

# 2019 Program of Work

Downtown Dallas, Inc. (DDI) is a private, nonprofit organization serving as the primary advocate and champion for Downtown, ensuring that Downtown grows as a vibrant center of urban life, recognized locally and globally for the quality of its business, hospitality, entertainment, living, and cultural environments.

DDI's annual priorities and program of work are guided by: **our mission, The 360 Plan, and current issues.**

OUR MISSION	THE 360 PLAN
<ul style="list-style-type: none"><li>• Stimulate a vibrant and sustainable environment</li><li>• Improve infrastructure</li><li>• Enhance economic competitiveness</li><li>• Create an inclusive urban center</li><li>• Position the area as a global destination</li><li>• Foster innovation and technology in all aspects of the Urban experience</li></ul>	<p>The 360 Plan adopted by City Council in 2017 continues to guide the organization. Through the three transformative strategies: Urban Mobility, Great Placemaking, and Complete Neighborhoods, the plan's implementation strategy is fully incorporated into DDI's 2019 Program of Work.</p>

## CURRENT ISSUES

Downtown is evolving at a rapid pace. DDI's program of work must remain nimble to respond to opportunities and challenges that impact the urban core; therefore, continued monitoring and advocacy of public policy issues is paramount.

### Examples include:

- DPD and DART Police Staffing
- The 360 Plan – Implementation
- Enhance Public Transportation
- Downtown Priority Park Implementation
- Landmark and Infill Projects
- Emerging Transportation Technologies
- TxDOT I-30
- 2017 City Bond Implementation
- High-Speed Rail
- Homeless Outreach
- 2019 Texas Legislative Session

## STRATEGIC PRIORITIES

- **Public Safety**
- **Maintenance and Beautification**
- **Great Placemaking**
- **Strategic Partnerships and Communications**
- **Economic Development and Planning**
- **Complete Neighborhoods**
- **Urban Mobility**
- **Membership & Operations**
- **Finance & Operations**

# Finance & Operations

Supporting all initiatives in the Program of Work, DDI is focused on improving and streamlining operations to meet increasing demand and take advantage of current technologies. The finance and operations teams are responsible for corporate secretary responsibilities, office administration and management, asset management, human resources, and PID management and renewal.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• Ensure transparent and efficient management of all funding and expenditures, complying with federal, state, and PID requirements</li> <li>• Ensure top quality human resources administration</li> <li>• Support organizational programs and team members through administrative support and intern management</li> <li>• Continue to provide opportunities for development of professional skills of team members</li> <li>• Compliance with internal governance policies for DDI organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial management, compliance, and reporting in line with governmental and internal requirements</li> <li>• Manage PID, compliance, and reporting</li> <li>• Manage financial audits</li> <li>• Manage board and committee communications &amp; meetings</li> <li>• Manage field and management office equipment &amp; supplies</li> <li>• Provide administrative support to all departments</li> <li>• Liaison with building management</li> <li>• Manage intern program</li> <li>• Manage board, committee, external, and internal meetings</li> <li>• Manage DDI Foundation compliance and reporting</li> <li>• Manage HR employee relations, payroll/benefits management, and compliance</li> <li>• Manage HR recruiting and onboarding of new employees</li> <li>• Manage IT equipment and vendors</li> <li>• Manage contracts</li> <li>• Manage professional service vendors</li> </ul>
<p style="text-align: center;"><b>SIGNIFICANT INITIATIVES</b></p> <ul style="list-style-type: none"> <li>• Complete HR audit and implement best practices (policies &amp; procedures, recruiting &amp; onboarding, training, employee relations, and benefits)</li> <li>• Assess noncash assets, inventory, and depreciation schedule (IT, equipment, vehicles)</li> <li>• Reassess cash assets investment strategy</li> <li>• Implement new accounting software, including new digital platforms for A/P and A/R</li> <li>• Implement new accounting, budgeting, and reporting formats</li> <li>• IT vendor audit</li> <li>• Begin PID renewal process, working with marketing department on a communications strategy and materials, then the petition process in the Fall</li> <li>• Implement new payroll provider</li> <li>• Provide professional development opportunities for 2019</li> </ul>	

