

# Memorandum

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CITY SECRETARY  
DALLAS, TEXAS



CITY OF DALLAS

DATE August 15, 2014

TO Honorable Members of the Arts, Culture & Libraries Committee:  
Monica R. Alonzo (Vice Chair), Vonciel Jones Hill, Jerry R. Allen, Carolyn R. Davis,  
Jennifer Staubach Gates

SUBJECT Arts, Culture & Libraries Committee Meeting Agenda

**Monday, August 18, 2014, 3:00 p.m.**

Dallas City Hall - 6ES, 1500 Marilla St., Dallas, TX 75201

The agenda for the meeting is as follows:

- |                                                |                                                            |
|------------------------------------------------|------------------------------------------------------------|
| 1. Call to Order                               | Philip T. Kingston<br>Chair                                |
| 2. Approval of June 16, 2014 Minutes           | Philip T. Kingston<br>Chair                                |
| 3. Office of Cultural Affairs: FY14-15 Outlook | Maria Munoz-Blanco<br>Director, Office of Cultural Affairs |
| 4. Dallas Public Library: FY14-15 Outlook      | Jo Giudice<br>Director, Dallas Public Library              |
| 5. Adjourn                                     | Philip T. Kingston<br>Chair                                |

Philip T. Kingston  
Chair

cc: Honorable Mayor and Members of the City Council  
A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Daniel F. Solis, Administrative Judge  
Rosa A. Rios, City Secretary  
Craig D. Kinton, City Auditor  
Ryan S. Evans, First Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager

Forest E. Turner, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Charles M. Cato, Interim Assistant City Manager  
Theresa O'Donnell, Interim Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Shawn Williams, Interim Public Information Officer  
Elsa Cantu, Asst. to the City Manager – Mayor and Council

**NOTICE:** A quorum of the Dallas City Council may attend this Council committee meeting.

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. Contemplated or pending litigation or matters where legal advice is requested of the City Attorney. Section 551.071 of the Texas Open Meetings Act.
2. The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.072 of the Texas Open Meetings Act.
3. A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.073 of the Texas Open Meetings Act.
4. Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Section 551.074 of the Texas Open Meetings Act.
5. The deployment, or specific occasions for implementation of security personnel or devices. Section 551.076 of the Texas Open Meetings Act.

# Arts, Culture & Libraries Committee Meeting Record

DRAFT

**Meeting Date:** June 16, 2014

**Convened:** 3:08 p.m.

**Adjourned:** 4:23 p.m.

**Committee Members Present:**

Philip T. Kingston, Chair  
Monica R. Alonzo, Vice Chair  
Jerry R. Allen  
Jennifer Staubach Gates  
Vonciel Jones Hill  
Carolyn R. Davis

**Council Members Present:**

Dwaine Caraway

**Committee Members Absent:**

**Briefing Presenters:**

Jo Giudice,  
Director, Dallas Public Library

Melissa Dease, Community  
Engagement Administrator, Dallas  
Public Library

**Staff Present:**

Joey Zapata, Forest Turner, Maria Munoz-Blanco, Connie Tankersley, Jo Giudice, Melissa Dease, Ron King, Eric Izuora

**Special Guests**

Curtis King, President & Founder, The Black Academy of Arts and Letters

## AGENDA:

1. **Approval of May 19, 2014 Minutes**

**Presenter(s):**

**Information Only:**

**Action Taken/Committee Recommendation(s):**

A motion was made to approve the minutes of May 19, 2014

**Motion made by:** Vonciel Jones Hill

**Motion seconded by:** Jennifer S. Gates

**Item passed unanimously:**

**Item passed on a divided vote:**

**Item failed unanimously:**

**Item failed on a divided vote:**

2. **Summer Programs at Dallas Public Library**

**Presenter(s):** Melissa Dease  
Jo Giudice

**Information Only:**

**Action Taken/Committee Recommendation(s):**

This briefing provided the committee an overview of summer programs at the Dallas Public Library.

Committee members requested to know the impact of the Mayor’s Summer Reading Club.

3. **Briefing Memo: Facility Lease – The Black Academy of Arts and Letters**

**Presenter(s):** Maria Munoz-Blanco

**Information Only:**

**Action Taken/Committee Recommendation(s):** Motion to move facility lease agreement to full Council with a recommendation.

This briefing memo provided the committee an overview of a proposed lease contract with The Black Academy of Arts and Letters.

Committee members requested a review of city owned facility lease agreements and a breakdown of City assistance given to arts and cultural organizations.

The committee voted to recommend the proposed agreement on the next voting agenda.

**Motion made by:** Carolyn R. Davis

**Motion seconded by:** Vonciel Jones Hill

**Item passed unanimously:**

**Item passed on a divided vote:**

**Item failed unanimously:**

**Item failed on a divided vote:**

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**Councilmember Philip T. Kingston**  
Chair

# Memorandum



CITY OF DALLAS

DATE August 15, 2014

TO Honorable Members of the Arts, Culture & Libraries Committee: Philip T. Kingston (Chair), Monica R. Alonzo (Vice Chair), Vonciel Jones Hill, Jerry R. Allen, Carolyn R. Davis, Jennifer Staubach Gates

SUBJECT Office of Cultural Affairs: FY 14 – 15 Outlook

The attached briefing will be presented to the Arts, Culture & Libraries committee on Monday, August 18, 2014. The briefing will provide an overview of the FY 14 – 15 proposed budget for the Office of Cultural Affairs and will also highlight projects and work plan activities for FY 14 – 15.

Please contact me if you have any questions or need additional information.

A handwritten signature in blue ink that reads "Joey Zapata".

Joey Zapata  
Assistant City Manager

## Attachment

c: The Honorable Mayor and Members of the City Council  
A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
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Elsa Cantu, Assistant to the City Manager – Mayor & Council



Office of Cultural Affairs  
CITY OF DALLAS

# FY14-15 Outlook

Briefing to the Arts, Culture & Libraries Committee

August 18, 2014



# Purpose of the Briefing

- Provide an overview of the FY14-15 Proposed Budget for the Office of Cultural Affairs (General Fund)
- Highlight projects and work plan activities for FY14-15

# Proposed Budget Summary

	FY13-14	FY14-15
City Owned Cultural Venues	\$12,142,681	\$11,920,721
Cultural Services Contracts	\$4,773,357	\$4,991,935
Public Art	\$255,372	\$416,429

All current services will be offered at an increased level  
in FY14-15 pending budget approval



# Budget Highlights:

## City-Owned Cultural Venues

- Increase \$321,000 to provide utilities reimbursements to Dallas Summer Musicals (Fair Park Music Hall) and Sammons Center for the Arts
- Continue to provide \$2.5M for AT&T Performing Arts Center for utilities and ordinary repair and maintenance
- Continue funding utility costs for all other city-owned cultural venues (\$3,175,207)
- No cuts to staff or programming at the OCA-managed cultural centers
  - Personnel expenses at Bath House, City Performance Hall, Latino Cultural Center, Oak Cliff Cultural Center, Majestic Theater, Meyerson Symphony Center and South Dallas Cultural Center (\$2,723,874)
  - Custodial and security contracts (\$1,197,527)
  - Program funds for BHCC, LCC, OCCC and SDCC (\$156,820)

# Budget Highlights:

## Cultural Services Contracts

- Increase \$300,000 to be allocated by the Cultural Affairs Commission for the following cultural services contracts: Cultural Organizations Program, Cultural Projects Program, and Community Artists Program
  - With the FY13-14 restoration, the majority of the *small* organizations in COP and CPP are at or above the funding level prior to the FY09-10 budget cuts
  - Community Artists Program is at 10% of the peak year funding level
  - Contracts to be presented for Council approval in October 2014
- Continue with implementation of updated online application and report system started in FY13-14

# Budget Highlights:

## Public Art

- Restore 1 position (Collections Manager) responsible for oversight of the maintenance of the public art collection
- Start restoration of funds to contract expert conservators to provide specialized treatment to artworks in the collection

