

Memorandum



CITY OF DALLAS

DATE June 15, 2018

Honorable Mayor and Members of the City Council:

TO Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano (Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez, Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **Community Centers Programming**

Summary

The Office of Community Care will brief the Committee on the City's Community Centers and a proposed approach to reprogramming the centers to better align with and be more responsive to community needs.

Background

The Office of Community Care currently manages two community centers in Dallas, Martin Luther King, Jr. (MLK) Community Center and West Dallas Multipurpose Center, and is responsible for coordinating community services programming at the newly opened "Highland Hills" Center. MLK Center is located on MLK Blvd. in the South Dallas/Fair Park area. It was funded in 1967 by a Capital Improvement Bond Program and opened in 1971. The facility is comprised of 4 buildings on 10 acres, with the main building serving as the community center. The core building is 32,000 square feet.

West Dallas Multipurpose Center is located in West Dallas in Singleton Blvd. near Hampton Rd. The center was funded by a 1982 Capital Bond Improvement Program and opened in 1988. The facility is a single 19,860 square foot building on 4 acres, and has a planned addition of 8,000 square feet from the 2017 Bond Program.

"Highland Hills" Community Center is located in far southern Dallas and is home to the District 8 office. The facility was previously a library, but was vacant until being repurposed into a community facility and district office. The building is 9,206 square feet and includes a shared office space for social services and community services, a computer lab space, and several community rooms.

In 2015, a Community Centers Master Plan was drafted, which used input from more than 500 contracts, a facilities assessment, and operational and program assessment. Feedback from the plan included recommendations drive long-term community improvement, be community-driven, serve as a gathering place, be a connector, offer a continuum of services, address critical facilities needs, and to stem the negative impacts of poverty drivers affecting the target communities which the centers serve.

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Process

In follow up to the committee briefings, staff committed to supporting existing clients to Staff has reviewed the Community Centers Master Plan information and taken care to gather feedback and insight from existing data sources. Staff recognizes that the communities served by our centers are often surveyed for various purposes, so rather than develop a new survey tool, staff decided to work with the Community Council of Greater Dallas in their implementation of a Community Needs Assessment. Additionally, staff made efforts to gather feedback at events, and worked with current program partners to integrate survey questions into the surveys that these providers would be implementing anyways.

Staff has begun the process of evaluating current tenants and partners, aligning structure and operations with department goals, gathering community feedback in a strategic way, and seeking private grants and funding to bring new programs to the centers. In the coming two months, staff will begin the process of analyzing the space and layout of the centers to ensure best use.

Approach

Staff looked to best practice program models to develop a framework for program development. These include well-researched models, such as Collective Impact and “One Stop”, and approaches such focusing on place, integration of services, and service continuum. Additionally, staff reviewed the Mayors Poverty Task Force Reports, Resilient Dallas strategy, Equity Indicators, and community-level data and community feedback to develop recommended programming. Staff recommends focusing on 6 key areas of programming at the Community Centers:

1. Social Services
2. Community Partnerships/Tenants
3. Health and Wellness Programming
4. Community Engagement
5. Education
6. Financial Empowerment Centers

All tenants and program partners will be required to submit evaluation data to demonstrate their impact. Staff recommends that programs align with existing evaluation frameworks, such as the United Way’s Common Measures Framework.

Implementation Plan

Between June and August, staff will convene a working group of key partners and stakeholders, including representatives from the MLK Advisory Board, the Senior Affairs Commission, the Youth Commission and several City departments, as well as representatives from several local community-based organizations, local universities, and the community at-large. This group will help determine center-specific strategies and advise on the development of partnership processes and evaluation planning. The Working Group will also be asked to advise on a communications and outreach strategy for the RCFSP. Additionally, staff will seek low/no-cost ready-to-implement programming for near-term implementation.

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Fiscal Impact

The fiscal impact of the project is \$193,357 in Community Development Block Grant funding.

Recommendation

Staff recommends that Human and Social Needs Committee support the proposed strategy and approach for reprogramming community centers.

