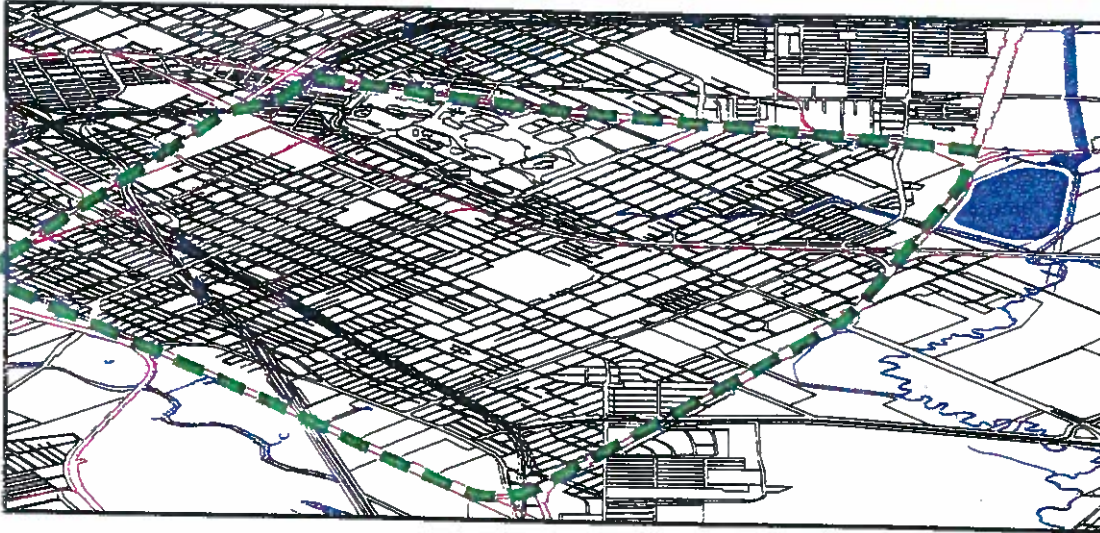


# PHASE ONE REPORT SOUTH DALLAS MORATORIUM



Submitted September 1, 2000

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**SOUTH DALLAS/FAIR PARK MORATORIUM STUDY**

**CITY OF DALLAS  
DEPARTMENT OF PLANNING AND DEVELOPMENT**

**FALL, 2000**

**CONSULTANTS  
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Adopted by City Plan Commission on

September 14, 2000

Adopted by City Council on

September 27, 2000

## ACKNOWLEDGMENTS

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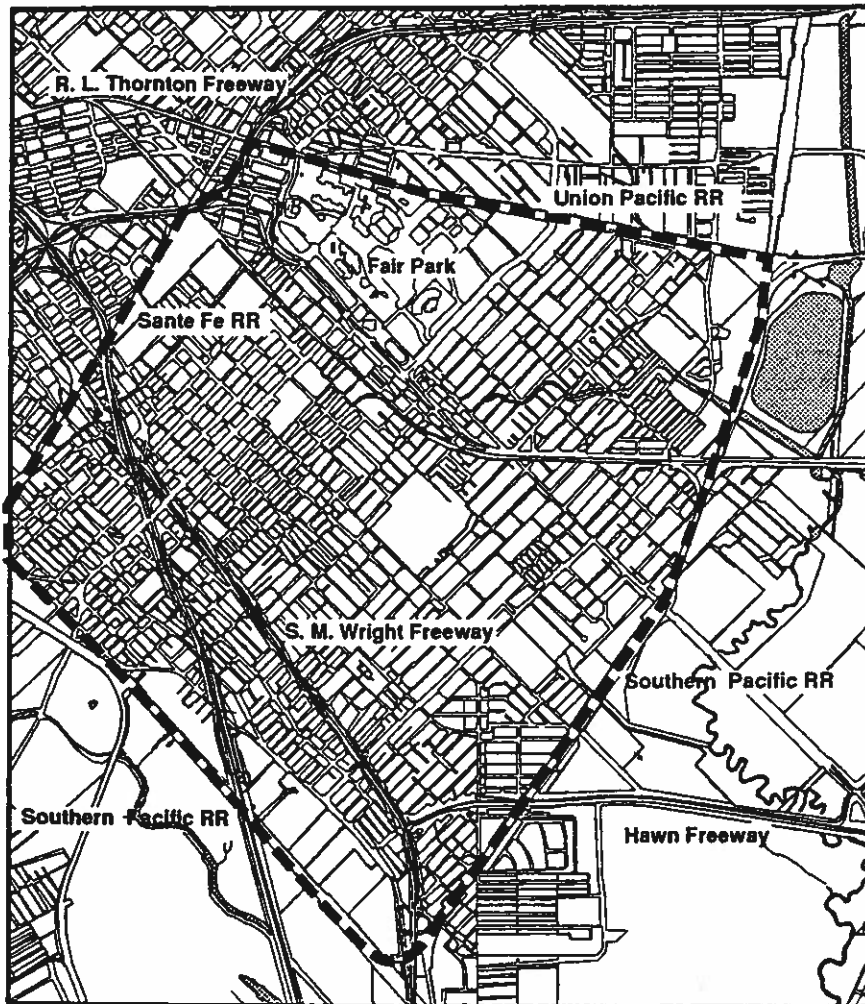
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## INTRODUCTION

### BACKGROUND

In February of 2000, the Dallas City Council passed a resolution establishing a moratorium on the issuance of building permits and certificates of occupancy for a number of listed uses located in the South Dallas/Fair Park Community. The concentration of these uses within the community was deemed to have had a negative impact by disrupting residential neighborhoods, discouraging business development, promoting crime, and causing urban blight. **Map 1: South Dallas/Fair Park Study Area Boundary** shows the study area boundaries.



The study area is bounded by R. L. Thornton Freeway and the Union Pacific Railroad (DART) along the north, the Southern Pacific Railroad along the eastern edge to S. M. Wright Freeway. The southwestern boundary is the Southern Pacific Railroad, parallel and

west of Lamar Street. The northwestern boundary is the Santa Fe Railroad between the Southern Pacific and R. L. Thornton Freeway.

During the moratorium, the City was to perform appropriate analyses, conduct hearings, evaluate alternatives, and prepare recommendations on the proper zoning in South Dallas/Fair Park that would address the concerns related to these uses. A consultant team was formed to undertake this analysis and make recommendations on the best zoning approach to take in addressing these issues. This report documents the results of these analyses and outlines the recommendations for zoning changes in South Dallas.

### **Moratorium-listed Land Uses**

The following are the specific uses listed in the City Council Moratorium Resolution.

- Vehicle or Engine Repair or Maintenance
- Hotel or Motel with fewer than 80 Rooms
- Residential Hotel
- Alcohol Beverage Establishment
- Commercial Amusement (inside)
- Liquor Store
- Outside Sales
- Pawn Shop
- Restaurant w/ or w/o drive-in or through
- Swap or Buy Shop
- Vehicle Display , Sales and Service
- Accessory Outside Storage

### **REPORT STRUCTURE**

This report is the first phase of a two phase process outlined in the City Council moratorium. It presents the basic zoning recommendations needed to address the issues identified for South Dallas/Fair Park and outlines a process for developing them more fully using a citizen advisory committee. If accepted by the City Council, this report will provide the framework for proceeding with the development of detailed zoning provisions and their adoption by ordinance.

The report is structured into five main areas:

- (1) **Community Participation** – which outlines the process used to ensure public input and summarizes the Community's input
- (2) **Analysis** – which documents the results of the analyses of existing conditions within the South Dallas/Fair Park community as it relates to the uses deemed to have a negative impact on the community;
- (3) **Summary of Findings** – which summarize the findings from community participation and analysis.
- (4) **Recommendations** – which outlines the zoning recommendations that should be developed to address the impacts of these uses on the well-being of the South Dallas/Fair Park community; and
- (5) **Implementation** – which outlines the process and time table for putting in place the new zoning provisions recommended by the study.

## COMMUNITY PARTICIPATION

### OVERVIEW

The goal of the community participation program was to ensure that the study team developed recommendations that were responsive to stakeholder concerns and had broad based community support. The community participation activities were designed to accomplish the following tasks:

- Ensure that the South Dallas/Fair Park community was informed about the issues concerning the Moratorium.
- Provide ample opportunity for citizen input into the study process
- Brief the community on the study findings and recommendations

The community participation program of this study included four components: public meetings (three), informational newsletters (three editions), interviews (ten), and elected official briefings. This section outlines the activities in the community participation program.

### PUBLIC MEETINGS

Three public meetings were held during the study process: April 17, May 15, and July 10, 2000. All of the public meetings were held in the Seniors' Building of the Martin Luther King Jr. Community Center complex. This facility is in the heart of the study area and is readily accessible to the public.

Chart 1: Structure of Public Meetings

Date	AGENDA	HANDOUTS
April 17	Background Info Study Approach Discussion – What is the problem? Who are the stakeholders? What is the criteria for acceptable commercial land uses?	Feb 9 City Council resolution Map of study area Overview of process and key dates
May 15	Overview of Possible Strategies Presentation of Data	Glossary of terms Summary of comments from 4/17 meeting List of frequently asked questions
July 10	Recap of study process Presentation of draft recommendations Outline of next steps	Next steps/timeline Glossary of terms Land Use Chart

The public meetings provided an opportunity for citizens to interact with the study team and to offer comments. An estimated 120-150 people attended each of the three meetings. There was a representative cross section of residents, business owners, property owners, churches, and nonprofit organizations at each meeting. Handouts, including a written agenda, were

provided at each meeting. Councilman Leo Chaney was briefed prior to each public meeting, and participated in each of the public meetings.

There was considerable feedback from community stakeholders during each of the public meetings. Citizens cited numerous negative impacts from moratorium uses including the following comments:

- Too many alcohol-related businesses in close proximity to homes, schools, and churches.
- Too much loitering, which discourages customers and has a negative impact on local children; greater police enforcement is needed
- Increased prostitution resulting from hourly hotels/motels
- Lack of family-oriented businesses (e.g. movie theater, restaurants, other services) for residents
- Lack of additional grocery stores to provide competition for Minyards to encourage improved quality and lower prices
- Lack of monies for longtime residents (particularly elderly) to make home improvements;
- Concerns about gentrification;
- Heavy commercial truck traffic in mixed use areas
- Negative portrayal of the community by the media that hampers business efforts to attract customers and employees
- Adverse effect of alcohol-related businesses on efforts to attract other businesses into the area; a variety of family friendly businesses are needed
- Pawn shops accept stolen property, thereby increasing crime in the area
- Lack of capital for business improvements and/or expansion because financial institutions are unwilling to invest in the area.

In response to the question "What should the criteria be for acceptable commercial land uses?", citizens commented that they wanted businesses that:

- serve the local residents and were not dependent upon a nonresident customer base
- provide goods and services that the community wants and needs
- are well maintained in appearance
- provide job opportunities for local residents

There were individuals present at each of the public meetings that expressed opposition to the moratorium and study. These individuals felt that the negative impacts were attributable to drugs, not alcohol, and that simply greater police enforcement was needed to solve the problems. One or two individuals expressed the opinion that the study was motivated by a wider effort on the part of outside interests to take property from longtime residents and small business owners.

The consultant's draft recommendations were presented at the third public meeting. The community was generally supportive and accepted the recommendations as presented. There was considerable interest expressed in the recommended formation of a Planned Development District Citizens Advisory Committee. Questions ranged from 'how would



individuals be selected for the Committee', to 'what would be the Committee's role'. Participants urged that any committee be representative of all of the stakeholders.

#### **NEWSLETTERS**

Three editions of an informational newsletter were published during the course of the study (in April, May, and June 2000). The newsletters were intended to keep citizens informed of the study progress, and to provide notice of the date/time/location of each public meeting.

Each newsletter included a meeting agenda for the upcoming public meeting, so individuals would know in advance what information would be shared. The second and third newsletters included a recap of the previous public meeting, so that citizens who were unable to attend could keep abreast of the study.

Each newsletter was mailed to over 7,000 property owners within the study area, as well as a list of interested community organizations. Copies of the newsletters are included in the Appendix.

#### **SMALL GROUP INTERVIEWS**

Ten small group interviews were conducted to gather additional stakeholder feedback. A discussion guide, designed to structure these interviews, was used. The following individuals participated in the interviews:

Business owners	Jim Washington, The Weekly Jerry Brown, Triple B Hardware
Nonprofit Organizations	Jim Reid, SDDC Charles English, Common Ground Credit Union Reginald Gates and Charles O'Neill, Dallas Black Chamber Doug Sharp, ICDC
Schools	Terry Flowers, St. Philips School and Community Center
Churches	South Dallas/Fair Park United Churches
Residents	Carolyn Davis, Connectional Alliance Eula Bryant Jeanette Brantley Diane Ragsdale, former Council member

Feedback from the interviews is summarized below. Each of the questions posed to the interviewees is followed by a summary of their comments.

*The moratorium states that "concentrations of certain uses in South Dallas have had a negative impact by disrupting residential neighborhoods, discouraging business development, promoting crime, and causing urban blight". Do you agree with this statement? Why? If yes, what types of businesses have had a negative impact? Describe.*

- There are too many alcohol-related businesses. Even a plant will die if it gets too much water. The area needs Laundromats, "real" car washes, print shops, ice cream shop, \$1.59 cleaners, auto parts stores, a theater.
- Liquor stores, "hot sheet" motels, and pawn shops are types of businesses that have a negative impact. Negative impacts include loitering, attraction of panhandlers, crime, etc.; results in excess litter, trash, public urination, panhandling, public intoxication, real (or perceived) image that the area is not safe, which hampers business and hiring.
- There is an obvious over concentration. Liquor stores have minimal community-based ownership, provide few jobs, revenues are not recycled. negative impact on youth and children. Hotels attract a very negative element; they are not locally owned and operated, offer limited job creation, and dollars are not recycled. Hurts efforts to recruit more family-oriented businesses to the community. The types of automotive repair and service shops should be enhanced.
- Over concentration brings in certain types of traffic and negatively impacts residents; by products include prostitution and drugs; frightens residents and they move away.
- Concerned about the small African American owned Mom & Pop liquor stores. They should not be closed down.

All, but one interviewee, agreed with the statement. One participant disagreed with the statement, felt that the problems resulted from drugs not alcohol, and declined to complete the questionnaire.

*What role should community residents play in determining which commercial land uses are acceptable?*

- Residents should have an "official" voice in determining commercial land uses because it will impact their quality of life; they should participate in setting the standard. Some residents felt that they should have a majority voice.
- They have a direct vested interest in what kinds of businesses are permitted. They should have a voice.

*What role should existing community businesses play?*

- They should have a voice; existing businesses can benefit from positive land uses.
- They should have a voice, but should not be able to veto a potential competitor. Existing businesses have made an investment.

*What role should the city play?*

- The city should provide resources – data, planning, regulatory, and enforcement.
- The city should be receptive to community input; facilitate (i.e. – bring resources to the table), not dictate; be responsible for enforcement and service delivery.

*What role should others play? Who?*

- Those with a vested interest (investment) in the community should have a voice, however the voice should be weighted towards those who live here or own and operate businesses within the community because they would be most likely to be adversely affected.

- Others include CDCs, churches, Fair Park institutions, schools, nonprofit organizations, real estate developers, banks, Dallas Black Chamber, etc.

***Are you supportive or opposed to establishing a commercial Planned Development District in South Dallas/Fair Park?***

- Not opposed, need more information.
- Very supportive; it creates a unified vision. Otherwise, absence encourages uncontrolled growth, incompatible uses, and ultimately decreased property values.

***Do you have any concerns about a possible PD?***

- Only if it does not have community input.
- Control of a PD should be broad-based to include those most affected, particularly residents in the neighborhoods.

***What other tools should be considered as remedies?***

- Expand protected zones around churches and schools; increase enforcement and patrols; strengthen neighborhood associations; restrict percentage of sales derived from alcohol; develop strategic investment strategy to improve area – highest and best use will drive out negative uses.
- Strengthen Community Development Corporations (CDC) to enhance economic development (e.g. – Main Street program)

***What should happen to existing businesses that are included in so-called negative land uses?***

- To the extent that business owners are operating in a manner that leads to negative impacts (obnoxious), they should be closed.
- Phase them out over time, amortizing value. Special permit process should allow for periodic community review.

**OTHER PUBLIC INPUT**

On May 24, 2000 the City Council unanimously voted to extend the moratorium, pending completion of the analyses and recommendations. Councilman Chaney received letters supporting the moratorium and the overall process from the Dallas Black Chamber of Commerce, New Hope Baptist Church, and True Lee Missionary Baptist Church.

**SOUTH DALLAS/FAIR PARK  
STAKEHOLDERS**



This exhibit was developed at the first public meeting during the general discussion. The statement of the problem comes directly from the February 9, 2000 Dallas City Council resolution. The various stakeholder groups listed were identified by the public meeting participants

## ANALYSIS

### METHODOLOGY – APPROACH

This section documents the analysis of existing conditions within South Dallas/ Fair Park in five areas:

- Land use;
- Texas Alcoholic Beverage Commission (TABC) permit data;
- Regulatory Impacts
- Crime; and
- Code Compliance.

The analysis of existing conditions within the South Dallas/Fair Park study area used existing data on land use, crime statistics, code enforcement activities, and TABC permit data. This data was mapped using Arcview GIS . The Dallas Police Department analyzed crime issues in South Dallas/Fair Park and presented their findings at a public meeting on June 29, 2000. These findings were integrated into the work conducted by the consultant team.