Team Lead(s)      Amy Tharp

Staff Member(s)      KeChan Patterson, Lorna Thorne, TJ Salas, TK Andrews

# Membership Development

Downtown Dallas, Inc. members have exclusive access to DDI professional staff with expertise in marketing, real estate development, Downtown operations management, public policy, advocacy, and city planning. Member programming includes educational forums, fundraising events, and networking opportunities. Dues are invested in the continued, unprecedented growth and success of Downtown Dallas.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• Create, communicate, and execute meaningful benefits to attract, retain, and grow membership</li> <li>• Plan and execute year-long member programming plan that offers opportunities for all members to stay informed and engaged with DDI and other members</li> <li>• Utilize strategic partnerships to offer relevant events and participation options (i.e. Dallas Regional Chamber, VisitDallas, CREW, ULI events)</li> <li>• Continue to execute and grow signature member events (Annual Meeting and Fall Membership Luncheon)</li> </ul>	<ul style="list-style-type: none"> <li>• New member prospecting and sales</li> <li>• Member account receivables – tracking and follow-up</li> <li>• Regular member database management</li> <li>• Respond to member and board inquiries and requests</li> <li>• Create annual member programming strategic plan</li> <li>• Execute and plan member events</li> <li>• Manage event production team for Fall Membership Luncheon and Annual Meeting</li> <li>• Grow event sponsorship sales</li> <li>• Evaluate and execute in-kind and/or trade membership and event agreements</li> <li>• Manage new business and new member welcome program</li> </ul>
<p style="text-align: center;"><b>SIGNIFICANT INITIATIVES</b></p> <ul style="list-style-type: none"> <li>• Oversee membership renewal process</li> <li>• Perform audit of membership database to ensure accurate communications with stakeholders</li> <li>• Oversee sponsorship, table sales, and production of Annual Meeting and Fall Membership Luncheon</li> <li>• Annual member survey execution, analysis, and action plan</li> <li>• Communicate and execute member appreciation/retention program (enhanced appreciation gifts, welcome gifts/letters, etc.)</li> <li>• Execute member programming plan (including lunch &amp; learns, hard hat tours, small board lunches, roundtables)</li> </ul>	

Team Lead(s)      Shalissa Perry

Staff Member(s)      Kelsey Cornillie

# Strategic Partnerships and Communications

DDI strives to keep Downtown stakeholders informed of breaking news, development plans, and special events through various communication channels. The marketing plan is forward-thinking, fresh, and targeted to best position Downtown Dallas as a premier competitor in the business, consumer, and community markets. DDI also builds strategic partnerships with community, neighbors, and business organizations to help further our mission.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• Position Downtown as a premier competitor in the business, consumer, and community markets</li> <li>• Execute a Communications &amp; PR strategy to actively engage media/stakeholders to help tell our story</li> <li>• Create and maintain current and relevant websites, digital, and print collateral</li> <li>• Build strategic alliances to further DDI's mission and position as the expert voice on urban issues</li> <li>• Elevate awareness of Downtown and reinforce DDI brand through events and presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Serve as DDI spokesperson through presentations to various stakeholder groups</li> <li>• Continue to increase social media engagement, grow email database, and enhance awareness through various advertising channels</li> <li>• Stay engaged/exposed to media and community through content production (i.e. video, newsletters, blogs, podcasts)</li> <li>• Promote and create content per stakeholder requests</li> <li>• Retail support through social and other communications</li> <li>• Community relations through board/committee participation</li> <li>• Manage digital and print – updates and maintenance</li> <li>• Manage advertising – scheduling, buying, art direction</li> <li>• Manage freelancers/subcontractors</li> <li>• Manage media relations – mentions, interviews</li> <li>• Manage strategic partner marketing materials (ADEX, lobby/building campaigns)</li> </ul>
SIGNIFICANT INITIATIVES	
<ul style="list-style-type: none"> <li>• Marketing and communications support for major events and initiatives</li> <li>• Plan and execute website launch campaign</li> <li>• Oversee new CRM database implementation</li> <li>• Create enhanced editorial calendar to track and schedule posts, e-blasts, events, and editorial content</li> <li>• Economic development marketing campaign planning and execution</li> <li>• Execute sponsor activation plans for major events/festivals</li> <li>• PID renewal communication strategy</li> <li>• Produce all DBJ insert content</li> <li>• Update marketing collateral and maps</li> </ul>	

