



FY 2017 Annual Report

Vikki J. Martin

President & Executive Director



Ferguson Road Initiative

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I. About Us

Ferguson Road Initiative (FRI) is a 501(c) 3 nonprofit, community-based, umbrella organization. Founded in 1998, the primary operations of FRI were to make the community safer. That included management of Crime Watch/public safety activities, securing much needed social services and economic development initiatives in Far East Dallas. We work ardently to “weed out crime and seed in” the resources to improve the lives of people in Far East Dallas. Our success results from partnerships with local, state, and federal government, neighborhood and Crime Watch, Volunteers-in-Patrol groups, local businesses, faith communities, schools, and foundations. Together we are mastering the art of using pro bono volunteer skills and talents of our volunteers and civic leaders and discovering entrepreneurial ways to reshape and restore our community. Our ability to provide outstanding methods of communication and advocacy keep our neighborhoods strong, thus allowing us to actively grow the economy and unify, mobilize, and lead the stakeholders and people in our community!

| | |
|-----------------|---|
| VISION: | Complete economic revitalization and better quality of life for all people in Far East Dallas. |
| MISSION: | Transform Far East Dallas into a safe, beautiful, prosperous and proud community by inspiring hope and working together to achieve a shared vision. |
| VALUES: | <ol style="list-style-type: none">1. Integrity: Our goal is to integrate ethical values into the way we conduct ourselves. This demands absolute honesty and trust with one another and with us.2. Community: We believe that one person can make a difference and that together we can improve the quality of life for people in our community3. Stewardship: We vow to take good care of the resources entrusted to us and to properly utilize and develop the talents of our staff and members.4. Leadership: We act courageously and take responsibility for our choices and their consequences and persevere through challenges and barriers.5. Respect: We honor individuality and demonstrate compassion and respect for ourselves, others, and those with whom we do business. |

