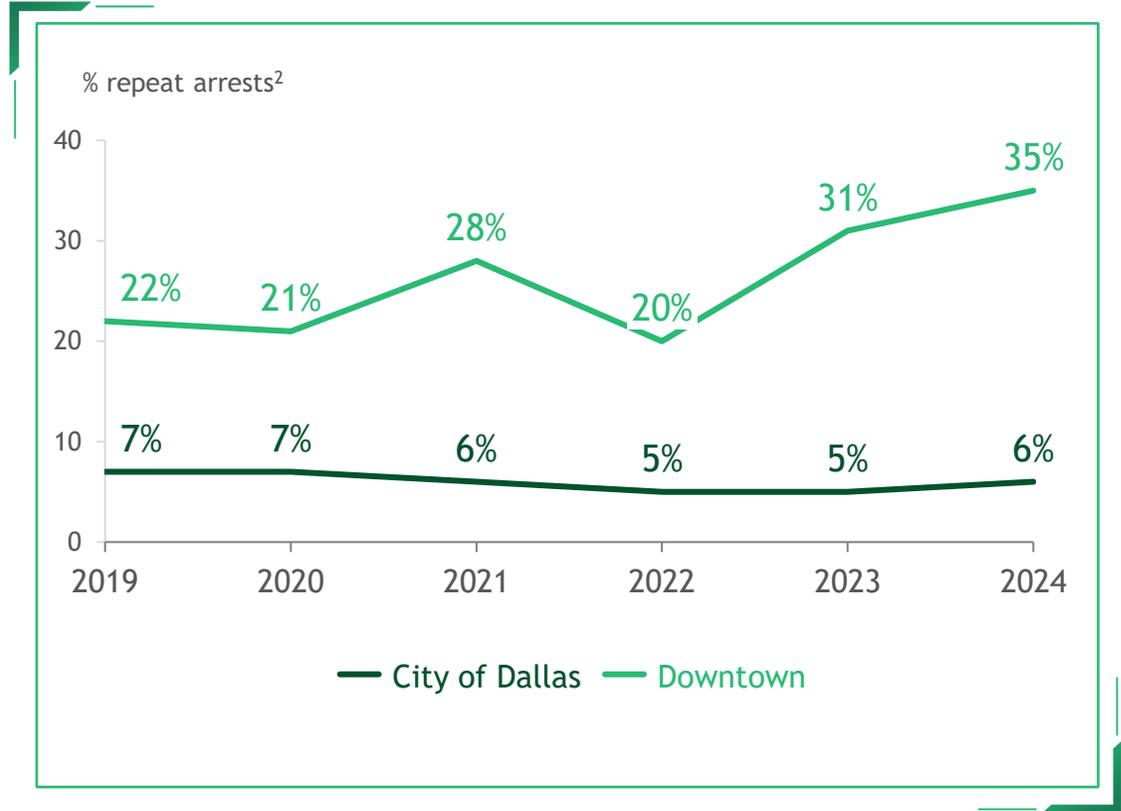
Note: DPD total violent police incidents 2019-2023; all percent change shown between 2019-2023
 Source: DPD Lexis Nexis Community Crime map; DPD Police Incidents data; BCG analysis

Arrests in Downtown Dallas have declined amid increase in crime; repeat offenders make up disproportionate share of arrests Downtown vs. rest of city

Total crime incidents vs. total arrests, Downtown 2019-2024



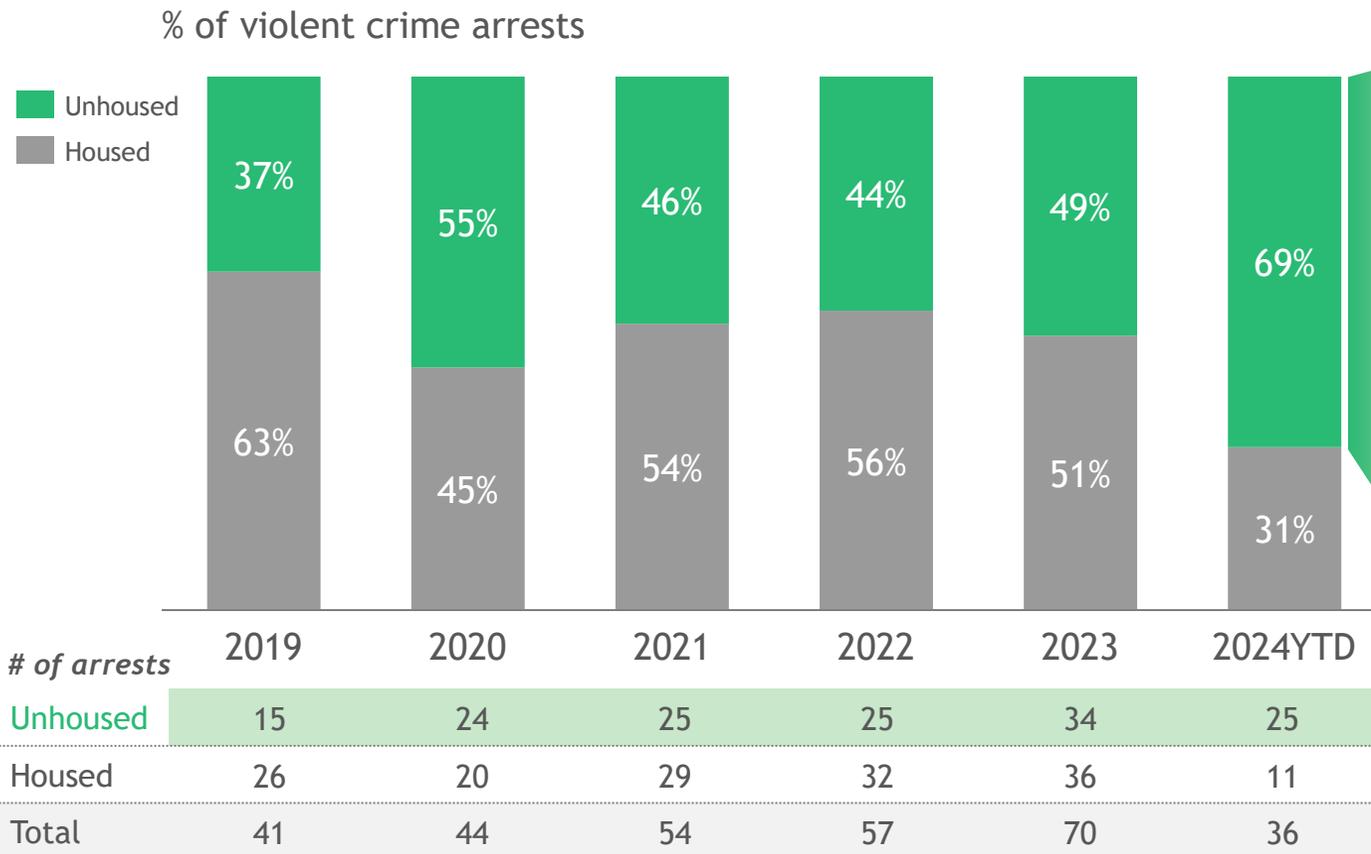
Proportion of arrests of repeat offenders 2019-2024



1. 2024 arrest data measures YTD with no projection 2. Only includes repeat arrests within the examined year
 Note: DPD Downtown arrests as of 10/16; Data only measures arrests in Downtown Dallas; excludes miscellaneous incidents; 2024 projection for August-December
 Source: DPD Arrest Records; DPD Incidents Records

Small population of unhoused individuals driving majority of violent crime arrests in 2024, over 50% of whom have prior felony records

Downtown arrests by housing status, Violent Crime



Of the 25 arrests¹ of unhoused persons for violent crime in 2024,

23
were unique offenders

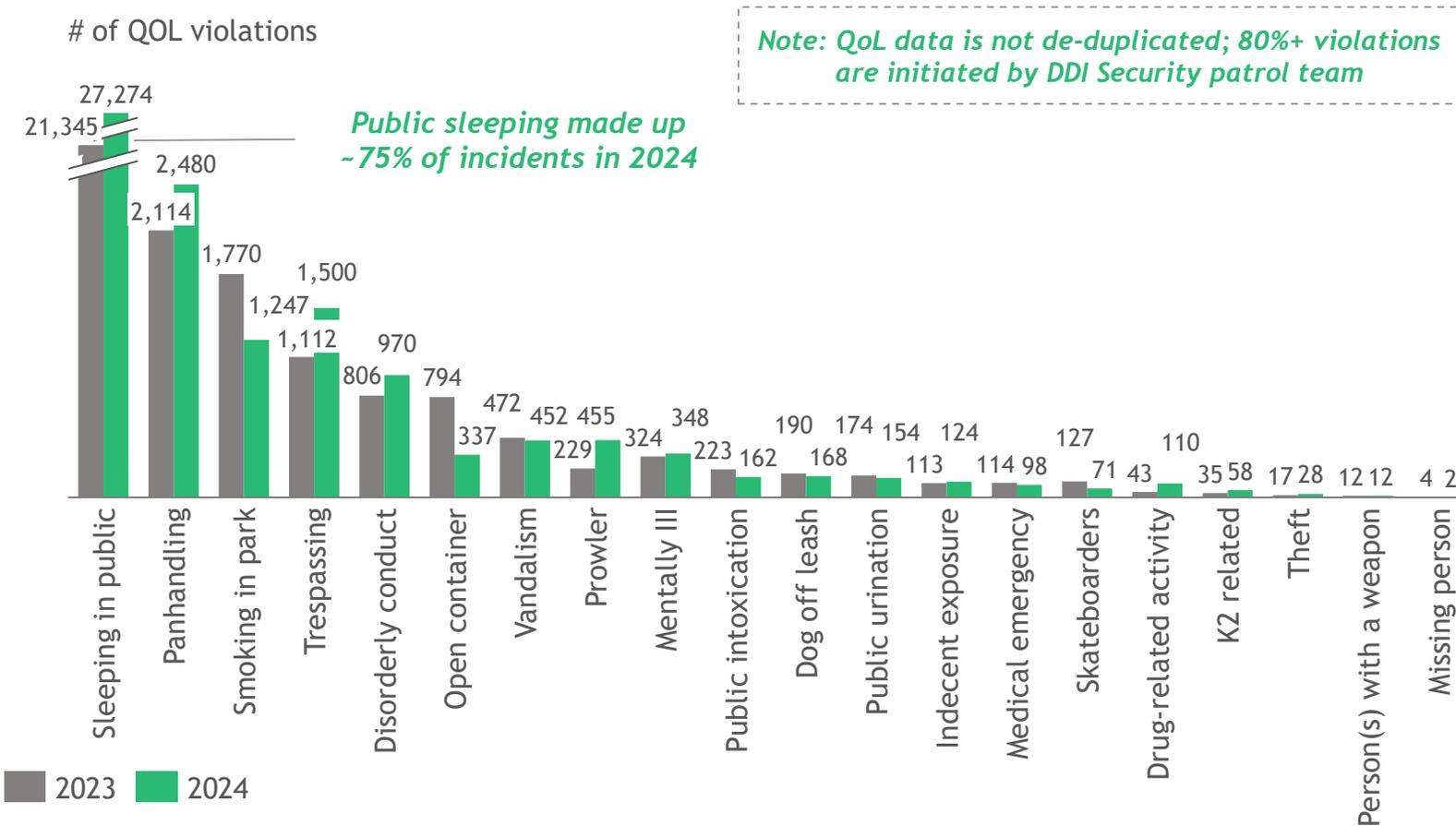
At least 13¹
are convicted felons

At least 10
have 5 or more prior arrests

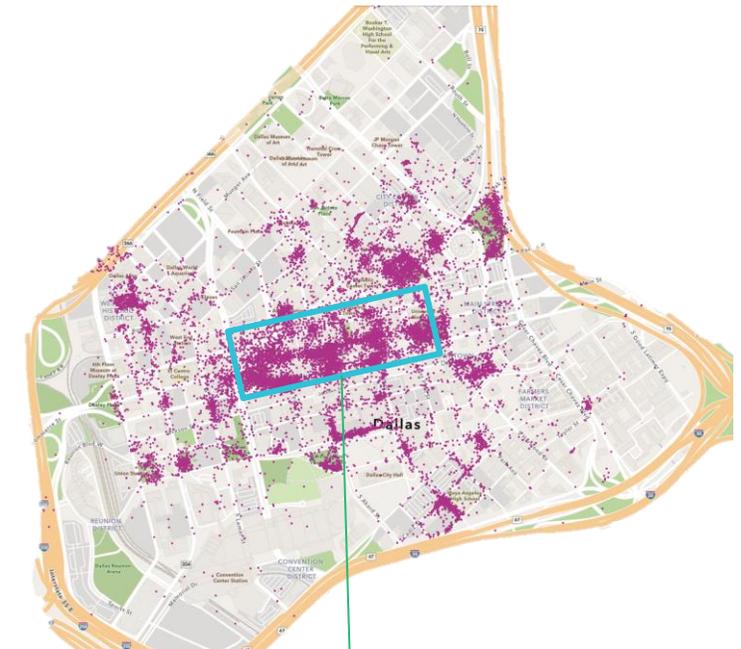
1. Of the 25 individuals, we were able to validate prior records for 18 of the individuals; 7 individuals could not be verified.
Source: DPD Crime incidents data, 2024 YTD.

Quality of life violations have increased by 20% over the last year; majority of violations are for public sleeping, likely attributed to unhoused individuals

Quality of Life violations (2024 YTD)



Hot-spots for QoL violations (2024)

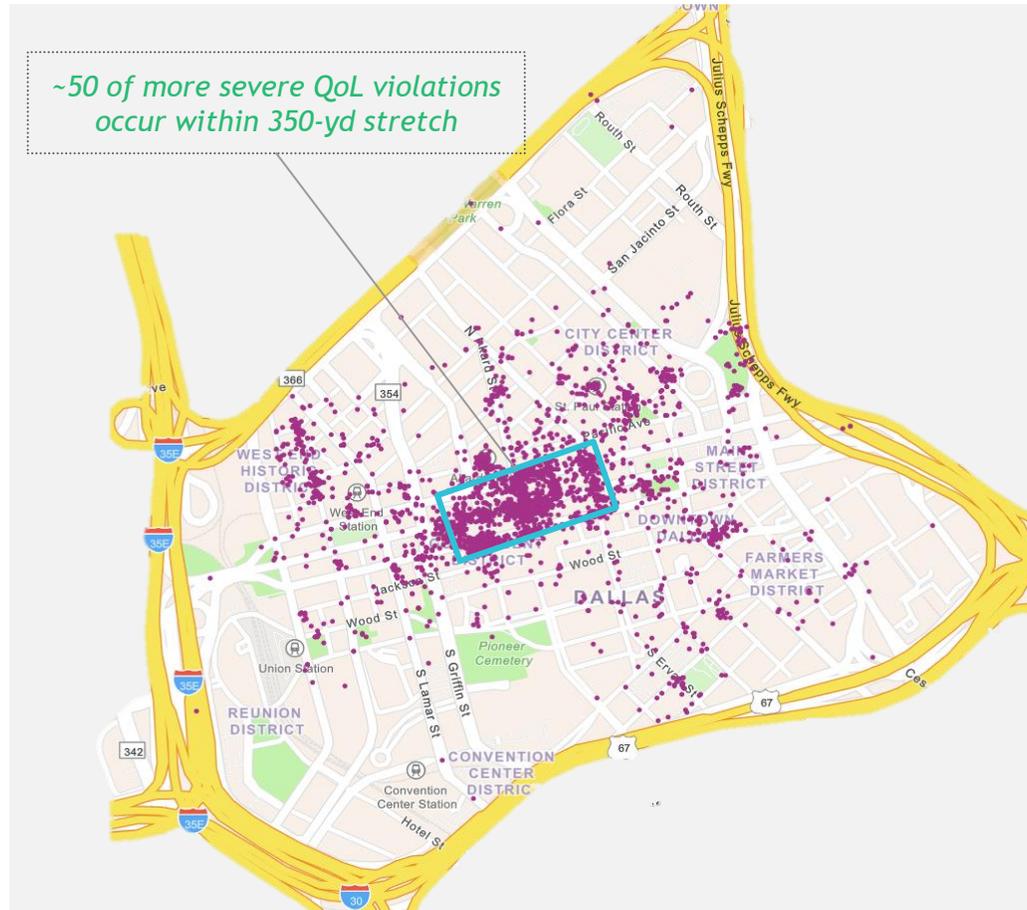


~33% of violations occurred on blocks between Civic Garden and Main Street Park

60% of all incidents occurred in parks

Note: DDI QoL violations between 1/1-10/25; does not include violations with DPD involvement
Source: DDI QoL Violations Data

Fifty percent of the more severe QoL violations were concentrated within <500 yards between S. Griffin St and S. Ervay St; over 10% higher than 2023



In 2023...

