

**SOUTH SIDE QUARTER DEVELOPMENT CORPORATION**

*The Creative District in the Heart of Dallas*

**South Side Quarter Development Corporation  
South Dallas Fair Park Public Improvement  
District Overview 2019-2020**

July 20<sup>th</sup>, 2020

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## **Mission Statement**

The South Side Quarter Development Corporation plans to create, document and teach a new model of inner-city revitalization focused on humane and sustainable practices within the Southern community of the City of Dallas, Texas. The Corporation plans to serve a creative community with a quantifiable quality of life, create opportunities for a diverse socio-economic population; and foster small businesses by providing facilities, training and access to capital. Through these activities, the Corporation plans to provide residents the opportunity to live, work, learn and play within a safe, vital neighborhood.

In December of 2018, South Side Quarter Development Corporation (SSQDC) was selected as the new management entity for South Dallas Fair Park Public Improvement District (SDFP). SSQDC has had a long history in PID management as the manager for South Side Public Improvement District. Our goal is to help enrich this area of South Dallas, by enhancing the public works related to the neighborhood and by advocating for organizations who already have boots on the ground and are doing great things to support this area along the MLK corridor.

SSQDC  
South Dallas Fair Park PID

**Timeline:**

**Awarded by COD: December 2019**

**Allocation of SDFPPID January 2019**

**Organization Phase January 2019 – March 2019**

- SSQDC Board approval
- BY Law update approval
- Bank account opened
- Insurance Policy updated
- Creation of Advisory board

**Planning Phase March 2019 – May 2019**

- Met with Key Stakeholders in the neighborhood
  - Municipal Organizations Offices
  - School Organizations
  - Church Organizations
  - Neighborhood Associations
  - Community Engagement Associations
  - Business Owner Associations
  - Management Entities
  - Revitalization Organizations
  - NPO Office
  - Community Prosecution Office
- Received feedback on their perceived top 3 things that needed to be addressed in the area
  - Public Safety & Security
  - Clean Initiative
  - Lighting
- Requested Advisory Board Candidates from the pool of stakeholders in the area
  - Received 13 candidates
  - Interviewed 8 candidates
  - Selected 5 board members including myself to carry out the 2019-2020 operational year

**Operational Phase May 2019 – Current**

- First Board meeting May 8<sup>th</sup>, 2019
- Creation of MLK Clean Team Initiative
- Plan & hosted 1<sup>st</sup> clean up on June 22<sup>nd</sup>
  - 70 volunteers cleaned Phase I area – Lamar –Colonial & Al Lipscomb to Pennsylvania (60 bags of trash gathered)
- Plan & conducted Annual Ownership meeting on June 25<sup>th</sup>
  - Sent meeting notification by mail to the approximately 490 owners in the PID
  - 25 community members attended – received feedback on top 5 concerns.
    - Public Safety and Panhandling
    - Beautification – Clean up
    - Better retailer links to large events to (State Fair; MLK parade, etc)

More events in the area

Better financial reporting

PID actions, responding to request from community members and stakeholders

Hired Courtesy Patrol (RHI) to patrol routinely clean the neighborhood and do 311 & safety reporting.

Currently Patrolling, Cleaning and Reporting on West side of PID Lamar-145

Eastside Patrolling, Cleaning and Reporting is planned to begin Jan 2020

Create MLK Clean Team to carry out volunteer cleaning events

3 phases of cleaning:

Phase 1 – Lamar to Colonial – registration hosted by SS Studios (70 volunteer's 60 bags of trash) – June 22nd

Phase 2 – Colonial to Edgewood – registration hosted by Cornerstone Baptist Church (25 volunteers – 30 bags of trash) – October 5th

Phase 3 – Lamar – Robert B. Cullum – , hosted by MLK Center – Date: Jan. 18<sup>th</sup> – 320 volunteers registered (250 volunteers attended 200 bags of trash gathered) –Art and F&B where added to this effort, completed a rec-room makeover & a MLK mural painting at MLK Center.

After the January 18<sup>th</sup> clean up – there will only be two volunteer clean ups a year to coincide with MLK Day & Juneteenth

Hired Miles of Freedom (MOF) as Lawn Care Team along main corridors of MLK, Al Lipscomb & Pennsylvania

Hired MOF to clear alleyways of Park Row & South

Completed a Lighting and Safety Study with Dallas Innovation Alliance.

Parkette Beautification on Atlanta & Malcolm X streets completed

Partnered with local neighborhood associations to sponsor initiatives or events...such as National Night Out, afterschool programs etc.

Requesting neighborhood initiatives to advocate for or support

## 2020 - 2021 Plans

**Event Marketing** - Contracted with Dallas Weekly (neighborhood news outlet) to market different events and initiatives sponsored or supported by SSQDC throughout drop areas of SDFP. Plans were halted due to Covid-19 but have re-established contract with Dallas Weekly and will begin sponsoring the marketing of events once the Social Distancing Protocol has been lifted in Dallas County.

We also plan to create a SDFP Website page for 2021.

**ENP(Expanded neighborhood Patrol) Program** – SSQDC applied for the program and planned to start patrols Feb 2020. Plans were halted due to Covid-19, we have obtained a manager for this sector from DPD, but must resume work with CM Bazadula’s Office to request additional funding for ENP program.

**State Fair Relations** - Planned to organize a meeting taking place on early 2020 between State Fair Office and Merchants Association to ready them for 2020 State Fair of Texas (State Fair 2020 has been canceled for 2020, will revisit for the 2021 State Fair)

**Completed our 2019 Audit in April of 2020.** – See annual overview packet for review

**Safety & Lighting Study Committee** – Would like to request interested owners to join a safety committee to represent neighborhood in prioritizing Safety Study Recommendations performed by DIA. Please see attached.

**Juneteenth Fest 2020** - Planned to have the corridor from AL Lipscomb to Metropolitan Ave. With Malcolm X Street being the primary focus way. Much like the MLK fest we were planning to have a clean-up with-in the PID and the adjacent neighborhoods of Queen City and the Phyllis Wheatley Neighborhood. We had already obtained sponsorship and or participation from State Farm, Dallas Stars, Salesforce, City of Dallas(MLK Center), Dallas Weekly(marketing partner to get info to neighborhood), Miles of Freedom, United Way, Urban Specialists, RHI, Designing Dallas Dreams, The Walls project. We also planned to add a cultural element to the mix, buy hosting a community conscious concert. We had obtained a deal with New Era Management in order to book local and a national headlining artist for the event, as well as obtain and F& B sponsor. (Due to Covid-19 we were force to halt these plans for Juneteenth Fest 202, but have begun to plan for MLK & Juneteenth Fests 2021, with the same focus of service and culture. We are interested in adding free minor home repair and lawn care to interested home owners in the area to our services for both dates.