# Performance Measures

- Attendance to arts and cultural events is estimated to reach **4.8 million** in FY13-14
  - Of this number, 3.9 million (81%) are attendees to events in city-owned cultural venues or outreach by our facilities partners
  - More than 2.5 million were free admissions
  - Based on the estimates provided by the groups in their applications, attendance goal for FY14-15 is 5 million (4.1 million in city-owned cultural venues or outreach by our facilities partners)
- The City's investment in the arts leverages an additional **\$140 million** in private sector funds for the arts (philanthropic support, sponsorships, earned revenue, and other support)

# Additional Performance Measures

- 76% of the organizations funded through the Cultural Contracts Program are organizations with operating budgets under \$1 million
- 79% of the organizations funded through the Cultural Contracts Program provide cultural services to youth, in-school and after-school
- On average, City support represents 3.4% of the overall revenue mix of the organizations funded in Cultural Contracts Program (COP and CPP) (ranges from .2% to 25%)

# Next Year: Strategic Planning

- Launch *Creative Vitality Index* for Dallas, working in partnership with the Western States Arts Federation
- Issue RPF and select consultant to complete community cultural plan
  - Identify strengths and gaps in cultural services
  - Provide framework to guide future City investment in arts and culture
  - Update City Cultural Policy
  - Last plan completed in 2002

[Culture, Arts, Recreation & Education (CARE) Strategic Plan goals for 2015-2017 in Appendix I]

# Next Year: Venues & Programs

- Continue to offer programs and services, directly and in partnership with local arts groups, that contribute to reaching the goal of citizens being within 10 minutes (or half mile) from Cultural, Arts, Recreation or Education experiences
  - Outreach programs, such as the Community Artists Program
  - WRR Radio
  - Cultural centers and cultural venues (both city-owned and privately-owned)
- Continue focus on local artists through exhibitions, performances and partnerships with local arts organizations in cultural centers and other venues
- Continue partnership with KERA's Art&Seek to share data for promotion of arts activities (web and social media)

# Next Year: Key Venue Services

- Procure contracts for custodial and security services and food and beverage concessionaire for cultural centers
  - Current security contract expires 4/30/15
  - Current custodial contract expires 6/26/15
  - Current food and beverage contract expires 7/31/15 (Meyerson and City Performance Hall)



# Next Year: Cultural Services Contracts

- Review current performance measures
- Work with Cultural Affairs Commission to review the two-year application process to identify areas for improvement
- Continue to implement City Auditor's recommendations from 2013 Cultural Contracts Audit (see Appendix I)

# Next Year: Public Art

- Planning
  - Work with Public Art Committee to develop and begin implementation of plan for 2012 Streets Proposition Public Art Funds (\$751,269) and Dallas Water Utilities projects (\$1.9M)
- Collections Maintenance and Conservation
  - Recruit qualified art collections manager
  - Inventory and conduct condition reporting for all artworks in the Public Art Collection
  - Coordinate major maintenance of Pegasus

# Questions

# Appendix I: CARE Strategic Plan

- City of Dallas 2015-17 Strategic Plan includes the following Culture, Arts, Recreation & Education (CARE) goals to accomplish by September 2017:
  - Ensure that all citizens are within 10 minutes (or a half mile) of Cultural, Arts, Recreation or Education (CARE) experiences
  - Increase overall CARE service utilization by 10%
  - Increase citizen survey “excellent” ratings by 10%
- Strategies specific to arts and cultural activities to accomplish these goals are listed in the following pages.

# Appendix I: CARE Strategic Plan(cont.)

- Continue to work with cultural partners and cultural centers to expand services in the neighborhoods
- Continue to increase WRR programming via smart phone app and streaming
- Broadcast weekly program on WRR Classic Café that includes on-air interviews with local artists
- Expand "Hecho en Dallas / Made in Dallas" exhibition concept to three cultural centers
- Provide cultural services contracts to 30-40 emerging and mid-size local arts organizations that present or produce the work of local artists
- Continue to work with our cultural centers and cultural partners to identify, promote and present local based artists and creative activities
- Develop community cultural plan with updated strategies and implement policies
- Review cultural contracts services application and evaluation criteria to ensure that outreach activities are provided by contracted organizations

# Appendix I: CARE Strategic Plan(cont.)

- Restore Community Artists Program funding to \$300,000 annual level to present approximately 500 neighborhood-based cultural services to approx. 100,000 people (subject to budget increase)
- Continue current level of service to provide services in all 14 Council Districts and underserved areas
- Publish and distribute a joint quarterly calendar for the OCA-managed cultural centers to cross-promote programs
- Add discounted rental rates for low-utilization days at Latino Cultural Center to subsidize emerging organizations' use of the center
- Expand Bath House, South Dallas, Oak Cliff and Latino Cultural Center's operating hours with additional staff and programming (subject to budget increase)
- Increase WRR listenership by 10%
- Develop new internal survey instrument to collect customer ratings for at least two events per cultural center annually

# Appendix I: CARE Strategic Plan(cont.)

- Explore partnership with National Cultural Data Project and TACA for improved data collection on the use of arts/cultural services
- Collaborate with KERA / Art & Seek to expand the use of the online artandseek.net calendar of arts events
- Continue to expand technological enhancements to connect residents with cultural opportunities and services
- Continue to convene biannual meetings of the Dallas City Performance Hall User Task Force to gather feedback on the venue's operations
- Continue to explore and expand alternative and supplemental funding possibilities to support services
- Continue to explore opportunities for outdoor activities with cultural centers and cultural partners and market them as effectively and efficiently as possible to the public
- Collaborate across departments (Cultural Affairs, Housing, and Economic Development) to research artist work space options

# Appendix I: CARE Strategic Plan(cont.)

- Conduct one monthly poll on Facebook to solicit feedback from friends regarding cultural centers programs
- Continue to work with programs and cultural centers to maximize efficiency and effectiveness of marketing and promotion
- Continue to work with each of our programs and cultural centers to find tools, methods and technologies to increase and maximize citizen engagement.
- Evaluate OCA website redesign possibilities
- Continue to monitor and evaluate needs of cultural facilities



# Appendix II: Implementation Status of Audit of Arts & Cultural Program Funding

Audit Recommendation	Management Response	Agree / Disagree	Stated Implementation Date	Current Management Status (Implemented, Partially Implemented, Not Implemented, Will Not Implement)	Implementation Date	Brief Management Comments
We recommend the Director of OCA: (1) Implement improvements to the monitoring controls to ensure that organizations participating in the Cultural Organization Program and Cultural Projects Program comply with CR 02-3206 and with required contract provisions.	The department appreciates the City Auditor's recommendations to improve the effectiveness and efficiency of the existing monitoring controls to monitor the information submitted by organizations participating in the Cultural Organizations Program and Cultural Projects Program in compliance with the CR 02-3206 and with required contract provisions. Upgrade to the online grant system used by the department will support the improvement to monitoring controls.	A	9/30/2014	Implemented	12/12/13	The online grant system was upgraded to Go Grants, a product from Westaf, and was implemented in December 2013 to be used in upgrading the Cultural Organization Program and Cultural Projects Program to improve the monitoring controls.
We recommend the Director of OCA: (2) segregate funding process responsibilities and/or implement some form of supervisory review	Management agrees that segregation of duties is not optimal. Request 1 FTE for the Cultural Contracts Program contingent on the approval of the FY14-15 budget.	A	9/15/2015	TBD	TBD	Request for 1 position to improve monitoring / supervisory controls submitted in the department's request for FY14-15. Not recommended for funding.
We recommend the Director of OCA: (3) Document OCA's funding process consistently for each Cultural Organization Program and Cultural Projects Program applicant by using a checklist or other forms.	Management agrees that improvements are needed in the documentation of the funding process. Improved documentation process designed and implemented for the FY14-15 Cultural Contracts cycle (cycle begins in March 2014).	A	9/30/2014	Implemented	12/12/13	Improvements in documentation for the Cultural Contracts have been put in place and are being used for the FY14-15 funding cycle.