Once these preliminary data were analyzed, the consultant team conducted a corridor based land use survey, identifying by type all non-residential land uses within all the major commercial corridors in the study area. In addition, schools, churches, parks, and residential and industrial areas were identified.

### LAND USE ANALYSIS

The land uses listed in the moratorium were individually identified based on a windshield survey conducted over a three day period. Nonresidential land uses not listed in the moratorium were identified primarily by structure. For example, when there were a number of different retail uses within a single structure, like in a strip shopping center, the land use was recorded as “retail”.

The moratorium-listed land uses were analyzed to identify the nature of the impacts each was perceived to have on the community. This analysis was based on the types of impacts commonly associated with these land uses and on the community input process. Based on this analysis, the moratorium-listed land uses were categorized into four major groups.

**Automobile Related Uses:** The automobile related uses within the study area include auto sales, automobile repair, and automobile related services like tire stores. The main impact that these uses have on the residential neighborhoods is related to their proximity to houses. A number of these uses are on small lots which are immediately adjacent to residential uses. Other impacts relate to the operations of these uses with automobiles parked and stored on-

site and in front yard areas. Outside storage of used parts, wrecked cars, cars waiting for repair and other materials contribute to the negative impacts of these uses.

Not all automobile related uses had these impacts. In several cases the businesses were properly located in heavier commercial areas away from residential neighborhoods and maintained proper screening and storage of their products.

**Sale of Used Goods:** This general land use category includes outside display, pawn shops, swap shops, and retail stores selling used goods. Like the automobile related uses, the main impacts from these uses was where they were located on small parcels, adjacent to residential neighborhoods and where the premise were not properly screened and maintained. Residents' concern for sale of used goods is associated with the perception that it often includes stolen property.

**Hotels – Motels:** There are relatively few hotels and/or motels in the study area. The land use survey identified five motels. These motels are relatively small scale operations and are not highly visible from the street. The major impacts from these motels come from community resident's concern and perception of prostitution and drug trafficking.

**Alcohol Related Uses:** the most prevalent moratorium-listed land use type that is creating an impact on the community is the alcohol related uses, which includes bars, clubs, liquor stores, and other uses that sell alcoholic beverages. Almost 36 percent of the uses in the major commercial corridors are alcohol related. In addition to their numbers, the uses tend to be clustered which increases their impact. Because of their numbers and concentration, TABC data was analyzed to get a better understanding of the existing nature of these uses in the South Dallas/ Fair Park community.

The following chart shows the relationship between general land use types and the moratorium listed uses and the concentration of the major groups of land uses.

**Chart 3: General Land Use Types**

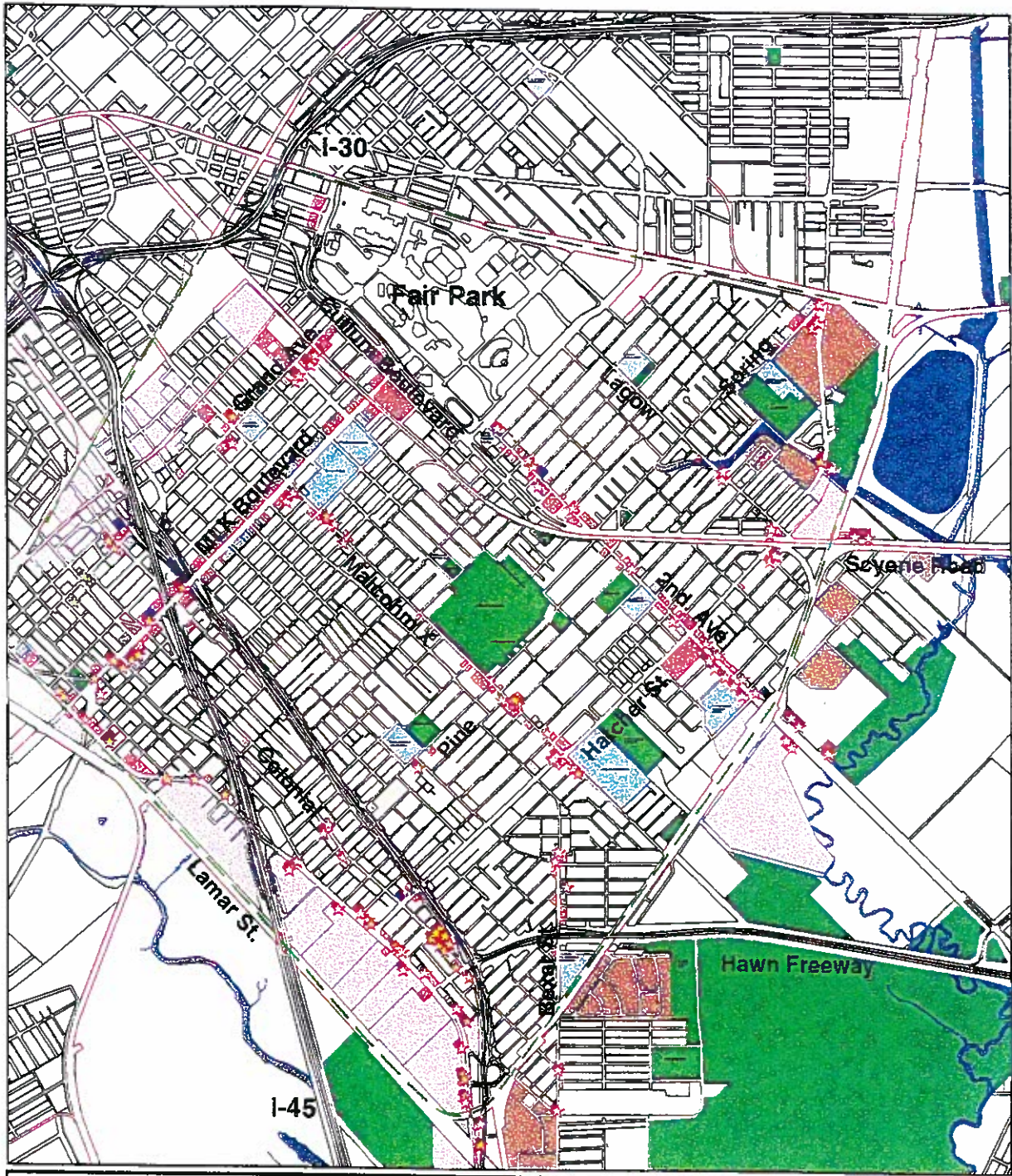
General Land Use Type	Moratorium-listed Use	Number of Structures	Percent of Total
1. Automobile Related Uses	<ul style="list-style-type: none"> <li>• Vehicle or Engine Repair or Maintenance</li> <li>• Vehicle Display, Sales and Service</li> </ul>	36	11.6%
2. Sale of used goods	<ul style="list-style-type: none"> <li>• Swap or Buy Shop</li> <li>• Pawn Shop</li> <li>• Outside Sales</li> <li>• Accessory Outside Storage</li> </ul>	6	1.9%
3. Hotels – Motels	<ul style="list-style-type: none"> <li>• Residential Hotel</li> <li>• Hotel or Motel with fewer than 80 Rooms</li> </ul>	5	1.6%
4. Alcohol Related Uses	<ul style="list-style-type: none"> <li>• Alcohol Beverage Establishments</li> <li>• Liquor Store</li> <li>• Restaurant w/ or w/o drive-in or through</li> <li>• Commercial Amusement (inside)</li> </ul>	111	35.8%
5. Other Uses	* Other commercial uses not listed	152	49%
	Total	310	100%

As shown in Chart 3, uses identified as having a negative impact on the community account for just over 50 percent of the uses. Alcohol related uses account for the highest proportion at almost 36 percent of the uses. As seen on the map, alcohol related uses tend to be clustered which increases their impact on the surrounding areas. See Map 2 on the following page.

Within individual commercial corridors, the percentage of alcohol related uses range from a high of 90 percent on Colonial at the S. M. Wright and Hawn Freeway intersection, to a low along MLK Boulevard between Cullum Boulevard and S. M. Wright Freeway of six percent.

**Chart 4: Percentage of Alcohol Related Uses by Corridor**

Major Commercial Corridor	Ratio of Alcohol Related Use to Other Uses	Percentage
MLK Blvd. (Cullum to S. M. Wright)	2/33	6.1%
2 <sup>nd</sup> Ave. (Fitzhugh to Scyene)	5/24	20.8%
Grand Ave. (Cullum to S. M. Wright)	6/24	25.0%
Malcolm X Blvd. (Pennsylvania to RR)	11/41	26.8%
MLK (S. M. Wright to Lamar)	7/24	29.2%
Spring St.	3/10	30.0%
Bexar St.	4/13	30.8%
Lamar (North of I-45)	8/21	38.1%
Grand Ave. (S. M. Wright to Lamar)	4/10	40.0%
2 <sup>nd</sup> Ave. (South of Scyene)	16/35	45.7%
Lamar (South of I-45)	20/30	66.7%
Lagow (Spring to Scyene)	6/8	75.0%
Colonial (at Pine)	3/4	75.0%
Colonial (at S. M. Wright and Hawn Freeway)	9/10	90.0%



South Dallas/Fair Park  
 Moratorium Study  
 Map 2: Existing Land Use

	Single Family Residential		Institutional
	Multifamily Residential		School
	Retail/Personal Service		Parks
	Alcohol Related Use		Industrial
	Motel		



## TABC PERMIT ANALYSIS

Preliminary data on alcohol permits from the Texas Alcoholic Beverage Commission (TABC) for South Dallas/Fair Park and the immediately adjacent areas, which included Deep Ellum and parts of Sycene Road, was analyzed (hereafter identified as South Dallas Data Base). This data showed 436 permits issued in 1999. Further analysis was made on just the data for the study area itself because the South Dallas Data Base included data for the immediately surrounding areas. This more focused analysis of the study area looked at four topics: 1. the number of alcohol permits issued in 1999 in the South Dallas/Fair Park study area; 2. an estimate of the number of alcohol related establishments based on the addresses of the permits; 3. the number of different owners with alcohol permits; and 4. the types of permits issued compared to the City as a whole. The following chart shows the number of permits and estimated establishments by street for the study area.

Chart 5: Number of Permits by Street -- Study Area

Street	No. Permits	Estimated No. Establishments	Street	No. Permits	Estimated No. Establishments
Emery	1	1	S Fitzhugh Avenue	3	1
Haven	1	1	Bexar Street	4	2
Macon Street	1	1	Loomis	4	1
Marshall	1	1	Holmes Street	5	3
Meadow Street	1	1	Metropolitan	5	3
Pine Street	1	1	S Central Expressway	5	3
South Boulevard	1	1	S Ervay	6	4
Starks	1	1	Colonial Avenue	7	6
4th Avenue	2	1	Lagow Street	8	4
Collins Avenue	2	1	Scyene Road	8	5
Exposition	2	2	Spring Avenue	9	5
Foreman	2	1	Grand Avenue	13	7
Lawrence Street	2	1	Hatcher Street	13	6
Municipal Street	2	1	Malcolm X Blvd	23	16
Peabody	2	1	Martin Luther King Blvd	30	17
Hohen Avenue	3	3	2nd Avenue	36	19
Myrtle	3	2	Fair Park	37	36
Parry Avenue	3	2	S Lamar Street	53	29
Pennsylvania Avenue	3	2			

<b>Total in Study Area</b>	<b>303</b>	<b>192</b>
<b>Total minus Fair Park Concessions</b>	<b>266</b>	<b>156</b>

The number of establishments was estimated based on the address for the permits. Where one or more permits shared the same physical address, it was assumed to represent the same

establishment. A business may have more than one type of permit. For example a “brew pub” permit must also have a “wine and beer retailer’s permit”.

The ownership of the alcohol related establishments was estimated by looking at the owner name for each permit and estimating the total number of different owners. Using this methodology some 186 owners hold the 303 alcohol permits issued within the South Dallas/ Fair Park study area. These 186 owners do business in the 192 estimated establishments within the study area. This suggests that most of the establishments within the study area are owned by different people, or entities.

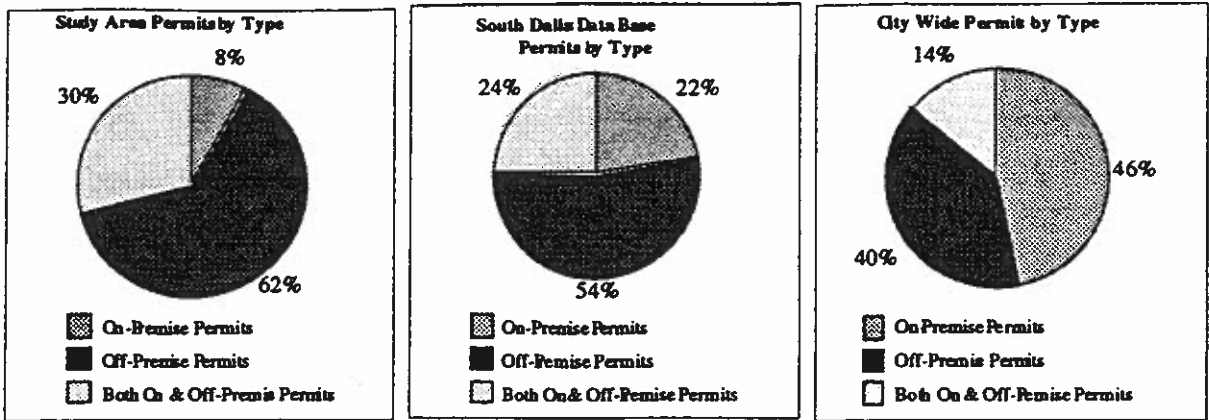
There are a number of different types of alcohol permits that are granted to businesses. These include retail sales permits as well as manufacturing, distribution and transportation permits. The consultant team looked at the retail permits issued in the study area compared to the initial South Dallas / Fair Park area data base and to TABC permit data City-wide. This analysis excludes non-retail TABC permits issued to businesses in South Dallas/Fair Park. Because there are over 15 different types of retail related permits, the permits were aggregated into those that are on-premise permits, those that are off-premise permits and those that permit both on and off-premise sales and consumption.

- On-premise permits limit the sale and consumption of alcoholic beverages to those that occur within the place of business. No alcoholic beverage can be taken from the business.
- Off-premise permits allow the alcoholic beverage to be taken from the place of business and consumed elsewhere.

Chart 6 shows the number of permits for each of these groupings and the percentages within each area.

**Chart 6: Types of Alcohol Permits**

TYPE OF PERMIT	Study Area	%	SD Data Base	%	City Wide	%
<b>Total On Premise Permits</b>	24	8.05%	99	22.10%	1359	46.57%
<b>Total Off Premise Permits</b>	186	62.42%	240	53.57%	1165	39.92%
<b>Total Both on &amp; Off Premise</b>	88	29.53%	109	24.33%	394	13.50%
<b>Total Retail Permits</b>	<b>298</b>	<b>100.00%</b>	<b>448</b>	<b>100.00%</b>	<b>2918</b>	<b>100.00%</b>



As can be seen in the above charts, the South Dallas/Fair Park study area has a higher proportion of off-premise permits than the original south Dallas data base and the City as a whole. Only eight percent of the permits are for on-premise sales, with the remaining permits allowing off-premise sales and consumption. This helps explain the concern reported by the community of the consumption of alcoholic beverages in and around the establishments that sell alcohol and the resulting loitering, littering and crime.

The impact of a higher proportion of off-premise permits are complicated by the fact that the South Dallas/Fair Park community is a wet area, bordered by dry areas to the east, southeast, south and southwest.(see map in the appendix) While wet areas would be expected to have a slightly higher proportion of off-premise establishments to serve adjacent areas, it should be noted that many of the alcohol related uses in South Dallas/ Fair Park are owned by small business persons, located within the neighborhoods in the community. Even compared to the South Dallas Data Base, which included other wet areas immediately adjacent to South Dallas/Fair Park, the study area has a much higher proportion of off-premise permits. Any land use solution to these issues will have to take into account the wet designation of the South Dallas/ Fair Park Community.

**REGULATORY ANALYSIS**

Two types of regulatory analyses were conducted. First the existing alcohol regulations contained in the Dallas City Code, the Dallas Zoning Ordinance, and the Texas Alcoholic Beverage Commission (TABC) provisions for "Alcohol free school zones" were analyzed. Second, the zoning regulations contained in Chapter 51-A for all moratorium-listed uses were analyzed.