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



Nadia Chandler Hardy
Chief of Community Services

c: T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Raquel Favela, Chief of Economic Development & Neighborhood Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

Community Centers Programming

Human and Social Needs
Committee

June 18, 2018

Jessica Galleshaw,
Managing Director
Office of Community Care



City of Dallas

Overview

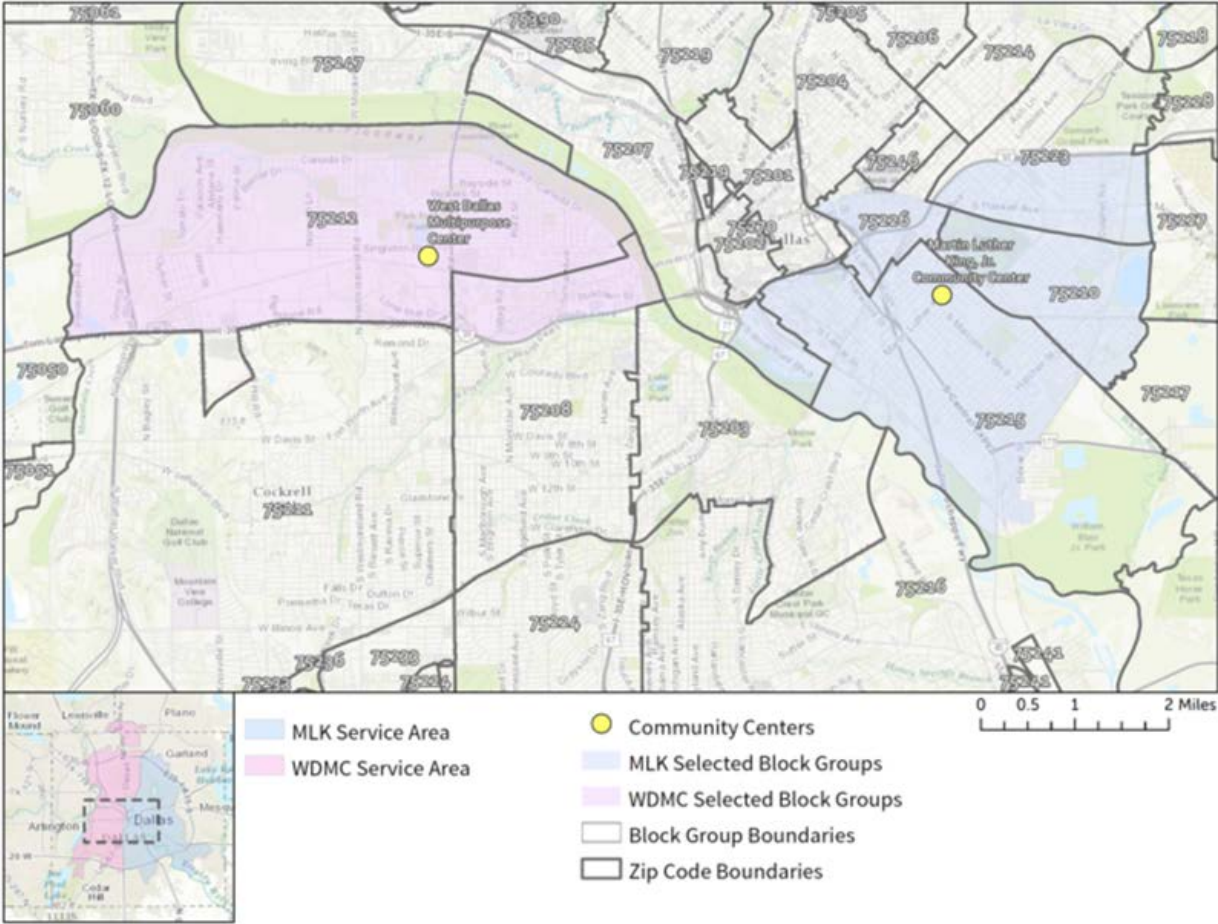
- Purpose
- Background
- Needs and Demographics
- Best Practices
- Reprogramming Strategy
- Recent Successes

Purpose

The purpose of this briefing is to:

- Provide an overview of current and recent community centers programming
- Introduce model community centers and programming
- Present plan for reprogramming centers
- Share updates on recent successes