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DATE August 15, 2014

TO Honorable Members of the Arts, Culture & Libraries Committee: Philip T. Kingston (Chair), Monica R. Alonzo (Vice Chair), Vonciel Jones Hill, Jerry R. Allen, Carolyn R. Davis, Jennifer Staubach Gates

SUBJECT Dallas Public Library: FY 14 – 15 Outlook

The attached briefing will be presented to the Arts, Culture & Libraries committee on Monday, August 18, 2014. The briefing will provide an overview of Dallas Public Library's proposed FY 14 – 15 budget, an overview of expanded service hours, and an overview of the Library's performance measures.

Please contact me if you have any questions or need additional information.

A handwritten signature in blue ink that reads "Joey Zapata".

Joey Zapata  
Assistant City Manager

## Attachment

c: The Honorable Mayor and Members of the City Council  
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# Dallas Public Library:

## FY 14-15

# Outlook

Presented by

Jo Giudice and Kjerstine Nielsen



Arts, Culture & Libraries Committee

August 18, 2014



# Dallas Public Library

- ∞ The Mission of the Dallas Public Library is to *link resources and customers to enhance lives*. The Library is committed to inform, entertain, enrich, and to foster the self-learning process by facilitating access to its collections, services, and facilities to all members of the community. All service efforts will focus on customer expectations and needs.
- ∞ J. Erik Jonsson Central Library
- ∞ Bookmarks in NorthPark Center
- ∞ 27 Branch locations
- ∞ 2 Bookmobiles
- ∞ Virtual Library – [www.dallaslibrary.org](http://www.dallaslibrary.org)

# Purpose

- ∞ Provide an overview of:
  - Library's proposed budget
  - Expanded hours
- ∞ Library performance measures
  - History
  - Forecasts

# Library Budget Services

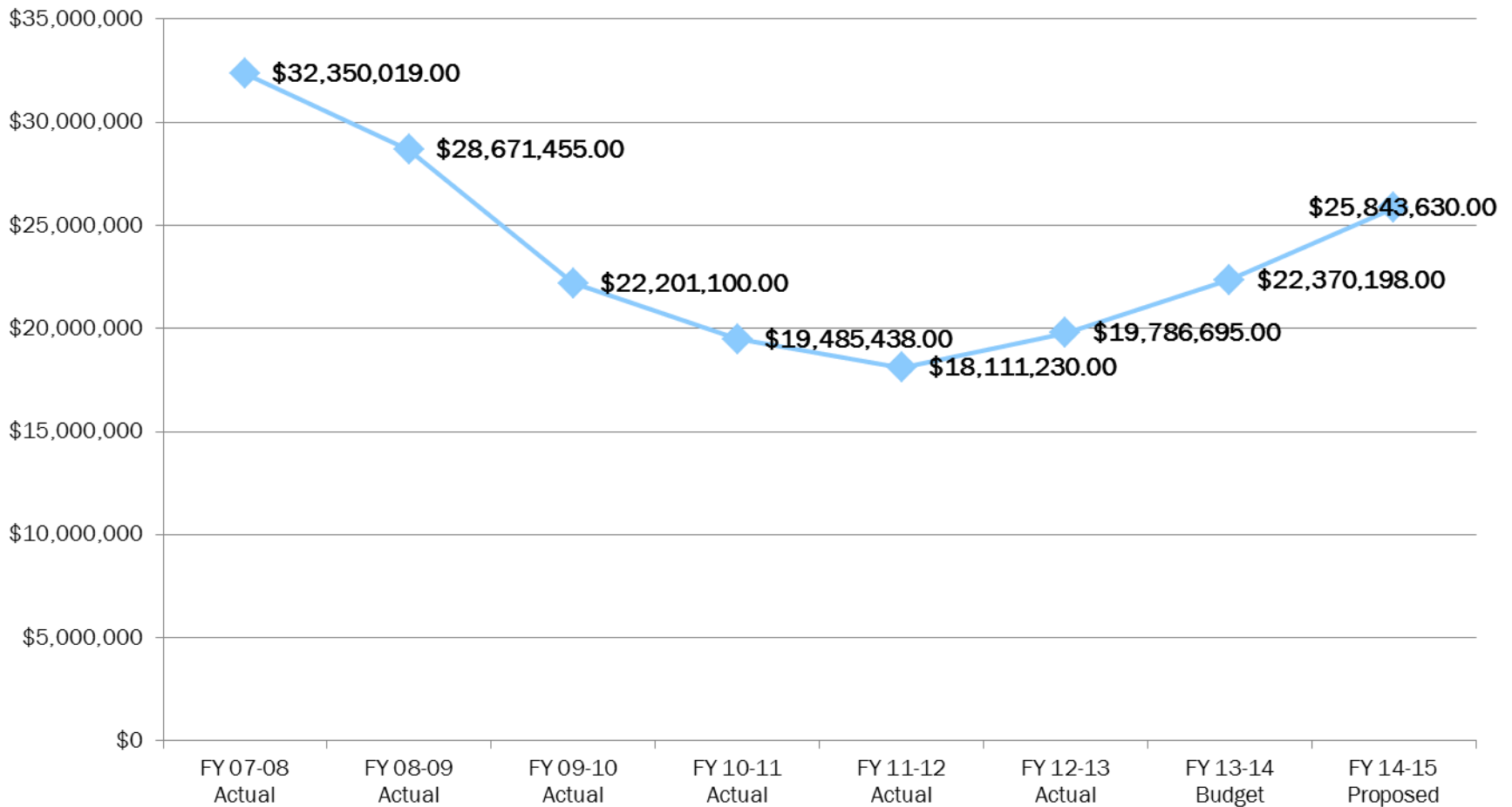
## FY2008 to FY2014

- Library had two services
  - Neighborhood Libraries
  - Central Library

## FY2015

- Library now has three services
  - Library Materials and Collection Management (4.6)
  - Library Operations and Public Service (4.7)
  - Literacy Initiatives, Education & Community Engagement (4.8)

# Library Budget History



# Library Hours

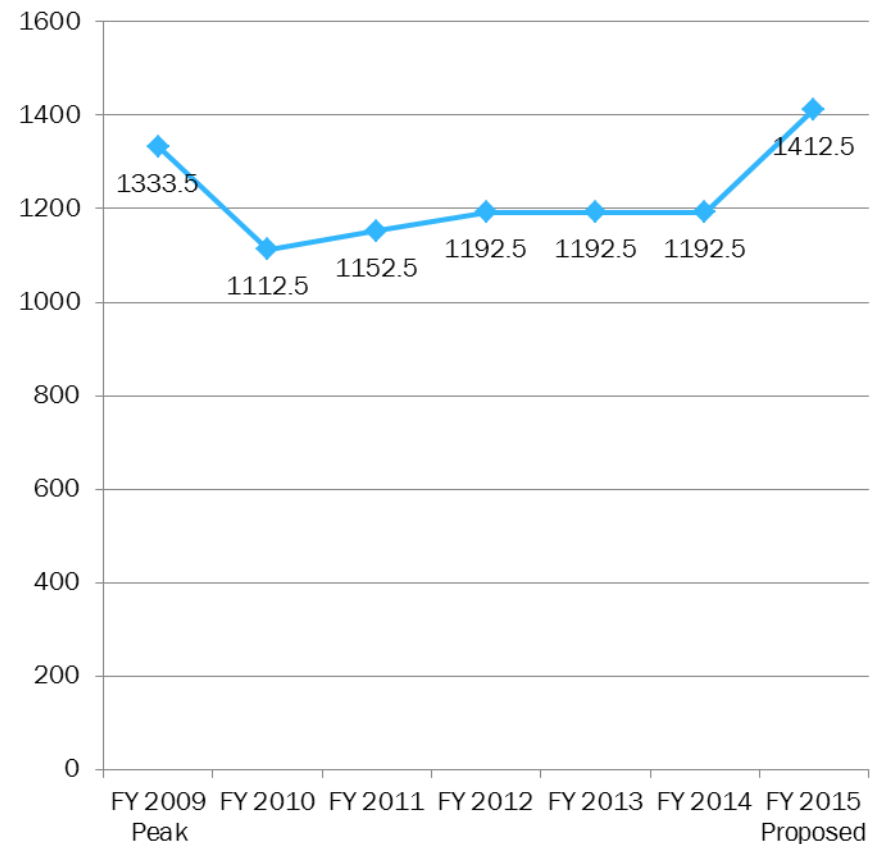
## Number of Library Locations open per day