~2840
Severe QoL violations



~38%
Committed within 350-yard stretch

In 2024...

3490+
Severe QoL violations
Make up 12% of QoL violations



~50%
Committed in same area

These QoL violations include: disorderly conduct, trespassing, theft, public intoxication, mentally ill, drug-related activity, person(s) with a weapon, indecent exposure, K2 related, missing person

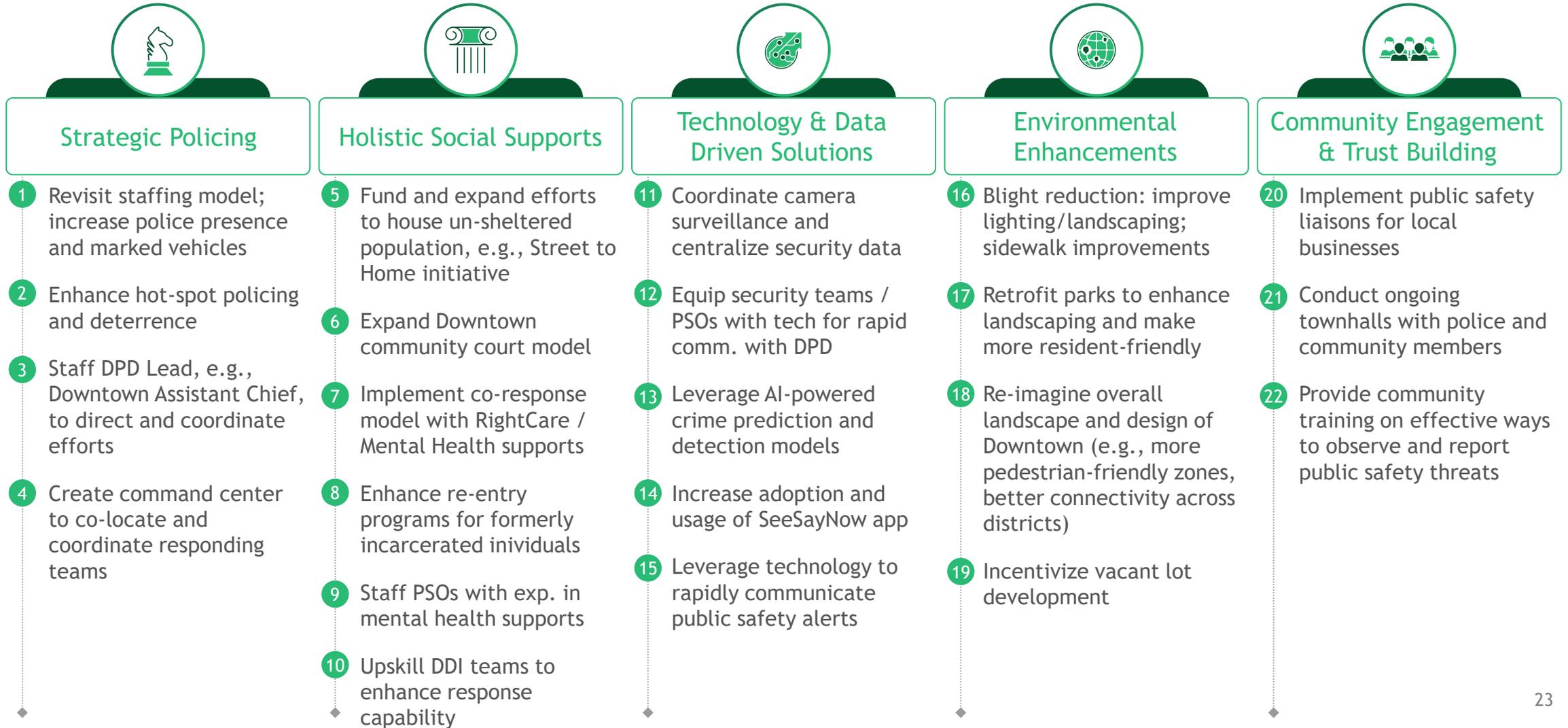
Note: DDI QoL violations FY 2023 and 1/1/24-10/25/24; does not include violations with DPD involvement
Source: DDI QoL Violations Data

Prioritization of levers

Different types of violations require a combination of tools and tactics across the stages of crime prevention

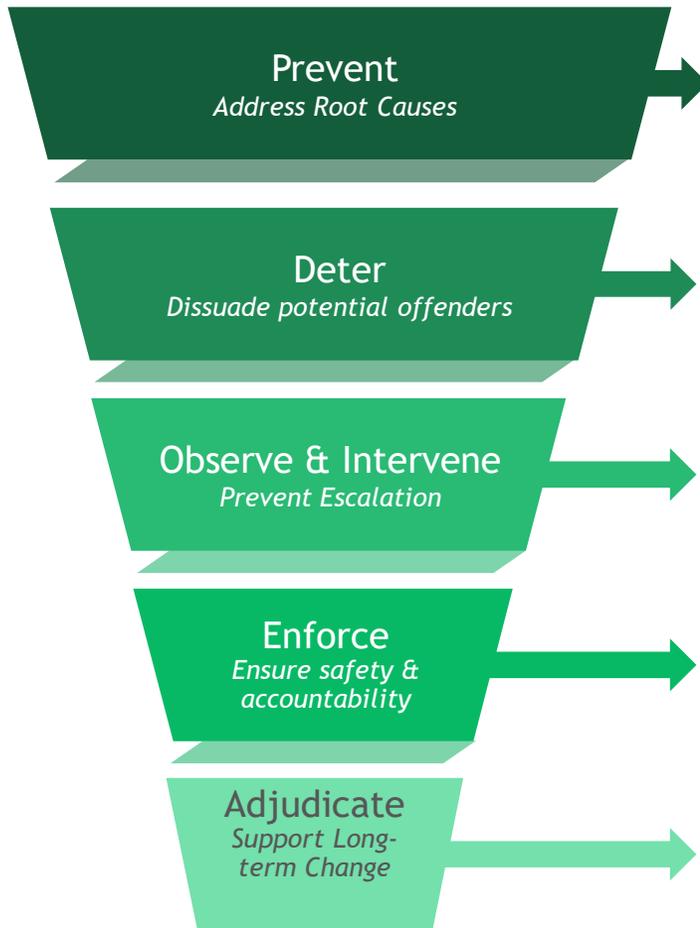
Stages of Crime Prevention	Non-exhaustive		
	 Definition	 Tools	 Outcome
Prevent <i>Address Root Causes</i>	Prevent incidents by tackling underlying factors / root causes that contribute to public safety risks	<ul style="list-style-type: none"> Public policy initiatives Environmental design 	<ul style="list-style-type: none"> Mitigate risk factors Minimize downstream impact
Observe & Report <i>Create awareness of risks and resources to address</i>	Community members, surveillance systems, or organizations witness events or conditions that compromise safety and report to authorities	<ul style="list-style-type: none"> Reporting apps and hotlines (e.g., EAlert) Surveillance systems 	<ul style="list-style-type: none"> Early detection of potential risks Create opportunity for intervention
Intervene <i>Prevent Escalation</i>	Public safety teams or community responders act to contain situations before they escalate , or become severe	<ul style="list-style-type: none"> Community response teams (e.g., DDI) Trained crisis response officers 	<ul style="list-style-type: none"> Early de-escalation Temporary resolution / stabilization
Enforce <i>Ensure safety & accountability</i>	Enforce legal or regulatory action to uphold safety and establish consequences	<ul style="list-style-type: none"> Law enforcement agencies 	<ul style="list-style-type: none"> Resolve immediate threat Reinforce norms
Rehabilitation <i>Support Long-term Change</i>	Provide supports and resources to rehabilitate and reintegrate , especially for vulnerable populations (e.g., unhoused)	<ul style="list-style-type: none"> Social services (e.g., mental health support) Employment/ skills training 	<ul style="list-style-type: none"> Reduce recidivism Build self-sufficiency

We initially identified 20+ levers across five key categories to address public safety challenges Downtown



We then prioritized six overall opportunities to address crime prevention at each stage

Stages of Crime Prevention



Opportunities to address

Continue Push for Re-Housing

Scale and enhance programs to transition homeless individuals into stable, service-rich environments

Address Needs Associated with Re-Entry from TDCJ

Establish coordinated public-private support for reintegrating formerly incarcerated individuals in Downtown Dallas

De-magnetize Hotspots in Downtown

Focus enforcement and resources to mitigate criminal activity around key hubs (e.g., DART)

Increase Coordination Among Security Entities

Develop a unified command center to streamline safety and security coordination across entities

Increase Policing and Monitoring Presence

Deploy cost-effective Public Safety Officers and dedicated sworn officers to visibly and proactively address Downtown crime

Expand Downtown Community Court

Broaden community court services to efficiently address non-violent crimes with resource-oriented solutions

For each priority opportunity, we've identified key initiatives for implementation

Opportunities to address

Specific Initiatives

1 Increase Policing & Presence



- 1a Allocate DPD Chief to coordinate efforts across parties
- 1b Dedicate unit of sworn officers Downtown
- 1c Implement Public Safety Officers (PSOs) to increase presence
- 1d Increase and coordinate surveillance cameras

2 Increase Coordination among Security Entities



- 2a Create central command to co-locate responding teams, e.g., DPD, DDI
- 2b Share technology, radios for streamlined communication

3 Continue push for Rehousing



- 3a Expand Housing Forward's "Street-to-Home" Initiative to accelerate housing efforts
- 3b Implement ongoing multi-disciplinary closure maintenance plan and identify solutions for most challenging individuals (e.g., refusing services)

4 Expand Community Court



- 4a Enhance framework and expand scope / hours of community court and crimes adjudicated

5 "De-magnetize" Hotspots



- 5a Increase police presence in hotspot locations, times, and days of week
- 5b Provide clear guidelines for organizations providing meals to unhoused
- 5c (Longer-term) Blight reduction, environmental design, retrofit parks

6 Address Needs Associated with Re-entry from TDCJ



- 6a Create private / public effort to improve and expand re-entry programs and services

Case for investment

Improving public safety and quality of life in Downtown Dallas can result in a self-reinforcing, virtuous cycle

Improvements in public safety and quality of life drive...

Increase in residents and visitors

- Improvement in quality of life and public safety drives influx of residents, tourists, and commuters

Investment activity grows

- Greater investment in infrastructure, retail and other amenities



Ensuring an attractive ROI for business investors is critical; Failure to address public safety puts ROI at risk and jeopardizes the entire cycle

Core value drivers:

1 Growth in retail/activity

- Foot traffic and consumer spend increases with increase in residents/visitors

2 Growth in property value

- Building values increase as retail/consumer activity grows
- Landlord revenue increases as vacancies decrease and net effective rent increases

3 Increased city revenue

- City revenue increases with greater property tax
- More public funding available for value-add projects (e.g., infrastructure, DDI, DPD)

In recent years, Downtown development has slowed and property values for landmark buildings have decreased while neighboring areas see ~200% increase

Property values and sales

Property values over time

Site	Downtown ¹			Uptown ²			
	Comerica Tower	Dallas Arts Tower	BoA Plaza	Crescent Court	1845 Woodall	Chateau Plaza	Weitzman
Value ³	\$59	\$110	\$68	\$182	\$127	\$150	\$86
% inc since 1 st decline ⁴	Downtown Avg: +4%			Uptown Avg: +242%			
	-11%	24%	-1%	156%	204%	432%	176%

Sales volume over time⁹

	Downtown	Uptown
2017-2019	\$1,354M	\$322M
2021-2024	\$850M	\$1,670M
% change	-37%	+419%

Growth and occupancy

2017 - 2019

35K⁵
average net absorption

78.4%⁵
average office occupancy

+71%⁶
downtown residential population growth, since 2009

2022 - 2024

-124K⁷
average net absorption

-5%⁷
decrease in average office occupancy

+3.8%⁸
downtown residential population YoY increase

New developments in Downtown⁹

- 6 multi-family
 - 6 hotel properties
 - 4 office space projects
 - 5 parking
 - 1 storage facility, 1 museum
 - 1 retail, 2.9k residential units
- 24 new developments in total*

- 3 multi-family properties, with 1 abandoned
- 1 hotel property, 1 hotel property renovation
- 1 courthouse structure

