

# Memorandum



CITY OF DALLAS

DATE July 31, 2018

Honorable Members of the Human and Social Needs Committee:  
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**

On August 6, 2018, you will be briefed on the 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 centers 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 on 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.

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 facility's needs, and to stem the negative impacts of poverty drivers affecting the target communities which the centers serve.

## **Process**

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.

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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 the “One Stop” model, 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 Community Development 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. The Working Group will also be asked to advise on a communications and outreach strategy for the RFCSP. Additionally, staff will seek low/no-cost ready-to-implement programming for near-term implementation.

Additionally, staff has been asked to provide programming options for the District 8 Office at the former Highland Hills Library building located in far southern. The 9,206 square foot facility was previously a library, but was vacant until being repurposed into a district office with community meeting spaces.

### **Fiscal Impact**

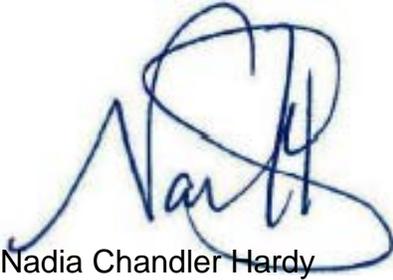
The fiscal impact of the project is \$145,853 in Community Development Block Grant funding.

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**Recommendation**

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

Please let me know if you have any questions.



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 Bizzor Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager

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**

**August 6, 2018**

**Jessica Galleshaw,  
Managing Director of  
Office of Community  
Care**



**City of Dallas**

# Overview

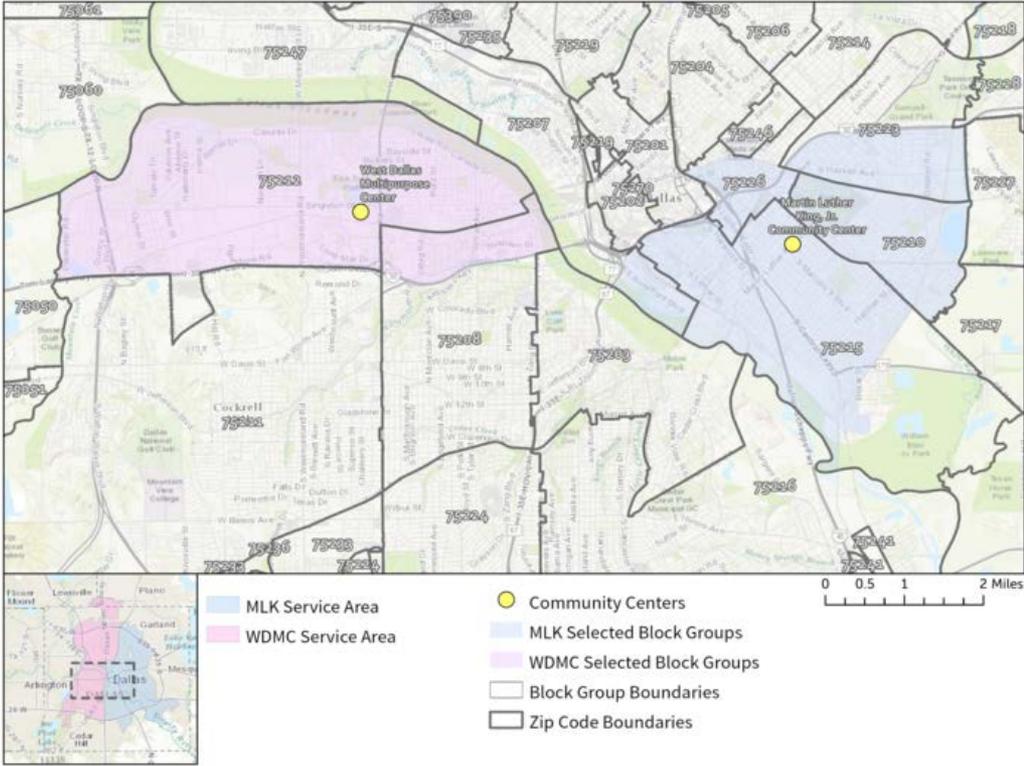
- Purpose
- Background
- Needs and Demographics
- Best Practices
- Reprogramming Strategy
- Recent Successes

# Purpose

The purpose of this briefing is to:

- Provide an overview of current and recent community centers programming
- Introduce model programming
- Present framework 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

# Community Demographics

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

# 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 – September	In progress
Align community centers org structure and operations to department goals	June – September	In progress
Renew/update current contracts and leases	June – October	In progress
Analyze space utilization and center calendars	August – September	Aug. 15, 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 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

# Community Feedback

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

# Community Feedback

*“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, CCGD Community Needs Assessment, client surveys)

# 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, 211
- Evaluation:
  - Office of Community Care Performance Metrics
  - Program-level
  - Align with United Way Common Measures Framework
- Partners: Funders, Community Council (211), Community-based organizations, City of Dallas departments – Community Courts, 311, Office of Homeless Solutions

## 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 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

# 6. 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
- 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
- Safe Conversations
- Senior Source
- SMU
- Texas A&M Dental School
- Texas Hunger Initiative
- 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
- Community Development 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) – 1,240 tax returns, \$2.4M refunds
  - STEAM Camp at West Dallas (Big Thought) – more than 50 students engaged
  - Financial Empowerment plan (CFE CityStart award recipient)
- Working group meetings – August – September
- RFCSP process – leverage \$145,853 CBDG funding (1:1 match)
- Fundseeking with potential partners
- Public Engagement
  - Community meetings
  - Target populations / inclusion
- Evaluation plan development – September - October

# District 8 Office

- Officially opened May 30, 2018
- 9,206 sq. ft. of office space and meetings rooms
- No budget for programming
- Request to bring additional program and to look at opportunities to transition services to site
  - WIC
    - Process:
      - Analysis of site for capacity, parking, etc.
      - Potential need for approval from state admin office
      - Building renovation would be required – including
    - Considerations:
      - 2 clinics nearby (Lancaster and Ledbetter offices) – closest 3.3 miles
      - WIC currently undergoing system upgrade statewide, including costly technology investments at all current sites
      - Nearby centers each with multiple years remaining on lease
    - Budget Implications: Lease termination penalties, remodeling, technology updates
  - “Office Hours”
    - Caseworkers may host office hours to offer initial consult/screening and referrals
      - Budget Implications: Up to \$120,000
    - WIC satellite office
      - Budget Implications: Up to \$100,000, requires State approval

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**Jessica Galeshaw,  
Managing Director of  
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