

Memorandum



CITY OF DALLAS

DATE November 27, 2013

TO Arts, Culture and Libraries Committee Members: Philip Kingston (Chair), Monica Alonzo (Vice-Chair), Vonciel Jones Hill, Jerry Allen, Jennifer Gates, Carolyn Davis

SUBJECT **Next Step in Strategic Planning: Best Practices in Arts, Culture and Libraries**

On Monday December 2, 2013, the Budget for Outcomes Team for Culture, Arts, and Recreation and Educational Enhancements will brief you on best practices in Arts, Culture, and Libraries. Their briefing will also cover proposed index cities and draft SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The briefing material is attached.

Please let me know if you have any questions.

A handwritten signature in blue ink that reads "Jill Jordan".

Jill A. Jordan, P.E.
Assistant City Manager

c: The Honorable Mayor and Members of the City Council
A. C. Gonzalez, Interim City Manager
Rosa A. Rios, City Secretary
Warren M.S. Ernst, City Attorney
Craig Kinton, City Auditor
Judge Daniel Solis, Administrative Judge
Ryan S. Evans, Interim First 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
Frank Libro, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor and Council

Next Step in Strategic Planning: Best Practices in Culture, Arts, & Libraries

Briefing to the
Arts, Culture & Libraries Committee
Monday, December 2, 2013



Team Roster

- Benjamin Espino (Lead, Office of Cultural Affairs)
- Brittany Burrell (Office of Financial Services)
- Charles Friend (Code Compliance)
- Claudia Chavez (Courts and Detention Services)
- David Lopez (Park and Recreation)
- Jeri Carter Lawson (Public Information Office)
- Paul White (Trinity Watershed Management)
- Virginia Haralson (Human Resources)
- Wallace Waits (Controller's Office)

Introduction

- An overview of preliminary work from the Budgeting for Outcomes Culture, Arts, and Recreation and Educational Enhancements Team in preparation for FY 14-15 strategies including:
 - Community Survey highlights
 - Index cities and best practices
 - City of Dallas – Strengths, Weaknesses, Opportunities, Threats (SWOT)
 - Accomplishments within Key Focus Areas
 - Conclusion

Community Survey Highlights

Culture and Arts:

- 80% of citizens rated the opportunities to attend art and cultural events in Dallas as “excellent” or good”
- 76% of residents surveyed rated appearance of arts and cultural centers and facilities as “excellent” or good”
- 64% of those surveyed rated the accessibility of arts and cultural centers and facilities as “excellent” or “good”

Community Survey Highlights cont.

Recreation:

- 67% of citizens rated parks as an important part of City of Dallas services
- 71% of citizens rated accessibility to parks as “excellent” or “good”

Educational Enhancements:

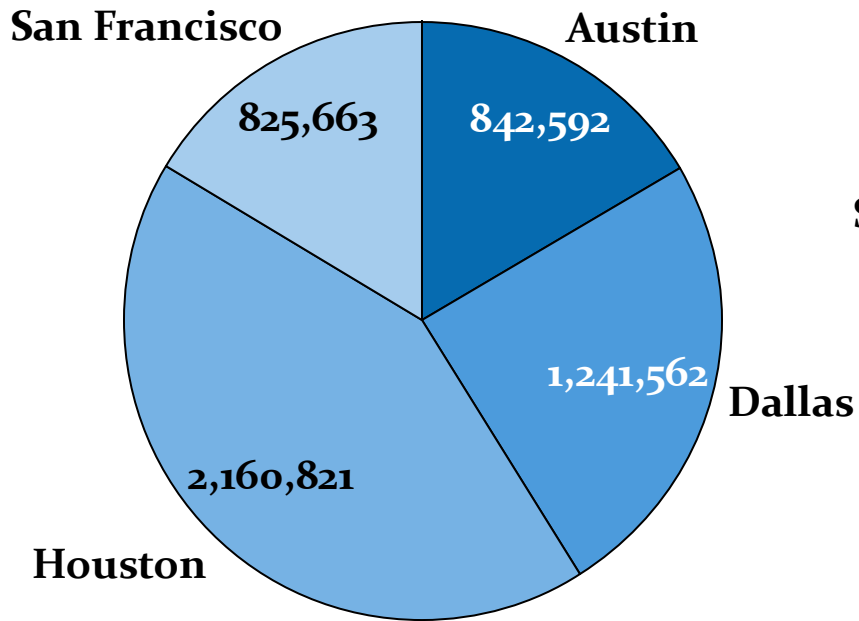
- 78 % of citizens rated public library services among the highest of public services by the city
- 71% of residents rated variety of library materials as “excellent”