	Total Sites	SUN	MON	TUE	WED	THU	FRI	SAT
FY 2008 - Peak	27	11	27	26	27	15	16	27
FY 2014 - Current	29	2	3	28	29	29	29	29
FY 2015 - Proposed	29	14	15	28	29	29	29	29

Notes:

- 29 sites in FY 2014 include 1 central, 25 branches, 2 DISD co-locations, and 1 NorthPark Center
- New sites (not replacements) opened since 2008 include Prairie Creek and White Rock Hills
- During FY 2015 Fretz Park is closed for renovation until late summer

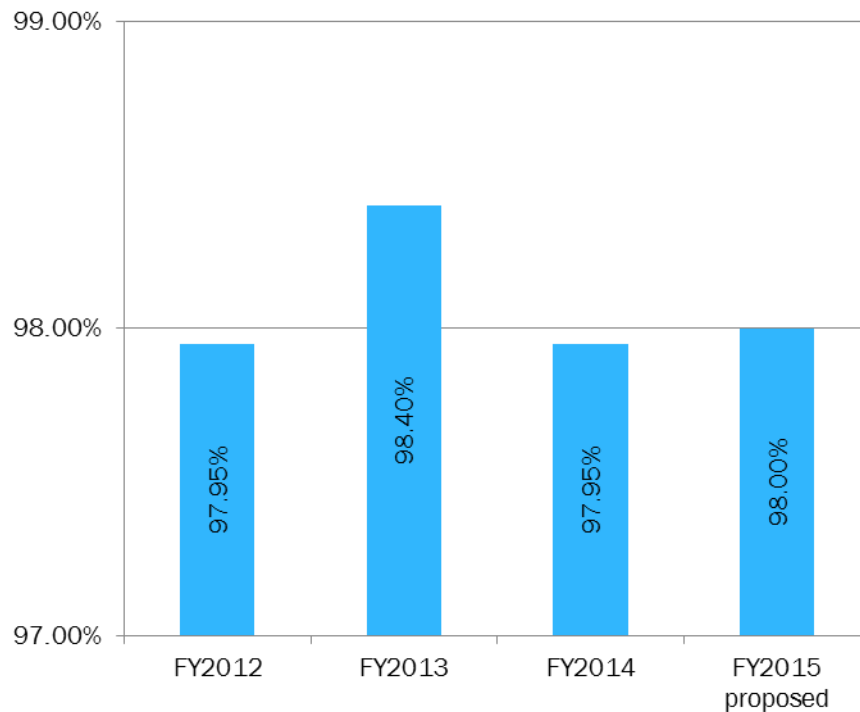
## Total hours open per week





# Library Operations and Public Service

Customers rating overall quality of service as "excellent" or "good" (internal survey)



Laura Pike-Seeley @LPikeSeeley

@dallaslibrary Loved the August Around the Library newsletter! Excited to learn about the new Sammons Small Business Center. #greatresource

06:29 PM - 30 Jul 14



Caitlin Giddens @CRuthGiddens

Can't wait to start ESL Training with Dallas Public Library in August! What a fabulous opportunity. @dallaslibrary

08:49 PM - 29 Jul 14



Denise Gomez @DeniseMGomez

Getting my dose of the @TheEconomist and @Newsweek for free via @dallaslibrary and @zinio. #winning goo.gl/bFomUE

10:14 PM - 28 Jul 14

## Reviews



Angela M Taylor

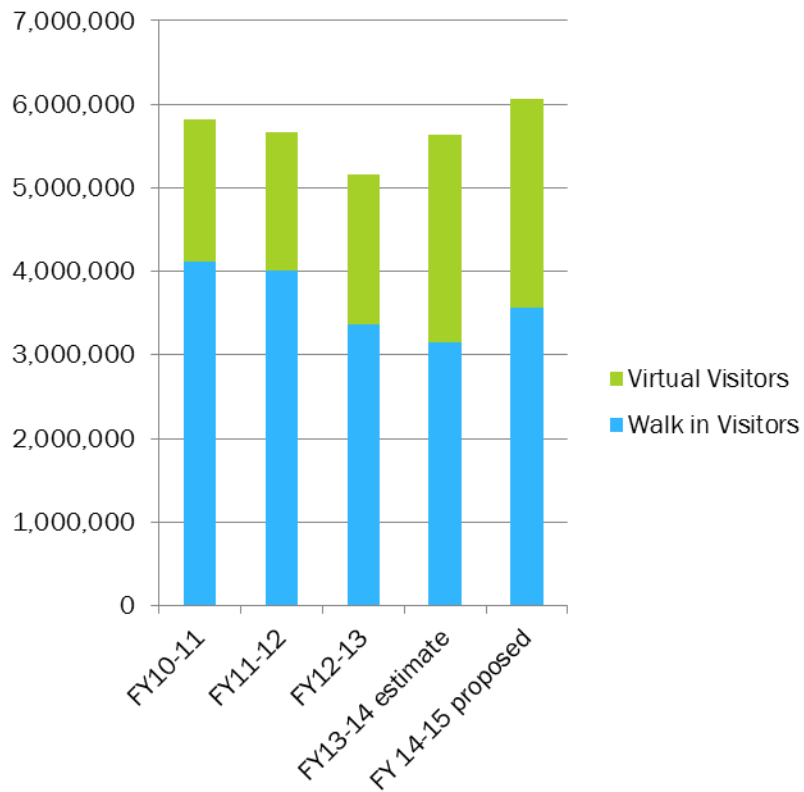
★★★★★

I truly enjoyed spending the afternoon at this Library, researching my family Genealogy!!! The staff was so helpful and accommodating. I was able to uncover quite a bit of information on my family history too!!! Thank you very much

Like · Comment · on Saturday

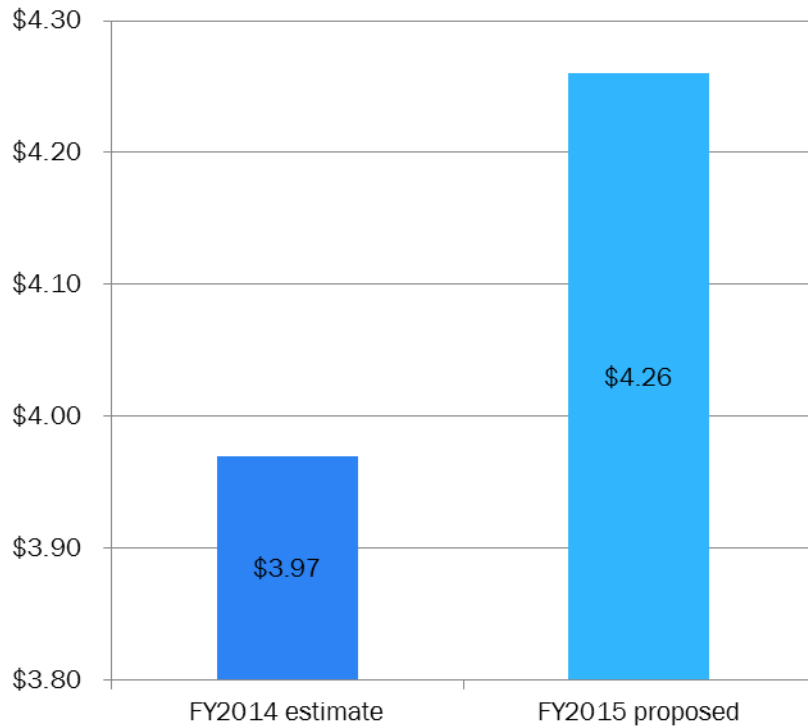
# Library Operations and Public Service

∞ Number of visitors (in-person and virtual)