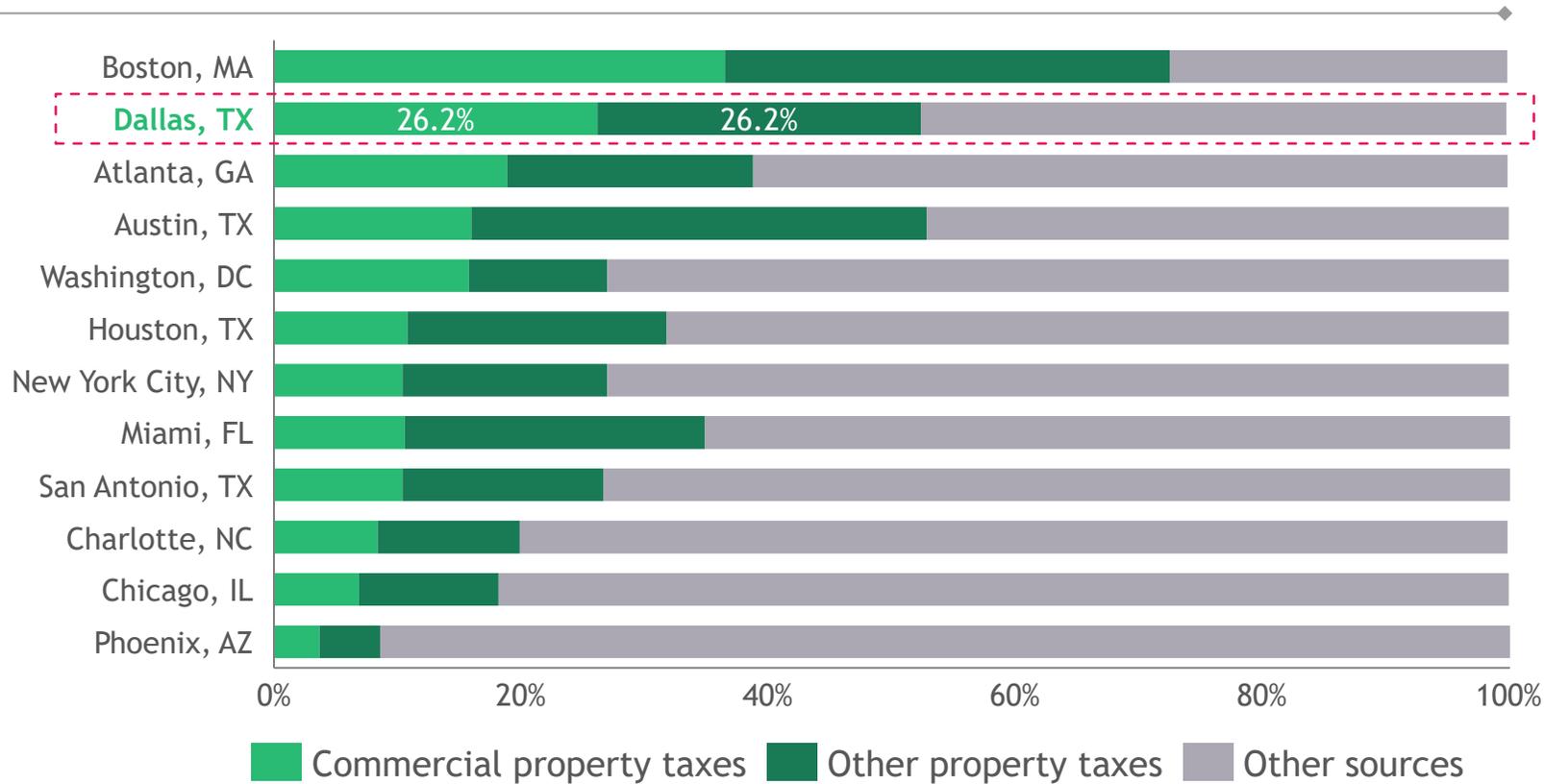
6 new developments in total

1. Downtown properties build year in order - 1985, 1985, 1983 2. Uptown properties build year in order - 1983, 1984, 1985, 1985 3. Price per square foot 4. Percent increase / decrease since first substantial decrease in market value (2010) - metric used to normalize for any widespread economic pressures; first decrease occurred in 2010 for all. 5. CoStar data 6. CoStar data, Q1 2017 - Q3 2019 7. As of 2019, DDI 2019 State of Downtown, since 2009 8. CoStar data, Q1 2022 - Q3 2024, as compared to Q1 2017 - Q3 2019 9. The Value of U.S. Downtowns and 28 Center Cities 9. DDI research

Dallas is highly reliant on commercial property values and taxes

Sources of General Fund Revenue by City

2022



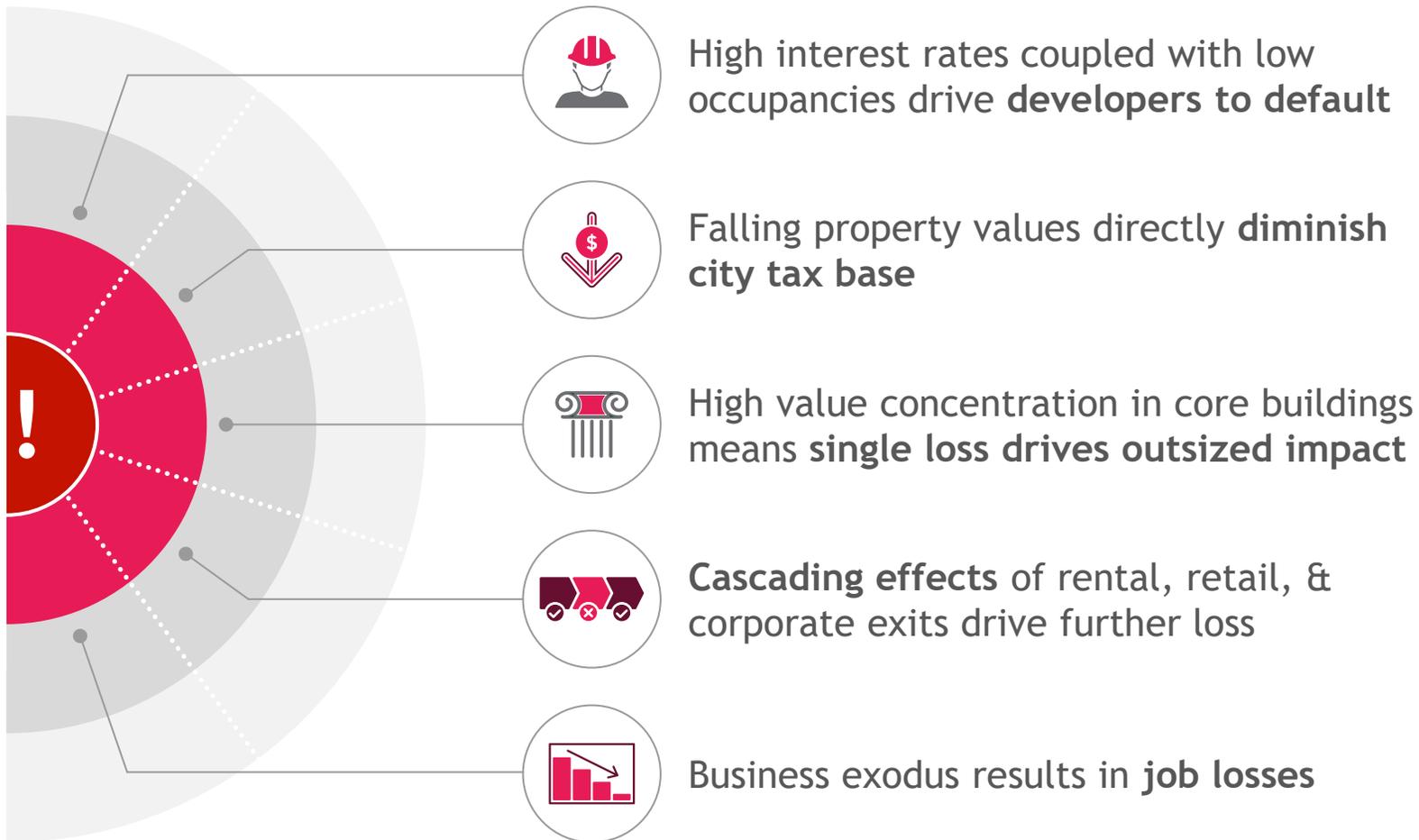
Downtown Dallas makes up 4.5% of the city's total property value

35 properties make up 50% of total Downtown property value

Note: Chicago and Boston use 2021 rather than 2022
Source: Tax Policy Center, 2024. Author's calculations using Cities ACFR. Includes city-level government only

If trend Downtown continues, cascading effects of decline will further erode value and incentives for residents and businesses rapidly

Unaddressed decline risks cascading effects on value Downtown:

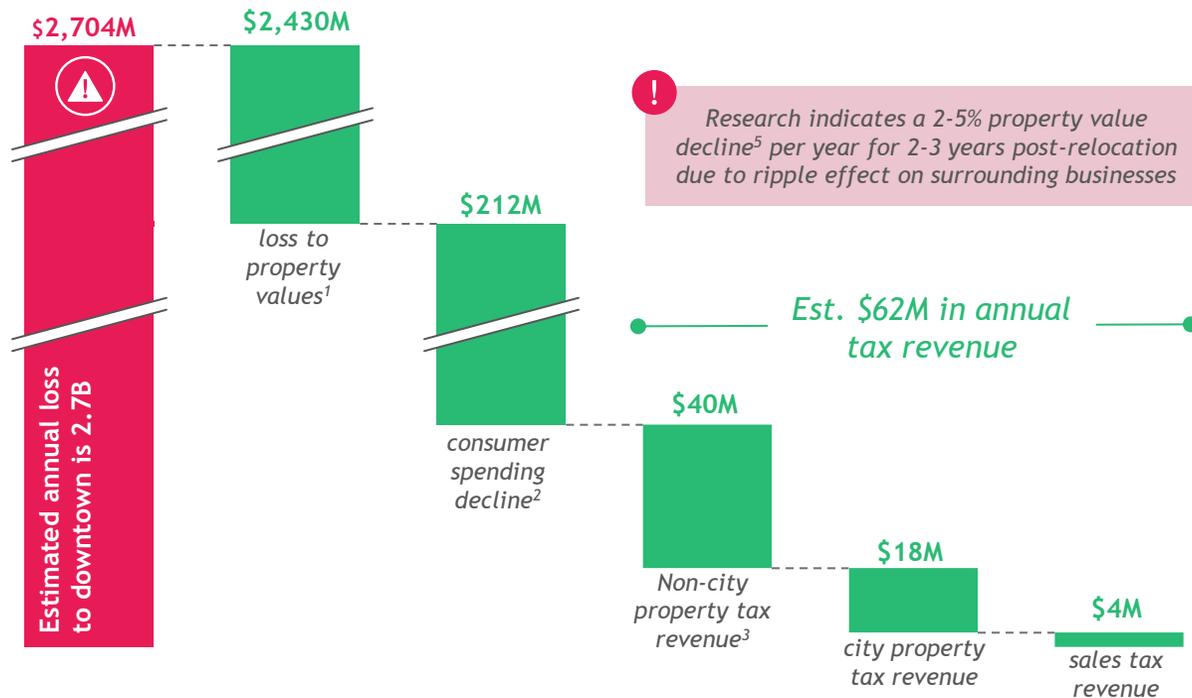


We estimate AT&T relocation could cause a **30% decrease** in property values, costing Downtown an **estimated \$2.7B in overall value**, including **\$62M loss in annual property tax revenue**¹

1. \$62M property tax loss includes impact to city and non-city (County, DISD, Parkland, etc.) property tax revenue and sales tax. See detailed analysis in Appendix.

Investment also reduces substantial downside impact from potential anchor tenant departures, where comparable cities have experienced large downside

We estimate AT&T relocation could cause a 30% decrease in property values, costing Downtown an estimated \$2.7B...



...driven by impact to property values similar to what other cities have seen

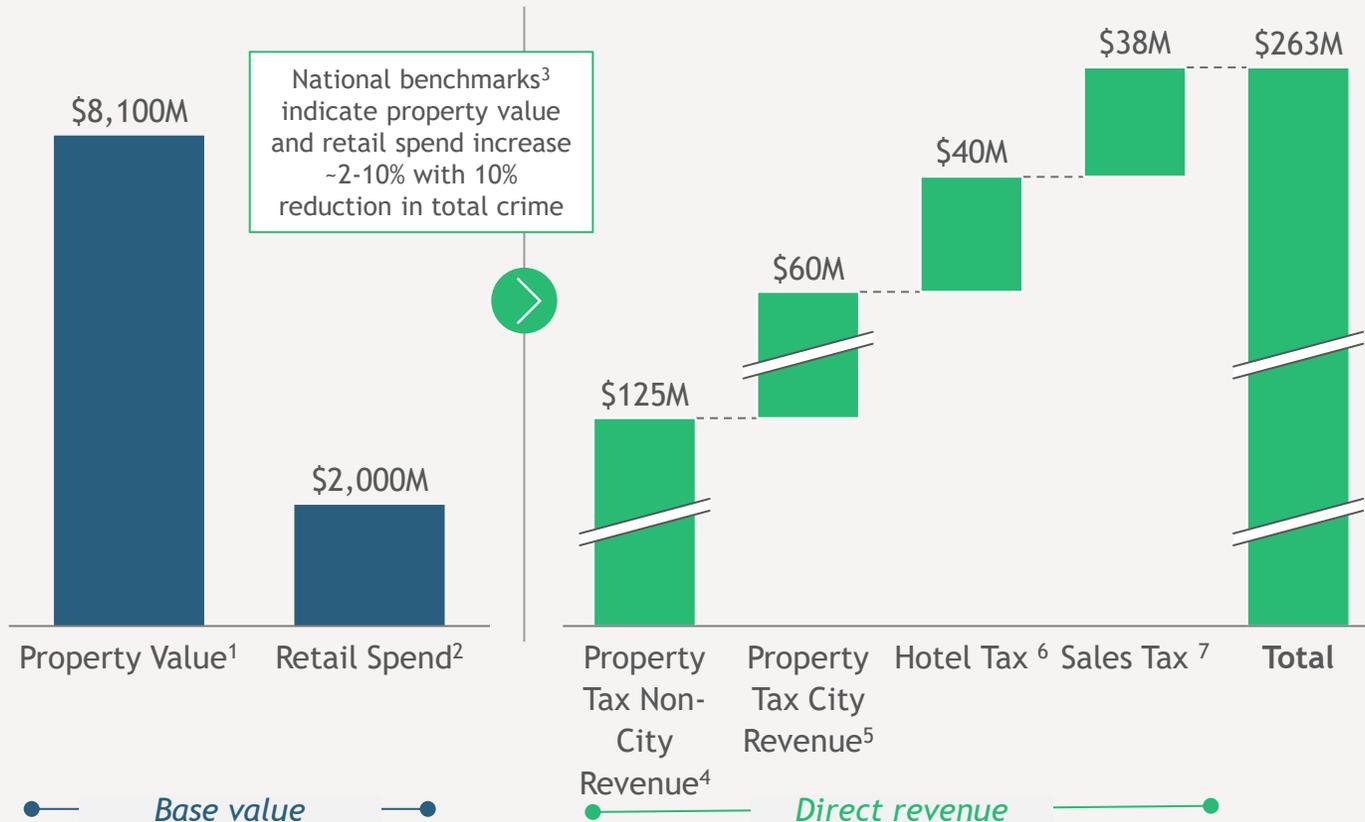
- 1 Detroit: GM and Chrysler departures led to 50% decline⁶
- 2 San Francisco: Twitter relocation led to 15% decline⁷
- 3 St. Louis: AT&T departure led to a 15% decline⁸

1. Based on Brookings Institute Analysis and Downtown Dallas' reliance on AT&T 2. Assumes 5,500 commuters spend \$35/day & 1.5 multiplier. 3. Includes property tax collected for PID, Dallas County, Dallas Independent School District, Dallas Community College, Parkland Hospital 4. Percentage loss from total contribution (i.e. 1,215M is a 15% loss from 8,100M) 5. National Bureau of Economic Research 6. Detroit Free Press 7. The San Francisco Standard 8. St. Louis Business Journal
Source: AT&T Newsroom, Ziprecruiter, Regional Economics Applications Laboratory, U.S. Bureau of Economic Analysis, Brookings Institute, National Bureau of Economic Research

Core value drivers made up of key revenue sources for Downtown and City of Dallas

\$263M in value is generated annually Downtown via critical revenue sources...