Index Cities

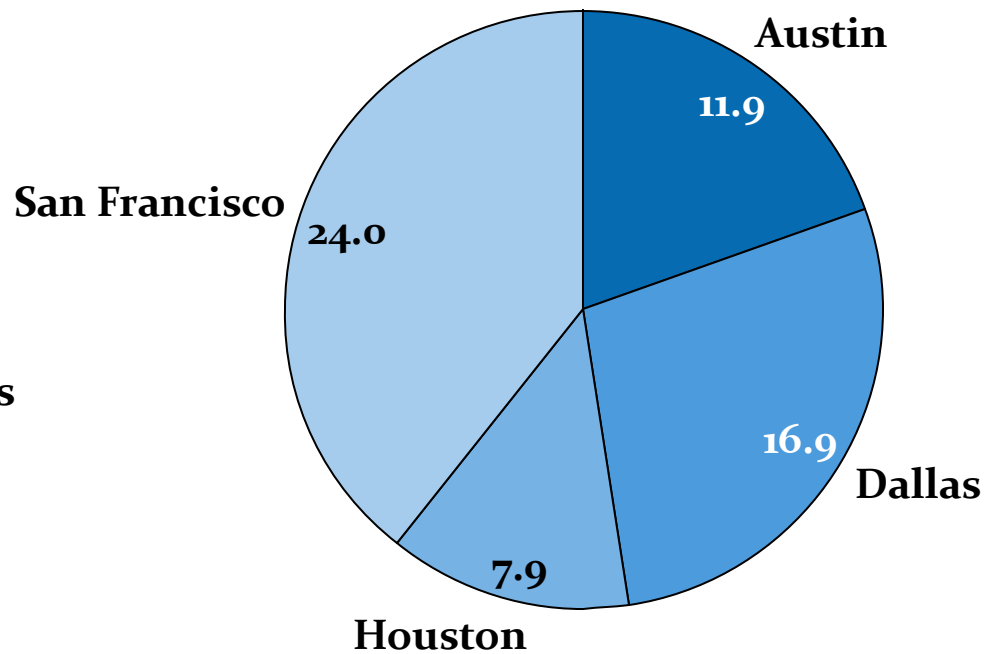
- The Culture Arts and Recreation and Educational Enhancement Team conducted research on strategic planning by City of Dallas staff and identified the following index cities:
 - Culture and Arts: Austin, Houston, and San Francisco
 - Recreation: Austin, Houston, and San Diego
 - Educational Enhancements: Denver, San Antonio, and San Francisco

Index Cities: Arts and Culture

City Population*



FY 2012-13 Budget (in \$M)



*2012 Census Estimate

Index Cities: Recreation

City	Population*	Park Land Acres (000's)	Park Acres Per 1,000 Residents	FY 2012-13 Budget
Austin	842,592	19,219	22.8	\$44,970,000
Dallas	1,241,562	29,401	23.7	\$63,400,000
Houston	2,160,821	33,638	15.6	\$60,710,000
San Diego	1,338,348	39,902	29.8	\$86,000,000

*2012 Census Estimate

Index Cities: Educational Enhancements

City	Population*	Number of Locations	Bookmobile	FY 2012-13 Budget	Material Budget
Dallas	1,241,562	28	1	\$21,000,000	\$3,000,000
Denver	634,265	25	2	\$37,900,000	\$4,800,000
San Antonio	1,382,951	26	1	\$33,400,000	\$4,100,000
San Francisco	825,663	25	1	\$92,400,000	\$9,900,000

