

# Drive to 2025 Community Services

March 23, 2018

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“Adding value to the community through people, programs and facilities.”



# Drive to 2025

## Community Services Division

The City of Brenham Community Services Division adds value and quality of life services to the community through its people, programs and facilities. Each year the staff of the Community Services Division seeks to meet the needs and expectations of the community through ensuring a positive and productive work environment, excellence in programming and well-maintained facilities. Community Services includes the Blue Bell Aquatic Center, Community Programs and Marketing (formerly Recreation), Main Street and the Nancy Carol Roberts Memorial Library. In October of 2014, the City of Brenham formally unified these departments with similar missions, values and goals under the leadership of one director, Wende Ragonis. In 2016, the City began supporting the operations of The Barnhill Center at the Historic Simon Theatre; and in 2017, Community Services staff began programming and promoting the facility. The Community Services team is committed to long-term planning, process efficiencies, adequate resource management, community preservation and sustainable growth. These values allow us to focus on our vision statement which is:

*"Adding value to the community through people, programs and facilities."*

## Community Services Division Snap Shot

<b>Department</b>	<b>Department Head</b>	<b>FY18 Budget</b>	<b>Employees</b>	<b>Funding Source</b>	<b>Advisory Board</b>	<b>Community Stakeholders</b>
<b>Main Street</b>	Jennifer Eckermann	\$144,219	1 Full time, part-time hours + community volunteers	General Fund, Utility Funds, BCDC for incentives, Donated Funds and HOT Funds for marketing and projects.	Main Street Advisory Board, meets 1 <sup>st</sup> Monday at 4:00pm	Downtown merchants, Main Street Board members, committee members, building and property owners
<b>Blue Bell Aquatic Center</b>	Tammy Jaster	\$273,739 Revenues \$861,717 Expense	4 full time, part-time hours (can be 60 – 80+ part-time workers depending on the season)	General Fund, BCDC, Fee Revenue, and minimal Donations.	Parks Advisory Board, meets 3 <sup>rd</sup> Wednesday at noon	Patrons, BISD swim teams and Dolphins Swim Club.
<b>Community Programs and Marketing</b>	Crystal Locke	\$449,236	4 full time, part-time hours + internship	General Fund, BCDC, HOT and Sponsorship Funds.	Parks Advisory Board, meets 3 <sup>rd</sup> Wednesday at noon	Program Participants.
<b>Library Services</b>	Andria Heiges	\$533,638	4 Full time, part-time hours + Blinn Work-Study + Community Services workers + community volunteers	General Fund, Donations, Fines and Fees	Library Advisory Board, typically meets 2nd Wednesday at 5:15 at NCRML	Fortnightly Club and Patrons
<b>Tourism and Marketing (Barnhill Center)</b>	Crystal Locke/ Wende Ragonis/ Jennifer Eckermann	\$264,451	0 full time, part-time hours + community volunteers	HOT funds and Fee Revenue		Brenham Main Street Historic Preservation, Inc., Tourism Partners, CVB.
<b>Total Budget</b>		<b>\$1,804,710</b>				

## From the Community Services Director...

I would like to express my thanks for the opportunity to draft this document. When my team and I begin this journey, it gave me personal satisfaction to see my department heads and their respective team members think about the current state of their operation with such pride. As each department looked to the future, they did so with servant hearts and the desire to add to the quality of life for every resident in our community. Each section of this document has a unique voice as it comes directly from the departmental staff. My role as the team's director is to advocate for staff, the facilities and the patrons we serve while keeping true to the vision of our City Council. My job is to empower each individual on my team to problem solve, produce results, develop new skills, to be consistent, but most of all to be kind. *I lead, influence and inspire my team to excel in their area of responsibility.*

## Main Street

### What do we do & why do we do it?

Main Street Brenham is part of the National and Texas Main Street Centers and is responsible for revitalizing downtown through preservation-based economic development and community revitalization. Downtown is the heart of the community, and something that is uniquely us. A vital downtown area reduces sprawl by concentrating business in one area and uses community resources wisely, such as existing infrastructure, tax dollars and land. Downtown has the greatest value per acre in the community. Main Street develops a Plan of Work each year that is based on the 4-point approach – Design, Organization, Promotion and Economic Vitality. Volunteers serve on these committees – which meet monthly – and help accomplish projects and programs that are pursued to meet the goals set by the Main Street Advisory Board.

Main Street works closely with a number of entities and individuals, including staff and departments of the City of Brenham; Washington County; downtown property owners; downtown business owners; community individuals; and organizations and businesses in the community like the Rotary Club and local banks, which support and sponsor Main Street programs and events.