...with property values being the most significant value driver

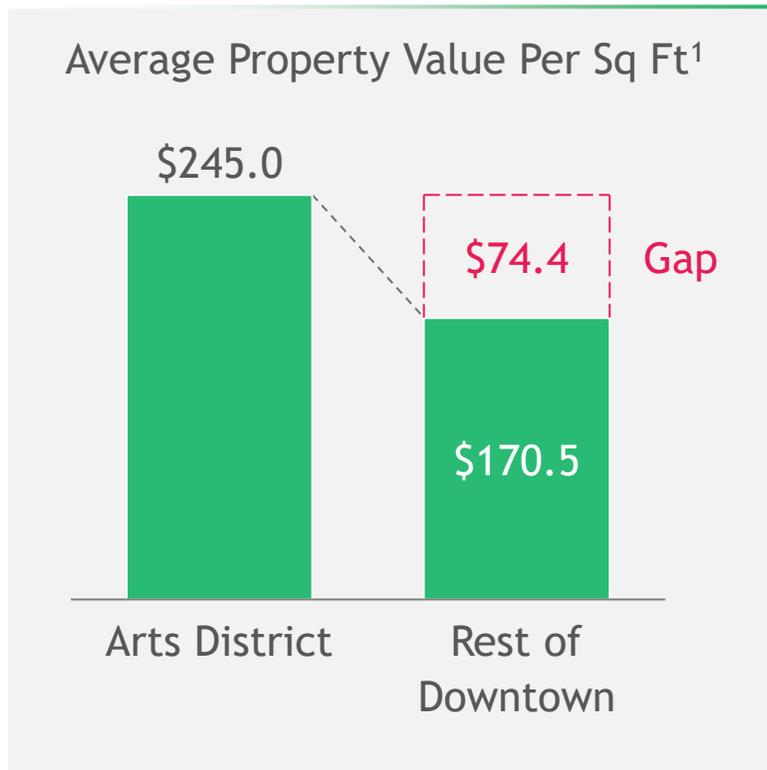


Every \$1B in property value Downtown drives ~\$24M⁸ in total property tax revenue

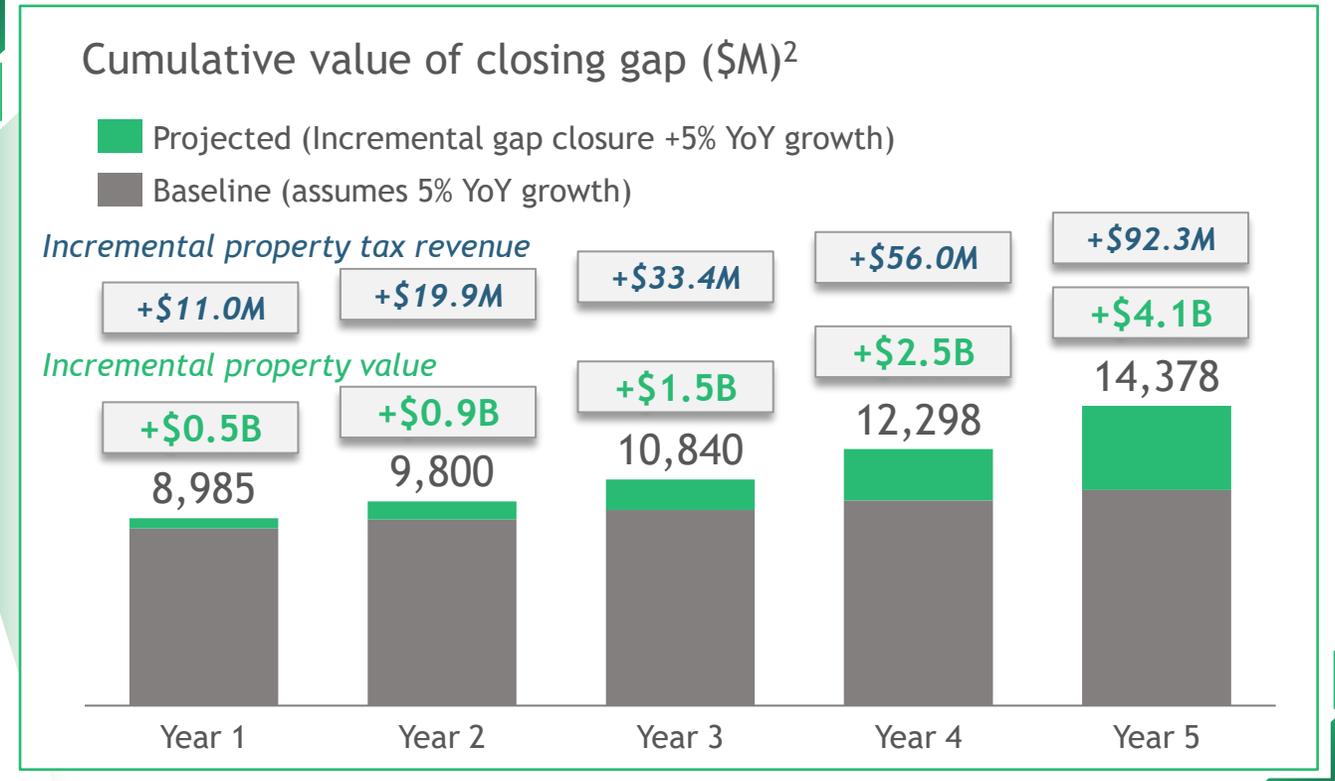
1. Downtown PID assessment 2. Experian 3. Urban Land Institute, Brookings Institution 4. Includes PID, Dallas County, Dallas Independent School District, Dallas Community College, Parkland Hospital 5. Assumes \$0.735 per \$100 contribution 6. CoStar estimation of annual hotel tax Downtown 7. Assumes 2% tax to include DART revenues 8. Assumes (\$0.24) per \$100 contribution

Investment in Downtown safety and real estate attractiveness has potential yield of ~\$4B+ in incremental property value over 5 years

Value gap between top ~35 Downtown sites vs. Arts District



Bringing top sites to comparable value per sq ft of Arts District nets ~\$4B+ increase to Downtown property values



1. Downtown PID assessment of a representative sample of Arts District value per sq foot locations compared to average price per sq ft for 28 other Downtown sites representing the upper ~50% of real estate value in the area 2. Denotes projected total Downtown property value increase over time from an \$8.1B baseline, assumes equivalent gap as seen in sample set for overall property value in the Downtown area. Projected case denotes stepwise closure of \$74.4 / sq ft gap across a 5-year timespan for the \$8.1B Downtown locations, with an added 5% YoY growth. Baseline assumes only 5% YoY growth, benchmarked to Downtown growth over '21-'24.

Downtown Dallas has potential to generate an incremental ~\$300M in direct revenue over five years by investing in public safety

By investing in strategic public safety initiatives, Downtown Dallas can reduce crime and drive revenue growth across key areas...



Property Tax City Revenue¹

\$68M



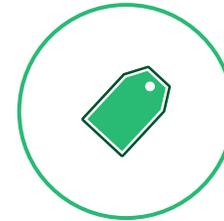
Property Tax (Non-City Revenue)³

\$144M



Hotel Tax

\$46M⁴



Sales Tax

\$43M⁵

Estimated incremental tax revenue over 5-year period

~\$300M
in total potential
incremental
revenue *over 5*
years

~\$125M
in annual
incremental
revenue potential
in *Year 5*

1. Assumes 0.7357 per \$100 2. High, 8% growth case of \$74.4 per sq/ft average property gap closure 3. Includes property tax collected for PID, Dallas County, Dallas Independent School District, Dallas Community College, Parkland Hospital 4. 7% of hotel tax revenue as per Tourism Economics for the U.S. Travel Association 5. 2-10% growth per year per the Urban Institute

Estimated cost to implement and expected ROI

 Opportunities to address	 Estimated Incremental annual recurring cost (\$M) ¹
01 Increase Policing & Presence	\$3.0-\$5.0 ²
02 Create a Central Command	\$0.5
03 Continue push for Rehousing	\$21.2 ³
04 Expand Community Court	\$0.2
05 “De-magnetize” Hotspots	<i>Assume no incremental cost (only allocation of existing resources)</i>
06 Address Re-Entry Needs	\$0.5-\$1.0



Investments could yield ~125M+ annually in increased tax revenues⁴

1. More detailed analysis and assumptions included in Appendix. 2. Assumes 90 PSOs with lower range estimating costs of part-time hires and upper range estimating full-time hires. Costs estimated by Housing Forward and Includes costs to be covered by both City and County. 4. Includes city and non-city property taxes, sales, and hotel tax estimates. Source: City of Dallas, Second Chance Business Coalition, DPD, Homeland Security Newswire, Brookings, South Dakota, The Way Back Non-Profit, First Source Wireless

Issues are solvable but will require community action

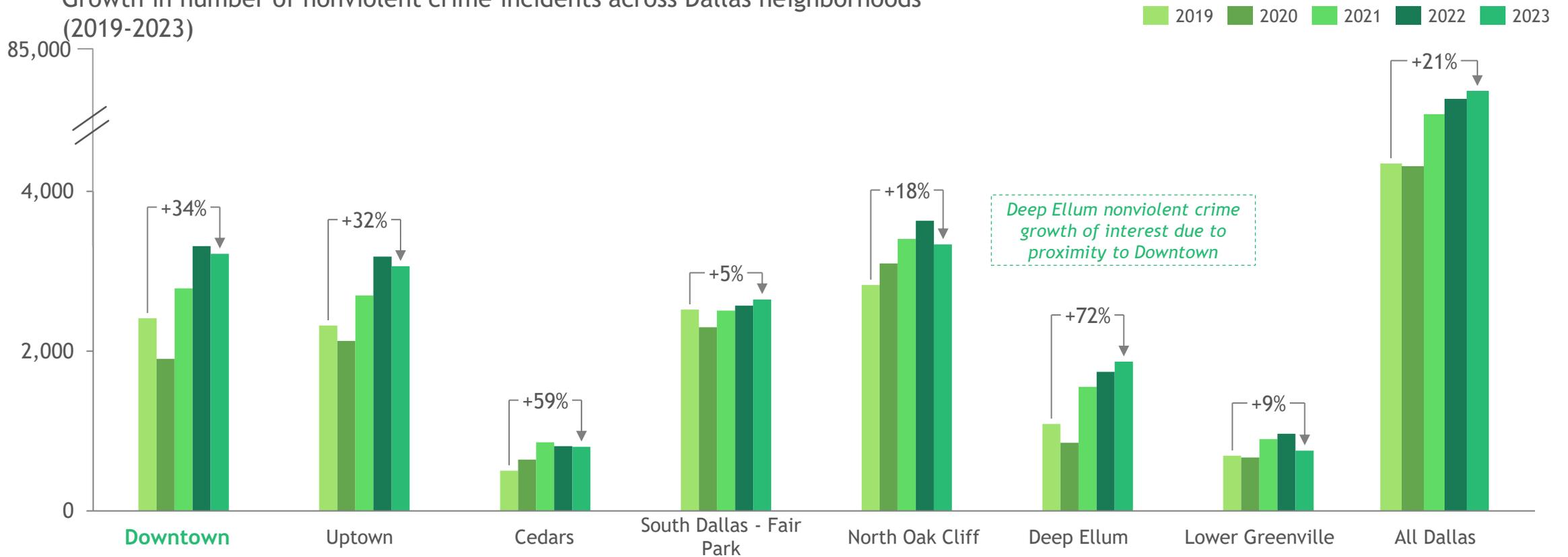
City of Dallas & DPD	<ul style="list-style-type: none">• Prioritize resourcing to ensure adequate enforcement support equipped with coordination technologies• Support and fund expansion of programs providing holistic supports, i.e., Street to Home initiative, community courts, long-term case management capabilities• Incentivize development of underdeveloped / vacant downtown space
Corporate stakeholders	<ul style="list-style-type: none">• Invest in landscaping and blight reduction to improve pedestrian living• Promote private security coordination among other businesses and downtown DPD• Engage and market downtown real estate to talent to grow residential population
Downtown Dallas, Inc.	<ul style="list-style-type: none">• Upskill staff to generate robust response capabilities for mental health challenges• Drive increased coordination for a co-responding model with other support and security teams
Homeless outreach	<ul style="list-style-type: none">• Continue and expand efforts to house unsheltered populations• Support coordination of longer-term mental health resources with housing efforts
Community residents	<ul style="list-style-type: none">• Utilize SeeSayNow app to report crime• Engage with safety and security teams to better understand resources and reporting available• Invest in vibrancy of downtown by frequenting retail locations and parks

Appendix

Appendix: Fact base

Though nonviolent crime has increased across Dallas, Downtown growth higher than most neighboring areas and broader Dallas

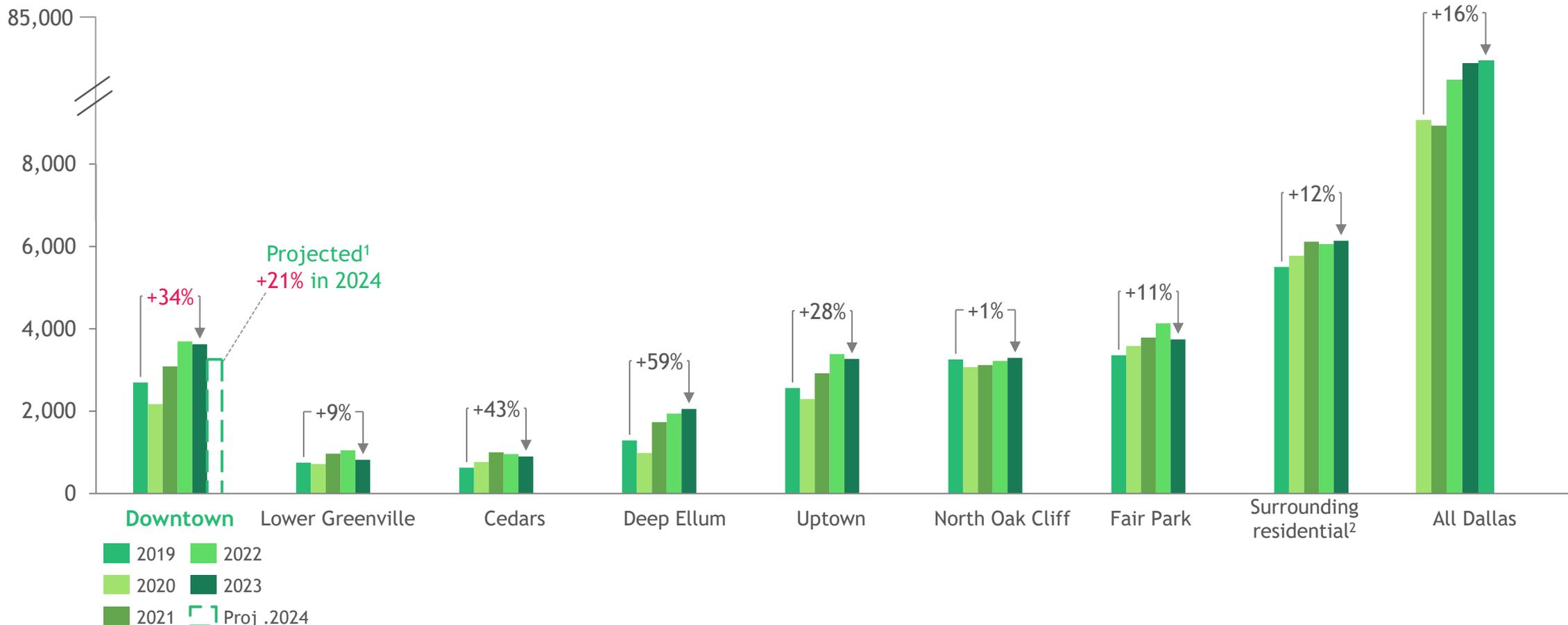
Growth in number of nonviolent crime incidents across Dallas neighborhoods (2019-2023)



Note: DPD total violent police incidents 2019-2023; all percent change shown between 2019-2023
 Source: DPD Lexis Nexis Community Crime map; DPD Police Incidents data; desktop research; BCG analysis

Total crime projected to decrease between '23 and '24, but will still be 21% higher than 2019

Growth in number of total crime incidents across Dallas neighborhoods (2019-2023)



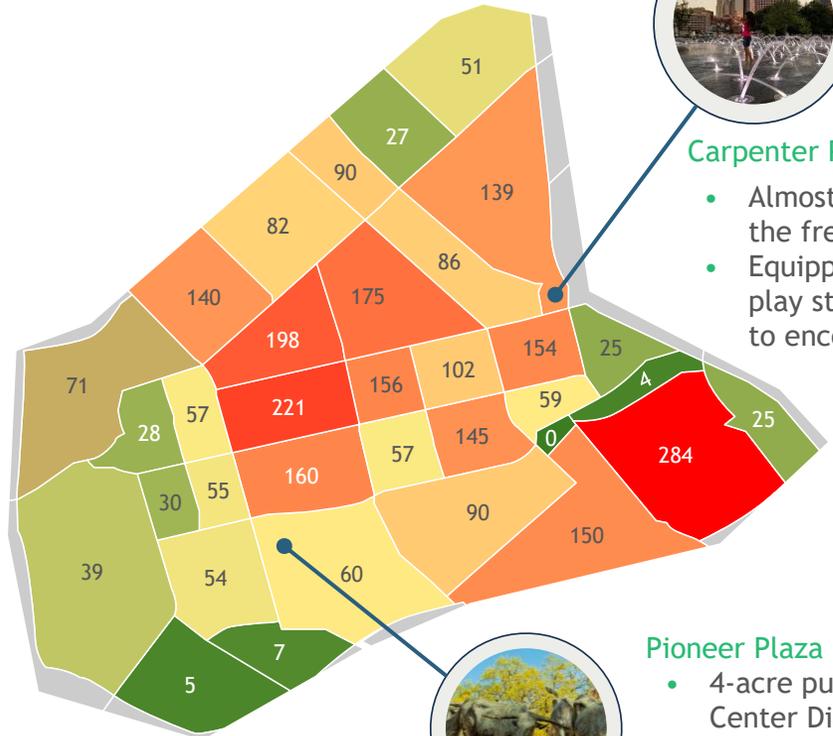
1. 2024 actuals based on available DPD crime data from January-July. Projection for Aug-Dec based on average crime rates from 2019-2023.