II. FRI Board of Directors

Sara Albert

Food Law & Policy,
Attorney

Doug Hunt

Access Self-Storage,
Business Owner

Nicole Miller

Lakeland Hills Crime
Watch, Resident

Jerry Clancy, Treasurer

Lone Star Credit Union,
President

Christopher Jackson

Wynn Jackson, VP
Development

Daniel Ortman

Forest Hills Neighborhood
Association Resident

Daniel Clayton

St. Rep. Toni Rose, Aide

**Dr. William “Gerry” Jones,
Vice President**

Forest Hills Neighborhood
Association Resident

Chris Rebuck

Bishop Lynch High School,
President

Bill Coleman Secretary

Resident

Ethan Joubran

Lakewood Neighborhood
Association, Resident

Olivier Swinnen

Resource One Credit
Union, Branch Manager

Mary Elbanna

St. Rep. Eric Johnson, Chief
of Staff

Vikki J. Martin, President

Claremont Addition
Neighborhood
Association, Resident

Nayna Walker

Claremont Addition
Neighborhood Association,
Resident

Gary Hasty

Karrington & Co.
Business Owner

III. FRI Staff

Part-time

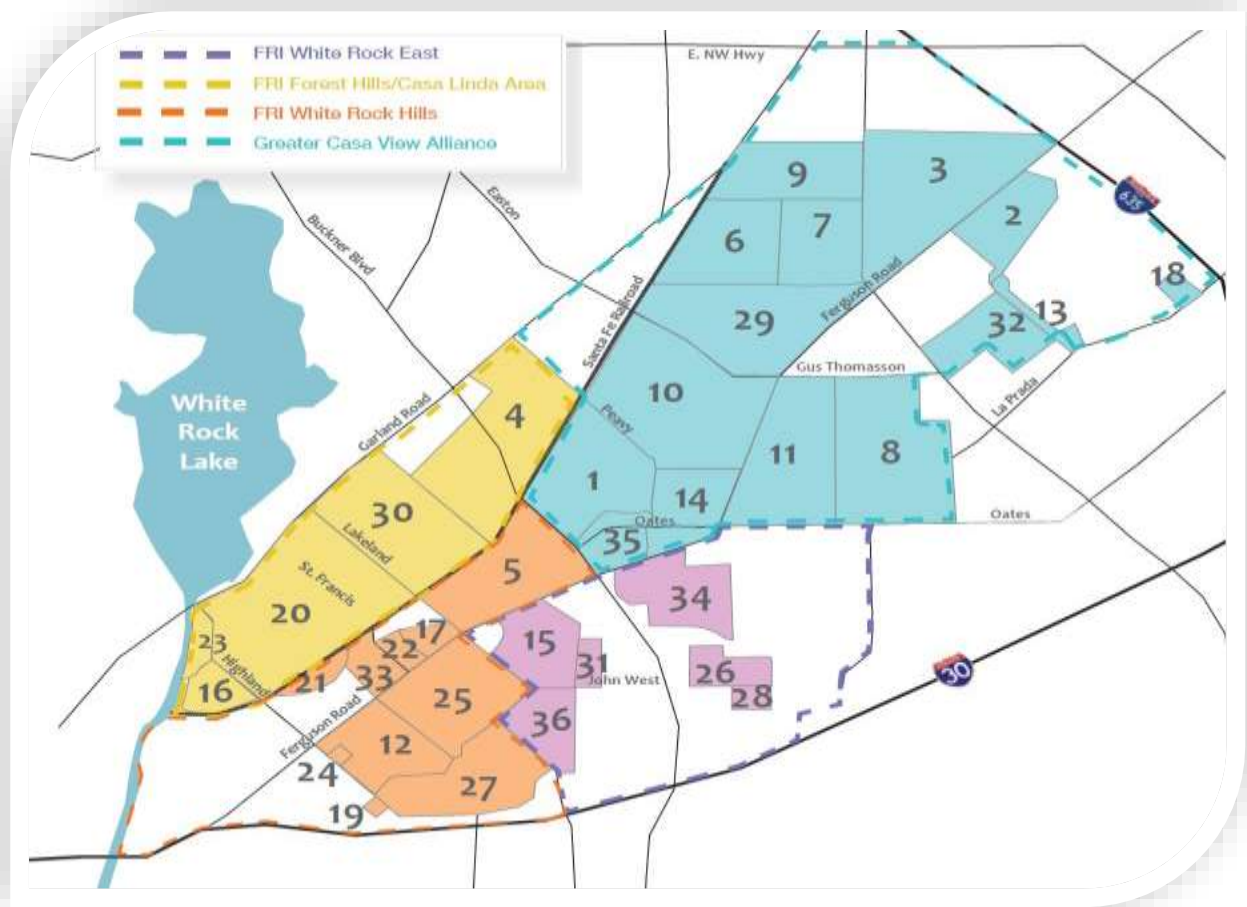
- **Vikki Martin**, President and Executive Director
- **Delorian Brown**, Membership Administrator
- **Armando Marquez**, Office Intern
- **Maria Valenzuela**, Office Manager

Contract

- **JBH Communications**, Web Manager
- **Kerry Goodwin**, NewsFlash, E-blast & Social Media
- **Gary E. Lawler**, Special Projects
- **Jehan Lazar**, Advertising Sales
- **Mari Madison**, FRIdays News Magazine (Contract)

IV. FRI Service Area

91,256 residents ● 36,542 households ● 2000+ businesses



Far East Dallas Neighborhoods

- | | | |
|-----------------------------|-----------------------------|-------------------------------|
| 1. Alger Park/Ash Creek | 13. Club Manor | 25. Hillridge |
| 2. Braeburn Glen | 14. Crestview Park | 26. Hillview Terrace |
| 3. Briarwood | 15. Eastwood Hills | 27. Lakeland Hills |
| 4. Casa Linda | 16. Enclave at White Rock | 28. Light Pointe Place |
| 5. Casa Linda Forest | 17. Estates at Forest Hills | 29. Little Casa View |
| 6. Casa View Heights (1129) | 18. Fairway Estates | 30. Little Forest Hills |
| 7. Casa View Heights (1130) | 19. Forest Creek | 31. Skyline Heights |
| 8. Casa View Heights (1156) | 20. Forest Hills | 32. St. Andrews |
| 9. Casa View | 21. Forest Meade | 33. Stonegate at Forest Hills |
| 10. Casa View Haven | 22. Forest Oaks | 34. Truett Area |
| 11. Casa View Oaks | 23. Highland on the Creek | 35. White Rock Forest |
| 12. Claremont Addition | 24. Highlands Apartments | 36. White Rock Village |