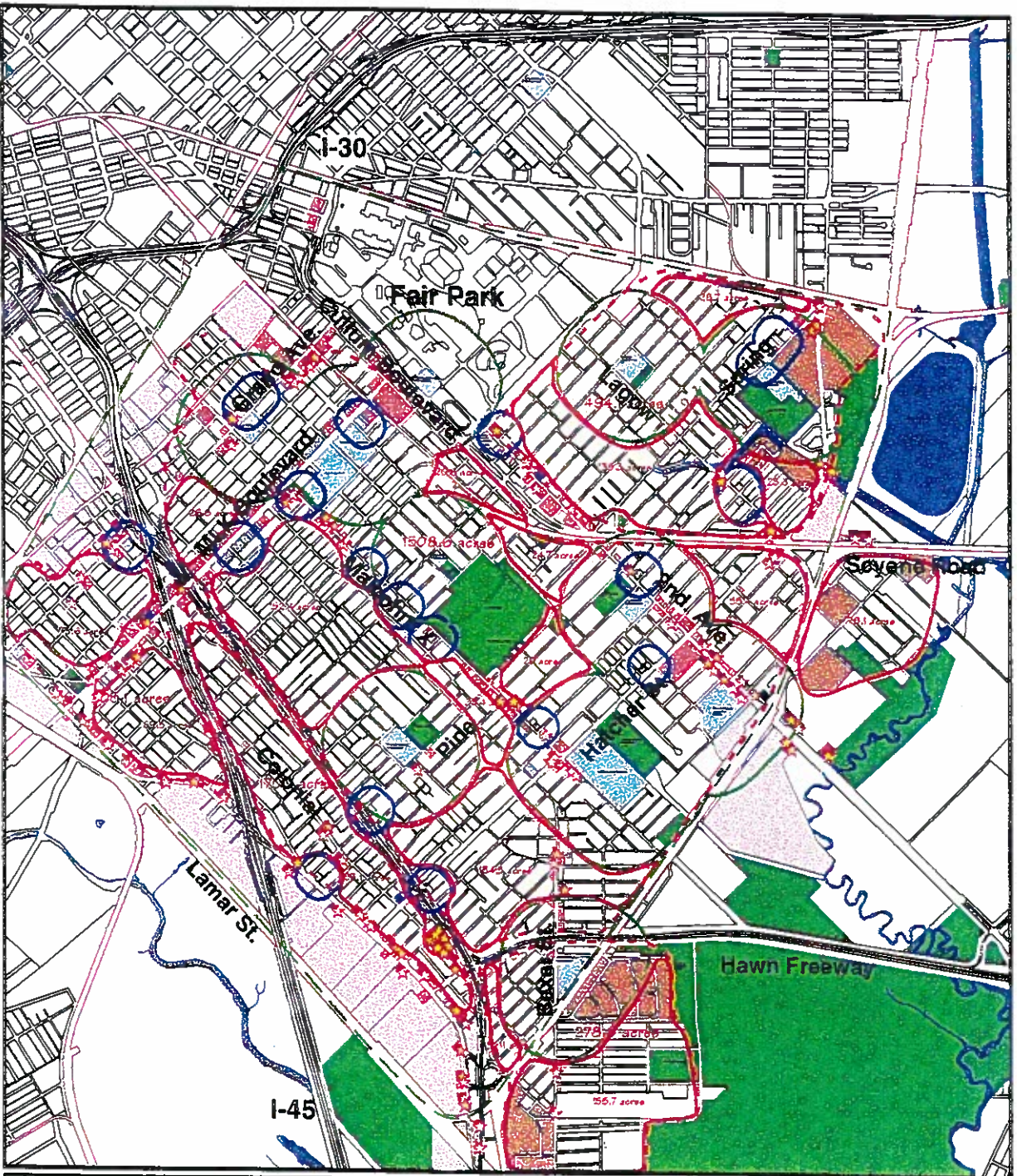
## **Existing Alcohol Regulations**

Potential impact zones were identified around all churches and schools based on 300 feet from a church, and 1000 feet from a school. (Chapter 6, Section 6-4, Dallas City Code) Because of the grandfathering that was put in place when these distance limitations were established, there are a considerable number of alcohol related uses within these areas. Protection is afforded these areas in terms of adding additional alcohol related uses. Some special exceptions apply to the 1,000 feet rule from a school. They are:

- a retail on-premises consumption permit if less than 50 percent of the gross receipts for the premises is from the sale or service of alcohol beverages;
- a retail off-premises consumption permit if less than 50 percent of the gross receipts for the premises excluding items subject to the motor fuels tax, is from the sale or service of alcohol beverages, and;
- permits held by a manufacturer or wholesaler.

Residential neighborhoods which are outside of these alcohol free zones are unprotected from the negative impacts from additional alcohol related uses being placed in the commercial corridors bordering them. Approximately 44 percent of the area of residential neighborhoods within the study area are unprotected by alcohol free zones. **Map 3** shows the areas protected by the existing distance limits and those areas not protected.

The final alcohol regulatory analysis conducted was to identify the potential impact around each existing alcohol related use. These uses were identified by the land use survey and by mapping permits issued by the TABC. For each of the alcohol related uses identified, a 1,000 foot radius was drawn in order to see the current impact area of existing uses. This is shown in **Map 4: Alcohol Related Impact Areas**.



**South Dallas/Fair Park Moratorium Study**

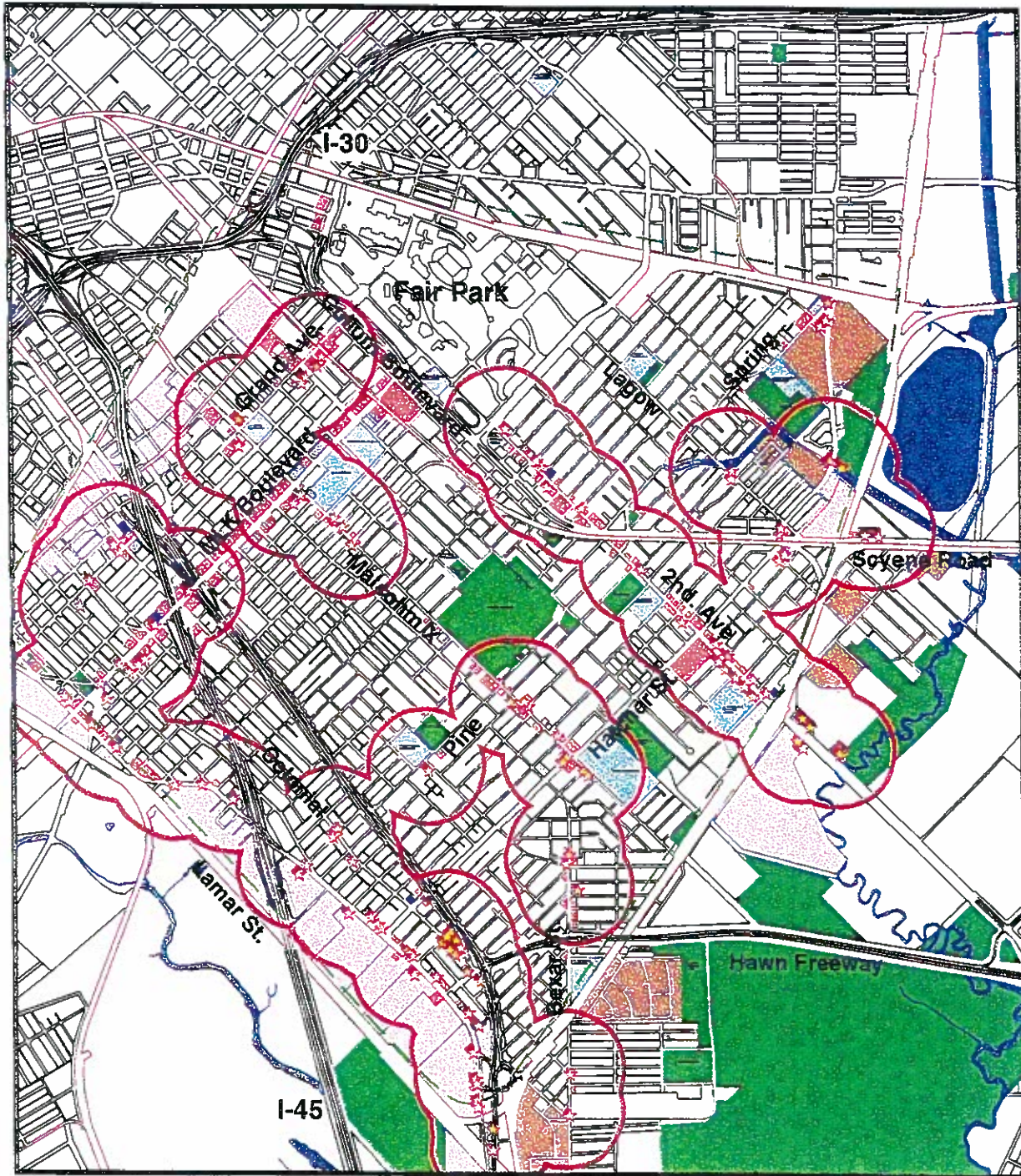
Map 3: Areas Protected  
by Existing Rules

★ Alcohol Related Uses

○ Areas Protected by 300' Rule from Churches

○ Areas Protected by 1000' Rule from Schools

○ Residential Areas Not Protected by Either Rule



South Dallas/Fair Park Moratorium Study  
 Map 4: Alcohol Related Impact Areas



## Zoning Analysis

The existing zoning pattern was analyzed to determine the potential for additional development of the uses listed in the moratorium. Existing zoning is shown in Map 5. The major corridors are zoned for a high level of commercial development including Community Retail (CR) and Commercial Services (CS). Most of the Neighborhood Service (NS) zoning is within the existing residential neighborhoods on individual lots, or small clusters around an intersection. Industrial zoning (IR, IM) is for the most part on the edges of the community; the largest tracts are west of Lamar Street and north of the DART rail lines that go into the service yard.

The moratorium-listed uses are permitted within the existing CR and CS zoning districts that make up the major corridors. The "S" designates uses permitted by Specific Use Permit which does provide an additional level of review by the City Plan Commission and City Council.

**Chart 7: Permitted Uses**

Moritorium Listed Use	Zoning Districts		
	NS	CR	CS
Vehicle or Engine Repair or Maintenance		(R)	(R)
Hotel or Motel with fewer than 80 Rooms		S	★
Residential Hotel			
Alcohol Beverage Establishments		S	S
Commercial Amusement (inside)		★	★
Liquor Store		●	●
Outside Sales			S
Pawn Shop		●	●
Restaurant W/ or W/out drive-in or through	(R)	(R)(D)	(R)(D)
Swap or Buy Shop		S	S
Vehicle Display, Sales, and Service			(R)
Accessory Outside Storage			



Permitted



Permitted by Specific Use Permit



Permitted w/Residential Adjacency Review



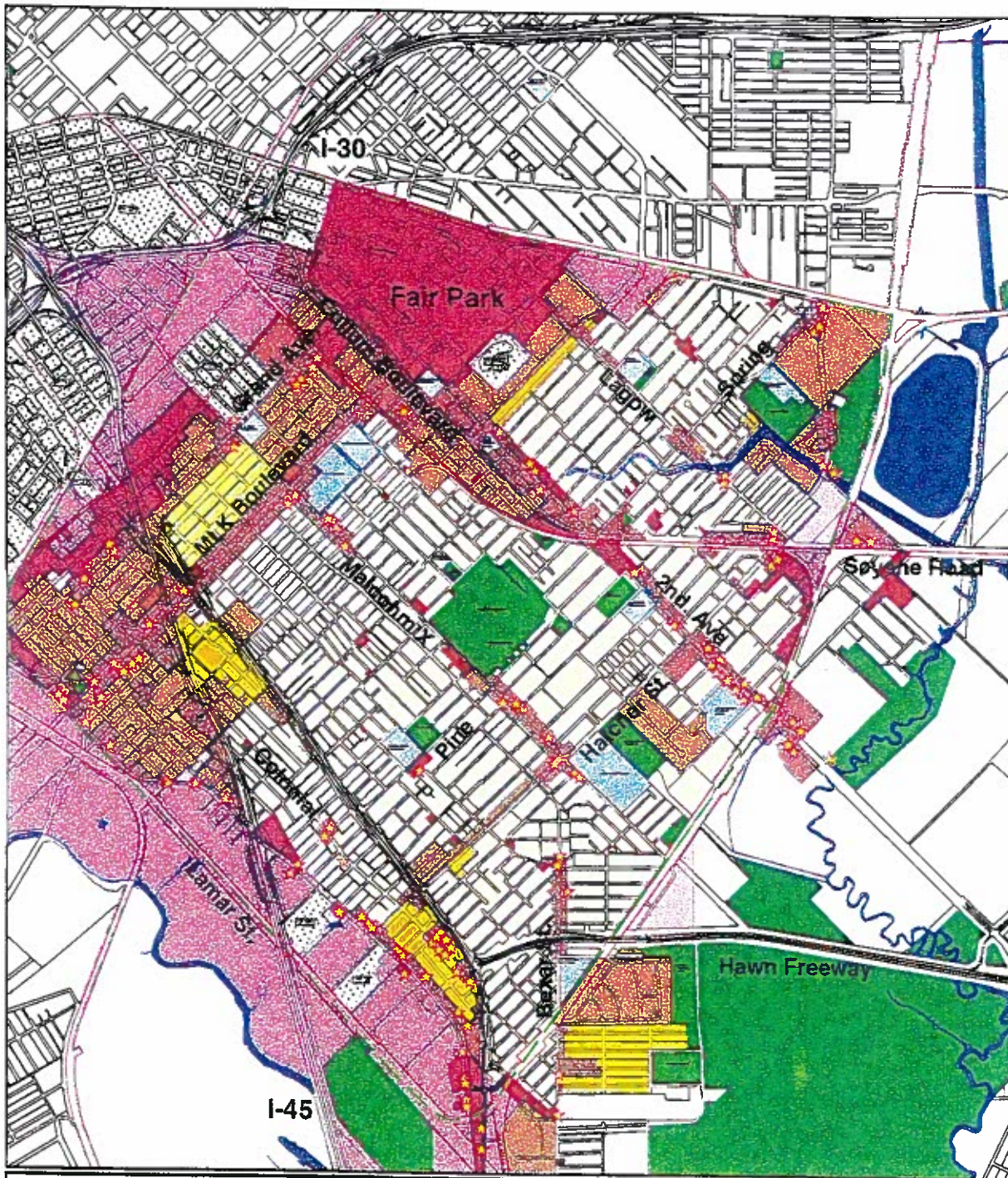
Permitted w/ Development Impact Review



Special Regulations

The pattern of the existing zoning within the community, with a large amount of the Community Retail (CR) and Commercial Service (CS) zoning on small lots, immediately adjacent to single family neighborhoods, coupled with the wide range of listed uses allowed in these districts, require changes in the zoning of the major corridors. The major corridors need zoning that recognizes the physical limitations of the existing pattern of lot sizes, ownership, and use to address the impacts these corridors have on the residential neighborhoods.





**South Dallas/Fair Park Moratorium Study**  
**Map 5: Existing Zoning**

★ Alcohol Related Uses

- R5(A) - Single Family
- R7.5(A) - Single Family
- D(A) - Duplex
- MF(A) - Multifamily
- CH - Cluster Housing

- NS- Neighborhood Service
- CR- Community Retail
- CS- Commercial Service
- RR- Regional Retail
- IR - Industrial Research
- IM- Industrial Manufacturing
- PD - Planned Development
- P - Parking

## CRIME ANALYSIS

Crime has been a major issue in the South Dallas/Fair Park Community from the public's perspective for some time. The impact of crime in South Dallas/Fair Park was analyzed by the Dallas Police Department and presented to the Community on June 29, 2000. A full copy of the Dallas Police Department's, *Crime Issues in South Dallas: Problem Description and Police Action Plan* is provided in the Appendix. The major crime issues identified in the report were:

- Although major crime declined in South Dallas/Fair Park in 1999, the following are areas of concern in 2000: robbery, assault, burglary, theft, auto theft, and prostitution.
- Calls for service in South Dallas/Fair Park increased by 3.9% in the first 5 months of 2000 compared to the same period in 1999.
- A high concentration of liquor stores has directly contributed to offenses such as public intoxication and DWI and may have indirectly increased the incidence of serious crimes.
- Sales and use of illegal drugs is a continuing problem in the area.

The report highlights alcohol and drug related crime issues which are of particular concern to the South Dallas/Fair Park Community. The highlights include:

- The South Dallas area has a high concentration of liquor stores and alcohol related businesses.
- The concentration of these businesses has directly contributed to offenses such as public intoxication and DWI and may have indirectly increased the rates of serious crimes.
- In South Dallas thus far in 2000, there have been five murders committed in parking lots at clubs serving alcohol and one murder committed in the parking lot at a grocery store which sells alcohol.
- Sales and use of illegal drugs is a continuing problem in the area.
- Nationally: about 35 percent of violent offenders were under the influence of alcohol at the time of the offense. -- Two-thirds of alcohol involved crimes were simple assaults.-- One in five of the alcohol related offenders were believed to be under the influence of drugs as well. -- 32 percent of fatal accidents involved an intoxicated driver or pedestrian.

The following chart summarizes the enforcement activities in South Dallas through June, 2000 and provides a sense of the incidence of crime in the area. Maps included in the Police Department Report show the spatial distribution of the data presented in the charts.

**Chart 8: Enforcement Activities**

<b>Arrests</b>	
Total Arrests	3,872
Highlights Include Arrests for:	
Narcotics Violations	608
Public Intoxication	225
Prostitution	52
Liquor Law Violations	15
Other Arrests	2,972

<b>Non-Traffic Citations</b>	
Total	3,762
Highlights Include Other Non-traffic Citations	
Public Intoxication	240
Alcohol Violations	130
Assault	249
Disorderly Conduct	262
Manifestation of purchase of drugs	262
Manifestation of Prostitution	236
Possession of Drug Paraphernalia	257
Other Non-traffic Citations	2,126

**CODE COMPLIANCE ANALYSIS**

Code compliance was identified as an issue in South Dallas/Fair Park Community by citizens in the public participation process and by the field survey of corridor land uses by the consultant team. Many of the impacts from the moratorium-listed uses were related to code issues. To get a sense of the level of code problems in the community, data for 1999 was analyzed. Only a selected set of the total code violation types were reviewed, primarily those that have a relationship to land uses and the operation of land uses. The following chart shows these code violations ranked from least to most prevalent.