2. Surrounding residential = M Streets, Preston Hollow, Lakewood, and Lake Highlands

Source: DPD Lexis Nexis Community Crime map; DPD Incidents Records; BCG analysis

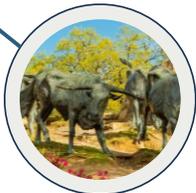
Levels of violent and nonviolent crime generally similar across reporting areas relative to rest of Downtown with slight variation in some parts

Nonviolent crime by reporting area



Carpenter Park

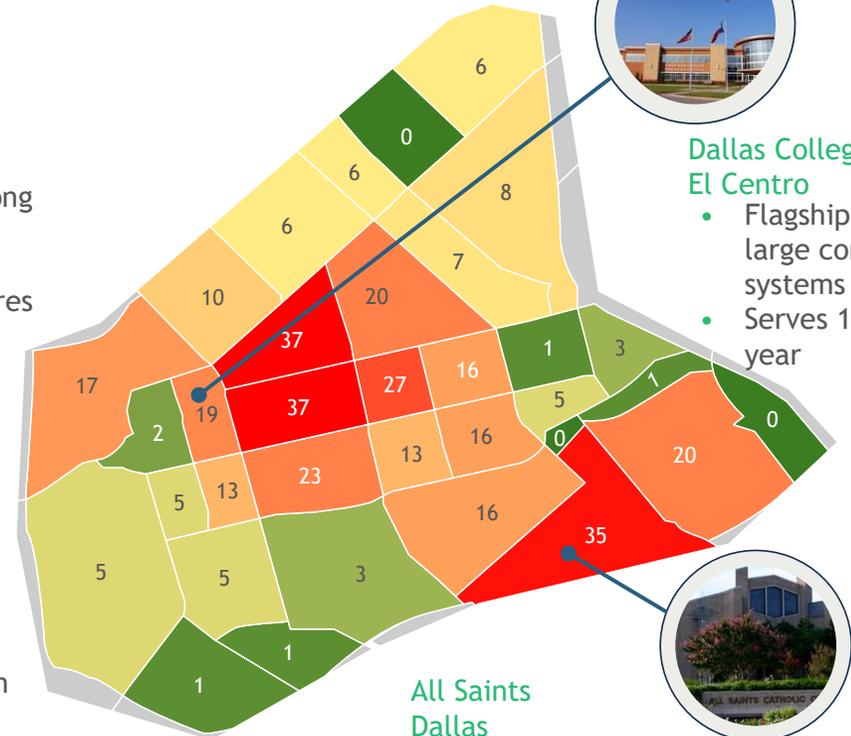
- Almost 6-acres of greenspace along the freeway
- Equipped with basketball courts, play structures, and water features to encourage use of the park



Pioneer Plaza

- 4-acre public park in the Convention Center District
- Known for large longhorn statues which draw tourists

Violent crime by reporting area



Dallas College - El Centro

- Flagship campus of one of large community college systems
- Serves 10K+ students each year



All Saints Dallas

- Catholic church located in Downtown
- Draws high levels of QoL violations



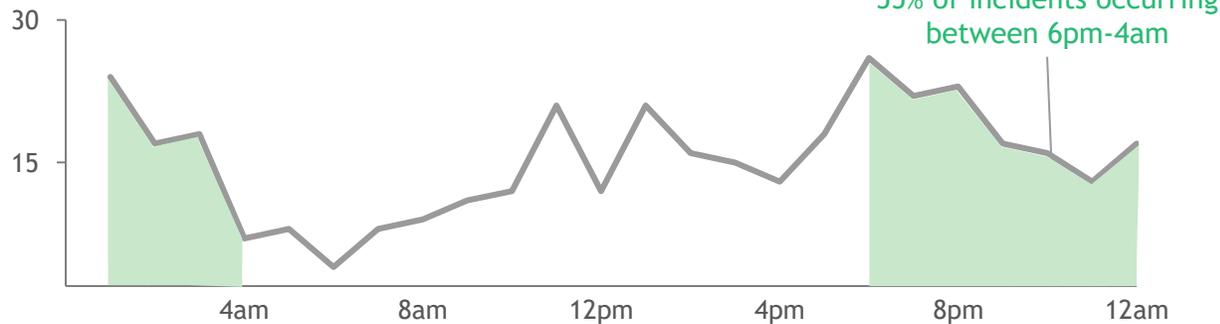
Note: DPD total police incidents 2023; map categorized by DPD reporting areas; includes violent and nonviolent incidents
 Source: Natural Earth States and Provinces boundaries without large lakes; DPD Lexis Nexus Community Crime map; DPD Police Incidents data

Nonviolent crime concentrated in late night hours with dip in early morning while violent crime less predictable

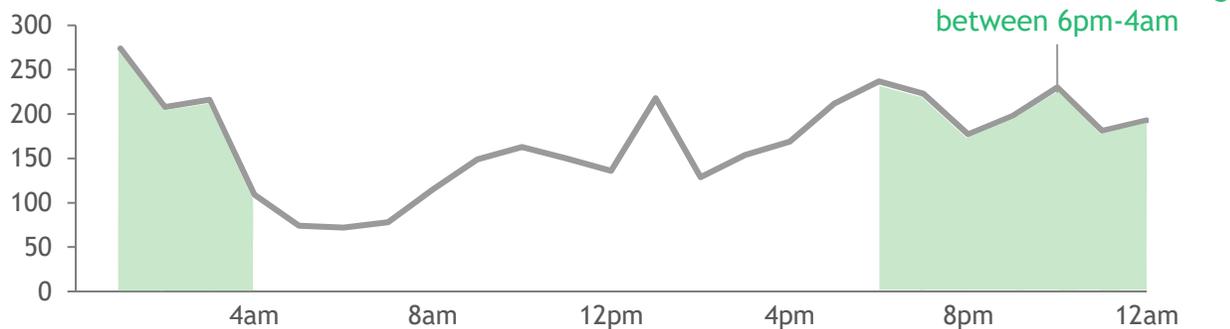


Crime by hour

Downtown violent crime by hour



Downtown nonviolent crime by hour

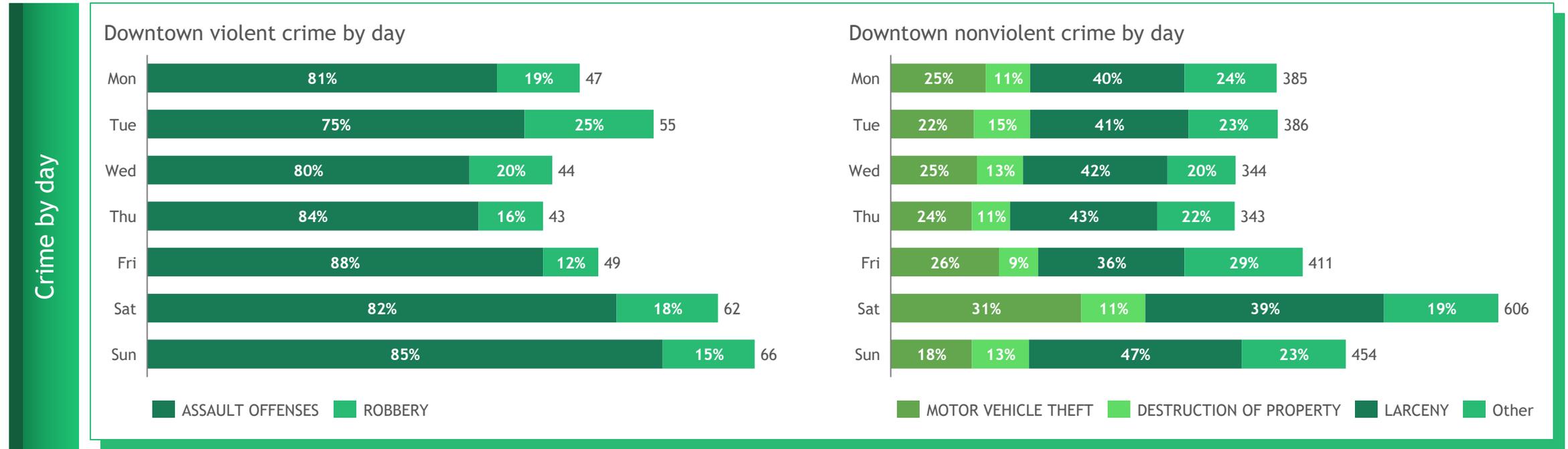


Emerging Insights

- 55% of incidents occur between 6pm and 4am
 - Night crime most often includes simple assault (35%), intimidation (23%), and aggravated assault (23%)
 - Daytime crime most often includes simple assault (27%), intimidation (33%), and robbery (13%)
-
- 52% of incidents occur between 6pm and 4am
 - Night crime most often includes theft from a motor vehicle (24%) and unauthorized use of a motor vehicle (30%)
 - Daytime crimes most often include theft from a motor vehicle (27%) and destruction of property (20%)

Note: DPD total police incidents 2023; Daytime = 6pm-4am; Nighttime = 5am-5pm
Source: DPD Police Incidents data

Crime in Downtown Dallas peak on weekends regardless of nature of crime however nonviolent crime spikes dramatically on Saturdays



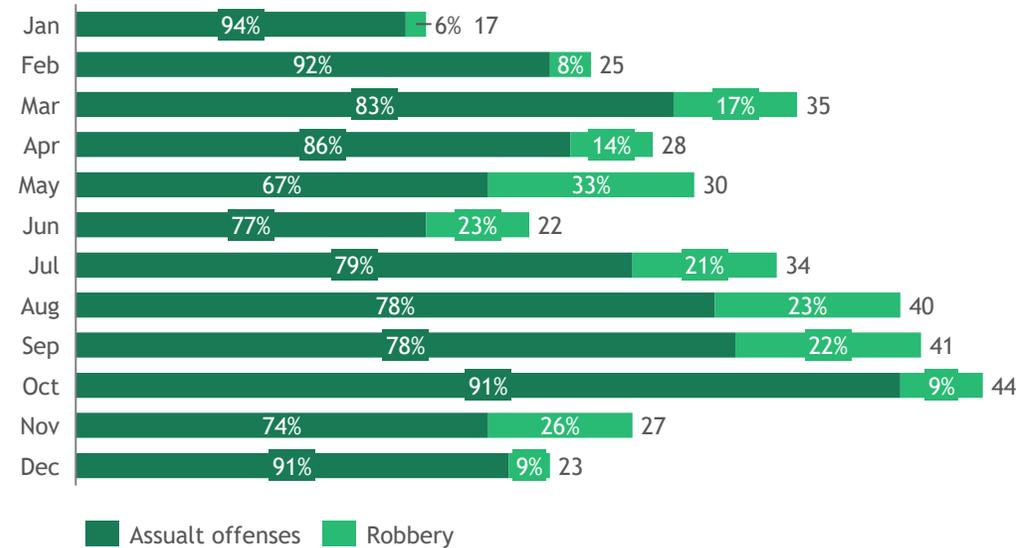
- Insights**
- Assault incidents increase 7% on average between Monday-Sunday
 - Most frequent incidents on assault are intimidation and simple assault
 - 35% of assaults occurred on Sunday and Monday
 - ~70% of robberies occurred between Saturday and Tuesday
 - Motor vehicle theft shows sharpest increase in occurrences during the week—19% average increase between Monday-Saturday
 - Larceny increased by 12% between Monday-Saturday on average
 - Public intoxication increases by 68% between Sunday and Friday

Note: 2023 DPD police incidents; Downtown defined by reporting areas: 2023, 2030, 2048, 2049, 2050, 2051, 2058, 2059, 2060, 2061, 2062, 2063, 2063, 2064, 2065, 2070, 2071, 2072, 2072, 2073, 2074, 2075, 2076, 2077, 2085, 2086, 2087, 2088, 2089, 2090, 4411, 4412, 4413, 9102, 9103, 9104; violent crime = assault offenses, robbery, homicide offenses, animal offenses, kidnapping/ abduction, human trafficking; nonviolent crime = motor vehicle theft, destruction/ damage/ vandalism of property, larceny/ theft offenses, fraud offenses, burglary/ breaking & entering, trespass of real property, weapon law violations, public intoxication, drug/ narcotic violations, gambling offenses, family offenses, nonviolent, driving under the influence, embezzlement, stolen property offenses, traffic violation - hazardous, disorderly conduct, arson, counterfeiting / forgery, traffic violation - non hazardous, extortion/ blackmail, liquor law violations, pornography/ obscene material, peeping tom, bribery, curfew/ loitering/ vagrancy violations
 Source: DPD Police incidents

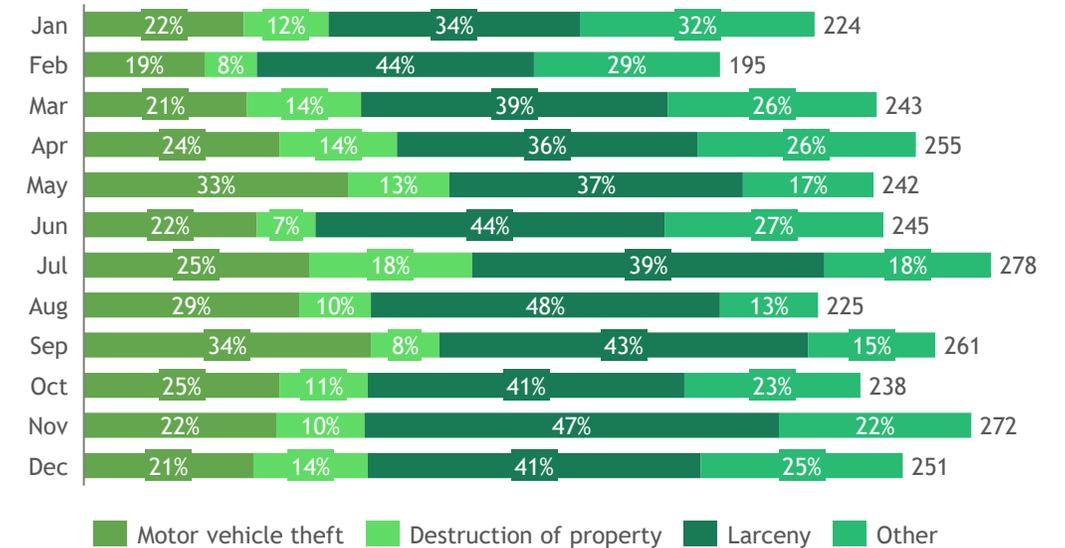
Crime remains steady with some significant drops for much of the year with dramatic spikes in October