V. Program Goals and Outcomes

| GOAL 1 Increase community safety, decrease crime, and promote communication. | |
|--|---|
| PROGRAM | OUTCOMES |
| Crime Prevention through Communication | <ul style="list-style-type: none"> • 36 neighborhoods and Crime Watch organizations served by FRI Community Connection Townhall semi-annual and special public safety meetings. • 44% average reduction in overall crime in the White Rock Hills, White Rock East and Casa View areas of FRI since 1998. Department of Justice funding through Operation Weed & Seed initially reduced overall crime by 25% and violent crime by 61% in targeted areas. With increased Crime Watch and Volunteer in Patrol programs, crime continues to decline, and FRI continues to seek funding for public safety initiatives. • 2,500 people received the 2 x per month FRI digital newsletter — the FRI NewsFlash. • 18,000 households received the FRI days news magazine 2 x per year. • All our 60 apartment complexes received magazines left in the property office, mail or laundry rooms. • FRI continues to update and refresh its Web site making it more “user friendly” and promoting and marketing our area businesses. • FRI has a strong and strengthened presence on Facebook and Instagram. |

GOAL 2

Beautify and maintain the whole community.

| PROGRAM | OUTCOMES |
|---|--|
| Neighborhood Clean-up Operations | <ul style="list-style-type: none">• 225+ volunteers collected more than 675 bags of trash during our annual Operation Beautification Litter Cleanup Event on March 4. This was in partnership with our underwriter, Young Chevrolet, and State Representative Eric Johnson (District 100), Councilmembers Tiffinni Young (District 7) and Mark Clayton (District 9), and Walgreens (Lakeland/Ferguson).• Key friends were For the Love of the Lake, McDonald's, Ferguson Donut, Resource One Credit Union, and Signage Systems.• Our volunteers represented 11 neighborhoods, 11 schools, 3 apartments, 7 businesses, 2 service organizations, and the White Rock Hills Library. The cleanup targeted the lower Ferguson Road corridor, including Bayles Elementary School.• 36 neighborhoods received timely communications from the City of Dallas regarding City sponsored clean-up opportunities throughout the year. |



Figure 1 2017 Community Clean-Up Volunteers

GOAL 3

Provide social services, education, and recreation opportunities

| PROGRAM | OUTCOMES |
|--|---|
| Community and Family Service Programs | <ul style="list-style-type: none">• 1,366 families received free income tax assistance through our 2017 VITA program resulting in a combined total of \$2,776,104 in tax returns in Far East Dallas. FRI's 12-year track record of providing VITA has helped facilitate a total of \$16.3MM in earned income tax credits -- this helps the community and the local tax payer by helping them avoid a predatory service.• 341 hours of free financial education was provided for our VITA families• 1 family received a free A/C unit through FRI's partnership with an anonymous foundation, totaling \$321.29 in the form of an in-kind gift.• 55,000 people received safety information regarding the national Air Bag Recall initiative (AirBagRecall.com).• 1,500 children and their families are served by the White Rock Hills Library, which opened in 2012 through FRI advocacy. The library reports to be one of the busiest in the city, hours were increased to 7-day a week service in January 2015 to address constituent need.• 8 Chromebook laptops were provided for teens and seniors through funds initially raised by FRI and the White Rock Hills Library FRIENDS. An anonymous family foundation matched these funds for a grand total of \$2115.84. This program was initiated to provide educational opportunities to our area teenagers during after school hours and to also provide technology training for area senior citizens.• 141 Far East Dallas students were tutored through the Reading Partners program by 169 tutors at George W. Truett Elementary School. FRI collaborated with Reading Partners to communicate community service needs and to recruit reading tutors. |