**Community Garden** -Partnering to plan a garden or urban farm area is the western corridor of the PID on a potential lot (Met with Bonton Farms – November 13<sup>th</sup>, met with Big Texas Urban Farms - December 13<sup>th</sup>, meet with Mill City Teaching Farm – Jan 9<sup>th</sup>, St. Philips – Jan 21<sup>st</sup>) We are currently considering different lots in the area that are prime for a community garden. We met with a few property owners prior to Covid-19. We would love input on any areas that any owners would be interested in having a community amenity developed on their property.

### **Neighborhood Patrol -**

RHI began our duty in July by surveying the area and making 311 reports to identify problem areas in the South Dallas Fair Park PID. This surveyance period lasted a month. During this time, we made over 50 reports to Code. On the street level, we physically witnessed many acts of prostitution, drug transactions, loitering, and squatting. At first, when making 311 reports, Code would do little to nothing in terms of locating the source and resolving the situation. However, we reached out to the Office of Homeless Solutions by visiting their office at City Hall. We invited them to a meeting, which we held at the MSW office next to SouthSide on Lamar. During this meeting we explained in detail what we were doing in the area, and our objectives. We also asked for advice and if we could forge a partnership between ourselves and the Office of Homeless Solutions. At first, they were skeptical, but once we assured them this is a humanitarian effort, they provided us with helpful resources that would aid us.

Two days after we met with them, we saw for the first time a large fleet of code compliance vehicles. In one fell swoop, they took care of nearly every dumped litter and bulky litter violation we made the past month. Shortly after, we met with Sargent Wright of DPD, who is currently assisting us with getting ENP programs set up in the PID. After our meeting with him, we noticed a dramatic increase in police patrol presence in the MLK/Holmes area. There have also been a few prostitution stings as well. As we are cleaning the streets and sidewalks, there is now consistent Code Compliance and DPD presence in the area. The city is also repairing and laying new tar on the streets as well. The locals have gotten used to our presence in the area, and some have even started helping us pick up trash on the sidewalks.

This effort was so successful that the City of Dallas created a similar program called "Compliance Community Clean Team", starting August first we plan to implement a lot more Security Efforts by Zeal/RHI to the mix throughout the PID boundary. Would love to get feedback. Future implementations are as follows:

- **Courtesy Patrol**
  - 1 staff member, 8 hours, Friday & Saturday (6 pm - 2 am) in the South Blvd & Park Row Ave Neighborhoods.
  - Weekly drive-by "spot checks" on other days and at random times.
  - Coordinate with DPD NPO officers to address area security challenges. Recommend extra DPD patrols in specific areas at specific times if needed.
  - Engage with and greet residents and guests of area to create a comfortable environment. Attend crime watch meetings. Gather information about the community's concerns, needs and expectations.
  - Perform courtesy patrol tours of area
  - Create incident reports for need to know events in the area
  - 311 reporting for city code violations
  - Work with social agencies and city departments. Track and follow-up on unresolved City Code issues until they are addressed
  - Provide monthly or quarterly reports of tour logistics, incident reports, 311 logistics, and other intel gathered
  - Interface with ENP manager

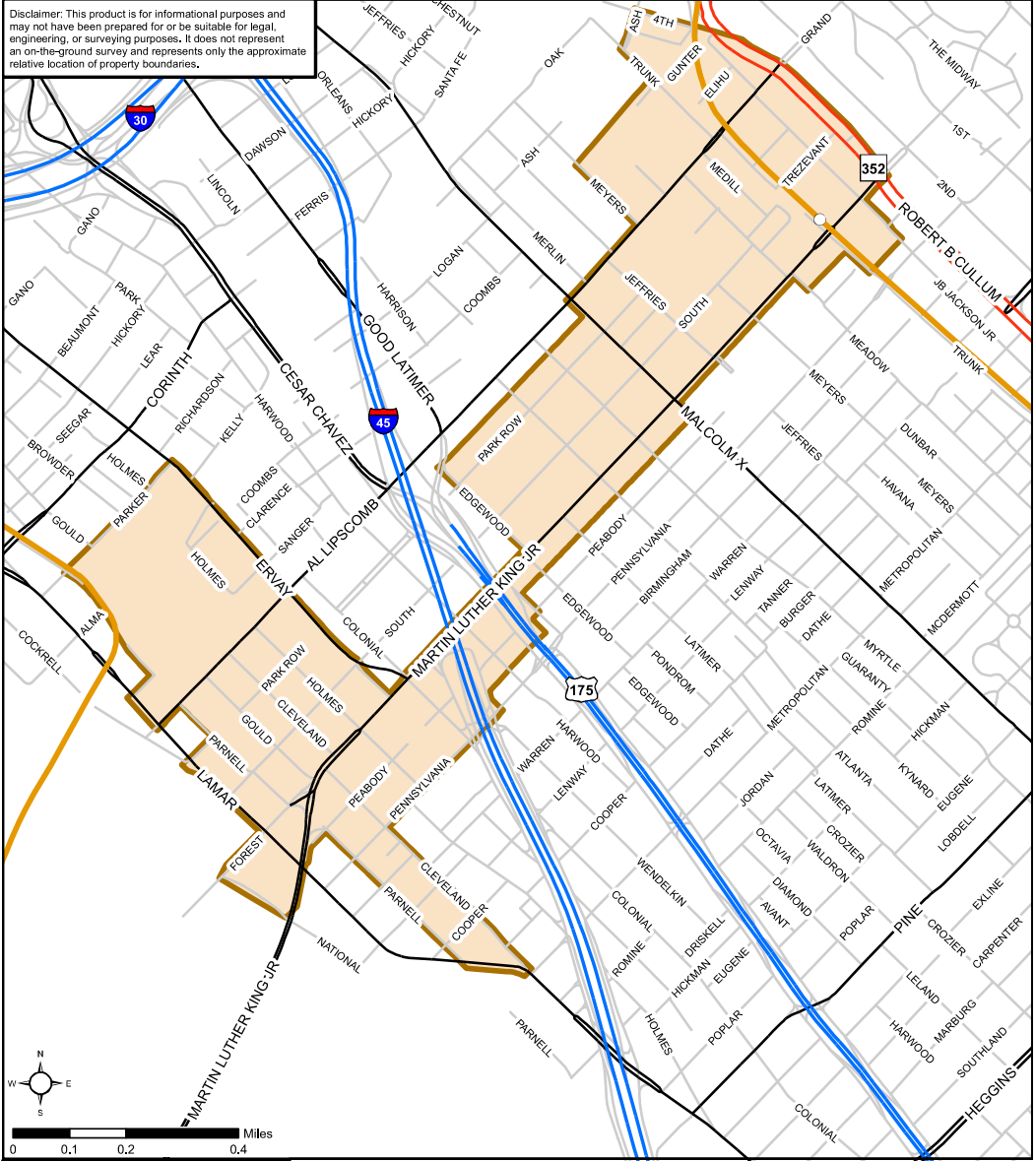
- Communicate with community prosecutors and others in the area to address blighted properties where criminal activity is ongoing

**2020-2021 SDFP PID Advisory Board Candidate** - A board seat is available for the 2020-2021 year. If any owner is interested in submitting their bio for consideration. Please submit to [sbrown@matthewssouthwest.com](mailto:sbrown@matthewssouthwest.com) by July 31<sup>st</sup>, 2020.