Team Lead(s)      Shalissa Perry

Staff Member(s)      Megan Spooner, Matt Thomas

# Great Placemaking

A well-designed and active Downtown is key to our success and is a transformative strategy in The 360 Plan. Through this work, DDI is focused on park programming, introduction of public art and activations to enhance the built environment, and experiences of stakeholders. DDI staff also works to be a champion for urban design and serves as a resource in areas contributing to great placemaking.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• The 360 Plan implementation</li> <li>• Advocate for urban design and historic preservation</li> <li>• Increase art in public realm (both temporary and permanent)</li> <li>• Enhance and grow DDI programming and daily activations within public realm and parks</li> <li>• Ensure park rentals are permitted and executed to enhance the Downtown experience</li> </ul>	<ul style="list-style-type: none"> <li>• The 360 Plan implementation</li> <li>• Implementation of public space activation strategy</li> <li>• Execute seasonal décor/activation strategy and plan</li> <li>• Support stakeholders with permitting processes for special events and activations</li> <li>• Park permitting and support at DDI-managed parks</li> <li>• Consult with private owners and design professionals on urban design issues</li> </ul>
SIGNIFICANT INITIATIVES	<ul style="list-style-type: none"> <li>• Serve as subject matter expert for presentations, panels, and other organizations</li> <li>• Continuation of DDI signature programming series at parks</li> </ul>
<ul style="list-style-type: none"> <li>• Execute opening of new café operator at Main Street Garden</li> <li>• Public art strategy for Downtown public spaces</li> <li>• Create urban design guidelines for use by stakeholders</li> <li>• Create guidelines and policies for new/existing park rentals</li> <li>• Further advance Downtown parklet pilot program</li> <li>• The 360 Plan City Regulation implementation workgroup</li> <li>• Partner with Downtown businesses to activate parks through pop-ups and programming</li> <li>• Execute PARK(ing) Day</li> </ul>	

Team Lead(s)     Dustin Bullard, Shalissa Perry

Staff Member(s)     Evan Sheets, Juan Galvan, Jacob Browning, Laura Tate, Doug Prude

# Complete Neighborhoods

Creating a sustainable future of Downtown is reliant upon developing Downtown as a diverse and complete neighborhood. This program area is a transformative strategy from The 360 Plan with attention on education, retail, and diverse housing options. DDI works with the City of Dallas on planning and regulations to further support the goals of a complete urban neighborhood. Focus is also paid to recruitment of new services and other amenities that will further enhance the fabric of Downtown.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• The 360 Plan implementation</li> <li>• Support the growth of educational opportunities Downtown (and surrounding districts)</li> <li>• Advocate for more diverse housing options</li> <li>• Manage the planning and implementation of Parks for Downtown Dallas priority parks</li> <li>• Recruit and retain retail, restaurant, and entertainment uses according to neighborhood demand and target uses</li> </ul>	<ul style="list-style-type: none"> <li>• The 360 Plan implementation</li> <li>• Support education partners to advance educational opportunities Downtown</li> <li>• Liaison with CRE and partners to attract and grow new retail</li> <li>• Support planning and implementation of Downtown parks</li> <li>• Implement DDI retail incubator (Unbranded)</li> <li>• Support existing merchants through research and advocacy</li> <li>• Support existing merchants through events and activations</li> <li>• Serve as subject matter expert for presentations, panels, and other organizations</li> </ul>
<p data-bbox="235 898 673 930" style="text-align: center;"><b>SIGNIFICANT INITIATIVES</b></p> <ul style="list-style-type: none"> <li>• Utilize Downtown parks for temporary retail activations</li> <li>• Pursue new Downtown elementary/middle school</li> <li>• Create and implement retail incentive/recruitment program</li> <li>• Manage pop-up retail under Unbranded</li> <li>• The 360 Plan City Regulation implementation workgroup</li> <li>• The 360 Education implementation workgroup</li> <li>• The 360 Plan Retail implementation workgroup</li> </ul>	