### What would happen if our department didn't exist?

The past clearly tells us what would happen without Main Street. The City of Brenham first entered the program in 1983, and was considered a very successful program for three years. At that time, the City decided it could continue revitalization efforts on its own. Over the next 10 years, property values dropped 60% downtown and both the City and the Chamber considered the issues facing downtown and determined that a return to the program was called for. Brenham returned to Main Street in 1999. Since that time, more than \$35M has been reinvested in the historic core of our community, making it a thriving Central Business District and a destination for locals and visitors.

### Employees - how long have we been with the city/ positions/training?

Main Street Manager Jennifer Eckermann is the only full-time employee of the department. She began working in this position in 1999, and this June, will have been with COB for 19 years. She is a University of Texas graduate with a degree in Journalism/Public Relations, and began her career with Blue Bell Creameries in public relations where she managed the growth of the Blue Bell tour program from 2,000 to more than 100,000 visitors in her 10 years with the company. Eckermann managed Blue Bell Advertising Associates for 4 years before leaving Blue Bell to stay home with her daughter, until accepting the Main Street position with the City.

Under her leadership, Main Street Brenham has received National Recognition each year, except for the one when she was splitting duties between Main Street, while also serving as Interim Chamber President while the board searched for a new leader.

Eckermann graduated from Texas Travel and Tourism College in 2017, and is currently working on her Capstone Project for recognition as a Certified Tourism Executive.

A part-time employee for taking care of downtown maintenance issues was approved in this year's budget, but after discussions with the Director of Public Works, the money for this position will stay in the Main Street budget, but that department will utilize departmental staff to meet the need.

Main Street is fortunate to have access to the Community Services Coordinator and Intern, which are helpful in accomplishing the challenging work plan. The Community Services Coordinator, Alex Dill, is responsible for the Main Street Board minutes and the meeting notes from the various committee meetings. She also coordinates the downtown egg program and assists Main Street with events such as Local History Day, the Wine Swirl the and Summer Sip.

There is no formal succession plan in place at this time. If there were an immediate change in personnel, the next manager would be hired from outside of the organization. Brenham is known as a prime Main Street community, and bringing in someone with some Main Street/historic preservation/marketing experience would be beneficial in leading the program into the future. If there was time to mentor and develop from within, the Community Services Coordinator has expressed interest in the Main Street Manager role.

### What are our strengths?

- Reputation of having the ability to work with a variety of personalities for common good.
- Strong base of community support for the program.
- The “life” of downtown is expanding with additional restaurants and nightlife.
- Location, location, location.
- Hardworking core of volunteers who have given of their time to raise money for incentives and programs that would not have been available otherwise.
- A large downtown with a great amount of historic fabric.

### What are our weaknesses?

- Dependence on other departments to accomplish projects and events.
- Being unable to harness the vocal majority in order to accomplish goal of a Historic Preservation Ordinance.
- Perception of the City (development services) as unwilling to work with people trying to start or expand businesses.
- Prominent state highways in the downtown area that hamper our ability to become more pedestrian-friendly.

### What are our opportunities?

- There is room for downtown growth, as depicted in the Downtown Brenham Master Plan, adopted by council in 2012.
- The Barnhill Center has ability to make a tremendous difference in offerings and draw of a downtown hotel.
- Ability to take advantage of a “helpful” TxDOT in making downtown more pedestrian-friendly.
- To preserve the community’s historic core by protecting it through a historic preservation ordinance.

### What are our threats?

- The ability of a vocal minority to take control of policy through negativity at the Commission/Council level.
- The unknown future of an evolving downtown business community.
- Changes to the building code that hamper growth and investment.

### Best practices

Main Street Brenham follows the Main Street Texas 5-point approach. Each year, Main Street Brenham presents an annual report to the State and National organization to be recognized as an accredited Main Street Program. This year’s score on that report was 95.5 out of 100 possible points.

### Main street best practices and responsibilities

Main Street is responsible for spearheading the ongoing COB downtown revitalization efforts. It is accomplished through the Main Street 4-Point Approach, which includes Design, Organization, Promotion and Economic Vitality. Main Street oversees the Work Plan for these committees representing each approach. This Work Plan is presented and approved by the Main Street Advisory Board.

1. Design concerns creating an inviting, inclusive atmosphere and celebrates our community's historic character.
2. Organization ensures broad community engagement and helps forge partnerships.
3. Promotion supports buy local efforts and promoting downtown, contributes to event planning and helps in fundraising efforts.
4. Economic Vitality strives to build a diverse economic base by focusing on incentives and tools to assist new and existing businesses, and to be a catalyst for new investment by supporting a creative environment.