# South Dallas/Fair Park Strategic Plan & Recommendations



**DALLAS ECONOMIC DEVELOPMENT**  
 Research & Information Division  
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ocal Road

Note: interactive map available [here](#)



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## **Objective and Executive Summary**

The primary objective of this assessment is supporting the assessment of current infrastructure conditions that evidence suggests that they may be correlated with public safety challenges in the South Dallas-Fair Park Public Improvement District (PID), and to guide creation of a strategy that combines focused investments and community-based initiatives to improve neighborhood safety and community activation. This document outlines research and recommendations for right-of-way and private property investments to improve safety in the South Dallas-Fair Park PID zone.

In preparing this plan, Dallas Innovation Alliance (DIA) staff took a number of steps. To begin, over a 15-month period, DIA staff held discussions with key community stakeholders across the public, private, and nonprofit sectors, as well as neighborhood associations and area residents<sup>1</sup>. Some of these discussions focused primarily on public safety, while others focused holistically on overall community needs, including transportation, broadband access, access to “core amenities” like grocery stores and pharmacies, and access to employment. Alongside (and informed by) these discussions, DIA staff integrated data including crime reports, street infrastructure and alleyways, existing street lighting, locations of public facilities (e.g. schools, rec centers, parks), and planned investments from the 2017 municipal bond plan. The result is an interactive map (available [here](#)), revealing a more complete picture of existing facilities and gaps within the community. We also conducted research and benchmarking of peer cities around the country, including Baltimore, Chicago, Los Angeles, and San Diego, and used these cities’ experiences to synthesize lessons learned and best practices found regarding the uses of infrastructure, technology, and community to improve public safety. Finally, we combined our community discussions and geospatial assessment with existing subject matter expertise and experience to develop our recommendations for the PID zone and areas immediately surrounding its boundaries.

Before discussing recommendations, an important note is that while PID investments cannot be deployed on private property, improvements at these properties would also drive impact, and have been delineated in the report. Methods of implementing private property improvements via community improvement grants and/or partnerships with local businesses including Home Depot and Lowe’s could be pursued to accomplish these goals alongside private property owners. Additionally, given the number of concurrent efforts underway in the South Dallas-Fair Park neighborhood, collaboration with the entities driving these programs is of the utmost importance in maximizing the investments of these projects. Examples of these initiatives include: City of Dallas direct investments in infrastructure via 2017 Bond and other initiatives, Fair Park First, TREC and CitySquare projects surrounding the Forest Theater and surrounding proximity, St. Philip’s and Cornerstone Baptist Church capital projects, among others. This is an opportune time for convening to ensure that efforts are both seamlessly integrated and cohesive throughout the neighborhood, particularly given that most, if not all, of these projects are still in the design phase.

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<sup>1</sup> See Appendix A for a sample list of organizations consulted.



### Investment Recommendations At-A-Glance:

	Description	Thoroughfare	Residential	Alleyway	Underpass	Private Property
<b>Lighting Improvement</b>	Conversion of existing streetlights to LED; incorporation of intelligent controls for adaptive lighting and granular, remote control and monitoring.					
<b>Sensor Utilization</b>	Utilization of sensors for noise, crowd levels, accident detection, and real-time alerts of usual activity levels for public safety staff.					
<b>Video &amp; Surveillance Camera Expansion</b>	Utility-pole mounted camera systems to expand police visibility into target areas and address sanitation (illegal dumping) issues.					
<b>Clean Team Rapid Response Program</b>	Dedicated cleanup crews utilize a focused, systematic approach to clear illegal dumping, graffiti, and vandalism quickly and efficiently, rather than relying solely on area resident reports.					
<b>Vacant Space Activation</b>	Activating underutilized spaces increases positive activity in an area, bringing “eyes on the street” to deter crime while increasing community engagement and sense of ownership.					
<b>Pedestrian &amp; Cycle Infrastructure Improvements</b>	Strategic improvements to infrastructure, using investments concurrent with existing bond projects to calm traffic and improve conditions for pedestrians and cyclists.					

*Note: in the chart above, cells shaded in green represent highest-feasibility recommendations for rapid return on investment, while cells shaded in yellow indicate lower-ROI projects with longer payback periods or higher/more complex initial investment requirements.*



## **Short-Term, High Return on Investment Initiatives**

### **Tactic 1: Lighting Improvement**

The simplest solution to improve lighting, visibility and safety is the conversion of existing high-pressure sodium and metal halide fixtures to LED lighting, which offer improved light output, decreased energy consumption, and longer bulb life. Special care should be given to the type of LED color and output, as some have been associated with disrupted sleep. Right of way vs. residential locations may have different lightbulb specifications.

Adding intelligent controls to LED fixtures allows for remotely controlled lighting levels, real-time energy usage data, and automatic reporting of outages and diagnostic assessment of the source of the outage, aiding Oncor and City staff in expediting fixes to dark areas.

Predicate factors to consider in determining the scope and budget of a lighting initiative include: The requirements for light pole conversion to operate intelligent controls and sensors include conversion to 24-hour power to the pole; this is a simple task, but one that requires Oncor service. In addition, an assessment of current fixtures must be conducted, to ensure that intelligent control nodes, LED bulbs, motion and noise sensors can be installed into the existing fixtures. If not, new fixtures will also need to be acquired to achieve the functions provided by the controls and sensors.

### **Major Thoroughfares**

In addition to the LED lighting conversion and use of intelligent controls, incorporating sensors and/or cameras will provide additional functions correlated to safety improvements. Prioritization on sensors on major thoroughfares, versus residential streets and alleyways, is recommended. Please see Tactic 2 section below for details on sensor investment options.

### **Target Locations for ROW Improvements**

With several schools located within, and in close proximity to the designated focus area, safety considerations both on property and in the key corridors surrounding should be a focus of lighting deployment. Over the course of conversations with community members over the past year, walking routes for children are a primary public safety concern. School locations are denoted on the interactive map, available [here](#).

In conversations over the past six months with community groups, city employees and clients of the Martin Luther King Jr. Center expressed that there are areas onsite that would benefit from additional lighting, both in access/navigating the facility, and deterring criminal activity. In addition, employees have observed individuals – often school aged children – sitting outside the buildings to catch the Wi-Fi signal due to lack of access in the home. Some cities have embraced that to increase internet access options, rather than deter it, and have boosted the signal strength and increased lighting to provide that resource after hours.