City of Dallas Community Centers



Background

- Martin Luther King, Jr. Community Center
 - Funded by 1967 Capital Improvement Bond Program
 - Opened 1971
 - Location: South Dallas/Fair Park on MLK Blvd
 - Hours: 8 a.m. to 5 p.m. Monday-Friday, 8:30 a.m. to 3 p.m. Saturday
 - Facility: 4 buildings, 10 acres, 32,000 sq. ft. core building
- West Dallas Multipurpose Center
 - Funded by 1982 Capital Improvement Bond Program
 - Opened 1988
 - Location: West Dallas on Singleton Blvd. near Hampton Rd.
 - Hours: Hours: 8 a.m. to 5 p.m. Monday-Friday, 8:30 a.m. to 3 p.m. Saturday
 - Single building on 4 acres, 19,860 sq. ft.
 - 8,000 sq. ft. planned addition
- “Highland Hills” Community Center
 - Home to District 8 office, which officially opened May 30, 2018
 - 9,206 sq. ft. of office space and meetings rooms
 - Computer lab and offices for social services and community services

Community Demographics

	75212 (West Dallas)	75210 (MLK)	75215 (MLK)	75241 (Highland Hills)
Total Population:	24,884	7,482	14,648	27,066
Black/African American	7,714	5,375	10,907	23,891
White	15,955	2,402	3,838	4,338
Hispanic/Latino	14,213	2,634	2,911	4,489
Median Household Income	\$30,587	\$21,515	\$26,316	\$33,256
Poverty Rate	31.4%	49.1%	35.6%	24.2%



Community Centers Master Plan (2015)

- Used varied public input avenues, with approximately 500 points of contact
 - Surveys
 - Community Workshops
 - Non-profit focus groups
 - City workshops
 - Interviews
- Facilities assessment
- Operational and program assessment

Master Plan Process Feedback (2015)

- Think of long-term community improvement
- Address the whole population and continuum of services
- Be community-driven
- Be a connector for services
- Be a gathering place for the community
- Market services offered
- Facilities should better match needs
- Address critical facility needs in order for the Centers to effectively continue their work and maximize their positive impact
- Stem the negative impact from poverty drivers affecting the communities that the Centers serve through programming

Process to Date

Activity	Timeline	Status
Review previous Master Plan and strategic planning documents related to community centers	April – June	✓
Review and evaluate current partnerships and program impact	April – August	In progress
Align community centers org structure and operations to department goals	May – September	In progress
Renew/update current contracts and leases	June – September	In progress
Analyze space utilization and center calendars	July – September	Jul. 1, 2018
Meetings with community organizations and potential partners	Ongoing	In progress
Community feedback (surveys, meetings, events, etc.)	Ongoing	In progress
Seek grants and private funding to expand service offerings	Ongoing	In progress
RFCSP Process for new partners	October – November	Oct. 15, 2018



Community Feedback

- Multiple surveys
 - Community Council Greater Dallas Community Needs Assessment
 - Nonprofit partners
- Focus groups
- Individual/anecdotal feedback
- Feedback/insight from community partners

Community Feedback cont.

“more assistance with the mental illness and physical wellness situation.”

“Education is very important, because you need to have equal access to education, because everybody's talking about we have – education is equal, and no, it's not.”

“I think civic organizations... the responsibility of having programs designed to enhance people's lifestyles. “

“...they give \$8.95 or \$9.00 or whatever the minimum wage is per hour, that's not – you can work, but are unable to afford the opportunity to help your family eat.”

“You know... I would like to see more classes ... [for people] if they're willing, to be able to get that knowledge. “

“We have no post-secondary institutions in the Fair Park area. “

“I mean, a better community, you know, a better place to live.”