GOAL 4

Lead and advocate for economic revitalization.

| | |
|--|---|
| Founder's Circle | <ul style="list-style-type: none"> • 29 Founder's Circle Members made a 3-year pledge of support, providing \$52,000 annually for 3 years, thus contributing to the sustaining of FRI operations. |
| Community Connection | <ul style="list-style-type: none"> • 190 FRI Community Connection memberships received, thus sustaining FRI operations. • 5,095 hours of service were donated by more than 709 volunteers at a total value of \$122,987 to our neighborhoods and businesses in Far East Dallas. • 110 area businesses utilize FRI's on-line business directory, more than half of our businesses are FRI members. FRI is committed to promoting our local businesses. • \$30,974.25 was contributed by 122 investors during the annual North Texas Giving Day campaign. |
| White Community Rock Hills Recreation Center (CENTER) | <ul style="list-style-type: none"> • \$400,000 contributed by the City of Dallas to build the White Rock Hills Park, scheduled to break ground by the end of 2018. The Park will partially address the recreation gap along the lower Ferguson Road corridor. • \$200,000 secured on the November Bond Program for Design and Construction documents for the future White Rock Hills Community Recreation CENTER. Construction of this facility is delayed until funding on the next City Bond program. |
| Owenwood Community Center | <ul style="list-style-type: none"> • White Rock United Methodist Church approached FRI to consider a partnership that will repurpose the former Owenwood United Methodist Church (1451 John West Road) into a community center that will include a 4-acre urban farm. • Owenwood Community Center will house nonprofits that can begin providing programs and services to our community NOW instead of waiting for the future White Rock Hills Community Recreation Center to be built. |
| Senior Services | <ul style="list-style-type: none"> • \$3,000 of pro bono services donated by FRI partner Concinnity Network to develop the Owenwood Community Center's mission, vision, and values and to identify initial nonprofit partners. • FRI launched a partnership with Determination Inc to explore a potential Senior "age-in-place" Village within the FRI target area. |

demographics

91,256
residents

| | |
|--------------------|--------------|
| Under 5 years old | 7,945 (09%) |
| 5 to 19 years old | 15,835 (22%) |
| 20 to 64 years old | 43,545 (59%) |
| 65 and older | 6,973 (10%) |
| Male | 35,437 (48%) |
| Female | 37,861 (52%) |

36,542 Total
Households

Average Household
Size = 3 people

Average Household
Income = \$40,160

Children in Poverty...

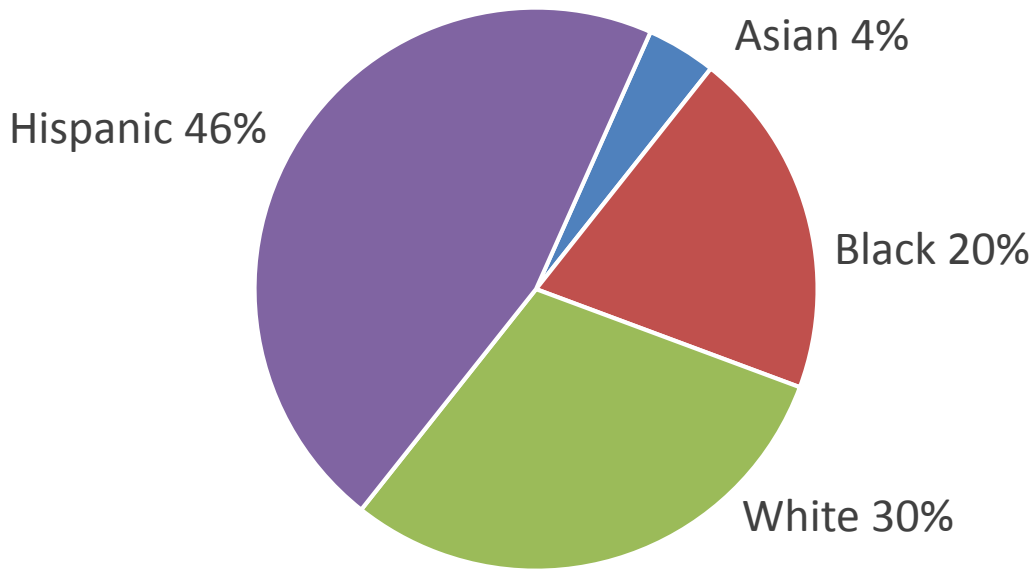
93% of students in
our schools are economically
disadvantaged and qualify for
free/reduced lunch.