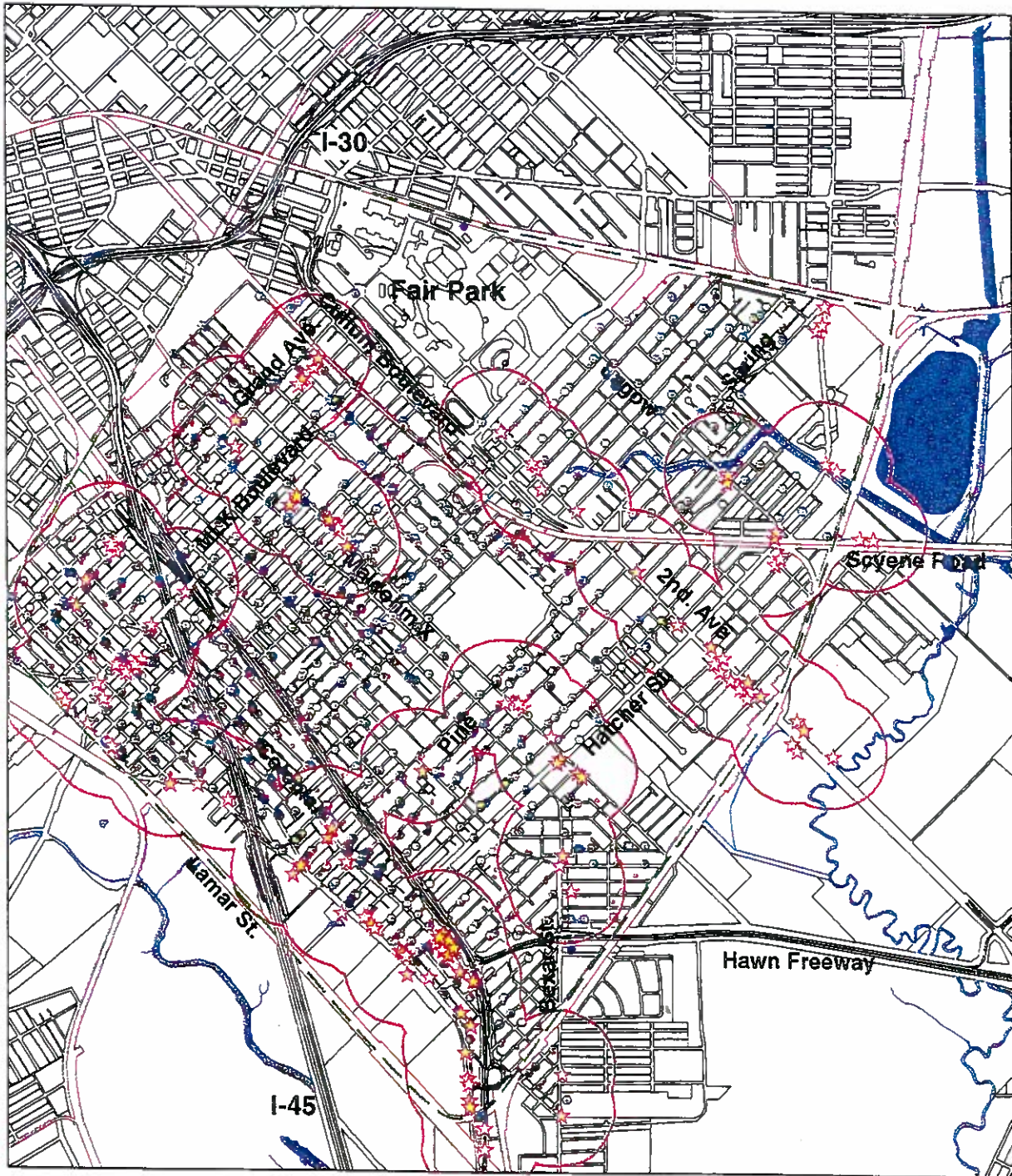
**Chart 9: Code Compliance Summary**

<b>Code Identifier</b>	<b>Type</b>	<b>Number Code Violations 1999</b>
165	Zoning Violation	2
258	Bldg. Code Const.	3
255	Illegal Vending	4
201	Graffiti	6
162	Bad Accessory Structure	17
182	Burned Out Bldg.	22

Chart Continued

Code Identifier	Type	Number Code Violations 1999
177	Illegal Parking	25
181	Open Vacant Bldg.	40
164	Illegal Land Use	45
156	Illegal Garbage	49
150	General	68
175	Junk Auto	114
152	Litter	148
161	Bad Structure	175
153	Illegal Dumping	202
151	High Weeds	405
51	Weeds Vacant Lot	1997

These data items were mapped using Arcview GIS software. The maps showed widespread violations scattered throughout the South Dallas/Fair Park community. No data is available which splits the data into residential -Vs- nonresidential areas.



South Dallas/Fair Park Moratorium Study

Map 6: Code Violations

- ★ Alcohol Related Uses
- 1,000' Impact Zone
- Bad Structure
- Burnt Out Bldg.
- General
- Illegal Garbage
- High Weeds
- Illegal Dumping
- Junk Auto
- Illegal Parking
- Illegal Land Use
- Zoning Violation
- Open Vacant Bldg.
- Litter
- Weeds Vacant Lot

## SUMMARY OF FINDINGS

The following findings were made based on the analyses conducted in this first phase of the South Dallas/Fair Park Moratorium Study:

1. There is a significant concentration of moratorium-listed land uses within the commercial corridors of the study area, particularly alcohol-related land uses. The moratorium-listed land uses account for 51% of all commercial structures within the commercial corridors and alcohol-related uses alone account for 36%.
2. There is a particularly high concentration of off-premise alcohol uses within the study area. The study area has over 92% of its alcohol-related businesses that sell off-premise compared to just over 53% city-wide.
3. The land use pattern and degree of concentration of moratorium-listed land uses varies among commercial corridors within the study area. Some are in closer proximity to residential uses and have greater concentrations of moratorium-listed land uses than others.
4. Analysis substantiates the association of the moratorium listed land uses with negative impacts within the South Dallas/Fair Park Community. There are significant concentrations of crime and code violations within the study area. Crime reports from the Police Department indicate that a high concentration of liquor stores has directly contributed to offenses in the area. Visual inspections show that the moratorium-listed land uses contribute to negative impacts through close proximity to residential neighborhoods, illegal parking, storage of vehicles and parts, outside storage, litter, alcohol abuse and prostitution.
5. Crime and code violations were identified as concerns among citizens in the public participation process. The data substantiates the extent of the problem through the South Dallas/Fair Park Community.
6. The combined impact of the concentration of moratorium-listed land uses, crime, and code violations reinforces negative perceptions about the South Dallas/Fair Park Community and inhibits reinvestment, economic development, and revitalization of the area.
7. Current regulations are inadequate to address the negative impacts of the moratorium-listed land uses on residential neighborhoods.
8. Community input from the public participation process strongly supports a response to the negative impacts associated with the moratorium-listed land uses, and calls for an important role to be played by community stakeholders in developing an appropriate response.

## RECOMMENDATIONS

**1. The City should develop a Planned Development District (PD) ordinance to address uses that have a negative impact in the South Dallas Fair Park Study Area. The PD will address issues of land use compatibility, land use concentration, and define appropriate standards necessary to minimize land use impacts.**

### **Rationale**

Current zoning is inadequate to address the issues that plague the study area. Planned Development District zoning can be tailored to respond to the specific concerns with prescriptions that solve a variety of problems. Most important, the Planned Development District will assist the study area in addressing the community concerns by:

- Providing an opportunity to address unique land use and zoning issues contributing to neighborhood instability and other constraints negatively affecting growth and development in the area;
- Serving as a catalyst for neighborhood revitalization, removal of barriers to community action and empowerment;
- Promoting economic development, renewed interest in reinvestment in the area, and improving the overall quality of life in the area by discouraging the excessive concentration of high impact land uses that have a negative impact on the area; and
- Defining standards that serve to minimize negative impacts through the use of urban design techniques, screening and buffering, design guidelines, and provisions for landscaping and other amenities.

**2. The City should form a Citizen Advisory Committee to work on the development of the PD ordinance to ensure that community issues are fully addressed and to establish a knowledgeable citizen base to continue to work with the City in the long-term implementation of the PD ordinance.**

### **Rationale**

The community participation process for phase one of this analysis revealed a strong community emphasis on the development of the Planned Development District utilizing input from a community advisory planning committee. Participants expressed a need for a diverse planning committee comprised of representation from the affected community interests including residents, neighborhood organizations, business owners, civic and religious organizations, and community development organizations utilizing a planning process similar to that observed by the Oak Lawn Community during the development of the Oak Lawn Planned Development District.

Further, it was felt that the ability of the community to guide the on-going growth and development of its community and the successful implementation of the planned development district, would be enhanced by creating a more informed public. This proposed planning process is viewed as a means of gaining broader community participation and creating a foundation from which the community can make more informed decisions as to planning and regulatory issues facing their community.

**3. The PD ordinance should focus on the major commercial corridors and their impact on the surrounding residential neighborhoods.**

**Rationale**

The analysis of moratorium-identified uses revealed that most concentrations of uses with negative impacts were predominantly along major corridors of the study area. This is largely due to the fact that major corridors within the study area are generally zoned for nonresidential uses, and the majority of the areas outside of the major corridors are residentially zoned. The close proximity of these intense nonresidential uses to the surrounding residential neighborhoods coupled with the lack of sufficient land use transitions or buffer zones continue to adversely affect area stability. Additionally, the analysis revealed significant impacts of crime, code violations, and general deterioration of the areas within one thousand feet of these nonresidential corridors as supported by both the data collected and visual documentation of area conditions.

**4. The major types of commercial corridor areas have different land use functions and impacts that the PD should take into account. The development of the PD should start with the classification for the major commercial corridors in South Dallas Fair Park. The list of affected corridors were identified in the study as:**

Lamar Street	Second Avenue
MLK Boulevard	C. F. Hawn Freeway
Grand Avenue	Scyene Road
Malcolm X Boulevard	Hatcher Street
R. B. Cullum Boulevard	Lagow Street
Spring Street	Bexar Street

**5. Within the major commercial corridors, the PD should recognize that there are three fundamental types of commercial areas, each of which serves a different function in relationship to the South Dallas Fair Park Community. These three types are:**



- **Neighborhood Service Areas** – Commercial corridors characterized by small retail, office and personal service uses primarily serving nearby residential areas. Scale, intensity and design of building similar to that of the surrounding residential areas;
- **Community Service Areas** – Commercial corridors characterized by a mix of office, retail and commercial service uses serving both nearby residential areas, as well as, the broader community. These areas include single-story and multi-story office development, some large footprint buildings to accommodate regional retail operations, and both surface parking and parking structures.
- **Regional Service Areas** – Commercial corridors characterized by intensive commercial and industrial land uses, outside storage, and regional serving retail and office developments. These areas generally require regional transportation access such as rail, light rail, freeway and major thoroughfare.

### **Rationale**

Within the South Dallas community there are three types of commercial corridors. Each of these corridors serves a different function, and has a different relationship with surrounding residential neighborhoods. The following outlines the attributes of each type of commercial corridor.

**Neighborhood Service Areas** provide the goods and services needed to directly support the daily life of the nearby residents. They are generally characterized by:

- small retail and personal service uses;
- smaller buildings and lots;
- limited parking due to age of the development and its service to residents that can walk to the businesses;
- little difference in the design, scale and character of the development and the nearby or adjacent residential neighborhoods;
- primary market area draw that is within one-half mile;
- characterized by transportation and access predominately serving a mixture of local vehicular and pedestrian traffic and serves as a feeder or collector street to other major thoroughfares.

While each neighborhood service area will display these characteristics to varying degrees, taken as a whole they distinguish these areas from the more intense “community service areas”.

The following descriptions for a Neighborhood Service Area should be used as a guide in developing Planned Development provisions.

**Purpose:** To accommodate retail shopping services, and professional offices principally servicing and compatible in scale and intensity of use with adjacent residential uses.

**Potential Permitted Uses:** The proposed Neighborhood Service Sub-district should generally restrict its permitted uses to the list of permitted uses, accessory uses, and

regulations defined in Chapter 51A-4.122 (a) Neighborhood Service [NS(A)] District. Typical uses that might be included in a Neighborhood Service Sub-district include personal service, office, childcare, restaurants, dry cleaners, financial institutions, medical clinic, country clubs and recreation.

**Potential Additional Restrictions:** Land uses such as hotel and motel with fewer than 80 rooms, pawn shops, swap or buy shops, bars, taverns, clubs, and liquor stores that tend to have a negative impact on adjacent residential areas should not be permitted in Neighborhood Service Sub-districts. Other land uses that have a strong potential for negatively impacting residential areas such as convenience stores, general merchandise or food stores 3,500 feet or less, restaurants with drive-in or drive through service, and gas stations/retail stores should require Specific Use Permits (SUP) and/or Development Impact Review (DIR).

**Community Service Areas** are those areas that provide goods and services to not only the nearby residents of the adjacent neighborhoods, but to residents within the broader community and surrounding areas. Depending on the specific mix of uses, the needs of people outside the immediate community could be met by uses in these areas. They are characterized by:

- a mix of small retail and personal service uses as well as more regional serving retailers and suppliers;
- a mix of small/single story buildings and lots and multi-story buildings, larger development footprints and with both surface parking lots and small parking facilities;
- increased level of traffic reflecting its service to residents on a community and regional basis;
- increased levels of small and medium size office development with some differences in the design, scale and character of the development with that of the nearby or adjacent residential neighborhoods;
- primary market area draw that is generally one-to five miles;
- characterized by transportation and access including major thoroughfares, major bus routes and serving both local and pass through vehicular traffic.

The following descriptions for a Community Service Area should be used as a guide in developing Planned Development provisions.

**Purpose:** To provide for the development of community-serving retail, personal service, and office uses at a scale and intensity compatible with residential communities.

**Potential Permitted Uses:** The proposed Commercial Service Area Sub-district should generally restrict its permitted uses to the list of permitted uses, accessory uses, and regulations as defined in Chapter 51A-4.122 (b) Community Retail [CR(A)] District. Typical uses that might be included in a Commercial Service Sub-district include nursery, personal service, theater, business schools, furniture stores, gas stations, financial institutions, retail sales, office, medical office, restaurants, bars, taverns, and clubs;

**Potential Additional Restrictions:** Land uses such as hotel and motel with fewer than 80 rooms and liquor stores tend to have a negative impact on adjacent residential areas and should not be permitted in Commercial Service Area Sub-districts. Other land uses that have a strong potential for negatively impacting residential areas such as residential hotel, vehicle or engine repair or maintenance, and pawn shops should require Specific Use Permits (SUP) and/or Development Impact Review (DIR). This would allow for provisions such as limiting access, screening of rear and side yards and areas dedicated to parking, loading and delivery to lessen negative impacts.

**Regional Service Areas** are those areas that provide goods and services to not only the nearby residents and adjacent neighborhoods, but generally attract a market that is regional in nature. Generally speaking these service areas form geographical boundaries between major communities with well-defined borders such as major thoroughfares, railroads or natural barriers. The retail and commercial needs of people throughout the region can generally be met in such areas and regional access is critical to these areas. They are characterized by:

- a mix of retail and commercial uses, as well as, more intensive land uses activities such as industrial, manufacturing, distribution centers, transportation facilities, outside storage and automobile sales and service;
- regional service areas involve uses that are often land intensive and strong traffic generators;
- a mix of building sizes and lots including multi-story buildings, large footprint developments with both surface parking lots or intensive parking facilities;
- increased level of automobile and truck traffic reflecting its service to businesses and residents on a regional basis;
- increased levels of large scale office with defined differences in the design, scale and character of the development with that of the nearby lesser scale nonresidential or adjacent residential neighborhoods;
- primary market area draw that is generally larger than five miles;
- characterized by transportation service including major thoroughfares, major bus routes, rail transit service and regional access via major freeway and rail transit stations.

The following descriptions for a Regional Service Area should be used as a guide in developing Planned Development provisions.

**Purpose:** To provide for the development of commercial and business serving uses that may involve outside storage, service, or display. This sub-district is not intended for corridors/portions of corridors located in areas of low-density residential development. Corridor should offer regional access via major thoroughfares, freeway access and connections to regional bus and rail services.

**Potential Permitted Uses:** The proposed Regional Service Area Sub-district should generally restrict its permitted uses to the list of permitted uses in Chapter 51A-4.123 Sub-districts Commercial Services (CS(A), Industrial (IR(A) or IM(A) or Community Retail (CR(A)). The range of uses that might be permitted in a Commercial Service Sub-district would include office uses, industrial uses, retail uses, outside sales, outside storage, alcohol beverage establishment uses and lodging uses.

**Potential Additional Restrictions:** The Regional Service Area Sub-districts in the PD should require SUP's and/or DIR for land uses that have a strong potential for negatively impacting residential areas, schools and religious institutions, when located within 300 feet of residential, schools or churches. This would allow provisions such as limiting access, screening of rear and side yards and areas dedicated to parking, loading and delivery to lessen negative impacts.

**6. The development of the Planned Development District should be supported by the identification of Economic Development and Commercial Corridor Revitalization Strategies.**

**Rationale**

While study findings demonstrate the need for zoning measures to protect residential areas from negative impacts of commercial activity, there is also a need for positive actions to encourage neighborhood oriented retail activity and office development. Community input from the public meetings point to the lack of grocery stores and neighborhood shopping outlets. Neighborhood community development organizations have a strong interest in generating quality retail along these corridors as well.