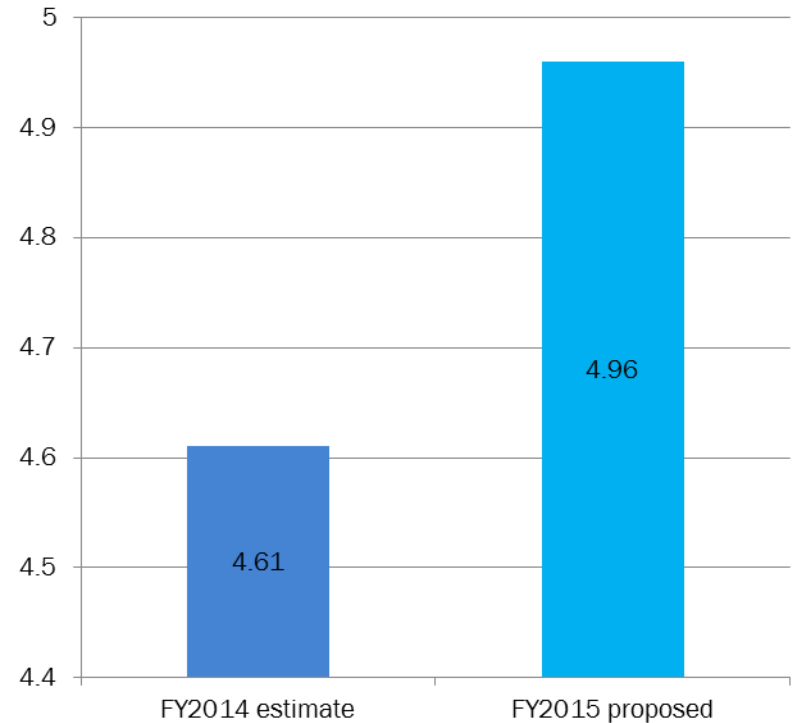


# Library Operations and Public Service

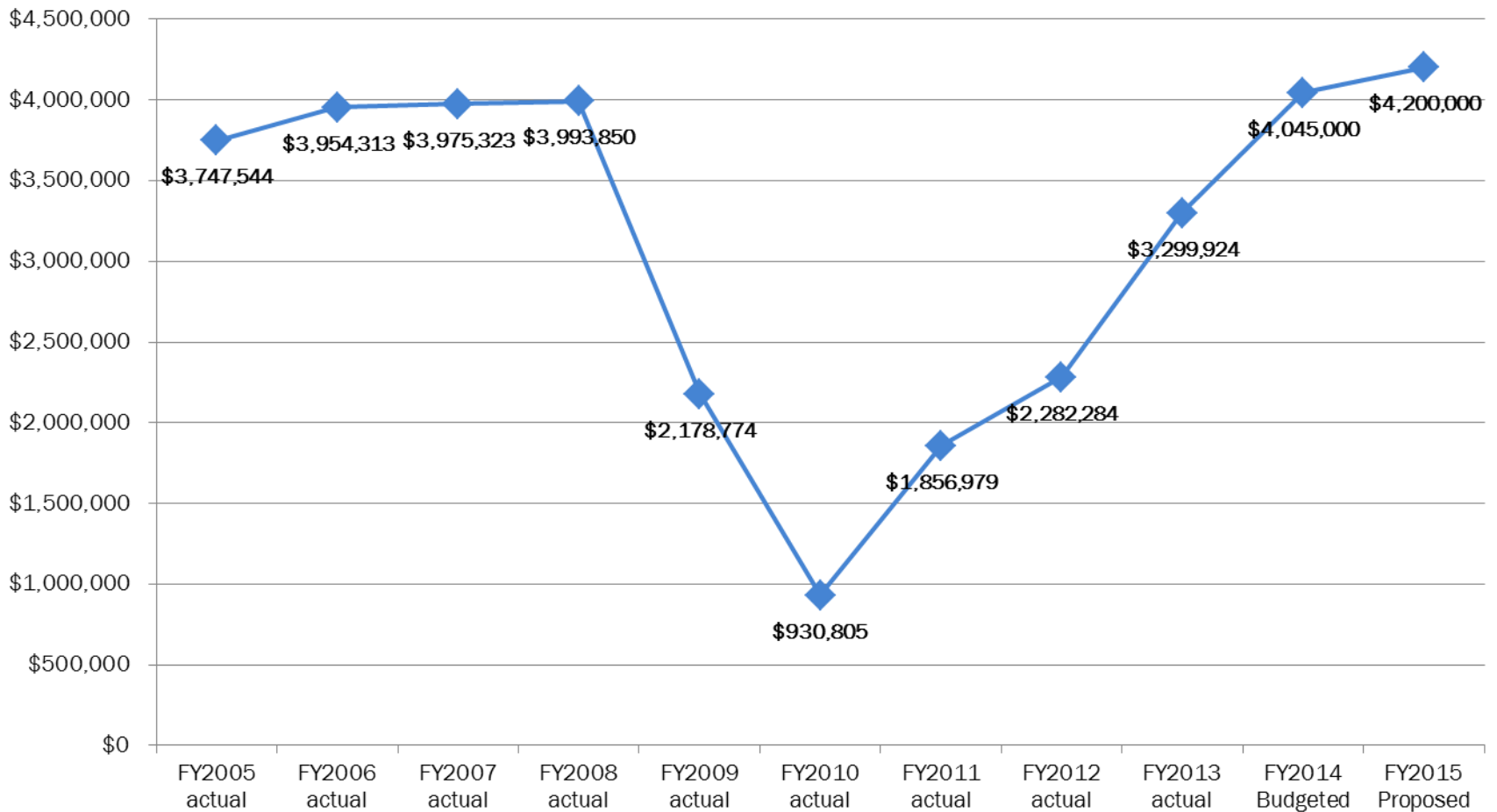
∞ Cost per visit (in-person and virtual) – *new measure*