## **Residential Streets**

In addition to LED lighting conversion, motion-activated street lighting may be the most effective solution for residential areas, as consistently high light output in residential areas are often associated with [disrupted sleep](#); alternatively, with intelligent controls and programming, light levels can be controlled to operate at, as an example:

- 75% levels from dusk - 11pm
- 50% for 11pm - 5am
- Return to 75% through sunrise could solve for safety vs. comfort balance

## **Alleyways**

As expressed by PID leadership, residents and enforcement officers during discussions with DIA staff, poor (often nonexistent) lighting in alleyways increases criminal presence and other disruption in neighborhoods. Motion-activated lighting is a proven solution that improves safety by eliminating opportunistic locations for criminal activity. Existing electrical connections in the alleys is necessary in determining the complexity and cost of adding lighting. Best practices regarding spacing of flood lights is one light element per property; with a recommendation for additional patrolling on alleys in close proximity due to the likelihood of displaced criminal activity. Subsequent allocation of additional budget to expand the program will aid in fully protecting these corridors.

## **Tactic 2: Sensor Utilization**

Sensors, typically installed on street light poles or mounted to buildings, have been utilized by [cities](#) including [Los Angeles](#) to aid in awareness and improved response time to issues including: noise sensors that can indicate incidents such as: noise violations (where code enforcement and/or law enforcement is proactively notified), potential vehicle collisions, gunshot detection, irregular crowds gathering, pedestrian and vehicle counting, and more. Recommendations and details on crowd and noise detection sensors are detailed below. Dependent upon the use cases prioritized by the PID and partner organizations, the specific technology design and product types can be further assessed.

Details on Light Pole Kits for Sound and Crowd Counts: By capturing sound data, trigger levels of sound can be set to indicate multiple violations, including a code compliance noise level, those indicating a car accident or gunshot, among others. Since sensors are geographically marked, identifying the specific location of the violation will assist personnel in dispatch and response. Similarly, crowd counts can measure what the baseline data for pedestrian traffic looks like, and alert appropriate personnel when that number deviates substantially from the norm, as often that will indicate activity to be mitigated.

Sensor utilization on the underpass to measure for noise, crowds, pedestrian and vehicle counts and other elements could bring value to multiple departments, including public safety, code enforcement, sanitation and transportation/public works. The ability to alert personnel to pending or incidents in real-time allows for intervention and improved response time to address incidents.



With any solution with data being captured and transmitted, it is critical to work with the CIS department to ensure the product/solution chosen is compatible to be integrated into their data systems. This will allow for the visibility internal to the city to provide analysis and trigger communication and action from relevant departments for response.

Engagement with residents prior to deploying any sensors or cameras is also very important, to ensure they are both aware of the project, uses and benefits to them, and also to assuage concerns about privacy violations or profiling. Cities that have not taken this step have often found [public pushback](#) that greatly set back the project, including [Toronto](#) and [Seattle](#).

### **Tactic 3: Video and Surveillance Camera Expansion**

For right-of-way camera installation assessment, a critical step is ensuring the systems can be directly and immediately integrated into the existing DPD camera network to ensure effectiveness in improving visibility, response time and communications with dispatch and the Fusion Center. Information needed includes the type of camera chosen, the presence of fiber connectivity to the poles, which is required for real-time data transfer, and others required by the DPD technical team. A simpler short-term solution would include cameras that capture footage that is stored for a designated period of time that can be utilized by law enforcement after an incident to aid in arrests or prosecution driven by additional video evidence.

Tactics involving camera surveillance must also take steps similar to those described regarding the implementation of sensors. DPD's camera network operates on a separate and secure network, and cameras will also need to be fully cleared with the Fusion Center and analysts to ensure compatibility and integration. This will allow for the visibility internal to the city to provide analysis and trigger communication and action from relevant departments for response. With any solution with data being captured and transmitted it is critical to work with the CIS department to ensure the product/solution chosen is compatible to be integrated into their data systems.

### **Tactic 4: Clean Team Rapid Response Program**

A simple, but highly effective, investment to improve community relations and aesthetics is investment in additional resources to combat trash buildup, illegal dumping and graffiti, among others. In [Baltimore](#), part of their larger public safety initiative included 'blitz teams' from sanitation and code that took a neighborhood grid approach to clearing of neglected alleyways, vacant properties and graffiti cleanup. Residents would see a dramatic improvement, in some cases literally overnight, that improved trust in the city's commitment to their neighborhood, renewed pride of ownership, and increasing involvement in community-driven cleanups and engagement. By starting with a rapid response approach, significant improvements were seen immediately, driving visibility into the effort and investment.



### **Tactic 5: Community Events and Vacant Space Activation**

"Crime Prevention Through Environmental Design", or CPTED, is a system for looking at many different physical aspects of an area, and arranging them in a manner to most effectively discourage crime. A partnership between the [Vickery Park neighborhood](#) PID, the Department of Justice, City of Dallas and DPD and Better Block, recently deployed this program utilizing the transformation of a parking lot, traffic calming measures by removing a right turn lane, improved crosswalks and community activation via live music, swings, events and other elements. In CPTED, both daytime and nighttime illumination is one important factor, and "more is better" is not assumed to be the case. Glare, shadows, light trespass, overly bright nighttime illumination, and widely uneven illumination are all recognized as creating undesirable, unsafe situations. A combination of public and private property could be activated in the right of way as well as residential locations brings activity throughout the PID area.

### **Tactic 6: Underpass-Focused Activation and Safety Measures**

The community has expressed public safety and quality of life issues centered on the underpass dividing the Cornerstone Baptist Church and the St. Philip's campus. This feedback has come both from direct conversations with local stakeholders, as well as feedback shared from organizations operating in the immediate area. These issues include homeless encampments, drug dealing and use, prostitution and others. Safe passage both during the day and particularly in the evening is inhibited by this environment, with concern among students and the community writ large. A number of proven investments that improve safety in underutilized spaces including underpasses include lighting, cameras, public art and community activation via events.

Unsurprisingly, additional lighting inhibits the frequency of these challenges and ideally will include wide-coverage flood lighting mounted on the underside of the highway. Based on jurisdictional complexities, these installations have previously required approval from both the City and TXDOT if mounted on the underpass itself. In similar activations in the West End and Deep Ellum, art and light installations avoided installing equipment on the support columns to mitigate some of the complexity with TXDOT. Further investigation and design considerations will inform a go-forward for lighting initiatives. Surveillance cameras also provide a deterrent, and will also require approval and infrastructure assessments before moving forward.

Public art, whether via lighting, sculpture or murals, provides an opportunity not just to transform the space, but also directly involves residents in the design and creation of these installations. Bringing students and local artists together to create murals that express their love and pride in their neighborhood has been a wonderful process in creating murals with Lincoln and Madison High Schools.





### **Tactic 7: Pedestrian & Cycle Infrastructure Improvements**

Infrastructure improvements related to road width, lane usage and sidewalk repairs/additions are both time and resource intensive, but that should not fully inhibit a closer examination of conditions nor feedback from the community on priorities identified from their daily experience. 2017 bond projects could be leveraged to incorporate additional investments in the future.