**7. The development of the Planned Development District and Economic Development and Commercial Corridor Revitalization Plan should be supported by an extension of the current Moratorium on building permits and certificates of occupancy for uses identified.**

**Rationale**

The Planned Development District will afford the study area a means of protecting its residential areas from future impacts of non-residential development and to address the adverse impacts of the land uses identified in the moratorium. However, Nonconforming Use Regulations of the City Development Codes allow for uses to continue their operation if the use existed prior to the enactment of the PD Ordinance. This means that unless the moratorium is continued during the development of the PD, the area will continue to experience increases in the number of such uses and find it increasingly difficult to mitigate their adverse impacts.

## IMPLEMENTATION ACTIONS

### Phase Two – Commercial Corridor Revitalization Plan and Planned Development District Actions

The following actions should be taken by the City in implementing the recommendations contained in this report:

- Dallas City Council adoption of recommendations as policy guidance for the development of a planned development district for the South Dallas Study Area.
- Dallas City Council extension of the February 9, 2000 Moratorium on building permits or certificate of occupancy for the listed uses in the South Dallas Fair Park Study area.
- Dallas City Council directs the City Manager to develop PD for City Plan Commission and City Council consideration.
- Dallas City Council directs the City Manager to develop an Economic Development and Commercial Corridor Revitalization Plan for each of the affected corridors. These strategies will be reviewed by city staff, community, and other affected parties and an implementation schedule developed defining appropriate implementation actions.
- The City will form a Citizen Advisory Committee to guide the development of the PD Ordinance to ensure community issues are fully addressed.
- The City will ensure that the Citizen Advisory Committee be representative of the affected community and their diverse interest.
- The Citizen Advisory Committee will seek to establish a knowledgeable citizen base to continue work with the City on the long-term implementation of the PD Ordinance.
- Detailed Planned Development District Recommendations will be developed and presented to City Plan Commission and City Council for adoption in the form of a Planned Development District Ordinance.

Phase II Activities	2000			2001							
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
1. Selection of Citizen Advisory Committee											
2. RFP & Consultant Selection											
3. Drafting of PD Ordinance and Commercial Corridor Revitalization Strategy											
4. Public Meetings				■				■			
5. City Plan Commission Hearing									■		
6. City Council Hearing										■	
Moratorium											

## APPENDIX

1. Moratorium Resolution
2. Agenda 1 – Public Meeting – Monday , April 17, 2000
3. Agenda 2 – Public Meeting – Monday , May 15, 2000
4. Agenda 3 – Public Meeting – Monday , July 10, 2000
5. Newsletter – Issue 1
6. Newsletter – Issue 2
7. Newsletter – Issue 3
8. Handout 1 – Glossary of Planning Terms
9. Handout 2 – Impacts on Stakeholder Groups – Public Comments from 4/17/00 Meeting
10. City of Dallas - Wet -Dry District Map
11. Crime Issues in South Dallas – Dallas Police Department Report
12. Consultant Qualifications
  - Baker Consulting Associates
  - J-QUAD and Associates
  - Stanland and Associates

WHEREAS, for purposes of this resolution, "South Dallas" is that area within the following described boundaries:

BEGINNING at the point of intersection of the center line of R.L. Thornton Freeway and the Union Pacific (DART) Railroad;

THENCE in a southeasterly direction, along the center line of the Union Pacific (DART) Railroad to the point of intersection with the Southern Pacific Railroad, to a point for corner;

THENCE in a southwesterly direction, along the center line of the Southern Pacific Railroad to the point of intersection with the center line of Municipal Street to a point for corner;

THENCE in a northwesterly direction, along the center line of Municipal Street to the point of intersection with the center line of S.M. Wright Freeway to a point for corner;

THENCE in a southwesterly direction, along the center line of S.M. Wright Freeway to the point of intersection with the center line of the Southern Pacific Railroad to a point for corner;

THENCE in a northwesterly direction, along the center line of the Southern Pacific Railroad, to the point of intersection with the center line of the Santa Fe Railroad to a point for corner;

THENCE in a northeasterly direction, along the center line of the Santa Fe Railroad, to the point of intersection with the center line of R.L. Thornton Freeway to a point for corner;

THENCE in a northeasterly direction, along the center line of R.L. Thornton Freeway, to the point of intersection with the center line of the Union Pacific (DART) Railroad to the POINT OF BEGINNING; and

WHEREAS, South Dallas is a unique area within the City of Dallas embodying the history, culture, and economy of the African-American community; and

WHEREAS, the 1986 South Dallas/Fair Park Land Use Study needs to be reviewed and updated to reflect current land uses and the development potential of South Dallas; and

APPROVED \_\_\_\_\_ APPROVED \_\_\_\_\_ APPROVED \_\_\_\_\_  
HEAD OF DEPARTMENT DIRECTOR OF FINANCE CITY MANAGER

WHEREAS, the city council wishes to preserve and protect the unique character of South Dallas by encouraging desirable commercial development while preserving and protecting residential neighborhoods; and

WHEREAS, concentrations of certain uses in South Dallas have had a negative impact by disrupting residential neighborhoods, discouraging business development, promoting crime, and causing urban blight; Now, Therefore,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

SECTION 1. That for a time period beginning on the effective date of this resolution up to and including June 8, 2000 [~~May 25, 2000~~], no application may be accepted for a building permit or a certificate of occupancy for any of the following uses located in or to be located in South Dallas:

- Vehicle or Engine Repair or Maintenance.
- Hotel or Motel with fewer than 80 Rooms.
- Residential Hotel.
- Alcoholic Beverage Establishments.
- Commercial Amusements (Inside).
- General Merchandise or Food Store 3,500 Square Feet or Less.
- Liquor Store.
- Outside Sales.
- Pawn Shops.
- Restaurant With or Without Drive-in or Drive-through Service.
- Swap or Buy Shop.
- Vehicle Display, Sales and Service.
- Accessory Outside Storage.

This section does not apply to an application for a certificate of occupancy where the certificate of occupancy is related to a building permit for which a complete application was accepted by the city before the effective date of this resolution.

SECTION 2. That a public hearing is authorized to consider amendments to the zoning in South Dallas for the uses listed above, and that the city manager and the city plan commission are directed to perform appropriate analyses, call or conduct all necessary hearings, evaluate alternatives, and prepare recommendations on the proper zoning in South Dallas for these uses for city council consideration on or before June 8, 2000 [~~May 25, 2000~~].

SECTION 3. That the city manager is directed to conduct a land use study for South Dallas which will update the 1986 South Dallas/Fair Park Land Use Study and give consideration to the creation of a special purpose district, and submit the land use study for city plan commission and city council consideration at the earliest possible date.

SECTION 4. That appeals for relief from a hardship caused by this moratorium may be made to and shall be considered by the city council.

SECTION 5. That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so resolved.

APPROVED BY  
CITY COUNCIL

FEB 9 2000

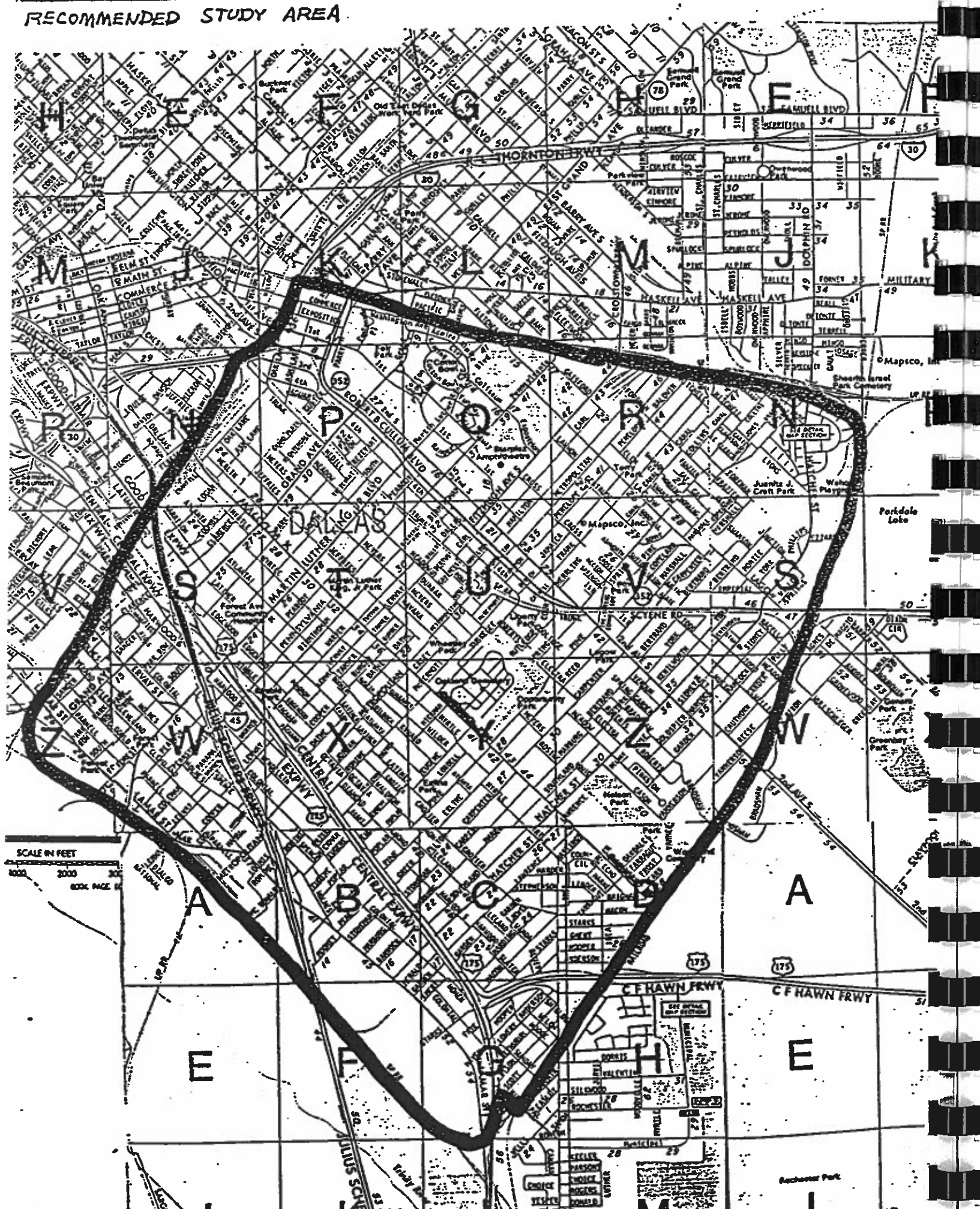
*Shirley Grey*  
City Secretary

APPROVED \_\_\_\_\_ APPROVED \_\_\_\_\_ APPROVED \_\_\_\_\_  
HEAD OF DEPARTMENT DIRECTOR OF FINANCE CITY MANAGER

APPROVED \_\_\_\_\_ APPROVED \_\_\_\_\_ APPROVED \_\_\_\_\_  
HEAD OF DEPARTMENT DIRECTOR OF FINANCE CITY MANAGER



RECOMMENDED STUDY AREA



South Dallas/Fair Park Moratorium Project

PUBLIC MEETING

Monday, April 17, 2000 - 7:00 p.m.  
 Martin Luther King, Jr. Senior Building

AGENDA

I. Welcome/Overview	Alva Baker	7:00-7:05pm
II. Background	Councilman Leo Chaney	7:05-7:20pm
A. February 9 City Council Resolution		
B. History		
C. Introductions – Consultant team, city staff		
III. Project Approach	Peer Chacko	7:20-7:30pm
IV. Discussion:	Alva Baker	7:30-8:00pm
What is the problem?		
Who are the stakeholders?		
V. Questions & Answers	Project Team	8:00-8:15pm
VI. Recap	Alva Baker	8:15-8:20pm

**HANDOUTS**

- ✓ February 9, 2000 Dallas City Council Resolution
- ✓ Map of study area
- ✓ Overview of short-term study process and key dates
- ✓ List of project team

**NEXT PUBLIC MEETINGS (tentative schedule)**

- ✓ Tuesday, May 9, 2000 at 7:00pm - Review preliminary data findings
- ✓ June (specific date to be determined) - Discuss recommendations

**South Dallas/Fair Park Moratorium Project  
PUBLIC MEETING**

**Monday, May 15, 2000 7:00pm  
Martin Luther King, Jr. Senior Building**

**AGENDA**

I. Welcome	Councilman Leo Chaney	7:00-7:10pm
II. Brief Recap	Alva Baker	7:10-7:15pm
III. Overview of General Approaches & Possible Strategies	James Gilleylen	7:15-7:30pm
IV. Presentation of Data	James Gilleylen Ray Stanland	7:30-7:45pm
VI. Questions & Answers	Project Team	7:45-8:20pm
VII. Closing Comments	Councilman Leo Chaney	8:20-8:30pm

**HANDOUTS**

- Glossary of terms
- Summary of comments from 4/17/00 Public Meeting #1
- List of frequently asked questions and responses

**NEXT PUBLIC MEETING (tentative schedule)**

- June (specific date to be determined) - Discuss preliminary recommendations

# South Dallas/Fair Park Moratorium Project PUBLIC MEETING

Monday, July 10, 2000 7:00pm  
Martin Luther King, Jr. Senior Building

## AGENDA

- |  |  |             |
|--|--|-------------|
| I. Welcome/Introductions                   | Councilman Leo Chaney, Jr.   | 7:00-7:10pm |
| II. Brief Recap/Review of Process          | Alva Baker<br>Baker Consulting Associates  | 7:10-7:15pm |
| III. Presentation of Draft Recommendations | James Gilleylen<br>J-Quad & Associates, LTD<br>Ray Stanland<br>Stanland & Associates | 7:15-7:50pm |
| IV. Next Steps - Timeline                  | Peer Chacko, Chief Planner<br>City of Dallas   | 7:50-8:00pm |
| VI. Questions & Answers                    | Project Team   | 8:00-8:20pm |
| VII. Closing Comments                      | Councilman Leo Chaney, Jr.   | 8:20-8:30pm |

## HANDOUTS

- > Meeting Agenda
- > Next Steps/Timeline
- > Glossary of Terms
- > Land Use Chart (City of Dallas Zoning Ordinance)

# South Dallas/Fair Park Moratorium Study

Volume 1, Issue 1

April 2000

## Background

On February 9, 2000, the Dallas City Council unanimously adopted a 120-day moratorium on building permits and certificates of occupancy for certain commercial uses in the South Dallas/Fair Park area.

The moratorium was established in response to community concerns about the concentration and proliferation of certain types of businesses (or commercial land uses) in the area.

These land uses are:

- Vehicle or engine repair or maintenance
- Residential hotels
- Hotels/motels with fewer than 80 rooms
- Liquor stores
- Alcoholic beverage establishments
- Commercial amusements (inside)
- Convenience stores
- Pawn/buy/swap shops
- Outside sales
- Restaurants with or without drive-in or drive-thru service
- Vehicle display, sales & service
- Accessory outside storage

## *PUBLIC MEETING*

Monday, April 17, 2000 7:00 p.m.

Where: MLK Senior Building  
2922 Martin Luther King, Jr. Blvd.

### Meeting Agenda

- Present short-term study approach
- Provide pertinent background information
- Obtain community feedback
- Discuss the statement of the problem

For more information call Peer Chacko at 214-670-3972.

## What's Happening?

The City of Dallas Planning & Development Department was instructed to conduct two studies for the South Dallas/Fair Park area:

1. Short-term study to address the immediate community concern about the listed land uses, and to make specific recommendations to address these concerns.
2. Longer term comprehensive study to update the 1987 "South Dallas/Fair Park Neighborhood Preservation and Economic Development Plan".

Handouts will be provided at the public meeting on 4/17/00.

# South Dallas/Fair Park Moratorium Study

Volume 1, Issue 2

May 2000

**GOAL:** To analyze the impact of the concentration of certain businesses and identify solutions for the South Dallas/Fair Park community.

## Frequently Asked Questions

- Q1. *Is the City planning to buy (or take) my house, my vacant lot, or my rental property for future development?*
- A1. No, the City of Dallas does not intend to acquire any property in South Dallas and is committed to supporting and strengthening neighborhoods.
- Q2. *Is all business development stopped in South Dallas/Fair Park under the moratorium?*
- A2. No, the 120-day moratorium only impacts certain business types that could have a negative impact on residential areas (see list on back pg.). Businesses covered by the moratorium can appeal for a hardship waiver.
- Q3. *Whose idea was the moratorium?*
- A3. Concerned South Dallas/Fair Park residents, business owners, churches, and schools came to the City Council requesting that something be done about the concentration and proliferation of certain commercial businesses.
- The moratorium was adopted to temporarily stop new undesirable businesses from opening while staff analyzed the situation and developed near-term recommendations for Council consideration.
- Q4. *Is the Study related to the Dallas' 2012 Olympic bid?*
- A4. No, the moratorium was adopted in response to South Dallas/Fair Park community concerns.

## ⇒ PUBLIC MEETING

Monday, May 15, 2000 7:00 p.m.  
MLK Senior Building  
2922 Martin Luther King, Jr. Blvd.

### Meeting Agenda

- Presentation of preliminary findings and analysis
- Community feedback and comments
- Discuss Alternative Strategies

For more information call Peer Chacko, City of Dallas Planning & Development, (214) 670-3972 or Alva Baker, Baker Consulting Associates, (214) 428-6432.