| School | Student Enrollment | Students with Limited English | Students eligible free/reduced lunch | Special Education |
|--|--------------------|-------------------------------|--------------------------------------|-------------------|
| 1. Div. 5. Alex Sanger Elementary | 520 | 53% | 85% | 6% |
| 2. Div. 5. Bryan Adams High School | 1,864 | 28% | 87% | 10% |
| 3. Div. 5. Bayles Elementary | 594 | 44% | 94% | 7% |
| 4. Div. 5. Casa View Elementary | 741 | 59% | 92% | 9% |
| 5. Div. 5. Gaston Middle School | 1,066 | 45% | 96% | 9% |
| 6. Div. 5. Gill Elementary | 778 | 56% | 91% | 6% |
| 7. Div. 5. Kiest Elementary School | 757 | 61% | 95% | 3% |
| 8. Div. 5. Reinhardt Elementary School | 658 | 52% | 97% | 8% |
| 9. Div. 4. Lang Middle School | 1,042 | 42% | 94% | 14% |
| 10. Div. 4. Truett Elementary | 1,036 | 41% | 98% | 5% |

Source: 2015 statistics from <https://mydata.dallasisd.org/SL/SD/cdrp.jsp>

POVERTY

2017 Community Demographics



The Far East Dallas community is diverse both ethnically and economically, thus making it one of the most unique communities in the City of Dallas. The FRI target area is comprised of well-to-do neighbors located in the Forest Hills/Casa Linda neighborhoods while middle income families are located throughout the White Rock Hills, White Rock East and Casa View neighborhoods. Within these three neighborhoods are 60 apartment complexes, many composed of lower income families living below the poverty level. Seventy percent of the FRI demographic is minority.



Figure 2 The 2017 FRI Board of Directors hosted by Bishop Lynch High School



Figure 2 Bishop Lynch High School President and Director of Communications



Figure 3 FRI Board of Directors honor McDonald's and Grifols at National Philanthropy Day Luncheon

VI. FRI Financial Overview

This year FRI has continued to demonstrate resilience, versatility and flexibility towards our goals of building the White Rock Hills Park and the White Rock Hills Community Recreation Center (CENTER). The funding for the CENTER was not included by Dallas Parks and Recreation Partners (DPARD) on the 2017 Bond Program



Figure 3 The future White Rock Hills Community Recreation Center

FRI envisioned the **CENTER** and **PARK** as a goal since 1995. DPARD identified a big recreation gap along the lower Ferguson Road Corridor. Working together since 1995, FRI will continue to advocate for funding the **CENTER** in the next bond election. This will fulfill DPARD's long-standing support to the **CENTER**. Meanwhile, FRI is working with Councilman Mark Clayton and DPARD to build phase one, which is a **PARK** for the community. FRI is patient and persistent!



A new partnership with the **White Rock United Methodist Church (WRUMC)** is helping transform the former **Owenwood United Methodist Church** into a **Community Center** as the missional campus of the church. This partnership will accelerate the delivery of needed programs and services the community can benefit from NOW instead of waiting for the **CENTER** to be funded in the next Bond Program and subsequently built.

Community Partners of **Owenwood Community Center (OCC)** worked together to create a mission, vision and values for the OCC. A preliminary needs assessment has identified that youth and senior citizens are the fastest growing demographic in Far East Dallas.