In assessing traffic capacity needs on key thoroughfares conducted by the City, there may be the opportunity to remove a lane for dedicated bike lanes or expanded sidewalk infrastructure, which also has been demonstrated to traffic calming and lower speeds. The continued incorporation of Complete Streets design standards includes these improvements alongside others.

Assessment of existing crosswalk conditions, as well as locations where additional crosswalks would be warranted based on pedestrian activity contribute to overall safety. If possible, incorporating artistic and colorful crosswalk designs provides benefits similar to mural design referenced above. For crosswalks of heaviest activity, the incorporation of flashing light warnings via signage or embedded in pavement itself improve the safety, vehicle speed, and consistency of vehicles yielding to pedestrians in the crosswalk.

### **Tactic 8: Expanded Neighborhood Patrols**

Expanded Neighborhood Patrol (ENP) is a program authorized by the Dallas Police Department (DPD) in which neighborhood organizations hire armed, uniformed, off-duty police officers to patrol their area. The organizations may also rent a DPD police car for use by the officers. Uniformed officers patrol participating neighborhoods, supplementing normal DPD patrols. These patrols are primarily funded by the residents and businesses of these neighborhoods, which determines the number of hours covered and number of officers deployed. Cost modeling and appetite to provide these resources will be a critical part of further exploration of this program. Examination of this type of solution was specifically requested by Councilmember Bazaldua in a discussion this fall. The primary challenge of ENPs is the cost associated, but working with the NPO and DPD to determine the most impactful hours of operation may provide a good initial starting scope to test the program.

### **Tactic 9: Private Property Locations – Partnership Opportunities to Support Business Owners**

#### **Parking Lots**

Good parking lot lighting deters criminal activities that usually take place in dark parking lots. Research has shown that 40% of violent crimes happen in parking lots. A four-year study that was carried out by the Bureau of Justice Statistics recorded 110,000 property crimes in commercial parking lots and garages alone. Multiple private parking lots within the designated PID boundaries have no lighting at all, or insufficient/inoperable lighting, contributing to issues in these areas. If amenable to owners, cameras on the light poles and on their businesses directly allows for increased security and visibility.



Given that private property is not within the purview of the PID, partnerships with private entities, such as Home Depot and Lowe's, could allow for cost savings and potentially donations to assist private owners in the purchase and installation of lighting solutions.

### **Security Cameras**

Internal discussions by City of Dallas staff include some recommendations consistent with our assessment, such as creating a network of Ring cameras that can be utilized by DPD and security personnel to have additional visibility from vantage points within private properties. These are relatively inexpensive to procure and install, and this footage is heavily used in forums such as Nextdoor to share incident video that provides awareness for both neighbors and law enforcement in apprehending and informing patrol locations.

### **Risks, Assumptions and Unintended Consequences**

In the majority of these recommendations, the cost viability of implementation makes assumptions about the current presence of electrical infrastructure, particularly in alleyways. If power needs to be run to the location of the lighting to be installed, costs increase dramatically and may limit immediate deployment. In addition, the connectivity requirements required for sensors and cameras are also a key determinant of financial feasibility of these solutions. Dependent upon the products chosen, this could include cellular (4G, 5G, LTE) availability, direct fiber access or Wi-Fi.

As with any, installation that includes sensors, data collection and cameras must first include broad community education and awareness to ensure the benefits are clear and concerns over 'big brother' and security are assuaged. Other cities have initiated and installed projects like these that incited backlash that required extensive damage control and, in some cases, a need to 'turn off' these solutions until the issues were rectified.

Research suggests that when environmental and public safety issues in one area are reduced, those issues are often simply displaced elsewhere. This "whack-a-mole" effect necessitates continued expansion of efforts and creativity in approach to cover larger geographic areas.



## Appendix

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### **Sample Organizations Engaged in South Dallas-Fair Park Discussions**

- Baylor Scott & White
  - Health and Wellness Center at Juanita J. Craft Rec Center
- Better Block
- Cardboard Project
- City of Dallas
  - Office of Councilmember Bazaldua
  - Office of the City Manager
    - Chief Innovation Officer
  - MLK Community Center
  - Community Services
  - Transportation
- CitySquare
- Cornerstone Baptist Church
- Dallas ISD
- Fair Park First
- Green Careers Dallas
- Innerscity CDC
- Southern Dallas Link
- St. Philip's School & Community Center
- State Fair of Texas
- TREC
- TR Hoover CDC
- University of North Texas at Dallas

## 311 Reports by RHI/Zeal

Date:	Location:	Reason for Report:	Confirmation Number:
1/3/2020	1105 POWHATTAN ST.	Litter, homeless encampments	20-0006558
1/7/2020	2728 PARNELL ST	Illegal Dumping, Litter	20-00018847
1/7/2020	2906 HOLMES ST	Dumpster behind property overfilled and refridgerator left out.	20-00018919
1/8/2020	1324 AL LIPSCOMB WAY	Litter, and homeless tents	20-00023543
1/13/2020	2728 PARNELL ST	Litter, sidewalk obstruction,	20-00038029
1/13/2020	2724 PARNELL ST	Litter, Illegal Dumping	20-00038049
1/13/2020	2721 GOULD ST	Litter, Illegal Dumping	20-00038653
1/14/2020	2218 BRYAN ST	Litter under overpass	20-00041779
1/14/2020	2218 BRYAN ST	Homeless camps under overpass	20-00041797
1/15/2020	3020 SOUTH BLVD	Bulky Trash, Litter, Dumping	20-00046800
1/22/2020	3129 AL LIPSCOMB WAY	Litter	20-00068952
1/22/2020	2716 GOULD ST	Homeless encampments	20-00070062
1/22/2020	2716 GOULD ST	Litter	20-00070083
1/24/2020	2705 CLEVELAND ST	Litter, sidewalk obstruction	20-00079870
1/27/2020	1217 FOREST AVE	Litter	20-00087624
1/27/2020	1612 MARTIN LUTHER KING JR BLVD	Litter	20-00087675
1/27/2020	3020 SOUTH BLVD	Litter, Illegal Dumping	20-00087981
1/27/2020	3100 SOUTH BLVD	Litter, Illegal Dumping	20-00088059
1/28/2020	1217 FOREST AVE	High weeds	20-00093494
1/28/2020	2917 HOLMES ST	High Weeds	20-00093199
1/28/2020	1217 FOREST AVE	High Weeds	20-00093487
1/29/2020	2727 GOULD ST	Dumping, Sidewalk Obstruction	20-00096899
1/30/2020	1105 POWHATTAN ST	Illegal Dumping, Litter	20-00102480
2/14/2020	2715 PENNSYLVANIA AVE	Bulky Trash, Litter, Sidewalk obstruction	20-00157527
2/14/2020	2715 PEABODY AVE	Litter, overfilled trashcan	20-00157644
2/17/2020	1324 AL LIPSCOMB WAY	Litter, Homeless encampments	20-00162372
2/24/2020	2705 CLEVELAND ST	Request for illegal dumping sign	20-00079804
2/24/2020	1413 PEABODY AVE	Litter and overfilled trash can	20-00085733
2/24/2020	3100 S LAMAR ST	Overfilled dumpster, Litter	20-00085780
2/24/2020	1312 PENNSYLVANIA AVE	Litter, Bulky Trash	20-00087036
2/24/2020	2721 GOULD ST	Litter, Sidewalk obstruction	20-00087177
2/24/2020	1324 AL LIPSCOMB WAY	Litter	20-00087446
2/24/2020	1324 AL LIPSCOMB WAY	Litter	20-00087450
2/24/2020	1324 AL LIPSCOMB WAY	Request for illegal dumping sign	20-00087489
2/24/2020	1324 AL LIPSCOMB WAY	Request for illegal dumping sign	20-00087492
2/24/2020	1222 PENNSYLVANIA AVE	Litter, Dumping, Parking on unapproved surface	20-00188054
2/24/2020	2912 HOLMES ST	Litter	20-00189568
2/26/2020	1407 SOUTH BLVD	Litter, Vegetation obstruction	20-00197631
2/26/2020	1407 SOUTH BLVD	Homeless encampments	20-00197762
2/26/2020	1401 SOUTH BLVD	Vegetation obstruction	20-00197913
2/26/2020	2712 GOULD ST	Illegal Dumping, Litter, Sidewalk obstruction	20-00198357
2/26/2020	2700 GOULD ST	High weeds	20-00198421
2/26/2020	2710 GOULD ST	High weeds	20-00198470
2/26/2020	1324 AL LIPSCOMB WAY	Request for illegal dumping sign	20-00198518
2/26/2020	2814 CLEVELAND ST	High weeds, vegetation obstruction	20-00198658
2/26/2020	1312 PENNSYLVANIA AVE	Litter, Illegal Dumping, Sidewalk obstruction	20-00198981