## Recap of April 17 meeting

On April 17, the first of three public meetings was held about the South Dallas/Fair Park Moratorium Project. About 150 persons were in attendance. After opening prayer and welcome, Councilman Leo Chaney reviewed the Council's Feb. 9 resolution establishing the 120-day moratorium and the project goals. Mr. Chacko, City staff, discussed the study approach.

Attendees then discussed who are the stakeholders, what negative impacts they have experienced, and desirable characteristics of a business. Residents, small business owners, property owners, and community organizations were all represented in the discussion.

*A summary of the comments will be provided at the next meeting on May 15.*

# South Dallas/Fair Park



## Moratorium Study

Volume 1, Issue 3

June 2000

**GOAL:** To analyze the impact of the concentration and proliferation of certain commercial and uses and identify ways to mitigate negative impacts on the South Dallas community.

### Recap of May 15 meeting

On May 15, the second of three public meetings was held about the South Dallas/Fair Park Moratorium project. About 120 persons were in attendance.

Project consultant, James Gilleylen, presented an overview of various strategies that could be used to address community concerns about the concentration and over saturation of alcohol-related businesses and certain other types of businesses.

#### Summary of Preliminary findings

- There are significant concentrations of alcohol-related and other incompatible business uses, particularly off-premise alcohol establishments (see chart on reverse side).
- There are significant concentrations of crime and code violations both on site of alcohol-related businesses and within 1000 feet of the identified uses.
- The concentration of moratorium uses and violations are significantly greater in the South Dallas/Fair Park area compared to citywide statistics.
- Negative impacts are substantiated by data and by a visual inspection of the area.
- The community strongly supports a response to the problem.
- Current zoning is inadequate to address these issues.

The consultants presented an approach that will involve establishing a Planned Development District for the South Dallas/Fair Park commercial corridors.

### PUBLIC MEETING

Monday, July 10, 2000 7:00 p.m.  
MLK Senior Building  
2922 Martin Luther King, Jr. Blvd.

#### Meeting Agenda

- Presentation of draft recommendations
- Discussion of next steps
- Community feedback and comments

For information call Peer Chacko, City of Dallas Planning & Development, (214) 670-3972 or Alva Baker, Baker Consulting Associates, (214) 428-6432.

### City Council Extends Moratorium

On May 24, the City Council unanimously voted to extend the moratorium on the opening of certain types of businesses in South Dallas/Fair Park until Oct. 6, 2000.

The resolution noted that it is in the public interest to extend the moratorium, pending completion of the analysis and preparation of recommendations regarding the proper zoning in the South Dallas/Fair Park commercial corridors. Typically, the process of land use planning takes 9 – 12 months of intensive effort.

Councilman Chaney read letters supporting the moratorium that he had received from the Dallas Black Chamber of Commerce, New Hope Baptist Church, and True Lee Missionary Baptist Church.

# **SOUTH DALLAS/FAIR PARK MORATORIUM STUDY**

## **GLOSSARY OF PLANNING TERMS**

- building permit** written permission from the City to construct a nonresidential structure, or to undertake substantial structural changes to an existing structure.
- certificate of occupancy** written certification from the City that a structure has been built or modified according to the terms of the building permit and is therefore ready to be occupied.
- corridor** a group of properties along a major street.
- land use** the type of activity that occurs on a particular piece of land (example – residential or office)
- moratorium** a ban on the establishment of certain types of businesses for a limited period of time.
- non-conforming land use** a business engaged in a type of activity that is no longer allowed under the current zoning, but can continue to operate because it existed prior to the zoning change.
- Planned Development District (PD)** a defined geographic area with special zoning regulations designed to meet the unique needs of that area.

# CITY OF DALLAS

1990 Census Tracts  
WET AND DRY MAP

## SOUTH DALLAS/FAIR PARK MORATORIUM STUDY

IMPACTS ON STAKEHOLDER GROUPS  
*(Public Comments from 4/17/00 Meeting)*

### RESIDENTS

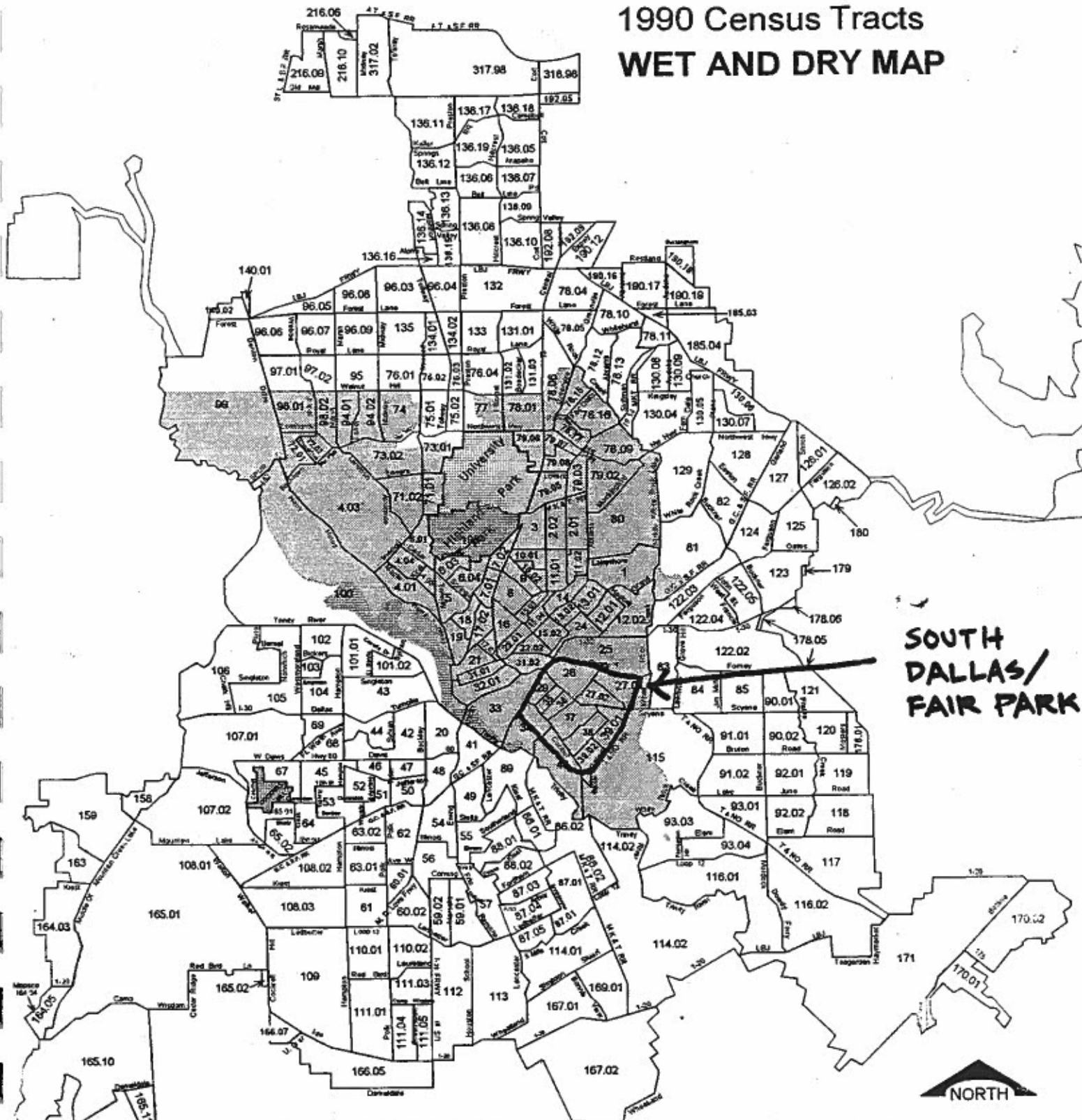
- Heavy commercial traffic in mixed use areas
- Lack of major grocery stores (competition for Minyard needed to encourage prices to come down)
- Too many alcohol-related businesses in close proximity to homes, schools, and churches
- Urban gentrification versus rebuilding and maintaining existing housing stock
- Too much loitering
- Lack of movie theater, restaurants, other services for residents
- No monies for home improvements
- Lack of availability of insurance for home improvements
- Residents need to hold on to their property

### BUSINESS OWNERS

- Media perception of the community creates negative impact in attracting customers and employees.
- Lack of business capital for improvements and/or expansion
- Loitering discourages customers; need greater police enforcement
- Adverse effect of alcohol-related businesses on non-alcohol related businesses; we need to promote a variety of business development
- Negative impact from hourly hotels/motels (increased prostitution)
- Pawn shops accepting stolen property
- Residents need to support businesses in our community with their dollars

### CRITERIA FOR ACCEPTABLE LAND USES

- Not dependent upon nonresident customer base
- Should provide goods and services that the community wants and needs
- Well maintained
- Should provide job opportunities for local residents



Additional Information Available

Dallas County Records Bldg.  
509 Main Street, 2nd Floor  
Recording Department  
(214) 653-7099  
(Official keeper of the wet/dry Areas)

320 E. Jefferson - Public Works  
Room 105 (214) 948-4460  
(Will tell you by address if wet or dry area)

Texas Alcohol Beverage Commission  
Enforcement (214) 688-1603

 WET AREA  
 BEER ONLY





# DALLAS POLICE DEPARTMENT

## **Crime Issues in South Dallas**

### *Problem Description and Police Action Plan*

June 29, 2000

# Crime Issues in South Dallas

- Although major crime declined in South Dallas in 1999, the following are areas of concern in 2000: robbery, assault, burglary, theft, auto theft, and prostitution.
- Calls for service in South Dallas increased by 3.9% in the first 5 months of 2000 compared to the same period in 1999.
- A high concentration of liquor stores has directly contributed to offenses such as public intoxication and DWI and may have indirectly increased the incidence of serious crimes.
- Sale and use of illegal drugs is a continuing problem in the area.
- The Southeast Operations Division has implemented a comprehensive plan to address these problems.
- The operational plan includes the participation of the Vice Section, Narcotics Division, Neighborhood Nuisance Response Unit, and other departmental resources.

# Major Crime Issues

- Although major crime declined in South Dallas in 1999, the following are areas of concern in 2000: robbery, assault, burglary, theft, auto theft, and prostitution.
- To address these problems, the Southeast Operations Division conducted 99 Directed Patrol Initiatives or Targeted Actions in 1999 and 114 thus far in 2000.
- These efforts are a combination of police resources to address a specific crime problem or situation.
- Vice Section, Narcotics Division, Bicycle Unit, Community Policing Unit, and the Mobile Storefront are a few of the resources used in the initiatives.

OFFENSE	NUMBER OF INITIATIVES/TARGETED ACTIONS BY SE PATROL
Alcohol	40
Assaults	13
Burglaries	4
Drugs	115
Prostitution	22
Vehicle Crimes	19
<b>TOTAL</b>	<b>213</b>

## Major Crime in South Dallas

CRIME COMPARISON-CHANGE FROM 1998 TO 1999

	SOUTH DALLAS (%)	CITY WIDE (%)
Murder	-7.7	-27.7
Rape	-34.9	-8.4
Robbery	-27.0	+8.1
Aggravated Assault	-17.6	-9.4
Burglary	-29.8	+4.7
Theft	-25.0	+5.6
Auto Theft	-31.5	+7.4

CRIME COMPARISON-CHANGE YTD 1999 TO YTD 2000

	SOUTH DALLAS (%)	CITY WIDE (%)
Murder	-11.1	+3.5
Rape	-14.3	+7.8
Robbery	+11.6	+0.1
Aggravated Assault	-11.3	-2.3
Burglary	-24.2	+6.8
Theft	-2.3	-7.0
Auto Theft	+33.3	-5.6

## Alcohol and Drug-Related Crime Issues

- The South Dallas area has a high concentration of liquor stores and alcohol-related businesses.
- The concentration of these businesses has directly contributed to offenses such as public intoxication and DWI and may have indirectly increased the rates of serious crimes.
- Nationally:
  - About 35% of violent offenders were under the influence of alcohol at the time of the offense.
  - Two-thirds of alcohol-involved crimes were simple assaults.
  - One in 5 of the alcohol-related offenders were believed to be under the influence of drugs, as well.
  - 32% of fatal accidents involved an intoxicated driver or pedestrian.
- In South Dallas thus far in 2000, there have been 5 murders committed in parking lots at clubs serving alcohol and 1 murder committed in the parking lot at a grocery store, which sells alcohol.
- Sale and use of illegal drugs is a continuing problem in the area.
- It is estimated that more than one-third of the murders in Dallas city wide are drug-related.

# Enforcement Activity in South Dallas

**In 2000, a total of 3,872 arrests have been made, including:**

- 608 arrests for narcotics violations, 225 arrests for public intoxication, 52 arrests for prostitution, and 15 arrests for liquor law violations.

**In 2000, a total of 282 non-traffic citations have been issued by the Vice Section, including:**

- 75 citations for Class B misdemeanor prostitution, 72 citations for minor possession of alcohol, and various administrative violations.

**In 2000, a total of 3,762 non-traffic citations have been issued, including:**

- 240 citations for public intoxication, 130 for alcohol violations, 249 for assault (contact), 257 for disorderly conduct, 262 for manifestation of purchase of drugs, 236 for manifestation of prostitution, and 257 for possession of drug paraphernalia.

**Since January 1999, 365 narcotics operations have been conducted in South Dallas by the Narcotics Division, including:**

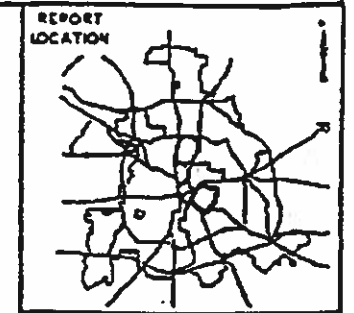
- 177 "buy walk busts", and 126 search warrants. More than 3,600 grams of cocaine, 41 grams of heroin, 605 grams of methamphetamine, and 324 grams of PCP have been seized.
- The Neighborhood Nuisance Response Unit opened 70 abatement cases in 1999 and 25 in 2000 in South Dallas. Many of these involve drug-related locations.



## SOUTH DALLAS ARREST BY VICE OFFICERS 1999



- ▲ ALCOHOLIC OUTLETS
- SOUTH DALLAS VICE ACTIVITY 1999
- RAILROADS
- HIGHWAYS
- STREETS
- SOUTH DALLAS
- LAKES



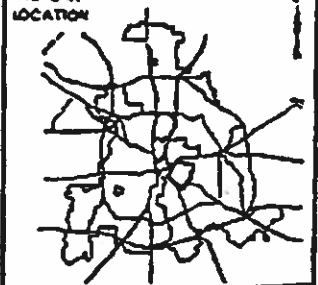


# SOUTH DALLAS ARRESTS 2000



- ▲ ALCOHOLIC OUTLETS
- SOUTH DALLAS ARREST
- ≡ RAILROADS
- ≡ HIGHWAYS
- ≡ STREETS
- SOUTH DALLAS
- LAKES

REPORT LOCATION

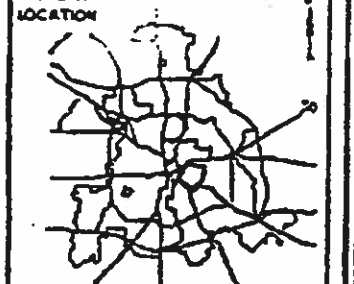


# SOUTH DALLAS NON TRAFFIC CITATIONS JAN1 - JUN 21, 2000



- ▲ ALCOHOLIC OUTLETS
- NON TRAFFIC CITATIONS 2K
- ≡ RAILROADS
- ≡ HIGHWAYS
- ≡ STREETS
- SOUTH DALLAS
- LAKES

REPORT LOCATION



AVG0001

**BAKER CONSULTING ASSOCIATES**  
2401 SOUTH BOULEVARD  
DALLAS, TEXAS 75215  
(214) 428-6432 OFF • (214) 428-6851 FAX

**BAKER CONSULTING ASSOCIATES  
COMPANY BACKGROUND**

Baker Consulting Associates (BCA) is a multi-disciplinary management consulting firm that delivers a broad range of services to meet the needs of public agencies, corporations, nonprofit organizations, and entrepreneurial businesses. BCA serves clients primarily in the following areas:

- Strategic business planning and economic analysis
- Community/public involvement
- Market research
  - surveys, focus groups, one-on-one interviews, demographic analyses
- Marketing and advertising
  - strategic market planning, media planning and buying
- Public relations
- Business plan development and loan packaging

**BCA Philosophy**

BCA is committed to doing great work, abiding by the highest ethical and moral standards, and building long-term client relationships. Our emphasis is on creating workable solutions for our clients. We do the analysis required to understand each situation, develop recommendations, and then assist clients in implementing programs to achieve their goals.

We are measured by our clients' success!

**Ownership**

Founded in 1984, BCA is wholly-owned and controlled by Alva Baker, an African American female. The firm is certified as a M/W/DBE by NCTRCA and a HUB by the state of Texas. As managing principal, Ms. Baker is responsible for the day-to-day operations and directly supervises client relations. BCA is headquartered in South Dallas, minutes from downtown Dallas.

# South Dallas 2000 Action Plan

- Continue permanent assignment of 2 officers on Martin Luther King, Jr. Boulevard,
- Place officers on special assignment to work on crime problems in South Dallas as needed.
- Combat problems through the use of foot patrols and directed patrols.
- Identify high offense locations and monitor.
- Maintain high police visibility around suspected drug trafficking areas.
- Update auto theft information daily and make it available for patrol officers.
- Work with the Vice Section to reduce prostitution and liquor violations.
- Work with the Narcotics Division and the Neighborhood Nuisance Response Unit to identify and eliminate drug sale locations.