(Feedback from multiple focus groups, Community Council of Greater Dallas Community Needs Assessment, client surveys)

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Best Practice Approaches

- Collective Impact model – impact framework that relies on common agenda, shared metrics, continuous communications, and mutually reinforcing activities (facilitated by a “backbone”) (Kania and Kramer 2011)
- Integrated services/continuum – organizations and programs working as a network to improve coordination of services and outcomes for clients (Minas 2016)
- Place-based approaches – community programming designed and coordinated to create impact in a particular neighborhood or community
- “One Stop” Shop – ability to receive multiple services in a single location, ideally with integrated referrals and strategic scheduling

Framework



1. Social Services

- Alignment: Poverty Task Force, Equity Indicators, Resilient Dallas, Community Feedback
- Programming:
 - Utility assistance
 - Rental assistance
 - Case work
 - Senior services
 - Referrals
 - Dedicated space for 311
- Evaluation:
 - OCC Performance Metrics
 - Program-level
 - Align with United Way's Common Measures Framework
- Partners: Funders, Community Council (211), Community-based organizations, City of Dallas departments – Community Courts, 311, OHS

2. Community Partnerships/Tenants

- Alignment: Poverty Task Force, Resilient Dallas, Equity Indicators, Community Feedback
- Program Components:
 - Integrated service network within centers
 - Reporting of impact measure required
 - Work with existing tenants to develop
 - Strategic utilization of offices and meetings spaces
- Evaluation:
 - Program-level
 - Center-level
 - Align metrics with United Way's Common Measures Framework
- Partners: Center tenants, Communities Foundation, community-based organizations

3. Health and Wellness Programming

- Alignment: Equity Indicators, Resilient Dallas, Community Feedback
- Programming:
 - Health and nutrition education
 - Healthy cooking demos and physical activity promotion
 - Farm stands and community gardens
 - Screenings and referral services
 - Mental health education and referrals
- Evaluation:
 - Program-level
 - Align metrics with Common Measures Framework
- Partners: Hospital systems, community-based organizations

4. Community Engagement

- Alignment: Community Feedback, Equity Indicators
- Programming:
 - Community events
 - Arts and music
 - Neighborhood and community meetings
 - Technology center and professional meetings spaces
 - Inclusive and representative cross-functional events planning team
- Evaluation:
 - Community surveys/feedback
 - Program-level
 - Program and event participation data
- Partners: Community members, Community-based organizations, Neighborhood associations

5. Education

- Alignment: Community Feedback, Equity Indicators, Poverty Task Force
- Programming:
 - Summer and afterschool programming
 - STEM programs
 - Arts and music
 - SAT/ACT prep courses
 - College readiness/FAFSA support
- Evaluation:
 - Community surveys/feedback
 - Program-level evaluation
- Partners: Community-based organizations, Local schools

Financial Empowerment Centers

- Alignment: Mayors Task Force on Poverty, Resiliency Strategy, Equity Indicators, Community Feedback
- Program Components:
 - Financial Education
 - Financial Case Management
 - Job Skills Training
 - VITA services
- Evaluation: United Way of Metropolitan Dallas / Communities Foundation of Texas – Income Common Metrics Framework
- Partners: Cities for Financial Empowerment, Working Families Success Network

Potential Partners

- Abounding Prosperity
- Austin Voices for Education
- Baylor, Scott and White Health
- Big Thought
- Black Girls Blue Scrubs
- Buckner Family Services
- Catholic Charities
- Cities for Financial Empowerment
- Concilio
- Community Council
- Communities Foundation of Texas
- Dallas Afterschool
- DCCCD
- Early Matters Dallas
- Foundation Communities
- Prevent Blindness Texas
- Senior Source
- SMU
- Texas Hunger Initiative
- Texas A&M Dentistry
- United Way of Metropolitan Dallas
- UNT Dallas
- YMCA
- Current tenants and partners

Working Group

- City of Dallas departments
- MLK Jr. Center Advisory Board
- Senior Affairs Commission
- Youth Commission
- Baylor, Scott and White Health
- Community members at-large
- Communities Foundation of Texas
- Community Council
- Human and Social Needs Advisory Board
- United Way of Metropolitan
- UNT – Dallas
- YMCA



Implementation Plan

- Start with quick wins – funded partners ready to implement
 - VITA at West Dallas (Foundation Communities)
 - STEAM Camp at West Dallas (Big Thought)
 - Community/Social Services programming at Highland Hills (Community Services departments)
 - Financial Empowerment plan (CFE CityStart)
- Working group meetings – June - September
- RFCSP process – leverage \$193,000 CBDG funding (1:1 match)
- Public Engagement
 - Community meetings
 - Target populations / inclusion
- Evaluation plan development – August - September

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