## 311 Reports by RHI/Zeal

Date:	Location:	Reason for Report:	Confirmation Number:
7/16/20	1723 ADELAIDE DR	Litter on lot	20-00734699
7/16/20	1306 HUDSPETH AVE	Litter on lot	20-00732304
7/15/20	2915 BIRMINGHAM AVE	Litter on lot	20-00733737
7/15/20	5027 COLONIAL AVE	Litter on lot	20-00733019
7/15/20	1206 VERMONT AVE	Litter on lot and furniture in parkway	20-00732736
7/15/20	3306 WAKE ST	Litter on lot	20-00732648
7/15/20	1923 POLLARD ST	Litter on lot	20-00733626
7/15/20	1306 HUDSPETH AVE	Litter on lot	20-00732304
7/15/20	2409 BRITTON AVE	Litter on lot	20-00731973
7/15/20	1610 MENTOR AVE	Litter on lot	20-00731908
7/14/20	6200 CARLTON GARRETT ST	High weeds	20-00727671
7/14/20	4511 METROPOLITAN AVE	Litter on lot	20-00728806
7/14/20	2820 GOULD ST	Litter on lot & homeless camps	20-00728161
7/14/20	1503 IOWA AVE	High weeds	20-00727796
7/14/20	914 MCBROOM ST	High weeds	20-00727749
7/14/20	2822 PENNSYLVANIA AVE	High weeds and tractor left on property	20-00727617
7/14/20	2830 PALL MALL AVE	High weeds	20-00727608
7/11/20	2909 BIRMINGTON AVE	Litter on lot	20-00736171
6/26/20	3034 BIRMINGHAM AVE	High weeds	20-00659507
6/24/20	2901 S LAMAR ST	Need increased police presence due to persons jumping the gate at night.	20-00654453
6/22/20	2716 GOULD ST	High weeds	20-00643063
6/18/20	1205 WALL ST	Homeless encampment	20-00632527
6/10/20	1200 PARK ROW AVE	Abandoned vehicle	20-00599605
6/9/20	1205 WALL ST	Extra police patrol	20-00599053
5/8/20	3094 PENNSYLVANIA AVE	Downed school zone sign	20-00478289
5/3/20	2700 GOULD ST	Litter and high weeds	20-00455994
5/1/20	2837 WARREN AVE	High weeds	20-00449723

South Dallas – Fair Park Public Improvement District

Financial Statements and  
Independent Auditors' Report  
December 31, 2019

## SOUTH DALLAS – FAIR PARK PUBLIC IMPROVEMENT DISTRICT

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# Malnory, McNeal & Company, PC

## Certified Public Accountants

Mark W. Malnory, CPA  
 Johnna W. McNeal, CPA  
 Beverly Smith, CPA  
 James R. Smith, CPA

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Members of  
 American Institute of Certified Public Accountants  
 Texas Society of Certified Public Accountants  
 AICPA Governmental Audit Quality Center

Elizabeth Hamm, CPA  
 E.J. Musharbash, CPA  
 Les S. Malnory, CPA

### Independent Auditors' Report

Board of Directors  
 South Side Quarter Development Corporation

We have audited the accompanying financial statements of South Dallas – Fair Park Public Improvement District (the “District”), which comprise the statement of financial position as of December 31, 2019, and the related statements of activities and changes in net assets, statement of functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

#### **Management’s Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor’s Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion



**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of South Dallas – Fair Park Public Improvement District as of December 31, 2019, and the changes in its net assets, functional expenses, and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in blue ink, appearing to read "W. H. [unclear] PC". The signature is written in a cursive style.

Dallas, Texas  
April 23, 2020

South Dallas - Fair Park Public Improvement District  
Statement of Financial Position  
December 31, 2019

Assets

Current Assets		
Cash & cash equivalents	\$	47,501
Tax assessments receivable		143,718
Total current assets		<u>191,219</u>
Total Assets	\$	<u><u>191,219</u></u>

Liabilities and Net Assets

Current Liabilities		
Accrued expenses	\$	8,400
Tax assessments-deferred revenue		140,375
Total current liabilities		<u>148,775</u>
Net Assets		
Net assets without donor restrictions		42,444
Net assets with donor restrictions		-
Total Net Assets		<u>42,444</u>
Total Liabilities and Net Assets	\$	<u><u>191,219</u></u>

South Dallas - Fair Park Public Improvement District  
Statement of Activities and Changes in Net Assets  
For the Year Ended December 31, 2019

	<u>Net Assets without Donor Restrictions</u>	<u>Net Assets with Donor Restrictions</u>	<u>Total</u>
Revenues:			
Assessments	\$ 106,087	\$ -	\$ 106,087
In-kind contributions	9,000	-	9,000
Less: City and county fees	<u>(2,630)</u>	<u>-</u>	<u>(2,630)</u>
Total Revenues	112,457	-	112,457
Expenses			
Program	57,068	-	57,068
Supporting	12,945	-	12,945
Fundraising	<u>-</u>	<u>-</u>	<u>-</u>
Total expenses	<u>70,013</u>	<u>-</u>	<u>70,013</u>
Changes in Net Assets	42,444	-	42,444
Net Assets at beginning of year	<u>-</u>	<u>-</u>	<u>-</u>
Net Assets at end of year	<u>\$ 42,444</u>	<u>\$ -</u>	<u>\$ 42,444</u>