A new partnership between FRI and **Determination Inc.** is exploring creating a **Senior Village** where seniors can “age-in-place. The Village will provide shared resources, programs and services for seniors, based on their input. Demographics indicate that 40% of all seniors in the City of Dallas reside in Districts 7 and 9, the districts that make-up FRI!

The **Visiting Nurses Association** has determined that the 75228-zip code receives the fifth highest requests for their **Meals on Wheels** program (190 meals provided weekly in 75228). 75228 represents the zip code with the highest need in Dallas, outside of South and West Dallas.

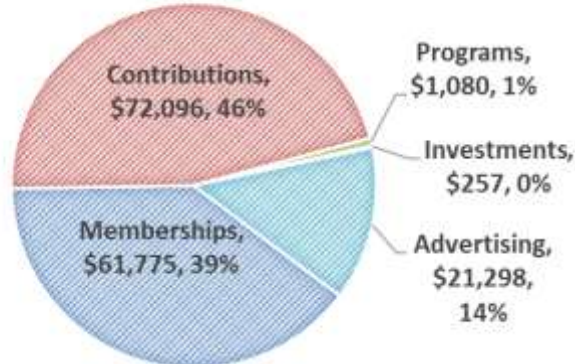


Figure 4 East Dallas Network presents grantees with charitable contributions. FRI was selected as one of the charities. FRI secretary, Bill Coleman, second from the left.

VII. FRI Financial Charts

(Data from 990 filed with IRS)

2017 REVENUE \$156,506



85%

of FRI's 2017 revenue was contributed by members and donors, while

15%

was earned income.

In keeping with nonprofit efficiency standards,

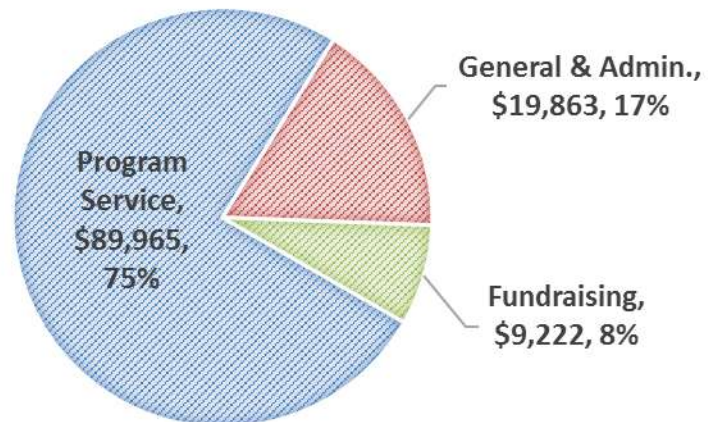
75¢

of every dollar contributed to FRI is invested in member programs and services and