RECENT BCA CLIENTS

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Tx. Dept. of Transportation	Major investment study (MIS) for State Highway 183 - coordinated public involvement
Dallas Area Rapid Transit (DART)	Marketing/Advertising/Promotions Market Research and Analysis Neighborhood Job Opportunity Project Community Involvement
City of Dallas	Strategic Plan for Community Reinvestment The Dallas Plan Dallas Zoo Master Plan Dallas Aquarium Feasibility Plan
Dallas County	Haskell Avenue Alignment Feasibility Study
NationsBank CDC	Fair Park Gateway Conceptualization Plan
Bank of America (formerly NationsBank)	Community Investment/Mortgage Lending Training Workshop Queens City Partnership - marketing of affordable homes Strategic Plan - Small Business Investment Corporation
St. Philips CDC	Developed Neighborhood Strategic Plan for the community development subsidiary of innercity private school
Dallas Housing Authority/SDDC	Designed and implemented BOSS program that trained Dallas public housing residents to own microbusinesses
Chrysler Corp.	Coordinated 1995 National Conference for Minority Dealers
Comerica Bank	Market research; small business strategic business plan
Nonprofit Management Institute	Marketing seminar/workshop (pro bono)

...and numerous small business clients

RELEVANT PROJECT SUMMARIES

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State Highway 183/West Fork Corridor Major Investment Study Client: TxDOT

Beginning in 1998, BCA coordinated public involvement for major investment study for the state highway 183/West Fork Corridor. Monthly Community Advisory Work Group (CAWG) meetings included residents, business and property owners, major institutions, and government officials. The project included four series of Public Meetings, as well as presentations to small groups with interests in the corridor.

As a subcontractor to Halff Associates, BCA has coordinated all of the public meetings, disseminated information through the public libraries of Dallas, Irving, Grand Prairie, Arlington, and Euless, and facilitated media contacts. On a monthly basis, BCA also contacted community participants by telephone to encourage continued participation in the study process. BCA conducted a survey of CAWG participants to obtain feedback on the technical team's draft recommended plan of action. Project will be completed in February 2000.

Fair Park Gateway Conceptualization Plan Client: NationsBank CDC :

As part of a successful effort to win broad-based community support for the Fair Park Gateway Concept Plan in the face of organized opposition, BCA assisted client in developing strategies to refine its message and communicate more effectively with the South Dallas/Fair Park community. Acting as facilitator in two public meetings, BCA was able to set and maintain a tone of respect and inclusiveness where all sides could be heard. The firm's ability to work with diverse audiences around difficult issues proved invaluable in winning unanimous City Council support.

Lancaster Road Survey Client: DART

In 1994, BCA conducted a comprehensive market survey of neighborhood residents and business owners along the Lancaster Road corridor affected by construction of DART's SOC-2 line of the light rail starter system. Within a short period of time, BCA designed an effective survey instrument for this complex public policy issue. The process and the results ultimately enabled the project to go forward, and showcased BCA's ability to work effectively with different constituencies, create trust, and work toward positive solutions.

The study was instrumental in resolving a three month stalemate between business owners and DART that had effectively halted the start of construction at a cost of \$500,000 per month. As a result of BCA's efforts, a compromise was developed and the Dallas City Council gave DART the go-ahead to proceed.

CRA Strategic Plan For Investment

*Client: City of Dallas*

The scope of this study included affordable housing and small business lending, with special emphasis on the credit needs within the city's innercity neighborhoods. BCA performed an evaluation of the credit needs and the existing capacity of resources within the public and private sectors to address those needs adequately. We conducted a survey of similar activities in selected cities across the country.

The final report provided a series of specific recommendations for government officials, developers, and financial institutions to address the existing barriers to credit.

Community Involvement - 1997

*Client: Coalition To Keep DART Accountable -CTKDA*

In an effort to address various concerns about transit service in the South Dallas/Fair Park community, the Coalition to Keep DART Accountable (CTKDA) was formed by community leaders. BCA was hired to facilitate the dialogue and provide staff support to the Coalition. Participants in the Coalition included neighborhood leaders, business owners, residents, representatives of Fair Park institutions, and DART staff.

Through a five month series of public meetings, CTKDA addressed the location of the proposed Transit Center, bus service and amenities in the corridor, and the preferred light rail alignment. As a result of BCA's efforts, considerable consensus was reached and the Coalition drafted a resolution and specific transportation recommendations. Petitions were circulated throughout the community, generating widespread support. BCA then presented the Coalition's resolution and recommendations to the DART Board.

Queens City Partnership

*Client: NationsBank CDC*

Developed and implemented marketing plan to market new single family homes to low to moderate-income families. Developed product image and designed collateral pieces, including brochures, flyers, and specification sheets. Successfully generated positive public perception of the desirability of living in the historic Queen City neighborhood in South Dallas. Executed neighborhood briefings, exciting open house, radio and print media campaign.

St. Philips Neighborhood Strategic Plan

*Client: St. Philips CDC*

This study reviewed issues in the St. Philips targeted neighborhood in South Dallas related to affordable single family and multifamily housing, economic development, and public safety. The study provided a concise strategic plan for addressing these issues and established overall guidelines for community development activities within the St. Philips neighborhood.

Neighborhood Job Opportunity Program

*Client: DART*

In 1994, BCA planned and launched DART's Neighborhood Jobs Opportunity Project (NJOP) to encourage and facilitate the hiring of neighborhood residents to work on the construction of DART's starter light rail line through the economically-disadvantaged South Oak Cliff community. BCA managed and operated the program from its inception in August 1994 until January 1996. Under BCA, the annualized direct economic benefit from NJOP placements was \$1.8 million; the direct benefit to the target neighborhood was \$792,860.

Haskell Avenue Alignment Study

*Client: Dallas County*

Completed in 1996, this project was designed to determine the optimal alignment for a widened Haskell Avenue in East Dallas. BCA was responsible for the community involvement component: interfacing with neighborhood groups, business owners, and representatives from impacted institutions. As a subcontractor to Huitt-Zollars, BCA's role was to disseminate information and to facilitate the development of a community-based consensus for the preferred alignment plan.

Marketing, Advertising, and Community Relations

*Client: DART*

BCA provided marketing, public relations, and advertising services specifically targeted toward DART's African American markets. From 1993 - 1998, BCA helped to enhance positive perceptions of DART as a public agency, and increased awareness within the community of the economic impact of light rail transit system.

Working with the prime contractor, The Knape Group, BCA developed a strategic plan, and implemented many of the components, from development of creative concepts, to overseeing technical production, to planning and placing media. BCA also planned and executed numerous special events that provided high visibility for the client.

Market Research

*Client: Comerica Bank Texas*

Conducted market research to enable the client to develop a more effective Southern sector marketing/service strategy. BCA conducted focus groups with retail and business customers, designed and administered survey questionnaire using intercept methodology.



2401 South Boulevard  
Dallas, TX 75215

00 08 15  
(214) 428-6432 (off)  
(214) 428-6851 (fax)

## Alva D. Baker

Alva Baker has more than 25 years of management consulting experience. Her expertise includes strategic business planning, economic analysis, market research, marketing/public relations, community outreach, management systems design and computer modeling, regulatory analysis, and staff training. Strengths include:

- Excellent communications skills and experienced facilitator.
- Involvement in community-based economic development initiatives.
- Strong and creative strategic analysis skills

### PROFESSIONAL EXPERIENCE

- 1984 - present *Baker Consulting Associates (BCA)*, Dallas, TX - Owner and principal  
Management and marketing consulting firm providing services to government agencies, corporations, and nonprofit organizations. See attached project summaries and client list.
- 1987 - 1989 *Nonprofit Loan Center*, Dallas, TX - Founding Program Director  
Provided low-interest loans tied to technical cash management assistance for nonprofit organizations; developed Center's business plan and managed legal implementation. Responsibilities included loan processing, client counseling and technical assistance, fund-raising, marketing, and fiscal management.
- 1985 - 1987 *The Center For Nonprofit Management*, Dallas, TX - Controller  
Managed \$400,000 budget and provided technical financial management assistance to numerous Dallas area nonprofit agencies. Designed and implemented automated accounting systems.
- 1979 - 1984 *Citibank*, New York, NY - Vice President, Cash Management Consulting  
Managed a team of professionals to provide treasury management consulting and cash management computer modeling and analysis to Fortune 500 clients. Client industries included petroleum, chemical, mining, real estate, and retail businesses.
- 1974 - 1979 *Atlantic Richfield Company*, Los Angeles, CA - Senior Financial Analyst  
Performed regulatory analysis; monitored the impact of price controls and developed corporate response to proposed regulations; prepared monthly senior management reports.
- Management Science Programmer/Analyst  
Provided computer programming support for various projects, including an integrated global supply/demand optimization model, working closely with ARCO's chief economist.

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Resume - A. D. Baker  
Page 2

### EDUCATION

- 1979 University of Southern California - MBA in finance/quantitative analysis.
- 1973 Boston University - AB in mathematics, cum laude.

### COMMUNITY INVOLVEMENT

Ms. Baker is active in the Dallas community and has served on numerous boards, including:

United Way of Metropolitan Dallas  
National Council of Churches, Ecumenical Working Group  
YWCA of Metropolitan Dallas - chair, Finance and Investment committees  
South Dallas/Fair Park Innerscity Community Development Corporation - Treasurer  
Dallas Women's Foundation - Finance Vice President  
City of Dallas Housing Finance Corporation Advisory Board - Vice President  
Greater Dallas Community of Churches - Community Vice President  
Dallas Affordable Housing Partnership - Vice President  
Dallas Ballet - Budget chair  
Junior League of Dallas Advisory Board  
Martin Luther King Jr. Blvd Merchants Association - member  
South Boulevard/Park Row Historic District Neighborhood Association - chair  
South Dallas/Fair Park Trust Fund Advisory Board - chairperson, appointed by Mayor Ron Kirk

Currently serves on the following:

School Centered Education Committee, Billy E. Dade Learning Center - facilitator and past chair  
Dallas Independent School District Special Education Advisory Committee

Graduate of Leadership Dallas (1986).

Active member of St. Luke "Community" United Methodist Church  
member, Sanctuary Choir; former President, Womens Choir; Bible Study teacher/facilitator; former member, Finance Committee and Administrative Board.

Parent of three children, ages 8, 9, and 15.

**SECTION C: NARRATIVE OF QUALIFICATIONS**

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**J-QUAD & ASSOCIATES LTD.**

J-QUAD & ASSOCIATES, LTD., was established in December 1992, as a Texas Limited Liability Company. J-Quad & Associates, Ltd. operates two business divisions, the Information Technology Division, and the Real Estate Planning and Development Group. Together, the two divisions offer a comprehensive range of housing, planning, management and technology services to the private and governmental sector. The Real Estate Planning and Development Division specializing in support to federal, state and local units of government, as well as, nonprofit corporations and private entities such as financial institutions, developers and others involved in community development efforts. We offer a wide range of experience in housing and economic development finance; grant preparation, program design, and administration and evaluation of federal programs, such as CDBG, HOME, Section 8 Rental Assistance, Low Income Housing Tax Credits, Section 108 Loan Guaranty and Fair Housing. J-Quad will effectively support and resolves your community development issues through revitalization planning, master planning, feasibility studies and needs assessments.

Our project team has considerable experience and expertise in all aspects of conducting a Consolidated Planning Process. We have the strong technical, management, administrative and analytical skills necessary to gather and fully understand the range of data and issues needed as a basis for these effort. Our team of consultants is well versed in federal and state community development finance program tools and related planning and administration responsibilities, gained from hands-on program administration experience while working for municipal government and federally funded programs. Finally, we have considerable experience as staff to governmental entities so we understand the political realities of such an effort and the need to focus the recommendations in ways that they can be implemented.

J-Quad & Associates provides consultation in a variety of planning areas including land planning, zoning, affordable housing and economic development planning and finance, and social and human services planning. J-Quad specializes in "revitalization and reinvestment planning", in which we prepare redevelopment strategies and implementation programs for neighborhoods experiencing decline and suffering from neglect. These strategies involve formulating partnerships between government, neighborhood residents, private developers and investors, civic organizations, neighborhood based non-profit organizations, and financial institutions. In each neighborhood, we determined the area's strengths and weaknesses which then serves as the foundation for our planning efforts.

The following is a complete listing of our Real Estate Planning and Development Services.

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**REAL ESTATE PLANNING AND DEVELOPMENT CONSULTING SERVICES:**

**Land Planning and Zoning:** Implementation oriented planning and regulatory services including land use plans, zoning, permitting, development, master plans, and design. Direct the planning process including representation before planning and zoning commissions and city council. Design and implementation of public participation programs to involve citizens and neighborhood organizations.

**Community Reinvestment Strategies:** Design and implementation of community reinvestment plans and programs aimed at revitalization of inner city neighborhoods and select development tracts. Integration of federal, state and local government financing strategies with financial institution products. Development planning and financial packaging for private, public, and non-profit clients.

**Housing and Economic Development Finance:** Financial strategies and packaging utilizing Community Development Block Grant, Section 108, HOME, HOPE, Shelter Plus Care, HOPWA, low income housing tax credits, trust and pension funds, tax increment finance districts, public improvement districts, and preservation incentives.

**Asset Review and Asset Monitoring:** Services provided to insure the protection of financial investments in property, businesses and specialized or designated investment areas. An early warning system is established providing identification and resolution of problems and issues that if allowed to continue undetected, would tend to de-stabilize the assets and/or the general area the asset is located.

**Technical Assistance For Project Identification, Deal Structure, and Project Management:** Technical assistance provided to financial institutions, developers, builders, non-profits, and others in identifying investment opportunities and potential projects which maximize their dollar investment and ability to leverage public and private financing.

**Development Services:** Full array of development services including project management, feasibility analysis, financial packaging, deal structure, and development and pre-development administration.

**Human Services:** Technical assistance in program development and program design for Homeless Initiatives, Handicapped Services, Child Care Services, Senior Affairs, and Summer Food Services. Development of financing strategies, preparation of grant applications, and financial packaging utilizing Emergency Shelter Grant (ESG), CDBG, Shelter Plus Care Grant, and other federal, state and city funding sources.

**Needs Assessments:** Provides analytical assessments of area needs based on an examination of current conditions, data and demographics, and citizen input. Key elements include an assessment of housing conditions, human services, capital improvements, economic development and housing needs, demographics, transportation, mobility and corridor improvement, cost and market analysis and development potential for the area.

**SECTION D: RESOURCES COMMITTED TO THE PROJECT**

**FIRM AFFILIATION:** J-QUAD & ASSOCIATES  
James E. Gilleylen, Managing Partner

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**EDUCATION:**  
Master of Science in Urban and Regional Planning  
Bachelor of Science in Public Administration and Political Science  
University of Mississippi (Ole Miss)

**EXPERIENCE:**  
Mr. Gilleylen serves as Managing Partner for J-Quad & Associates and Partner in charge of the Real Estate Planning and Development Consulting Division for the firm. He has over 19 years of professional experience in land use planning, zoning and other regulatory tools, revitalization planning, zoning ordinance development, and affordable housing and real estate finance utilizing private and public financial tools. Highly respected manager of large organizations involving complex, politically active environments, including Director of the Department of Housing and Neighborhood Services (City of Dallas), Deputy Director of Planning and Development (Washington, D. C.), and Assistant Director of Planning and Development (City of Dallas). Effective technician in private sector and profit motivated organizations such as Deposit Guaranty National Bank (Jackson, MS), and Brown and Robinson Housing and Computerized Accounting Consultants (Memphis, TN).

**Selected Projects:** Shreveport Needs Assessment and Revitalization Strategies, City of Shreveport, Louisiana; Jeffries-Meyers Neighborhood Revitalization Plan, NationsBank CDC; West Garland Needs Assessment, City of Garland, Texas; Grapevine Township Revitalization Master Plan and City of Grapevine Master Plan Update, Grapevine, Texas; Bank One Texas Neighborhood Revitalization Master Plan, Dallas, Texas; Foundation of Hope Development Master Plan, Taft, Texas, Foundation of Hope; Fair Housing Impediment Analysis for the cities of Little Rock and Jacksonville, Arkansas, Irving, Orange, Port Arthur, Dennison, Sherman, Texas; Housing Policies and Development, City of Jackson, Mississippi and City of Dallas Housing Department, Dallas, Texas. The following details Mr. Gilleylen's experience.

Director, City of Dallas Department of Housing and Neighborhood Services, 1990-1994.  
Mr. Gilleylen was responsible for the overall management and operation of Housing Finance, Economic and Community Development, and Code Enforcement Activities. He had management responsibility for over three hundred (300) employees with an operating budget of over eighty (80) million dollars. Financial alternatives for multi-family and single-family finance includes federal Community Development Block Grant, HOME, HOPE, Shelter Plus Care, HOPWA, LIPHRA, Mortgage Revenue Bonds, and Low Income Housing Tax Credits--all of which leverage private financing. Other responsibilities include regulatory oversight of a \$57 million dollar bank Community Development Corporation (The Dallas Affordable Housing Partnership) and The Southern Dallas Development Corporation (SDDC). The SDDC is a City of Dallas Chartered non-profit specializing in economic development finance for small minority and disadvantaged businesses.

Deputy Director, City of Washington, D.C. Office of Planning and Development, 1988 - 1990.