South Dallas - Fair Park Public Improvement District  
Statement of Functional Expenses  
For the Year Ended December 31, 2019

	<u>Program</u>	<u>Management &amp; General</u>	<u>Fundraising</u>	<u>Total</u>
Park improvements	\$ 15,255	\$ -	\$ -	\$ 15,255
Public safety & security	25,779	-	-	25,779
Public art projects	5,400	-	-	5,400
Business recruitment	10,634	-	-	10,634
Adminstration	-	9,594	-	9,594
Insurance and legal fees	-	3,351	-	3,351
Total functional expenses	<u>\$ 57,068</u>	<u>\$ 12,945</u>	<u>\$ -</u>	<u>\$ 70,013</u>

South Dallas - Fair Park Public Improvement District  
Statement of Cash Flows  
For the Year Ended December 31, 2019

Cash flows from operating activities	
Changes in net assets	\$ 42,444
Adjustments to reconcile changes in net assets to cash provided by (used in) operating activities	
Changes in operating assets and liabilities	
(Increase) decrease in tax assessments receivable	(143,718)
Increase (decrease) in accounts payable	8,400
Increase (decrease) in tax assessments-deferred revenue	140,375
Net cash provided by (used in) operating activities	<u>47,501</u>
Net increase (decrease) in cash	<u>47,501</u>
Cash and cash equivalents at beginning of year	<u>-</u>
Cash and cash equivalents at end of year	<u><u>\$ 47,501</u></u>

South Dallas – Fair Park Public Improvement District  
Notes to the Financial Statements  
For the Year Ended December 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

South Side Quarter Development Corporation (“SSQDC”) is a nonprofit corporation, incorporated in the State of Texas. SSQDC was organized to create, document and teach a new model of inner-city revitalization focused on humane and sustainable practices within the South Side Quarter Community of the City of Dallas, Texas.

South Dallas – Fair Park Public Improvement District

On August 10, 2016, the South Dallas – Fair Park Public Improvement District (“SDFPPID” or the “District”) was created by Resolution No. 16-1249 of the City Council of the City of Dallas, Texas at the request of the property owners in that district. The District shall automatically dissolve December 31, 2023, unless the District is renewed through the petition and approval process, or the District is sooner terminated as provided by law. These owners pay a supplemental tax assessment, which SDFPPID uses for services above and beyond existing City services.

The purpose of the District is to fund enhancements to public safety and improvements to public infrastructure, common areas and pedestrian lighting. The funding of operations, approved by the City of Dallas, will be paid from assessments on the real property in the District. The assessment levied for 2019 was \$0.15 per \$100 of appraisal value by the Dallas Central Appraisal District.

Management Contract

Effective December 12, 2018, SSQDC entered into a management contract with the City of Dallas whereby SSQDC provides management, accounting and other services for the District. This contract as authorized by the City Council on December 12, 2018, will terminate December 31, 2023, or upon dissolution of the district.

Basis of Accounting

The District prepares its financial statements in accordance with accounting principles generally accepted in the United States of America. The accompanying financial statements include only the accounts of the District and do not include any accounts related to the activities of SSQDC.

Basis of Financial Statements Presentation

For reporting purposes, resources are classified into two net asset categories according to the existence or absence of donor-imposed restrictions. Accordingly, net assets of the District and changes therein are classified and reported as follows:

South Dallas – Fair Park Public Improvement District  
Notes to the Financial Statements  
For the Year Ended December 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Net assets without donor restrictions - net assets that are not subject to donor-imposed stipulations.

Net assets with donor restrictions - net assets subject to donor-imposed stipulations that may or will be met either by actions of the District and/or the passage of time or subject to donor-imposed stipulations that are to be maintained permanently. Generally, the donors of these assets permit the District to use all or part of the income earned on any related investments for general or specific purposes. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of operations, as net assets are released from restrictions. Contributions received with donor-imposed restrictions that are met in the same year as received are reported as revenues of the net assets without donor restrictions. There were no net assets with donor restrictions as of December 31, 2019.

Financial Instruments

The District's financial instruments consist of cash and tax assessments receivable. It is the District's Board's opinion that the District is not exposed to significant interest rate or credit risk arising from the instrument. Unless otherwise noted, the fair value of the financial instruments is the market value of the financial instruments, and approximates their carrying value.

Cash & Concentration of Credit Risk

The District invests its cash primarily with a major bank in Dallas, Texas. Accounts at the Institution are insured by the Federal Deposit Insurance Corporation up to \$250,000. All deposits were adequately insured at December 31, 2019. The District has not incurred losses related to its cash and believes it is not exposed to any significant credit risk on cash and cash equivalents.

Functional Allocation of Expenses

The costs of providing the District's various programs, fundraising, management and general have been summarized on a functional basis in the statement of activities. The statement of functional expenses present the natural classification detail of expenses by function. Certain costs have been allocated among the program, fundraising, management and general categories based on the specific identification of costs or approximate percentage of time and other methods.

South Dallas – Fair Park Public Improvement District  
Notes to the Financial Statements  
For the Year Ended December 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Property Assessment, Assessments Receivable, Assessments Allocable, and Revenue

The District presents an annual Service Plan and Assessment Plan to the City in September of each year. After due process and upon adoption, the City levies a property assessment against property in the District and provides for collection of the assessment to be used by the District for the approved services and improvements to property in the District during the following calendar year.

The District records property assessments as a receivable when levied by the City and a corresponding offset to tax assessments-deferred revenue. The Dallas County Assessment Office (the “County”) mails property assessment statements to the property owners in October of each year, which are due and payable on October 1, and are delinquent if not paid on or before January 31. No allowance for uncollectible assessments is established because delinquent assessments are considered fully collectible. Effective October 1, 2018, collections were remitted to the City to be remitted to the District upon approved request. Assessments allocable are recognized as revenue without donor restrictions as of January 1 each year to correspond to the approved Service Plan’s provision for services and improvements for the calendar year.

The tax assessments reported on the current year financial statements were tax assessments related to the 2016 tax assessments levy to be used for the 2017 service plan. The District was without an approved manager and consequently the 2017 service plan year funds were held by the City until an approved manager was in place beginning January 1, 2019.

2018 tax assessments levy	\$ 3,343
2019 tax assessments levy	140,375
Total tax assessments receivable	<u>\$ 143,718</u>

Donated Services

The fair value of contributed professional services is reported as in-kind contribution support and expense in the period in which the services were performed. The executive management of the District is provided without compensation from the District. The fair value of the professional services received was \$9,000 for the year ended December 31, 2019.

Federal Income Tax Status

SSQDC is exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for Federal income taxes has been recorded in the accompanying financial statements. In addition, SSQDC has been determined by the Internal Revenue Service (“IRS”) not to be a “private foundation” within the meaning of section 509(a) of the Internal Revenue Service Code. There was no unrelated business income or known Federal excise taxes for the year ended December 31, 2019.