∞ Visits per capita (in-person and virtual) – *new measure*

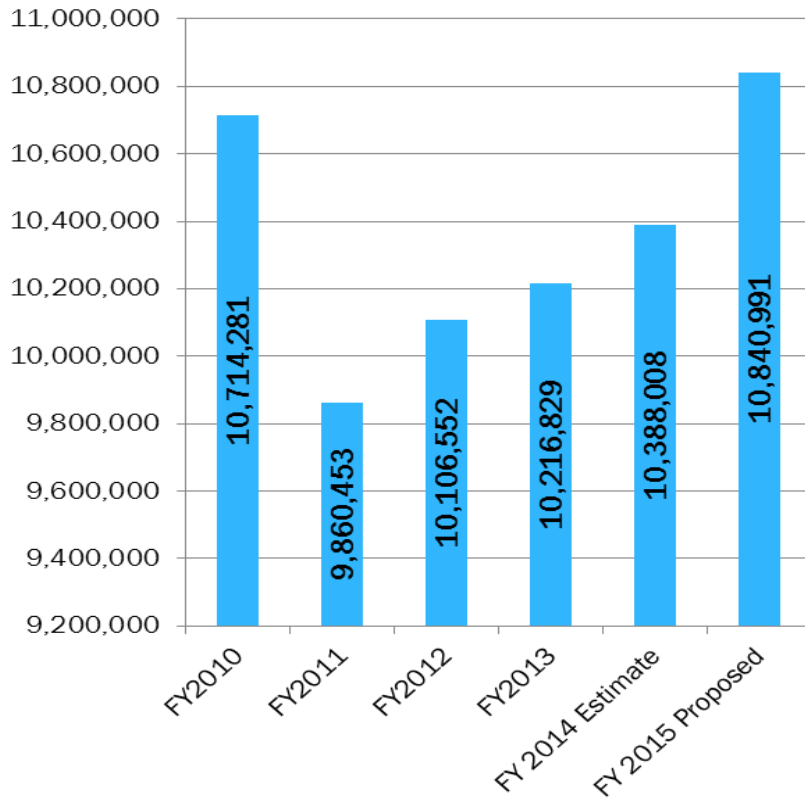


# Library Materials Budget History



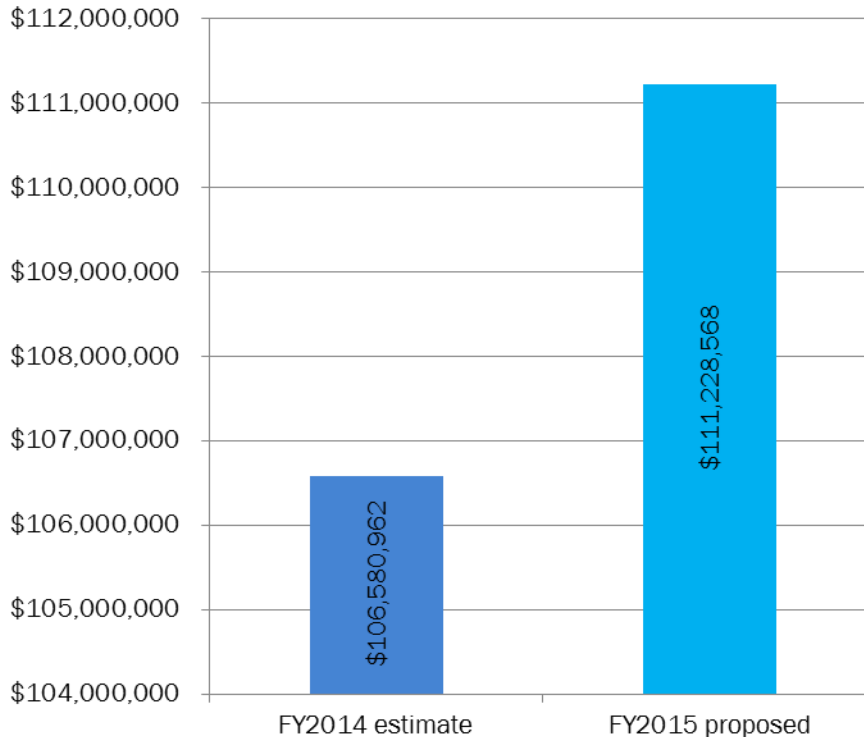
# Library Materials and Collection Management

∞ Total number of library materials used annually



# Library Materials and Collection Management

## ∞ Value of materials circulated (*new measure*)

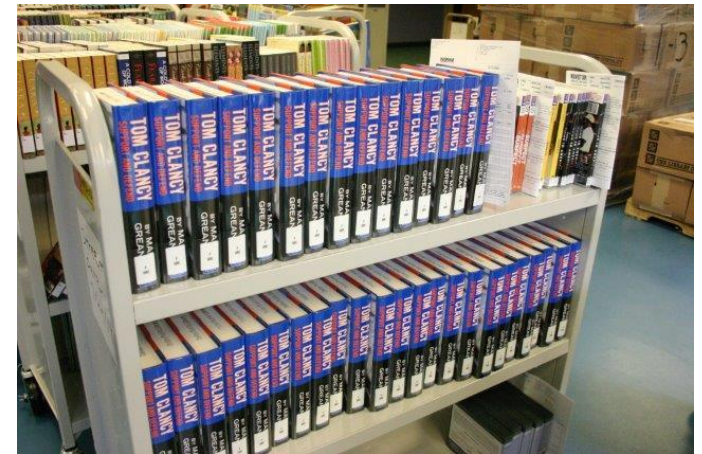
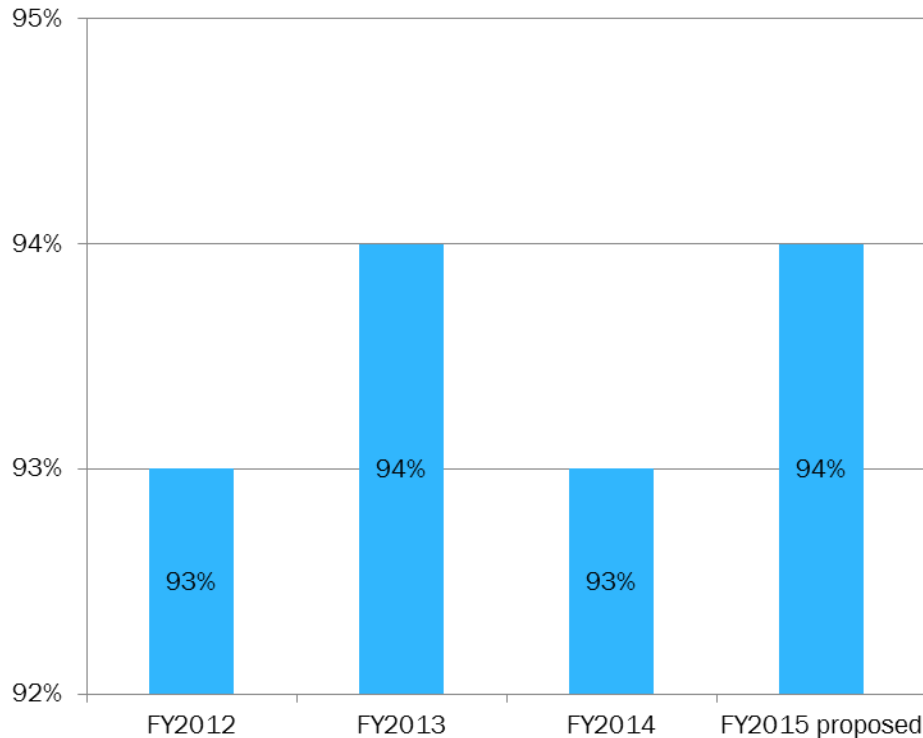


## ∞ Library materials include:

- Books + e-books + audiobooks
- DVDs & Blu-Rays
- Music CDs
- Online databases (over 100 resources available from home 24/7)
- Historic photographs
- Archives
- Sheet Music
- Patent & Trademark Collection
- Government Documents
- Genealogy

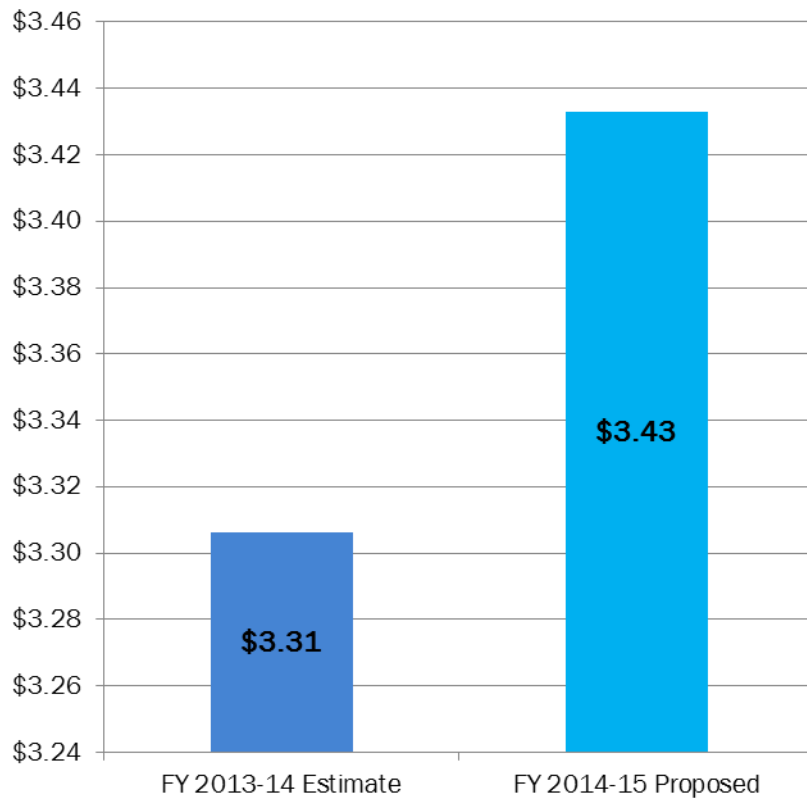
# Library Materials and Collection Management