Team Lead(s)      Dustin Bullard, Evan Sheets, Shalissa Perry

Staff Member(s)      Jacob Browning, Juan Galvan, Laura Tate

# Economic Development and Planning

DDI's economic development and planning team helps DDI reinforce Downtown as a smart decision for investors, developers, and businesses, serving as the most reliable source for Downtown data and information. DDI helps stakeholders and members navigate development planning and permitting processes for new and existing businesses and development projects.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• Serve as liaison between public and private stakeholders to help navigate and champion issues at City Hall and other public entities</li> <li>• Ensure DDI is the most reliable source for data and information</li> <li>• Support landmark and infill projects</li> <li>• Provide technical planning expertise to stakeholders</li> <li>• Utilize DDI economic development study to develop strategies to attract and retain commercial office tenants</li> <li>• The 360 Plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison with private stakeholders to help navigate and champion issues at City Hall</li> <li>• Data collection, assimilation (census, CRE, traffic, sales, etc.)</li> <li>• Update data and research for DDI collateral</li> <li>• Maintain development database and maps</li> <li>• City Bond coordination and support</li> </ul>
SIGNIFICANT INITIATIVES	<ul style="list-style-type: none"> <li>• Liaison with CRE community to attract and retain commercial office tenants</li> <li>• Support neighborhood or district level planning initiatives</li> <li>• Provide code and regulatory information to stakeholders</li> <li>• Support new developments and projects within Downtown</li> <li>• Serve as subject matter expert for presentations, panels, and other organizations</li> </ul>
<ul style="list-style-type: none"> <li>• Support implementation of AT&amp;T Discovery District</li> <li>• Support development of East Quarter</li> <li>• Conduct space inventory of all vacant and/or available ground floor spaces in CBD</li> <li>• Create FAQ sheets of common City services/questions</li> <li>• PID renewal</li> <li>• Continue planning and execution of DDI economic development study</li> <li>• Implement DDI open source data share program</li> <li>• The 360 Plan City Regulation implementation workgroup</li> <li>• The 360 Plan Retail implementation workgroup</li> </ul>	

Team Lead(s)      Dustin Bullard, Evan Sheets, Shalissa Perry

Staff Member(s)      Doug Prude, Jacob Browning

# Urban Mobility

As the center of the city and a nexus of transportation systems, DDI has put renewed focus on urban mobility. Through The 360 Plan, this program area was identified as a key transformative strategy. DDI staff work to ensure urban mobility decisions are made that foster neighborhood development and multimodal connections. DDI works to ensure major public projects are planned, designed, and built to best serve the unique character and needs of the area.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• The 360 Plan implementation</li> <li>• Promote walkability along with bike and scooters</li> <li>• Ensure public transportation serves the needs of Downtown</li> <li>• Support advancement of high-speed rail and station areas</li> <li>• Ensure TxDOT projects serve the needs of Downtown</li> <li>• Champion Downtown street grid/parking management</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison and serve as expert on public transportation issues with City of Dallas and other agencies</li> <li>• Transportation planning with local and regional partners</li> <li>• Bike and pedestrian infrastructure planning and improvements</li> <li>• Mobility Committee management</li> <li>• Coordinate efficient operations of parking and curb lane management</li> </ul>
SIGNIFICANT INITIATIVES	<ul style="list-style-type: none"> <li>• Continue pedestrian crosswalk painting strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Support planning and public outreach for D2 project</li> <li>• Support advancement of high-speed rail and station areas</li> <li>• Support City of Dallas with multimodal transit planning</li> <li>• Oversee and manage CBD parking study</li> <li>• Evaluate D-Link service changes/mobility on demand</li> <li>• Ensure I-30 reconstruction does not negatively impact Downtown area</li> <li>• React to and help foster emerging mobility technologies</li> <li>• The 360 Plan Bike/Pedestrian implementation workgroup</li> <li>• The 360 Plan Streetcar implementation workgroup</li> <li>• The 360 Plan TxDOT implementation workgroup</li> <li>• Advocate for I-345 removal and determine mitigating recommendations (i.e. boulevard v. subgrade)</li> </ul>	<ul style="list-style-type: none"> <li>• Serve as subject matter expert for panels and other organizations</li> <li>• Utilize and publish 2016-2018 sidewalk/crosswalk survey report and associated maps</li> </ul>

Team Lead(s)     Dustin Bullard, Evan Sheets

Staff Member(s)     Jacob Browning, Laura Tate

Committee Chair(s)     Alan Zreet (Mobility)