Crime by month

Downtown violent crime by month (2023)



Downtown nonviolent crime by month (2023)



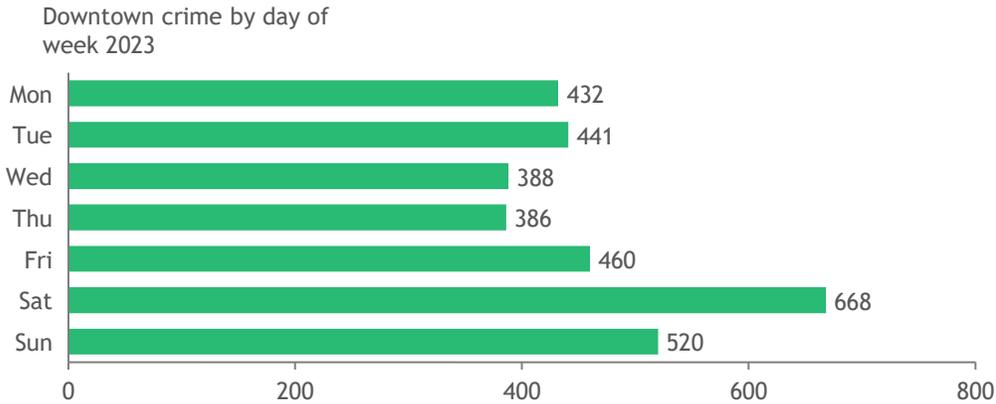
Insights

- Robbery among the least common violent crime but spiked significantly in May
- 27% of crimes assault crimes in October were intimidation
- 20% of crimes committed in October occurred in the days before Halloween
- ~60% of violent crimes in December occurred in the days immediately preceding and following Christmas
- 17% of nonviolent crimes occurred within a week of July 4th
- Larceny is most common nonviolent crime across the year with significant spikes in the fall and during the holidays

Note: 2023 DPD police incidents; Downtown defined by reporting areas: 2023, 2030, 2048, 2049, 2050, 2051, 2058, 2059, 2060, 2061, 2062, 2063, 2063, 2064, 2065, 2070, 2071, 2072, 2072, 2073, 2074, 2075, 2076, 2077, 2085, 2086, 2087, 2088, 2089, 2090, 4411, 4412, 4413, 9102, 9103, 9104; violent crime = assault offenses, robbery, homicide offenses, animal offenses, kidnapping/ abduction, human trafficking; nonviolent crime = motor vehicle theft, destruction/ damage/ vandalism of property, larceny/ theft offenses, fraud offenses, burglary/ breaking & entering, trespass of real property, weapon law violations, public intoxication, drug/ narcotic violations, gambling offenses, family offenses, nonviolent, driving under the influence, embezzlement, stolen property offenses, traffic violation - hazardous, disorderly conduct, arson, counterfeiting / forgery, traffic violation - non hazardous, extortion/ blackmail, liquor law violations, pornography/ obscene material, peeping tom, bribery, curfew/ loitering/ vagrancy violations
Source: DPD Police incidents

40% of Downtown crime occurred on the weekend and 30%+ during midday and after work hours, occurring around nightlife destinations and tourist attractions

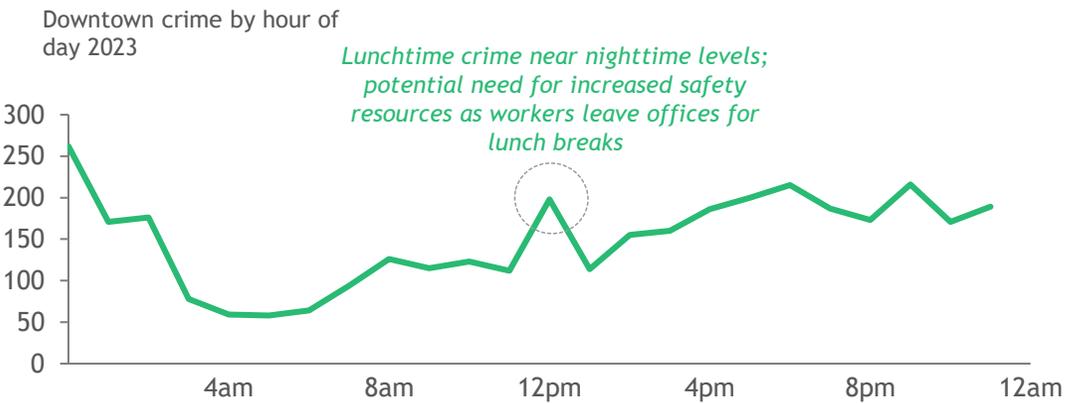
Crime by day



Downtown weekend crime



Crime by hour



Downtown between 6pm and 4am



Note: 2023 DPD police incidents; Downtown defined by reporting areas: 2023, 2030, 2048, 2049, 2050, 2051, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2085, 2086, 2087, 2088, 2089, 2090, 4411, 4412, 4413, 9102, 9103, 9104; violent crime = assault offenses, robbery, homicide offenses, animal offenses, kidnapping/ abduction, human trafficking; nonviolent crime = motor vehicle theft, destruction/ damage/ vandalism of property, larceny/ theft offenses, fraud offenses, burglary/ breaking & entering, trespass of real property, weapon law violations, public intoxication, drug/ narcotic violations, gambling offenses, family offenses, nonviolent, driving under the influence, embezzlement, stolen property offenses, traffic violation - hazardous, disorderly conduct, arson, counterfeiting / forgery, traffic violation - non hazardous, extortion/ blackmail, liquor law violations, pornography/ obscene material, peeping tom, bribery, curfew/ loitering/ vagrancy violations
Source: DPD Incidents Records

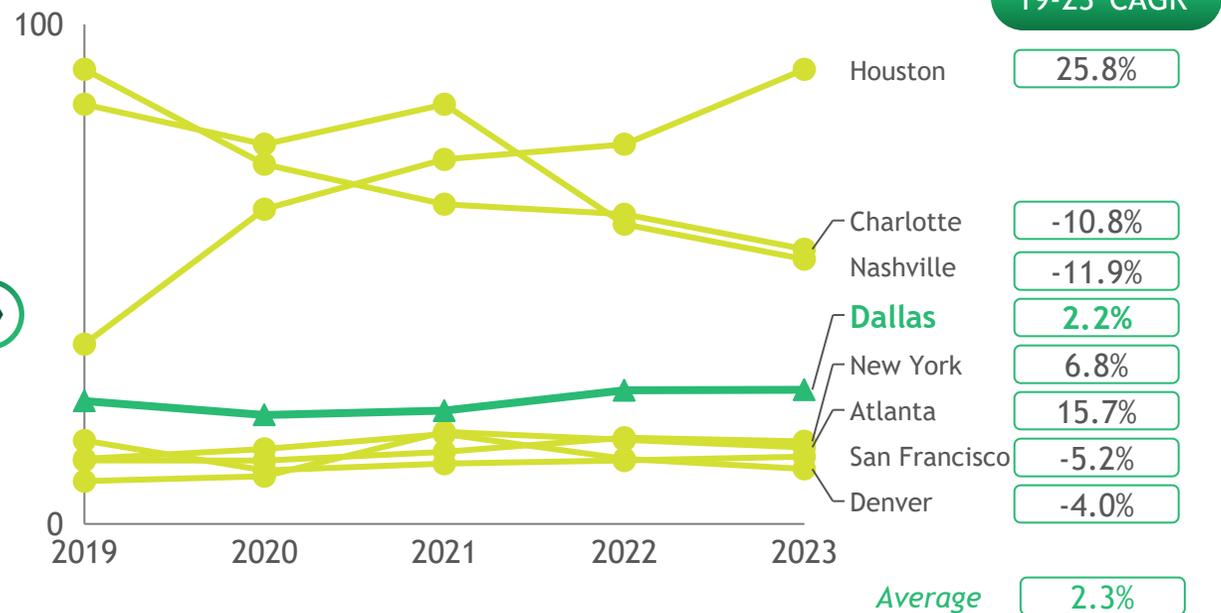
Dallas maintains moderate violent crime levels compared to other cities amid rising downtown crime



City-Wide - Violent Crime per Capita



Downtown - Violent Crime per Capita

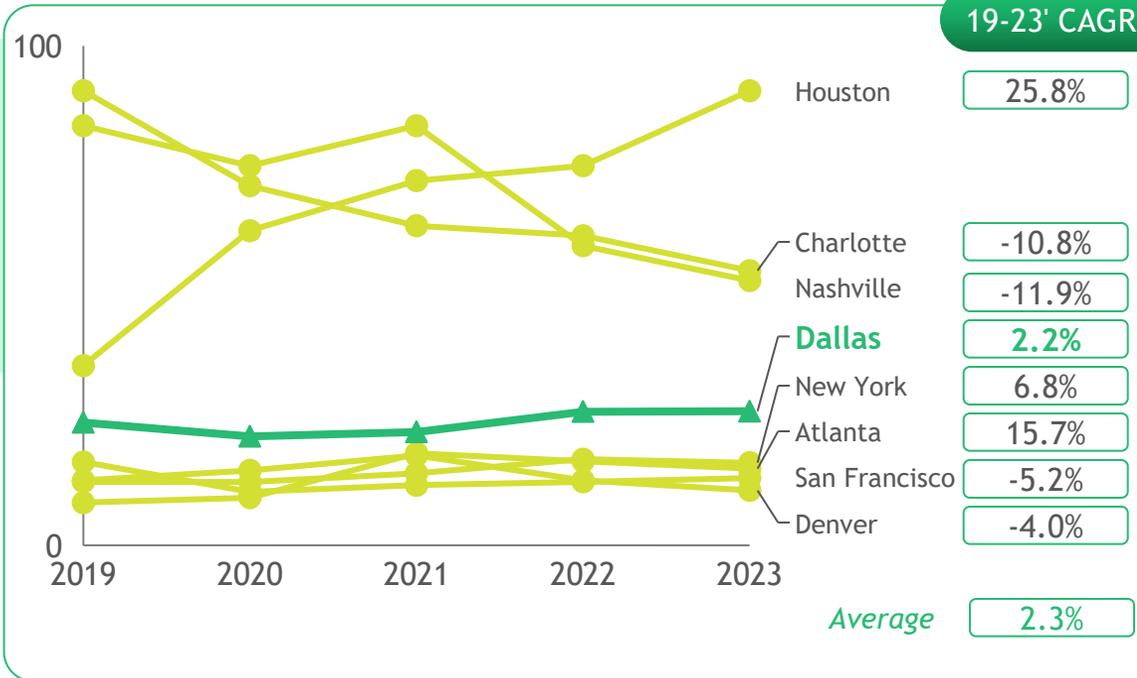


Note: Original citywide crime counts were collected using the FBI Crime Explorer tool, variations in reporting practices and definitions may cause discrepancies with city-specific data; Downtown crime data was sourced from individual city police department websites; Violent crime includes homicide, rape, aggravated assault, sex trafficking
 Source: Downtown Dallas Inc Official website, Downtown Houston, Downtown Denver, Atlanta Downtown, City Content Management System, Houston Recent Crime, DPD official website, City and County of Denver, OpenData,

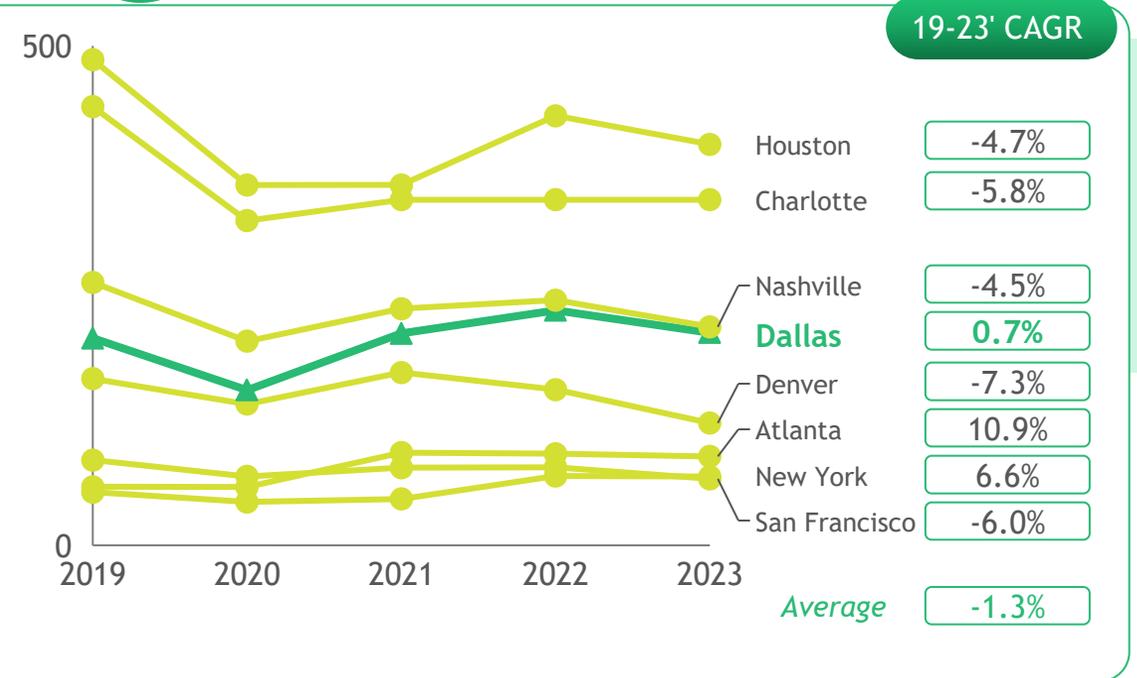
Dallas nonviolent crime is moderate compared to peer cities, though peers have seen greater decreases in non-violent crime on average