Mr. Gilleylen was responsible for the daily operation and management of all municipal and federal planning functions of Zoning, Comprehensive and Neighborhood Planning, Capital Improvement Planning, Transportation Planning, and Geographical Information Systems. He had management responsibility for ninety-six (96) employees and a \$4 million dollar annual operating budget.

Assistant Director, City of Dallas Department of Planning and Development, 1985 - 1988.

Mr. Gilleylen was responsible for municipal planning functions relating to Zoning, Subdivisions, Comprehensive Planning, Capital Improvement Planning and Zoning Transition. He managed forty-six (46) employees and a \$2 million dollar annual operating budget.

Executive Director, Oxford-Lafayette County Housing Authority, Oxford Mississippi, 1981-1985. Mr. Gilleylen was responsible for the overall management and operation of government assisted housing programs of Section 8 vouchers, Section 8 New Construction, Conventional Public Housing, 221(D)3, and Elderly Housing. Supervised eighty-two employees and a six \$6 million dollar annual operating and capital budget.

Housing Consultant, Brown & Robinson Computerized Accounting, Memphis, Tennessee, 1981-1983.

Mr. Gilleylen provided consultation to non-profit and private-sector corporations applying for federal and private financing for affordable housing. Additional support provided in developing support services and housing management training programs. Designed a grants management monitoring manual for evaluation of entities receiving federal funding.

Deposit Guaranty National Bank, Real Estate and Trust Division, Jackson, Mississippi, 1980. Mr. Gilleylen served as a Management Trainee and entry level banking administrator.

Urban Planner, Three Rivers Planning And Development District, Pontotoc, Mississippi, 1980 -1981. Mr. Gilleylen served as a Planning Intern and Urban Planner responsible for a variety of land use and regulatory planning functions.

#### **PROFESSIONAL ACTIVITIES:**

National Community Development Association

Chairperson, National Housing Committee and President Region 6 (1993-94)

American Planning Association

National Housing Task Force

Vice Chairperson for Policy, Planning and the Black Community Division

Bank One Texas Community Advisory Board

Big Brothers & Big Sisters Of Greater Dallas Board Of Directors (1986-88)

National Capital Planning Commission ( Commissioner 1988 - 1990)

N.L.C.E. Nonprofit Corporation Board Of Directors

National Association of Housing and Redevelopment Officials

Inner City Community Development Corporation Board

**FIRM AFFILIATION:** J-QUAD & ASSOCIATES  
Douglas W. Frederick, Ph.D., Senior Project Manager

#### **EDUCATION:**

Doctor of Philosophy in Political Economy, University of Texas at Dallas

Master of Arts in Political Economy, University of Texas at Dallas

Bachelor of Science in Business Administration, University of Texas at Dallas

#### **EXPERIENCE:**

Project Manager, J-Quad & Associates, Dallas, Texas, 1995 - Present

Dr. Douglas W. Frederick serves as Project Manager and Senior Analyst for J-Quad & Associates. He has responsibilities for project supervision, research design, and data analysis for various projects. Dr. Frederick was project manager for recently completed Fair Housing Impediment Studies for the cities of Little Rock and Jacksonville, Arkansas, Shreveport Louisiana and Irving, Denison, Sherman, Orange, and Port Arthur, Texas. He designed the Continuum of Care and Super NOFA Application, a consolidated grant application for the Homeless Assistance Programs, resulting in a \$5.3 million grant to the City of Dallas and five local nonprofit organizations. Other projects include a program evaluation and performance monitoring for Project SCORE at Collin County Community College and conducting focus groups, surveys and statistical analysis as part of the West Garland and Shreveport Needs Assessments. Responsible for various programs involving performance monitoring of nonprofit and City organizations involved in federal program administration and management oversight.

Lecturer, The University of Texas at Dallas, School of Social Sciences, Dallas, Texas.

Dr. Frederick has been active as a lecturer for the School of Social Sciences. He has taught several classes in Research Methods for the Social Sciences, Research Design, and Statistics.

Urban Planner, City of Dallas, Texas, 1991 - 1995.

Dr. Frederick worked for the City of Dallas as an Urban Planner. His responsibilities included grant writing, policy analysis, demographic analysis, program design, and project management. Dr. Frederick-supervised the development and enumeration of an extensive 1994 housing condition survey in Dallas, Texas while working as an Urban Planner for the City of Dallas. The survey included windshield inspections of housing units, mail, phone and door-to-door surveys, and detailed physical inspections of selected units. He designed and implemented the Dallas Nonprofit Capacity Building Program to assist nonprofit housing organizations increase their expertise in housing development. He supervised the Bruton Center for Development Studies at the University of Texas at Dallas in the design and enumeration of a survey of housing conditions in Dallas. Dr. Frederick successfully developed two \$25 million Section 108 loan guaranty applications for city housing programs. He prepared HOME Program applications for 1992 and 1993, and HOPWA application for 1993 competitive and entitlement funding.

Vice-president, Energy Labs, Inc., Richardson, Texas. Dr. Frederick worked for Energy Labs for 13 years, providing oversight for the upgrade of equipment and processes that doubled the

productive capacity of the organization. He was responsible for daily operations of the laboratory, client services, quality control, and staffing.

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**SECTION C: NARRATIVE OF QUALIFICATIONS**

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**STANLAND and ASSOCIATES**

Stanland and Associates is a planning consulting firm providing professional services to public and private sector clients in need of creative, effective solutions to problems related to urban growth and development. Founded in 1989, Stanland and Associates works closely with its clients using a problem solving approach that focuses on the objectives to be achieved and the best means for achieving them. Raymond E. Stanland works directly with the client in providing the highest quality professional planning service possible. Associates with expertise in specific areas are used as needed on a project-by-project basis. Stanland and Associates also participates with other consulting firms as a member of planning teams.

**PLANNING SERVICES**

**Physical Planning**

- Comprehensive planning at a community wide and small area scale.
- Neighborhood planning including housing and residential stabilization, preservation, and revitalization. Community involvement is an important part of this work.
- Urban design including conceptual site plans, special area plans/studies, and historic districts.
- Environmental planning for open space, environmentally sensitive areas and areas with environmental hazards.
- Development planning including conceptual site planning, development potentials analysis from a land capacity and a market perspective, site analysis and selection, and development impact analyses.

**Implementation Strategies**

- Development regulation including zoning ordinance development and implementation, subdivision regulations and site planning review processes, and design guidelines and development policies.
- Joint public/private development strategies including use of public improvement districts, tax increment financing, infrastructure cost sharing and impact fee techniques.
- Organizational development as a strategy for carrying out special area plans and to provide for the on-going programming, operation, and maintenance of special areas.

Stanland and Associates' project resource for this engagement is Raymond E. Stanland, Ph.D. Mr. Stanland has a Bachelors of Industrial Design from Auburn University and a Masters of Regional Planning and a Ph.D. in planning from the University of North Carolina at Chapel Hill. He has over 22 years of professional planning experience. Until starting Stanland and Associates, Ray was Assistant Director in the Department of Planning and Development for the City of Dallas. While with the City, he had major responsibilities for Comprehensive Planning including urban design, historic preservation, land use and public facilities planning, environmental planning, community and neighborhood planning, CBD planning, and data and policy analysis. Ray is a member of the American Institute of Certified Planners, American Planning Association, and an Associate Member of the Urban Land Institute.

**SECTION D: RESOURCES COMMITTED TO THE PROJECT**

**FIRM AFFILIATION:** STANLAND and ASSOCIATES  
Raymond E. Stanland Jr. AICP,  
Principal

**EDUCATION:**

Bachelor of Industrial Design (BID)-1967, Auburn University, Auburn Alabama.  
Masters of Regional Planning (MRP)-1972, Univ. of North Carolina, Chapel Hill, North Carolina.  
Ph.D. - City and Regional Planning -1974, Univ. of North Carolina, Chapel Hill, North Carolina.

**EXPERIENCE:**

Mr. Stanland is founder and owner of Stanland and Associates, a planning consulting firm providing professional services to public and private sector clients in need of creative and effective solutions to problems associated with urban growth and development. He has over twenty years of professional land planning experience including fifteen years with the City of Dallas Planning and Development Department. While serving as Assistant Director of the Department, Mr. Stanland was the chief architect of the 1984 Dallas Zoning Ordinance and Growth Policies, a comprehensive revamping of the City's 1930 Development Code.

Mr. Stanland is also founder and Principal in Jonland Development Group, formed in April 1998 to develop single family subdivisions. As Co-managing his activities include, conceptual land use planning, feasibility analysis, financial analysis, working with public agencies for development approval, and with engineers to develop final engineering plans for the developments. He is also involved in working with contractors performing the construction work associated with the projects.

Selected Projects: CBD Circulator Study, DART; West-End/Arts District PID Workshop, Arts District PID; Parkway Center Circulator Study, DART; Use Guidelines for Artist Square, Arts District Management Association; Unified Development Code, Thornton Colorado; TIF Districts for The Cedars and Oak Cliff Gateway, Southern Dallas Economic Development Corp.; Hyde Park Neighborhood Plan, Hyde Park Neighborhood Association and Texas Neighborhood Conservation Fund; Keller 2010 Goals Program, City of Keller Texas; CBD Circulator Implementation Plan, DART; City of Thornton Zoning Transition Program; Growth Options Analysis and Land Use Assumptions, Lewisville Texas; CBD Sign Ordinance Amendments, Central Dallas Association; Old Town Study, Lewisville Texas; CBD Strategic Plan, Central Dallas Association; McKinney Avenue Trolley Extension, NCTCOG; Downtown Improvement District Banner Manual; Love Field Economic Development Study, City of Dallas; Lewisville Comprehensive Neighborhood and City Wide Planning Program, Lewisville Texas. Jeffries-Meyers Neighborhood Revitalization Plan, NationsBank CDC. The following details Mr. Stanland's experience.

**City Of Dallas Department Of Planning And Development 1975-1989****October 1987- 1989: Assistant Director, CBD Special Projects:**

- Responsible for special projects in the Dallas central business district. Including consultation and coordination in planning for the Dallas Arts District, CBD retailing study, and CBD/Dart issues.
  - Planning liaison with the Central Dallas Association and the Arts District Associations.
- August 1985- September 1987: Assistant Director, Planning Policies Coordinator:**
- Responsible for directing a project team in the implementation of key planning policies adopted by the City Council in July of 1984. Projects include developing a new zoning code for the City of Dallas, a Growth Policy Plan, a zoning transition program for converting property from the old zoning code to the new code, and the implementation of a geographic information system using a parcel level land use data base.
  - Received Texas Chapter APA Merit Award in 1986 for Development Impact Review ordinance.
  - Received Texas Chapter APA Merit Award for the Planning Policies Implementation Program in 1987 following unanimous adoption of all three components by the Dallas City Council in July of 1987.
  - The Landscape Ordinance received the Texas Forestry Award in 1987.
  - Planning Policies Implementation Program received 1988 National APA Planning Award
  - Responsible for presentations to the Zoning Ordinance Advisory Committee, the City Plan Commission, and numerous citizen organizations.
  - Member City Manager's office Development Team 1982-1988, involved in public/private project review.

**1982- August 1985: Assistant Director, Comprehensive Planning Division:**

- Managed 43 staff members, a budget of 1.3 million dollars, and planning responsibility for land use, urban design, historic preservation, environmental planning, public facilities planning, CBD planning, and planning data.
- Direct planning responsibility for: Dallas Arts District, Dallas 2000, Town Lake, and Near East Side/Deep Ellum projects.
- Responsible for the division's community outreach and relationship with the City Plan Commission.

**1979-1982: Program Manager, Land Use and Public Facilities Planning.**

- Responsible for major projects: Far North Dallas Land Use-Transportation Study, Marsalis Zoo Environs Study, Development Plan for Red Bird Airport.
- Technical support to Economic Development Board for Economic Development in Southern Dallas.
- Numerous land use studies and neighborhood plans for areas undergoing intense development pressure and/or requests for rezoning.
- The development of a framework for a parcel level land use data system.

1977- 1979: Program Manager: Environmental and Community Planning.

- Major Projects: Escarpment Report, Creek Assessment Study, Flood Plain Management Criteria, Open Space Plan for Dallas.
- Five neighborhood preservation/revitalization studies conducted under Community Development Program.
- Division also responsible for coordinating the City's flood plain removal process and staffing the Environmental Quality Committee.
- Two studies, the Creek Assessment Study, and Flood plain Management Criteria, received Texas Chapter AIP Awards in 1978.

1975- 1977: Chief Planner: Urban Design Division.

## Major Projects:

- Dallas West End Historic District Ordinance;
- Conservation Strategies Study which produced a Neighborhood Notebook, a proposal for conservation district zoning, and an analysis of tools for neighborhood revitalization.
- Neighborhood Image Survey.

## University Of North Carolina 1971-1974

1972- 1974: Research Assistant. Center for Urban and Regional Studies.

- Participant in two research projects: Promoting Environmental Quality Through Urban Planning and Control. Principal investigators Dr. Edward J. Kaiser, Dr. Sidney Cohn. and Dr. Maynard M. Hufschmidt.
- Performance Criteria for New Community Development: Evaluation and Prognosis. Principal investigator, Dr. Shirley F. Weiss, Co-principal investigators, Dr. Raymond J. Burby, Dr. Edward J. Kaiser, Dr. R.B. Zehner, and Dr. T.J. Donnelly.

1971- 1972: Teaching Assistant.

- Dr. Sidney Cohn. Pl-25, Design Methods.

Summer 1972: Planning Intern.

- City of Norfolk, Va. Department of City Planning.

## Auburn University 1967- 1970

1967- 1970: Instructor. Industrial Design Program. Department of Architecture. Auburn University. Auburn Alabama.

## Responsible for teaching:

- Design Fundamentals to Architecture, Interior Design, and Industrial Design students.
- Design studio to 2nd through 4th year industrial design students.
- Manufacturing Processes to 3rd year industrial design students.
- Model making to 2nd through 4th year industrial design students.

## OTHER PROFESSIONAL AND COMMUNITY ACTIVITIES

- Developed plan for an industrial park for Phillip Fretwell, Land Planners and Surveyors, 1969.
- R/UDAT team member, St. Louis Forest Park R/UDAT, 1976.
- Adjunct Assistant Professor, Univ. of Texas at Arlington, 1978 and 1982.
- Assistant Director, North Central Texas Section, American Institute of Planners, 1978
- Assistant Director, North Central Texas Section, American Planning Association, 1990.
- Chair, APA State Awards Committee, 1990
- Director, North Central Texas Section, American Planning Association, 1994 - 1995, Secretary/Editor North Central Texas Section, American Planning Association, 1997 - 98.
- Participant in Goals For Dallas, 1976-1977.
- Group leader and Achievement Committee member, Goals for Dallas, Cycle III, 1983-1987.
- Dallas representative to North Central Texas COG Technical Committees, including: Highways and Public Transportation, Water Resources, and A-95 Governmental Area Review Committee, 1979-1985.
- Chairman, Administrative Council, Casa View United Methodist Church, 1990-1992. Member, 1983-93. Member Board of Trustees, 1984-86 and 1989-1991, Chairman 1986 and 1991.
- Member, Board of Directors of University of North Carolina, Department of City and Regional Planning Alumni Association, 1988-1990.
- Member, Board of Church and Society, North Texas Conference, United Methodist Church, 1991 - 1994, 1995-1998.

**FIRM AFFILIATION:** STANLAND and ASSOCIATES  
Russell B. Jones, Project Analyst

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**EDUCATION:**  
University of Texas at Austin  
B.A. in Economics, May 1993  
Minor: Geography

**EXPERIENCE:**  
Principal: Jonland Development Group, April 1998 to present.  
Founder and Co-managing partner in development of two single family subdivisions. Activities include, feasibility analysis, financial analysis, securing builders and selling lots, working with public agencies for development approval, and with engineers to develop final engineering plans for the developments.

Stanland and Associates, Dallas, TX City Planner, July 1997 to present.  
Research and analyze data for neighborhood studies and plans. Work with associates in the formation of public policy.  
Major project: City of Shreveport, Louisiana - Comprehensive Needs Assessment Study, East Lewisville Land Use Plan; Wylie Zoning Ordinance Rewrite; Lewisville Land Use Assumptions - 1996-1999.

City of Arlington, TX--Department of Planning and Development Services.  
City Planner, May 1994--April 1997  
Co-coordinate and organize the processing of subdivision plats with the Planning Department and the Development Review Committee. Review and apply city codes and ordinances to new plats. Act as a Liaison between the platting applicant and The City. Work as needed at the Development Services Desk answering questions of the general public regarding platting, zoning and demographic issues. Meet with developers, civil engineers, architects, and surveyors to discuss development issues.

Stanland and Associates, Dallas, TX  
Planning Technician, November 1993--May 1994  
Research, analyze and map data for consulting firm, which prepares city/regional planning projects and economic studies.  
Major projects include: Demographic Reports for The City of Lewisville, TX; Love Field Airport Area Economic Study (Dallas, TX).

Central Dallas Association, Dallas, TX  
Planning Technician, April 1994--May 1994  
Compile, organize and map data for a publication put out by an organization, which promotes the development of Downtown Dallas.

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**SPECIAL SKILLS**

- PC and Macintosh Operating Systems
- Software knowledge in: Microsoft Word, Microsoft Excel (Spreadsheet), Microsoft Windows, Internet skills (Homepage Creation and Administration)
- Working knowledge of Spanish.

**HONORS**

Scholarship for Summer Geography Program at Oxford University, England. 1992.