# Maintenance and Beautification

Ensuring a clean and well-maintained public realm is a key program area for DDI. Over \$2.3 million dollars a year are invested in this work. Our Clean Team performs litter and graffiti removal and other maintenance tasks, seven days a week. DDI also works with contractors providing weekly power washing of sidewalks, landscape maintenance, and other improvement projects. Additionally, DDI partners with stakeholders through the matching grant program to fund construction programs that benefit the public realm.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• Ensure public realm and park spaces are maintained and cleaned to the highest possible level</li> <li>• Enhance sense of pride and ownership of public space by property owners and residents</li> <li>• Increase participation of capital grant/partner funding opportunities</li> <li>• Ensure landscapes and trees are maintained to the highest possible standards</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee daily Clean Team operations (litter, graffiti, odor mitigation)</li> <li>• Implement contracted pressure washing services</li> <li>• Manage Capital Grant Program</li> <li>• Organize volunteer projects</li> <li>• Oversee landscape and median maintenance and improvements</li> <li>• Manage park maintenance and operations</li> <li>• Monitor site furnishing repair/cleaning/replacement</li> <li>• Handle data management and reporting</li> <li>• Manage Downtown Park capital improvement projects</li> <li>• Manage Capital Improvement Committee</li> <li>• Manage Maintenance Committee</li> </ul>
<p style="text-align: center;"><b>SIGNIFICANT INITIATIVES</b></p> <ul style="list-style-type: none"> <li>• Implement Clean and Safe Review</li> <li>• Create new Clean Team pressure wash/gum removal team</li> <li>• Identify strategic beautification projects</li> <li>• Implement "Adopt a Block" program</li> <li>• Create park maintenance standards and procedures</li> <li>• Pet relief pilot program and cleaning strategy for hot spots</li> <li>• Update and publish site furnishing and tree survey data</li> <li>• Tree plantings</li> <li>• Implement monthly high visibility improvement projects</li> <li>• Create FAQ document for common public realm cleaning or maintenance issues</li> </ul>	

Team Lead(s)     Dustin Bullard

Staff Member(s)     Laura Tate, Jacob Browning, Downtown Dallas Clean Team

Committee Chair(s)     Steve Whitcraft (Maintenance) and Brian Bergersen (Capital Improvements)

# Public Safety

Public safety is the cornerstone on which all other DDI initiatives are built. The Downtown Safety Patrol includes nearly 50 officers who assist visitors, workers, and residents with information and directions, as well as aiding law enforcement in quality of life issues. DDI's coordination and advocacy efforts with other law enforcement agencies ensures that Downtown remains a high priority for their focus and resources to ensure a safe environment for all to enjoy.

YEARLY GOALS	CORE PROJECTS
<ul style="list-style-type: none"> <li>• Ensure public safety is a priority with law enforcement partners Downtown</li> <li>• Ensure Safety Patrol training provides highest level of service to stakeholders</li> <li>• Reinforce perception and reality of a safe Downtown with strategic initiatives</li> <li>• Expand homeless outreach and engagement efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Continue deployment strategies to focus on parks and hot spots for high numbers of QOL violations, as well as large events and conferences</li> <li>• Engage individuals in need to connect them with social service providers</li> <li>• Prioritize outreach efforts on top 20 panhandler service-resistant persons</li> <li>• Organize weekly homeless encampment engagement &amp; clean-ups</li> </ul>
SIGNIFICANT INITIATIVES	<ul style="list-style-type: none"> <li>• Fund and manage the DDI Homeward Bound program</li> <li>• Weekly audits of liquor and convenience stores to ensure compliance with prohibited single-serve high-alcohol-content beer and wine</li> <li>• Enforce Criminal Trespass, Panhandling, and Public Intoxication laws and ordinances</li> <li>• Manage and respond to reports on the See Say Now app</li> <li>• Provide critical data to law enforcement agencies</li> <li>• Serve as subject matter expert for presentations, panels, and other organizations by attending and participating in various meetings, including stakeholder safety trainings</li> </ul>
<ul style="list-style-type: none"> <li>• DDI Homeless Outreach Coordinator collaboration and partnership development</li> <li>• Work with County and shelter partners to create more mental health support for homeless individuals</li> <li>• Evolve Early Morning Initiative to become a sustainable, funded program</li> <li>• Implement 2018 clean and safe study recommendations</li> <li>• Upgrade Safety Patrol body camera equipment</li> <li>• Establish network for hotel management to collaborate and share suspect and crime trends</li> <li>• Determine feasibility of implementing facial recognition software on See Say Now app</li> <li>• Facilitate deployment of DPD Green Light crime reduction initiative at high crime convenience and liquor store locations</li> <li>• Organize IDA Improvement District Safety &amp; Security Conference</li> <li>• Organize Downtown Emergency Response Team Annual Symposium</li> </ul>	

Team Lead(s)     Martin Cramer

Staff Member(s)     Crystal Fox, Rico Roberts, Safety Patrol

Committee Chair(s)     José Adames