South Dallas – Fair Park Public Improvement District  
Notes to the Financial Statements  
For the Year Ended December 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Federal Income Tax Status (continued)

SSQDC's federal Return of Organization Exempt from Income Tax (Form 990) for 2016, 2017, and 2018 are open to examination by the IRS for a period of three years from the date the returns are filed.

Accounting for Uncertainty in Income Taxes

Management has concluded that any assessment provisions that would not meet the more-likely-than-not criterion of Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 740-10, Accounting for Income Taxes, would be immaterial to the financial statement taken as a whole. Accordingly, the accompanying financial statements do not include any provision of uncertain assessment positions, and no related interest or penalties have been recorded in the operating statement.

Concentration of Revenue Sources

The District's revenue is totally derived from annual assessments levied by the City. The current level of the District's operations and programs may be impacted if the City's annual assessment is not levied.

Use of Estimates

In preparing financial statements, management is required to make estimates and assumptions that affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

2. LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the balance sheet date is \$191,219.

3. VALUE CHANGES

Value changes occur when a property owner within the District disputes their original tax assessment amount and, as a result of negotiation and or litigation between owners and Dallas Central Appraisal District, the original assessment is increased or reduced. Any resulting changes in assessed valuation and related property assessment amounts may change amounts remitted from the County or result in refunds issued by the District.

South Dallas – Fair Park Public Improvement District  
Notes to the Financial Statements  
For the Year Ended December 31, 2019

#### 4. COLLECTION FEES

Collection fees retained by the County for collections during 2019 were \$839, which were netted against assessment collections received from the County by the City in 2019 for its collection services during 2018. The 2019 collection fees will be netted against collections received in 2020.

The City reimbursed the City General Fund for administrative costs incurred for the day-to-day accounting responsibilities, administrative, and operational oversight of the District from the assessment collections received from the County in the amount of \$1,791 for the year ended December 31, 2019.

In addition to remitting the net assessment collections received from the County, the City paid the District interest of \$703.

#### 5. SERVICES

##### Park Improvements

Park improvements are provided to the District under the terms of the service plan. The cost of park improvements was \$15,255 for the year ending December 31, 2019.

##### Business Recruitment and Marketing

Marketing and promotional expenses approved by the service plan are incurred in connection with special events and advertising to promote public awareness of the District. The cost of services was \$10,634 for the year ending December 31, 2019.

##### Security

Supplemental security services are provided to the District under the terms of the service plan. The cost of full-time private security services was \$25,779 for the year ending December 31, 2019.

##### Public Art Projects

Public arts project expenses approved by the service plan were incurred in connection with an event where The South/Park Row Historic Neighborhood Association hosted a festival of lights. The cost of services was \$5,400 for the year ending December 31, 2019.

#### 6. RELATED PARTIES

The District made a payment in the amount \$1,154 to a neighborhood organization affiliated with a member of the advisory board of directors for the year ending December 31, 2019.

South Dallas – Fair Park Public Improvement District  
Notes to the Financial Statements  
For the Year Ended December 31, 2019

7. COMMITMENTS

The District enters into various agreements for goods and services in the ordinary course of providing the various programs and other activities.

8. SUBSEQUENT EVENTS

The COVID-19 pandemic sweeping across the country has resulted in mandatory closure of many businesses resulting in layoffs of much of the workforce. The economic effects of those closures are not yet known but could potentially affect the District.

The District has evaluated subsequent events through April 23, 2020, the date the financial statements were available to be issued.



**South Dallas Fair Park Public Improvement District  
Service Plan 2020-2024**

	2020	2021	2022	2023	2024	2025
<b>NET TOTAL ASSESSMENTS</b>	<b>\$ 120,344.00</b>	<b>\$ 155,000.00</b>	<b>\$ 175,000.00</b>	<b>\$ 200,000.00</b>	<b>\$ 225,000.00</b>	<b>\$ 245,000.00</b>
<b>Surplus Carried Forward</b>	<b>\$ 1,613.30</b>	<b>\$ 13,457.30</b>	<b>\$ 7,457.30</b>	<b>\$ 3,457.30</b>	<b>\$ 3,457.30</b>	<b>\$ 457.30</b>
<b>Estimated Annual Income to District</b>	<b>\$ 121,957.30</b>	<b>\$ 168,457.30</b>	<b>\$ 182,457.30</b>	<b>\$ 203,457.30</b>	<b>\$ 228,457.30</b>	<b>\$ 245,457.30</b>
<b>Public Improvements</b>						
Distinctive lighting/signs						
Water, wastewater, drainage						
Fountains						
<b>Special Supplemental Services</b>						
Public safety <sup>(1)</sup> 45%	\$ 47,000.00	\$ 75,000.00	\$ 75,000.00	\$ 80,000.00	\$ 85,000.00	\$ 90,000.00
Improvements <sup>(2)</sup> 30%	\$ 40,000.00	\$ 50,000.00	\$ 55,000.00	\$ 63,000.00	\$ 65,000.00	\$ 75,000.00
Promotion <sup>(3)</sup> 9%	\$ 6,500.00	\$ 12,000.00	\$ 20,000.00	\$ 25,000.00	\$ 28,000.00	\$ 33,000.00
Administration <sup>(4)</sup> 10%	\$ 7,000.00	\$ 15,000.00	\$ 17,000.00	\$ 18,000.00	\$ 19,000.00	\$ 20,000.00
Contingency/Carryover .3%	\$ 13,457.30	\$ 7,457.30	\$ 3,457.30	\$ 3,457.30	\$ 457.30	\$ 10,457.30
Audit <sup>(6)</sup> 5%	\$ 6,000.00	\$ 6,000.00	\$ 8,500.00	\$ 9,000.00	\$ 9,500.00	\$ 10,000.00
Insurance <sup>(7)</sup> .7%	\$ 2,000.00	\$ 3,000.00	\$ 3,500.00	\$ 5,000.00	\$ 6,500.00	\$ 7,000.00
Renewal					\$ 15,000.00	
<b>Estimated Annual Expenses to District</b>	<b>\$ 121,957.30</b>	<b>\$ 168,457.30</b>	<b>\$ 182,457.30</b>	<b>\$ 203,457.30</b>	<b>\$ 228,457.30</b>	<b>\$ 245,457.30</b>
10% retainage removed from net total assessment for COD						
(1) Public Safety: Courtesy Patrol, Patrol vehicles, safety related services						
(2) Improvements: Landscaping, lighting, sidewalks, streets, parks, fountains, roadways, improvement related expenses						
(3) Promotion: Outreach, business development, marketing,						
(4) Administration: Office supplies, mailings, admin duties, managers fee						
(5) Contingency/Carryover: Contingency carryover for future projects						
(6) Insurance: Insurance policy						
(7) Audit: Annual Audit fee						