*2012 Census Estimate

Best Practices

Culture and Arts

Index Cities:

- Austin – Funds organizations serving free programs to economically disadvantaged
- Houston – Over 500 arts and culture organizations
- San Francisco – Awards Cultural Equity Grants to organizations focused on community culture



Best Practices

Recreation

Index Cities:

- Austin – 19,219 acres of parks
- Houston – Ranked as having largest area of public parks by Bloomberg & businessweek.com
- San Diego – Certified by Commission for Accreditation of Park & Recreation Agencies (CAPRA)

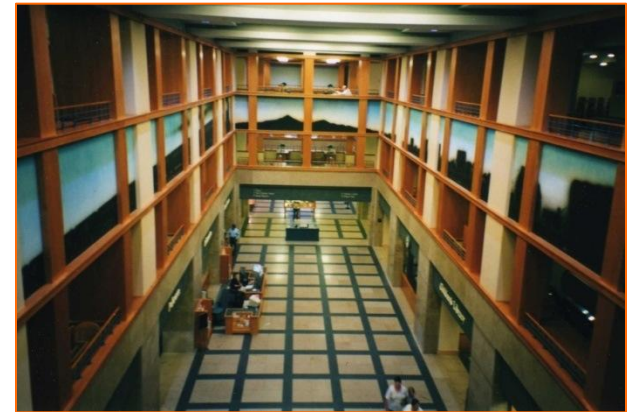


Best Practices

Educational Enhancements

Index Cities:

- Denver – *Library Journal* gives 5 Star rating to public library
- San Antonio – SAPL offers IndieFlix, a new video streaming service
- San Francisco – Library partners with San Francisco Unified School District providing 3,000 class instruction sessions to 80,000



Strengths

- Largest continuous arts district in the nation
- Cultural facilities that can be used for cultural and arts programming
- Philanthropists are highly engaged in the community
- Library system provides high quality free educational programs



Weaknesses

- Facility maintenance budget increases continue to be deferred
- Economic support of CAR/EE is geographically restricted
- Cultural programs are not keeping pace with trends
- Library funding per capita



Opportunities

- Highlight cultural tourism opportunities
- Emphasize arts economic impact
- Increase population of younger tax base to city core
- Forbes (2013) - Dallas' population is a top 10 city for college graduates



Opportunities cont.

- Develop long-term partnerships with philanthropists and/or philanthropic organizations
- Enhance educational programs between Office of Cultural Affairs, Library, and Park & Recreation
- Opportunity for corporate alignment/partnership to enhance education



Threats

- Competition from other cities for cultural tourism dollars
- Lack of major maintenance to City facilities
- Economic outlook and condition can change rapidly, having strong negative impact on services
- Prevalent perception of poorly managed public school system



Accomplishments

CAR KFA Updates:

- OCA funded programs reached 4,565,995 in attendance, a 12% increase over FY2011-12
- Ross & Margot Perot Museum of Nature and Science reached 1,000,000 in attendance
- Dallas City Performance Hall held 162 events with 53,000 in attendance



Accomplishments cont.

CAR KFA Updates:

- Over 1,000,000 individuals visited Klyde Warren Park since opening
- Non State Fair attendance at Fair Park was 2,164,636
- Two new spray grounds opened at Willie Mae Butler Park and Beckley Saner Park



Accomplishments

EE KFA Updates:

- 10,184,199 items circulated FY2012-13
- 3,367,177 visitors to branch libraries and 1,786,530 virtual visitor
- 27,798 attendees at 337 programs of Every Child Ready to Read (ECRR)
- Polk Wisdom Branch Library reopened in April 2013 after renovations



Conclusion

Ranked as the 9th largest city in the nation, Dallas is in a position to grow into a world-class city utilizing its strengths and opportunities in arts and culture, recreation, and educational enhancements.