Downtown - Violent Crime per Capita



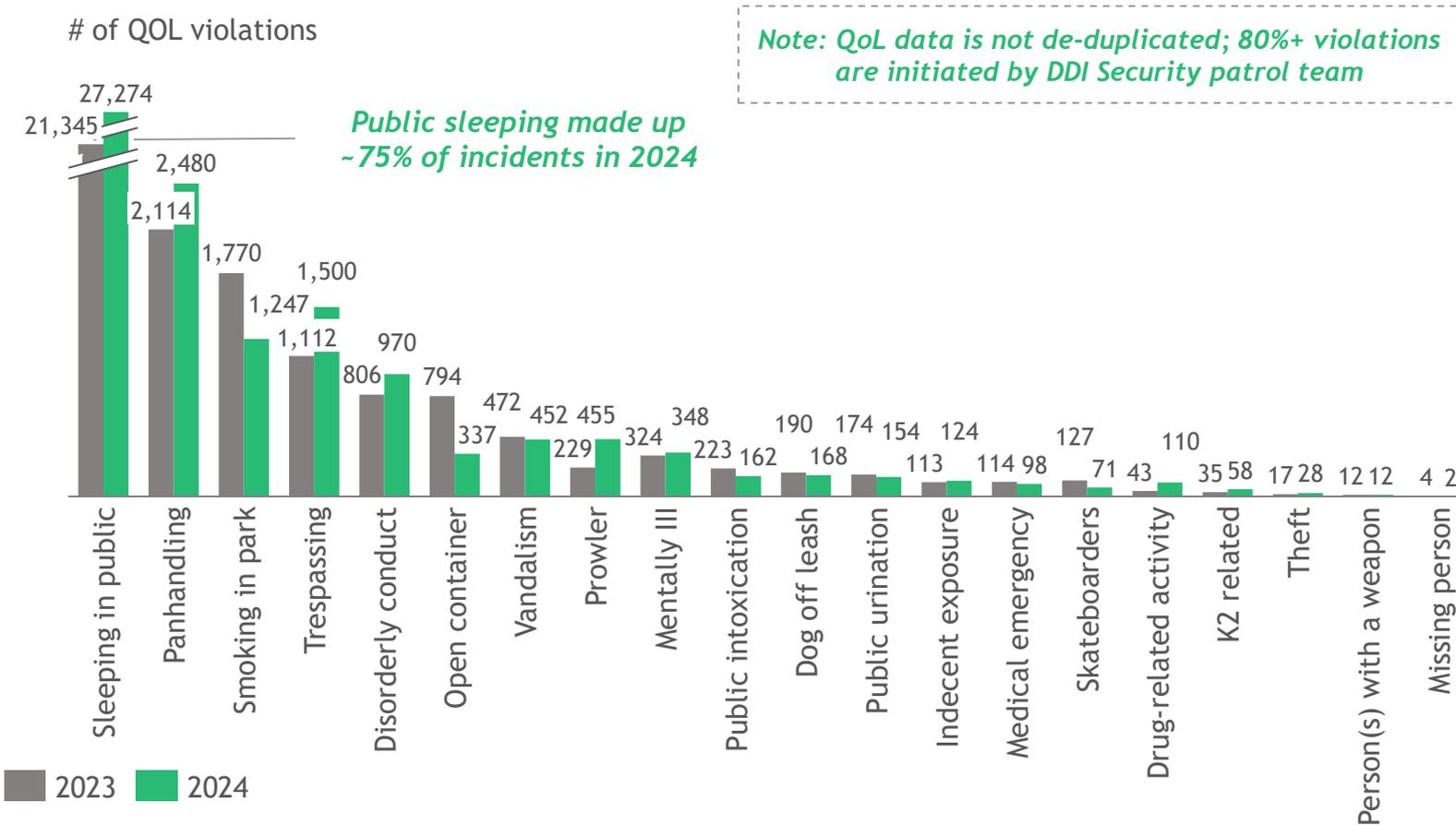
Downtown - Nonviolent Crime per Capita



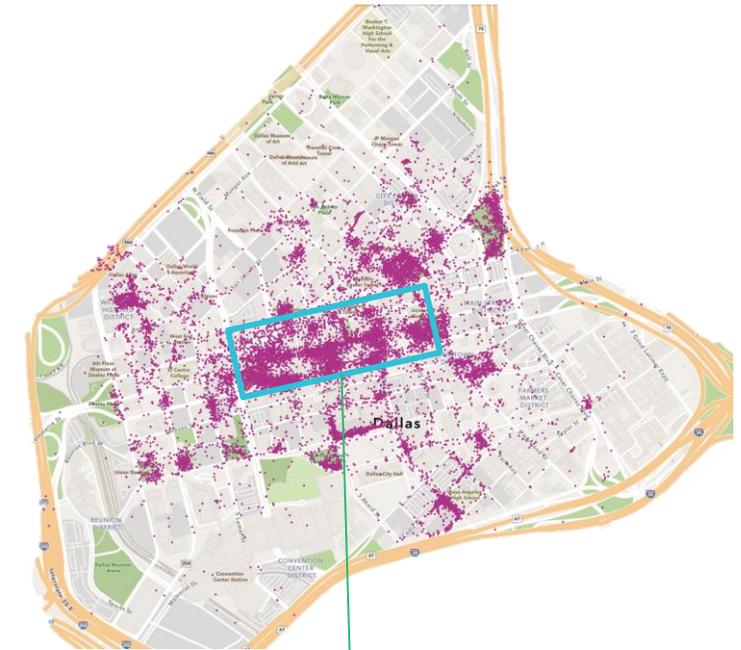
Note: Original citywide crime counts were collected using the FBI Crime Explorer tool, variations in reporting practices and definitions may cause discrepancies with city-specific data; Downtown crime data was sourced from individual city police department websites; Non-Violent Crime includes all crimes against property and crimes against society
 Source: Downtown Dallas Inc Official website, Downtown Houston, Downtown Denver, Atlanta Downtown, City Content Management System, Houston Recent Crime, DPD official website, City and County of Denver, Opendata

Quality of life violations have increased by 20% over the last year; majority of violations are for public sleeping, likely attributed to unhoused individuals

Quality of Life violations (2024 YTD)



Hot-spots for QoL violations (2024)



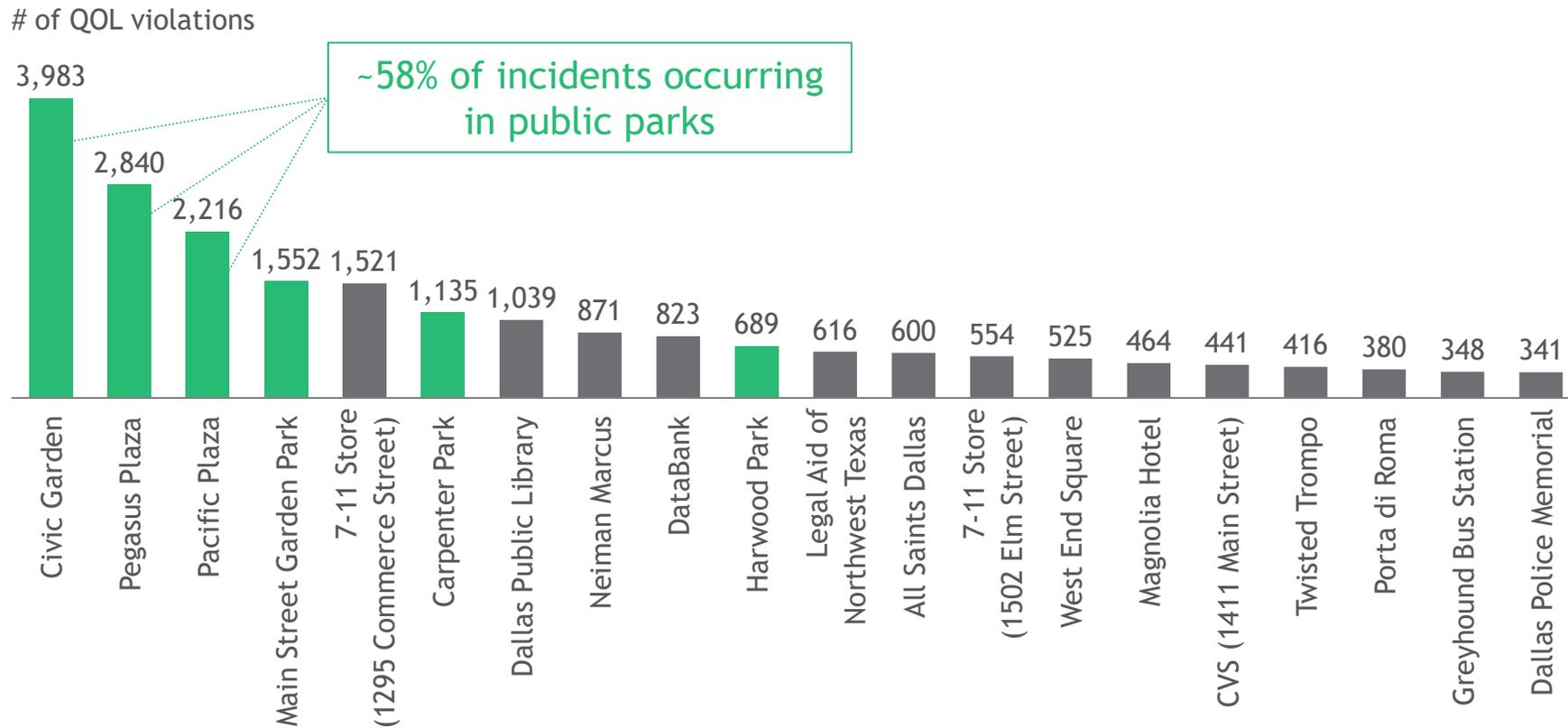
~33% of violations occurred on blocks between Civic Garden and Main Street Park

60% of all incidents occurred in parks

Note: DDI QoL violations between 1/1-10/25; does not include violations with DPD involvement
Source: DDI QoL Violations Data

Over half of Quality-of-Life violations in Downtown Dallas are occurring in public parks

DDI-QOL violations totals—top 20 locations
2024 year to date

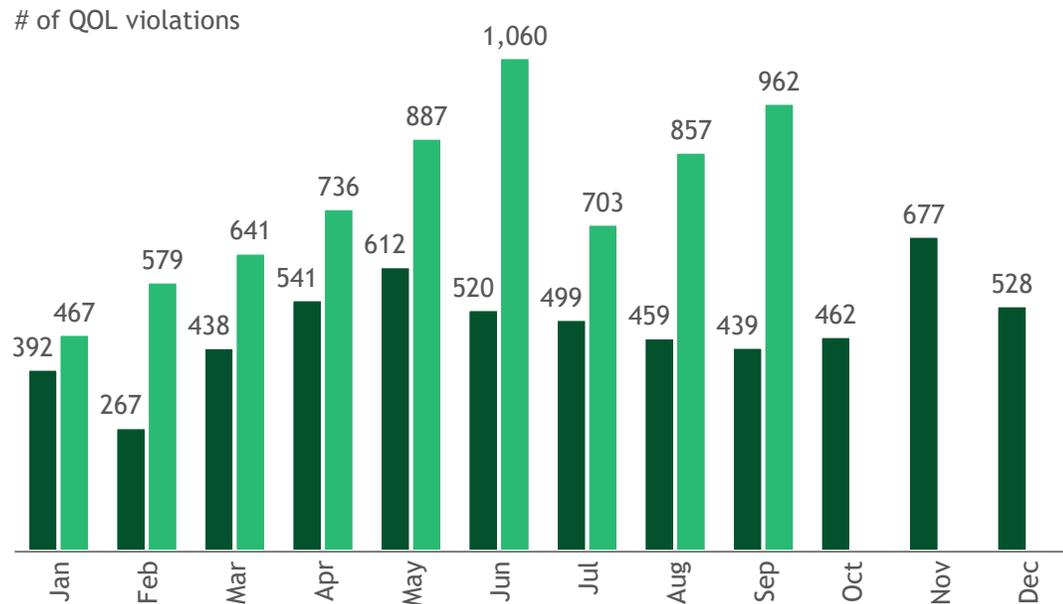


Emerging insights

- Parks and outdoor spaces attract largest proportion of violations
- Churches and public spaces draw violations, likely because they are open to the public, may offer meals and services
- Violations in private spaces predominantly near / in convenience stores

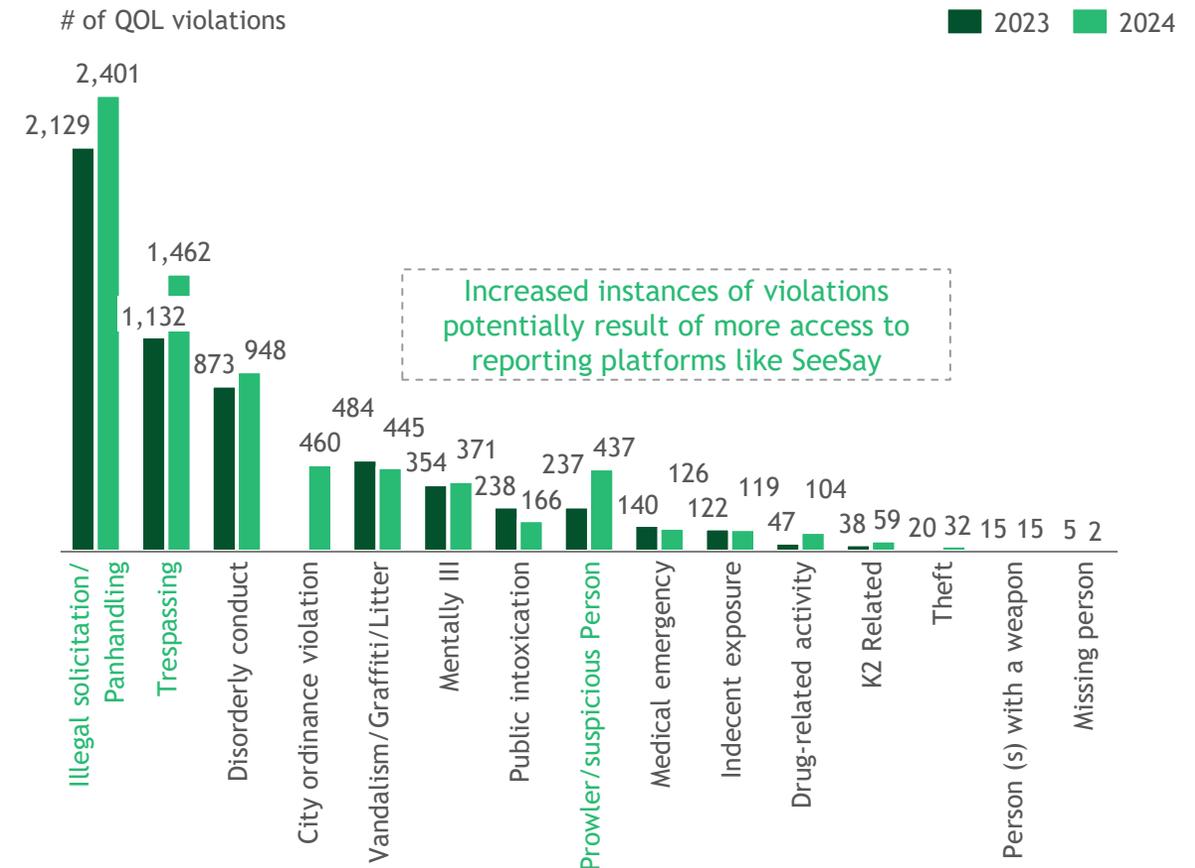
Violations requiring police response are up 65% to last year, with significant increases in summer months

DDI-QOL violations that would require police response
Monthly totals



- ~32% of total QoL violations would require police response
- 65% increase in violations requiring police response from 2023
- Violations spike in summer months as public spaces in more use; violations increase ~2x in Jun, Aug, Sept compared vs. '23

DDI-QOL violations that would require police response
Year over year by type



Shadowing of the DDI field ops teams highlighted progress in engagement and revitalization of the downtown area despite growing Quality of Life challenges

The DDI team continues to make strides within the downtown area...