Customers rating overall variety of materials as "excellent" or "good" (internal survey)

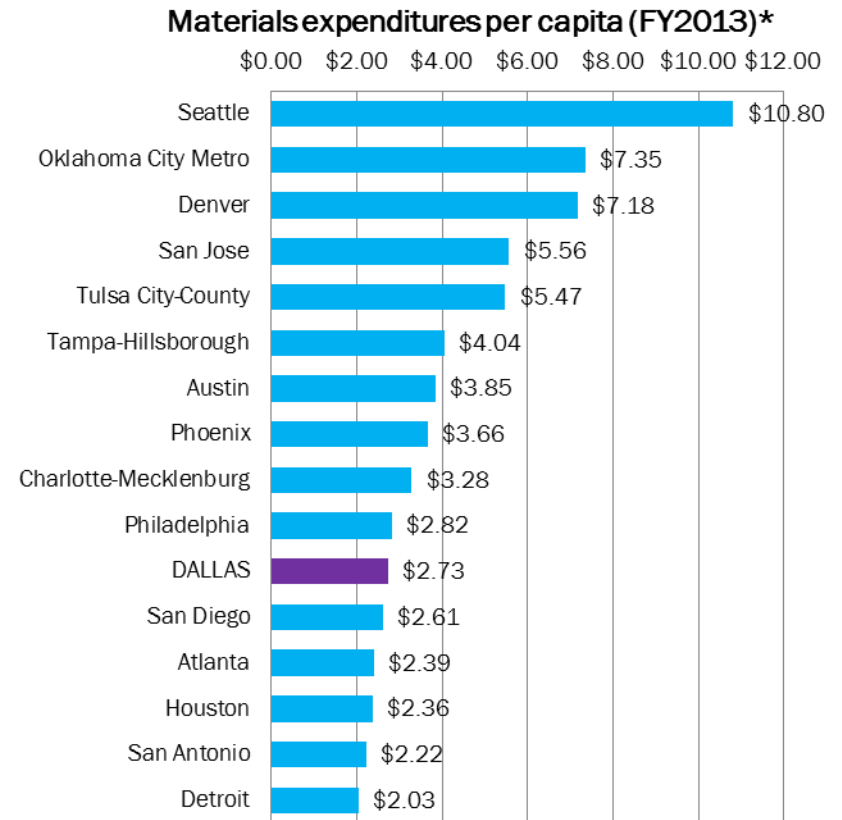


# Library Materials and Collection Management

## Materials expenditure per capita (new measure)



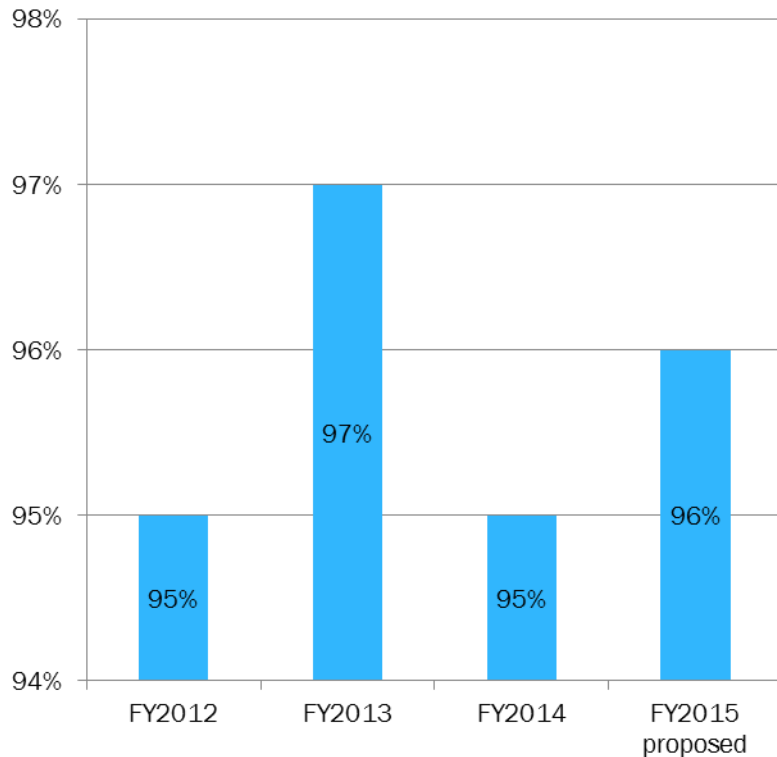
## Comparison to other cities





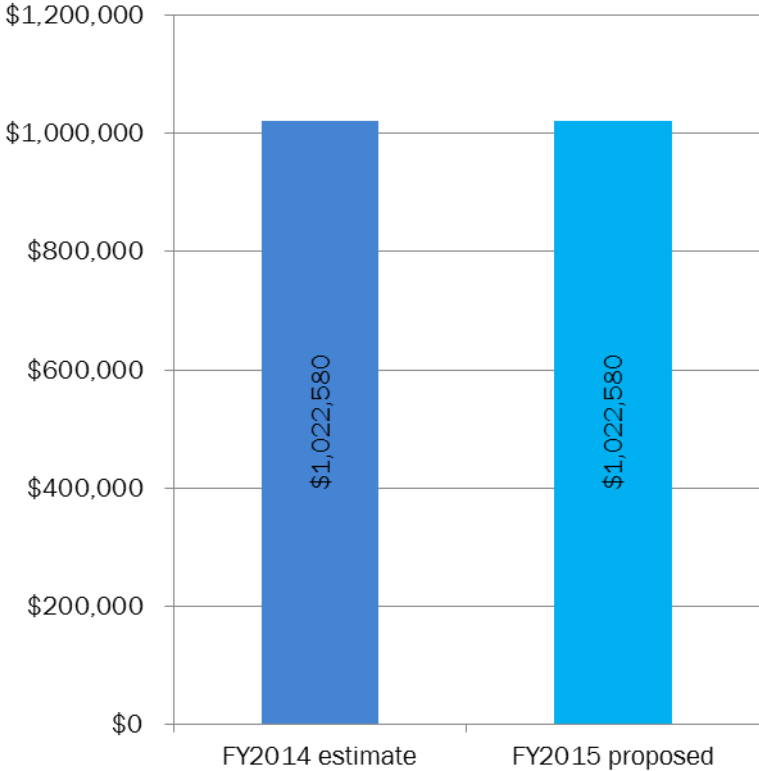
# Literacy Initiatives, Education & Community Engagement

Customers rating overall quality of programs/events as "excellent" or "good" (internal survey)