25¢

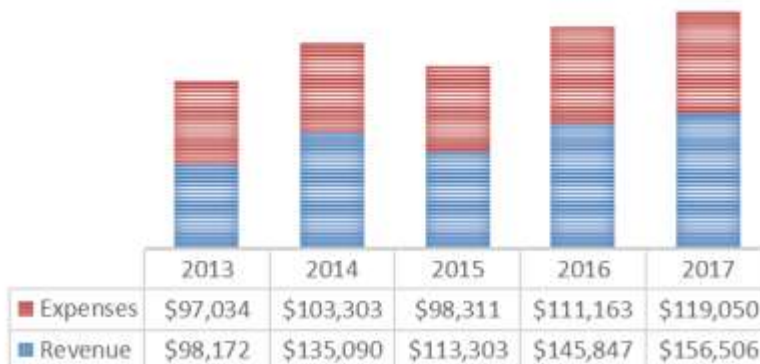
was earned income

2017 EXPENSES \$119,050



5-YR REVENUE/EXPENSE

59% INCREASE IN REVENUE
23% INCREASE IN EXPENSES



FRI is keeping a steady watch on the bottom line with a

59%

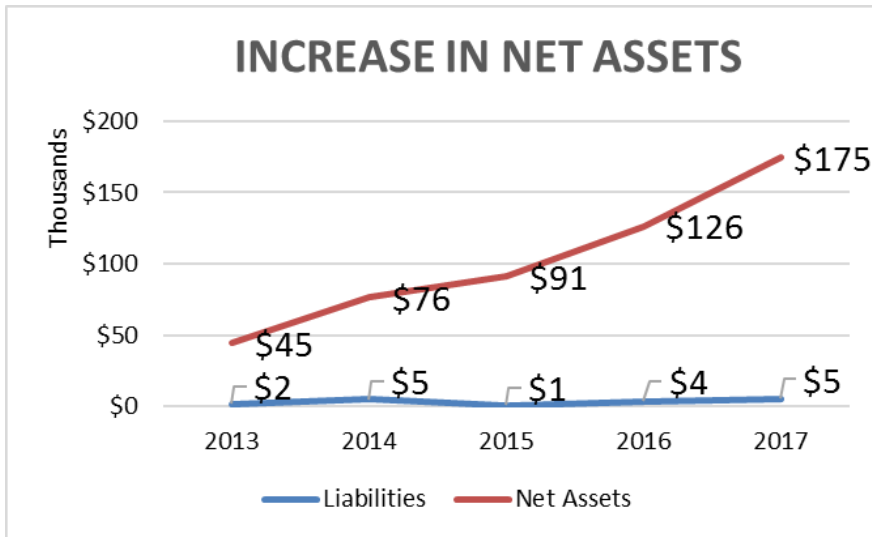
increase in revenue and a

23%

increase in expenses.

VIII. FRI Financial Charts

(Data from 990 filed with IRS)



In transitioning from a Government Service Provider to a Member Centric organization, FRI's net assets increased

292%

over the past 5 years, while keeping expense growth increase at

217%

FRI exceeds the Cash on Hand standard of 60-90 days by growing an average of

43%

each year! These funds allow FRI the flexibility to launch initiatives, expand programs, and expand staff when needed.



FRI is well below the nonprofit standard Debt to Equity ratio of 30% or less. From 2016 through 2017 FRI maintains at

3%

IX. Financial Ratio Scorecard



2017 Nonprofit Financial Ratio & Trend Analysis

| Year | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|------|------|------|------|------|
| <i>Members</i> | 158 | 162 | 191 | 204 | 190 |
| FINANCIAL CAPACITY | | | | | |
| LIQUIDITY RATIOS | | | | | |
| 1) QUICK <i>Standard: 1:1 or better</i> | 23:1 | 15:1 | 88:1 | 34:1 | 29:1 |
| 2) CASH ON HAND <i>Standard: 60-90+ days</i> | 150 | 271 | 320 | 410 | 474 |
| LEVERAGE RATIO | | | | | |
| 3) DEBT TO EQUITY <i>Standard: 30% or less</i> | 4% | 6% | 1% | 3% | 3% |
| EFFECTIVENESS RATIOS | | | | | |
| 4) PRIMARY REVENUE GROWTH <i>Standard: near inflation rate; > than expense growth</i> | -56% | 38% | -16% | 29% | 7% |
| 5) PROGRAM EXPENSE GROWTH <i>Standard: near inflation rate; less than revenue growth</i> | -55% | -3% | -11% | 15% | 41% |
| 6) NET ASSETS/CASH FLOW (Profitability; % change) <i>Standard: no deficit</i> | 5% | 71% | 20% | 38% | 38% |
| FINANCIAL EFFICIENCY | | | | | |
| 7) PROGRAM EXPENSE <i>Standard: 75% OR (prog. exp./total exp., less noncash]</i> | 88% | 79% | 74% | 76% | 75% |
| 8) FUNCTIONAL EXPENSE <i>Standard: < 25% (admin + fundraising / total exp., less noncash]</i> | 7% | 14% | 17% | 17% | 18% |
| 9) FUNDRAISING EFFICIENCY <i>Standard: less than 33%</i> | 6% | 6% | 9% | 7% | 7% |