<p>Engagement with Downtown Community</p>	<p>DDI teams (security, outreach, ambassadors) have built strong ties with locals, enabling officers to de-escalate situations and secure cooperation 90% of the time</p>	
<p>Tailwinds with unsheltered people</p>	<p>The homeless outreach team has made notable progress in relocating the unsheltered from hotspots like the public library, housing 100 people in 90 days during Phase 1 of their current efforts</p>	
<p>Efforts to revitalize downtown area</p>	<p>DDI coordinates with local artists and businesses to use vacant spaces, such as the Adolphus Tower Gallery for community-engaging projects like artist incubations</p>	

...but continued challenges are likely hindering long-term effectiveness



Mental health remains the top driver of homelessness and non-violent disorder in downtown, but support systems for addressing these issues are under-resourced



Field operations staff expressed a **critical need for more frequent 'fit' training** to handle complex situations and better serve the unsheltered population



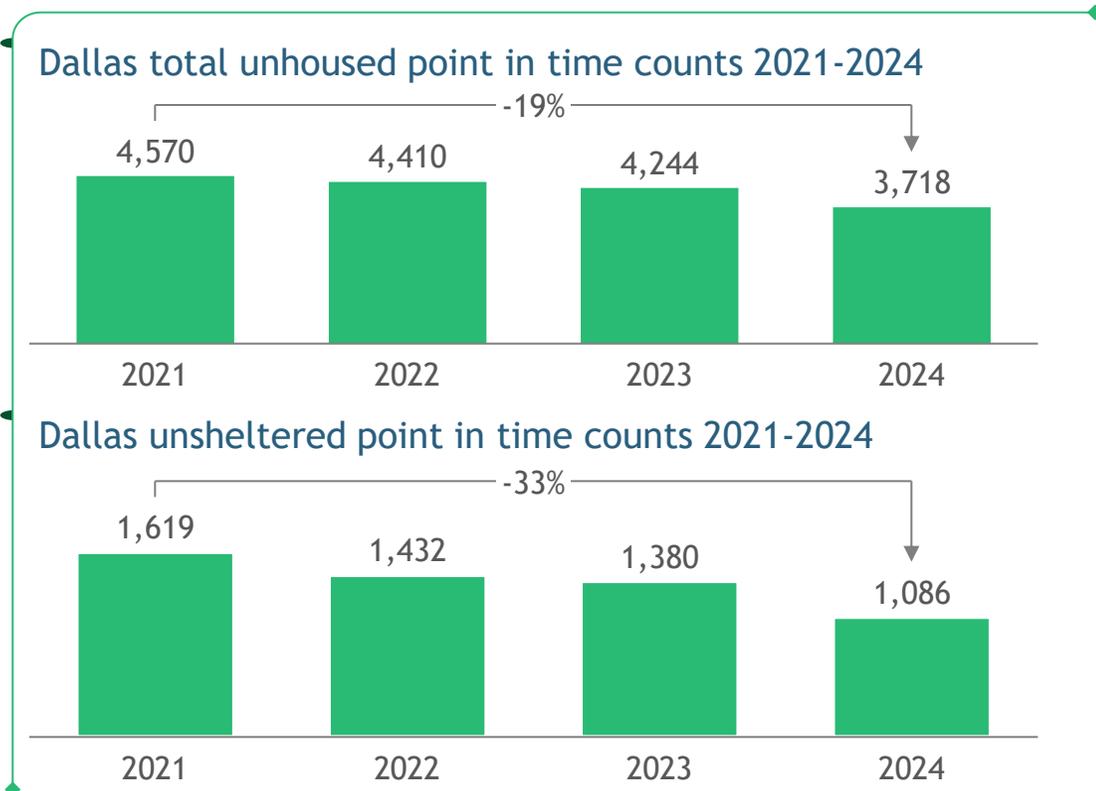
Well-intentioned acts like street giving by local churches and philanthropists poses a **challenge in keeping the unsheltered off the streets**, even after housing is provided



Security efforts are fragmented, with many businesses focusing solely on their own properties and relying on DDI to manage broader issues, which often **leads to displacement rather than resolution**

Efforts to address homelessness citywide have been effective, with homelessness decreasing 19% in Dallas since 2021; targeted efforts Downtown are needed

Point in time counts show YoY decreases in unhoused and unsheltered populations over last four years



Note: Unhoused data figures for all Dallas as of 1/25/24
Source: Housing Forward 2024 Unhoused Point in Time 2024 report

Street to Home initiative has been successful clearing encampments and housing individuals Downtown

What Street to Home initiative does

- Collaborative effort to clear encampments in three, highly-visible downtown locations
- Creates pathways to stable housing for unhoused in encampments
- Works to lower barriers to renting for unhoused (e.g., identifying SSN)

Impact

- Housed over 100 people in <100 days
- As of September, ~60% of targeted individuals were housed
- QoL violations decreased by ~30% in target areas
- Continuous opportunity for further progress as program continues

Learnings from successful approaches in other cities

Program Name	Model Interventions	Intervention Category
<p>Atlanta's Operation Shield</p> 	<ul style="list-style-type: none"> Citywide integrated camera system for public and private areas Housing officers within service-communities to support engagement and enforcement 	
<p>Denver's STAR Program</p> 	<ul style="list-style-type: none"> Mental health professionals deployed to report to non-violent incidents Set up so that eligible calls for STAR team are routed vis 911 calls 	
<p>Boston's Alternative Response Program</p> 	<ul style="list-style-type: none"> Street Outreach Unit comprised of officer trained in mental health, substance abuse and homeless response efforts Co-response to 911 calls with trained mental health professionals 	
<p>Philadelphia Co-location Model</p> 	<ul style="list-style-type: none"> Co-location of 45 community service representatives in PPD headquarters to execute on joint deployment 	
<p>Fort Worth's Crime Control and Prevention District</p> 	<ul style="list-style-type: none"> Special events emergency response program deployed for planned and unplanned emergencies Ambassador program to support surveillance and assist visitors alongside police 	
<p>UChicago's Resource Allocation Model</p> 	<ul style="list-style-type: none"> Uses 911 call data to optimize patrol workload distribution across shifts and areas, prioritizing high-need zones Adds patrol cars to overburdened areas to balance workload and improve response times 	
<p>Seattle's Downtown Activation Plan</p> 	<ul style="list-style-type: none"> Overdose Response Unit deployed with fire safety to treat drug emergencies Seattle Restored Program targeted at activating 20 vacant lots, offering them to local business and entrepreneurs to revitalize engagement in downtown 	

 Strategic Policing
  Holistic Social Supports
  Tech & Data-Driven Solutions
  Environmental Enhancements
  Community Engagement & Trust Building

Appendix: Case for investment

Stakeholder interviews have solidified the urgent need for action, highlighting potential for corporate relocation

A clear case for change has emerged across stakeholders, along with ideas on solutions to issues downtown



Case for change



Relocation threat is real

“[We] would consider relocating if this public safety issue downtown is not addressed...this has been said explicitly.” - *Corporate stakeholder*

Broader DFW image is at stake

“Downtown is Dallas...we need more vision from leaders on where downtown is headed.” - *Real estate developer*

Public funds stand to increase

“It is easy to generate billions of dollars of value and millions of dollars in property taxes through improvements in perception of safety.” - *Real estate developer*



Current State



Mental health root-causes are key

“We need more resources to address the origin of mental health challenges.” - *Civic leader*

Coordination needs improvement

“Lack of communication downtown is an issue...we need to be kept up to date on threats and housing initiatives (etc.).” - *Civic leader*

Resources are constrained

“You can have all the cameras in the world...but when DPD response times are over an hour and DDI cannot fully police, your hands are tied.” - *Real estate developer*



Interventions



Resources placement matters

“Putting a shelter downtown means you are also putting the affected area downtown...we need to think about where we place this impact.” - *Real estate developer*

Perception of safety brings change

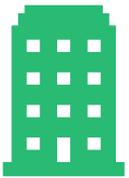
“We need to think more deeply about placemaking and space activation downtown...the more active the space, the safer that people feel.” - *Civic leader*

Technology improvements can deliver

“[We have] 4-5 pilot (tech safety) projects underway in areas outside of downtown. Dallas has spoken about being a smart city but hasn't taken any action.” - *Corporate stakeholder*

Anchor tenant arrivals catalyze growth, generating sizable returns for downtown

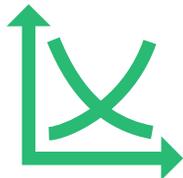
For example, Jacobs Engineering 2016 relocation coincided with a string of developments in Downtown Dallas...



In the same month, AT&T announced plans for a **\$100M investment in its Downtown Discovery District**, while additional projects were being developed by firms including Forest City, Trammell Crow, LPC, Todd Interests, Hamilton Properties, Woods Capital, BDRC Partners, Drever Capital, and Zom¹.



Luxury retailer Fourty Five Ten opened, seeking to capitalize on the **“early stages of a downtown renaissance”**², alongside 20 new restaurant and bar openings in 2017.³



Total net absorptions by square foot over office, hotel, retail and multi-family space improved by an average **~156%**³ over the 2 years post-relocation compared to the year prior

...driving increase in revenue through elevated property value

Downtown property values and subsequent tax base increased by 4.2% between 2016 and 2017.⁴

Public sector can unlock further opportunities beyond tax revenue by investing in public safety downtown



Job Creation and Employment Growth Stimulation

- **Job Growth:** Downtown Dallas is a significant job center, housing 14% of the city's jobs despite occupying only 0.5% of the land area ([Internation Downtown Association](#))
- **Sector Impact:** The downtown job market is diverse, with over 60% of jobs not requiring a bachelor's degree, making it a crucial source of accessible employment for various skill levels



Innovation, Talent and Growth catalyzed by Higher Education

- **Economic Growth:** Cities like Phoenix, AZ and Cambridge, MA saw increased job stability and significant increase in property values with college campuses moving to urban core (e.g., 27% rise in commercial rents in Phoenix after development of ASU campus downtown)
- **Social Innovation:** Higher education institutions drive increase in social innovation, knowledge and talent, community-oriented initiatives, and more
- **Increase in talent and traffic:** Influx of students and faculty drive increase in talent market, foot traffic, support of local businesses, new development



Reduced Public Service Costs

- **Law Enforcement & Legal Services:** Lower crime rates decrease the burden on city services, including police, courts, and emergency response teams, freeing up funds for other critical needs. In Texas, average law enforcement-related costs for violent crimes \$7 – 10K; for \$0.5 – 1.6K for court and legal services ([RAND](#))



Fostering of Residential Growth and Visitor Spend

- **Residential Benefits:** Safer neighborhoods attract families and professionals, increasing demand for housing and supporting the city's goal of creating a thriving, livable downtown district
- **Potential Revenue Gains:** Downtown Dallas, with current tourism base, could see tens of millions in additional annual revenue from safer streets through increased hotel stays, retail spending, and dining activity



Ensuring commercial and retail growth Downtown is not only important for city revenue, but it is also a critical source of accessible jobs across skill levels

Downtown makes up only **0.5%** of the city's total land area...

...but is home to **14%¹** of the city's jobs

Importantly, employers in Downtown Dallas are not only sources of high-paying knowledge economy jobs, but also **support-sector jobs** for lower-skilled workers

- In 2023, **over 60%¹** of jobs downtown did not require a Bachelor's degree, making Downtown Dallas a **critical source of accessible jobs** for all skill levels
- Disruption to commercial and retail activity and employment, therefore, stands to **disproportionately displace lower-skilled workers** in the CBD and surrounding areas



Case study | ASU-Phoenix partnership revitalizes downtown, driving economic growth, urban renewal, and social innovation

Context

Urban Challenges: Downtown Phoenix faced population decline (-9% from 2000 - 2010) and job losses during the same period. The city's development strategy had historically focused on suburban expansion

Catalyst for Change: ASU and city of Phoenix partnered to establish an urban campus in downtown core, supported by \$240M voter-approved bond

Development Highlights



Institutional Anchor

ASU's downtown campus became focal point, bringing 7,500 students and 1,000 staff downtown by 2008



Public and Private Investments

Creation of new facilities and residential spaces, development of Civic Space Park and infrastructure improvements



Creation of Social Innovation Hub

Introduced innovative programs such as legal aid clinic, public charter school, and social work outreach program

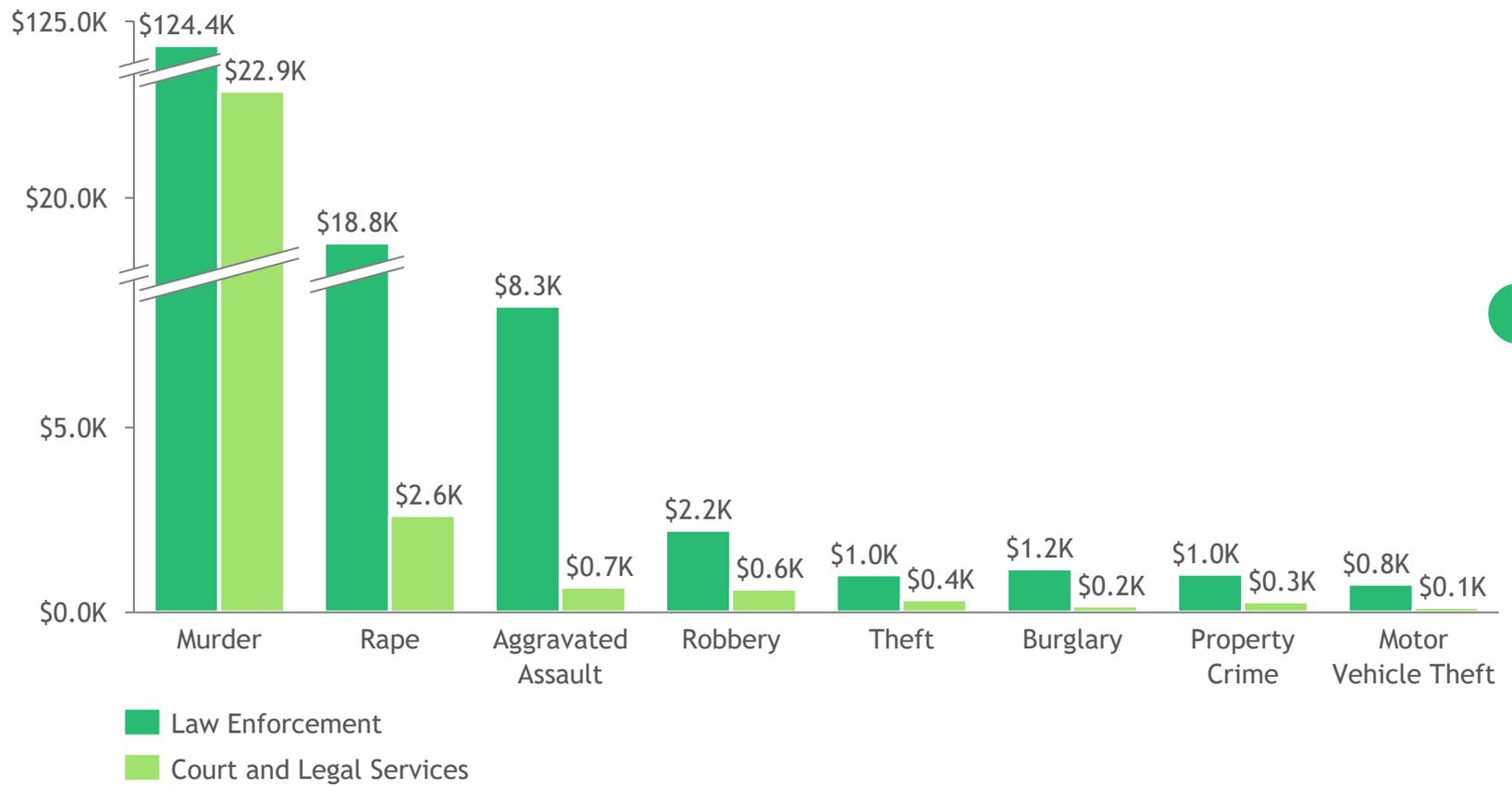
Impact

- **Economic Growth:** Increased job stability and downtown property values (27% rise in commercial rents from 2006 - 2016)
- **Downtown Revitalization:** Influx of students and faculty increased foot traffic and support of local businesses
- **Social Innovations:** Introduction of community-oriented programs



Lower crime rates reduce public service costs, freeing resources for critical needs

Law Enforcement & Court and Legal Service-related costs by violent crime type



10% decrease in violent crime would lead to estimated **~\$500K savings** in law enforcement and legal services-related costs

1. Calculations include only the cost to respond to crime. For courts and legal services, some cases do not lead to an arrest and therefore no cost is incurred by the courts. Source: RAND; BCG analysis