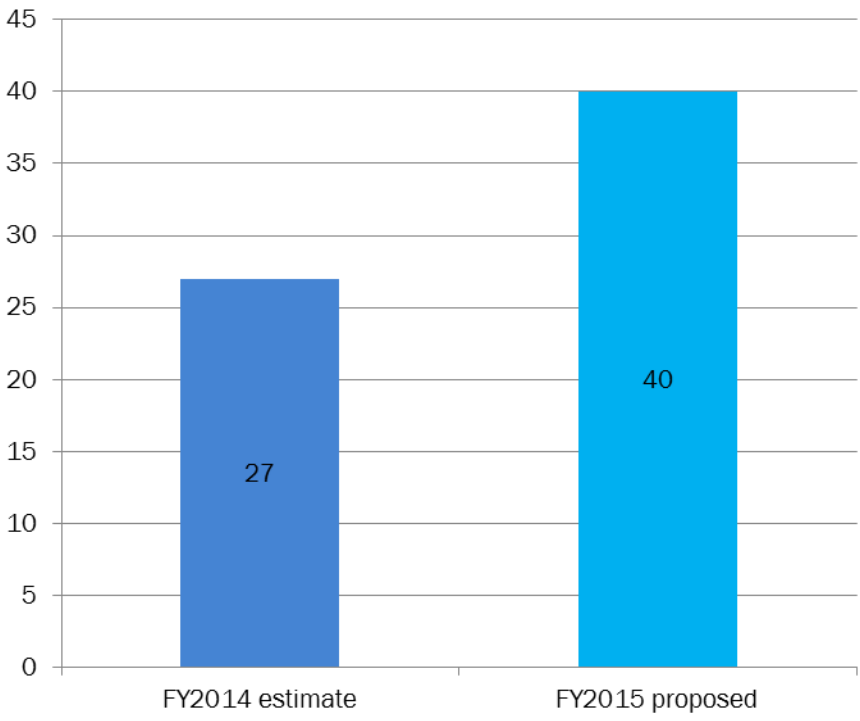
# Literacy Initiatives, Education & Community Engagement

## Cost savings of volunteer hours (new measure)



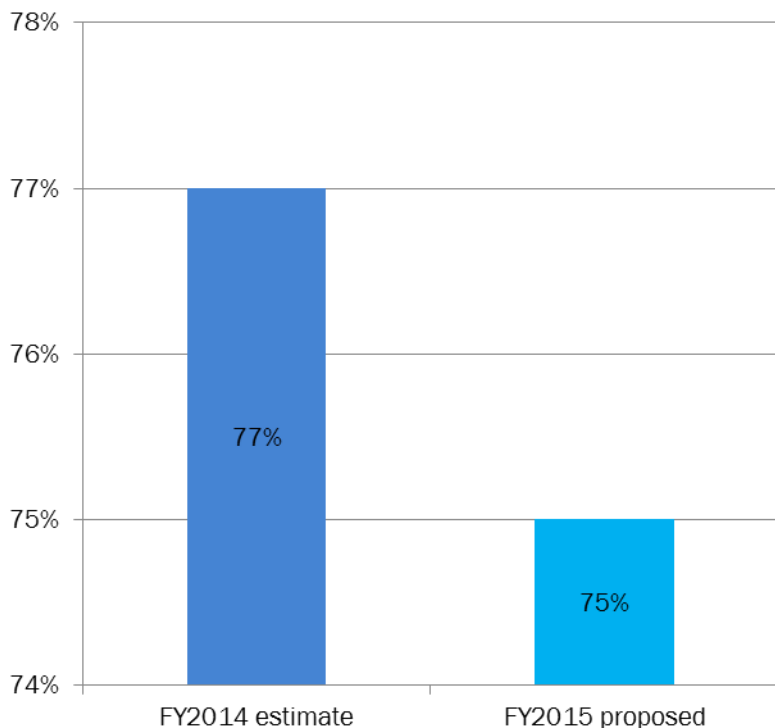
# Literacy Initiatives, Education & Community Engagement

80 Number of library GED students who successfully pass all four of the official GED subject tests and receive their GED certificate (new measure)



# Literacy Initiatives, Education & Community Engagement

Percent of library ESL students whose post-test scores indicate improvement in English proficiency upon completing an ESL class (*new measure*)



# Library... Today and Tomorrow

- ∞ Adapt to the changing needs of our communities
  - Literacy Centers @ Dallas West and Bachman Lake Branches
  - Sammons Small Business Center – 5<sup>th</sup> floor/Central Library
  - GED Testing Center – coming in October
  - Upgraded community space @ Highland Hills Branch
- ∞ Create an experience
  - Digital resources with interactive features
  - Adult education combined with family interaction
- ∞ Educational opportunities – both informal and formal learning
  - GED/ESL classes
  - Mango Languages and other online databases
- ∞ Continue to seek partnerships to offer new services
  - Girls Scouts, Etsy, OED, Perot Museum of Nature and Science, City of Learning

# Appendix



# FY15-17 Strategic Plan

4.1 By September 2017, increase participation in literacy services from 3.5% to 5% of the population in need of these services by optimizing community partnerships	
Proposed work plan items	FY 15 Indicators of Progress
Promote literacy including development of libraries and facilities in target areas through strategic partnerships,	Explore a collaboration with Southwest Center Mall
	Continue to work with private developers on a potential mixed-use development to include the Vickery Meadow Branch Library
Expand partnerships and coalitions with literacy organizations	Conduct annual adult and family literacy campaign with Coalition member agencies to increase community awareness of the state of literacy in Dallas and the need for more services
Develop overarching literacy plan in coordination with public schools	Align the Library's early childhood parent education efforts with school districts' Pre-K initiatives
Continue to promote GED programs	Open GED Testing Center at the J. Erik Jonsson Central Library

# FY15-17 Strategic Plan

4.2 By September 2017, all citizens will be within 10 minutes (or half mile) of Cultural, Arts, Recreation, or Education (CARE) experiences	
Proposed work plan items	FY 15 Indicators of Progress
Explore Badging Program that promotes awareness and participation in out-of-school programs, by offering a virtual recognition of skills and knowledge accomplished	Partner with Big Thought and participate in a year-round City of Learning program that will 'badge' CARE programs
Explore opportunities to expand mobile and virtual CARE services	Begin procurement process for streaming media service, to include: movies, music, audiobooks, series
	Add additional historical photos to Polaris Catalog for 24/7 access
Promote local artists and locally-based creative activities	Apply for a grant from the Dallas Foundation to implement the Inspired Aging program at select branch libraries
Complete remaining bond program projects and prepare for next bond program	Complete the renovation of Fretz Park Branch Library
	Replace Highland Hills Branch Library
Review and update plans and or programs to identify and address gaps in service areas	Seek funding for a 3-year Strategic Plan to complement the Library Master Plan



# FY15-17 Strategic Plan

4.3 By September 2017, increase overall CARE service utilization by 10%	
Proposed work plan items	FY 15 Indicators of Progress
Expand partnerships with artists, cultural organizations, and community providers	Increase Library partnership programs with Perot Museum and Nasher Sculpture Center
	Continue to work with D Magazine on Big D Reads project
Use technological enhancements to expand CARE utilization	Complete upgrade of library public computers and increase network capacity at all locations
Continue neighborhood tours	Continue the Heart & Soul Bus Tour as part of the 12th Annual Tulisoma South Dallas Book Festival
Strengthen external contributions through non-profit support groups	Dallas Public Library representative will attend monthly Friends of the Dallas Public Library Board meetings to strengthen communication and partnership initiatives
	Library representatives will attend quarterly Corporate Partners meetings to network with corporate leaders on partnership opportunities

# FY15-17 Strategic Plan

4.4 By September 2017, increase citizen survey "excellent" ratings of CARE services by 10%

Proposed work plan items	FY 15 Indicators of Progress
Explore tools to increase citizen engagement in CARE services	Continue to utilize social media and other tools such as LibraryAware and E*vanced Events calendar to electronically promote library events
Explore opportunities to 'rebrand' CARE services and facilities	Train volunteers to help promote library services at community events
	Assist customers in utilizing the library's online content such as ebooks and databases
Enhance CARE assets and their maintenance through partnerships	Complete the design and begin the renovation of the J. Erik Jonsson Central Library's Texas/Dallas History Floor (7th)