## Main street facilities and equipment

The "facility" for Main Street is the downtown district. The Downtown Master Plan, which City Council adopted in 2012, is the roadmap for public improvements and planned growth in the district. In 2017, we added to our facility by creating the new B4 district on the south side of downtown. Public Investments into the district will mirror the private market developments. The goal is to support the parking, traffic and pedestrian needs for the district. According to Landscape Architect, Ben Miller, of TX Dot:

*"The hallmark of a walkable downtown is prioritization of pedestrian facilities. Pedestrians should have plenty of walking space with uninterrupted paths, distinct furniture zones along building faces that do not protrude into the walking path, and a positive buffer between the path and roadway that give separation and safety from vehicles.*

*As well, pedestrians crossing a street should have a clear view of vehicular traffic and an anticipatable understanding of what vehicles want to do, are intended to do, and what they are supposed to do. Therefore, we must ensure that sight triangles are clear of obstructions and vehicular movements, at intersections are as simple as possible.*

*In a pedestrian prioritized area motorist should feel out-of-place and somewhat uncomfortable when driving in the area. This increased discomfort will typically increase their concentration, and preemptively identify potential conflicts, all while encouraging a decrease in the speed at which they will want to travel.*

*In areas like Brenham's downtown, it is important to consider bicycle traffic. As a town grows in population, but not so much in parking spaces, bicycles become a primary mode of getting residents to downtown. However, bikers and walkers in confined spaces create dangerous conflicts. Any plan should consider where bikes will be accommodated. Consider handling cyclist on the road surface only and enforcing cyclist to dismount when using sidewalks, at least in the immediate downtown area. When traffic speeds are low and the roadway is not used as a primary through route, on road cycling facilities are very effective.*

*In my opinion, destination downtown will be best accomplished by studying vehicular traffic in downtown and the surrounding area, in order to define the corridors and their treatments that bring you to your destination or take you purposefully around it. In essence, downtown should be convenient to get to but inconvenient to get through, and just as important, the treatments that allow you to make that decision as a motorist should be obvious at 30+ miles per hour.*

*The objectives should be to eliminate extra vehicles in the downtown and reduce overall vehicular traffic speed in the courthouse square area.*

*Some potential solutions for accomplishing these objectives;*

- *Installation of Stop Signs along Main and Alamo (SH105)*
  - *On Main St. at N. Baylor St. and N. Douglas St.*
  - *On Alamo St. at S. Douglas St. and S. Park St.*
  - *Bulb outs would be needed in order to make this work well*
  - *The main purpose of these signs is to prevent vehicles from getting up to speed, which we were able to observe on site.*
- *Reduce Main and Alamo to single lane*
  - *Potential to increase parking spaces and sidewalk width*
  - *Slow the speed of traffic*
- *Remove landscaping and other visual obstructions at intersections to increase sight triangles.”*

Storage of items and materials utilized for various programs continues to be a challenge for the department.

### **Where do you see the department in 2025?**

- Have a Historic Preservation Ordinance in place
- Established a TIRZ to support the downtown district’s needs
- Pie Festival is established a successful addition to the downtown activities
- Hotel completed, operating The Barnhill Center
- Mixed-Use Project or Public Plaza in place on old City Hall Property



## Blue Bell Aquatic Center (BBAC)

### About the Blue Bell Aquatic Center:

The Blue Bell Aquatic Center concept began with the Brenham Dolphins Swim Team. In 1985, parents of the Swim Team participants began working with the City of Brenham, Blue Bell and other community members to bring their dream of a natatorium and swim center to life. To facilitate the construction of the BBAC and other park amenities, the community approved a 4B sales tax organization called the Brenham Community Development Corporation (BCDC). The actions of the BCDC has been instrumental in enhancing the quality of life for the community through the funds dedicated to parks, recreation and aquatics. In 2001, the BBAC opened its doors to the community. There are three pools at the BBAC, the outdoor Leisure Pool, which operates seasonally, the indoor Natatorium with 6 lanes and the heated Therapy Pool. The BBAC receives over 65,000 visits each year. *The goal of the BBAC is to provide a lifelong year-round aquatics destination for Washington County residents and the surrounding communities.*

To keep up with the needs of its visitors, several facility enhancements have been made since 2014. The exterior deck around the Leisure Pool was expanded by 1000 sq. ft. to accommodate more picnic tables and a canopy, the original ice cream features have been refurbished, new outdoor pool features have been added and several interior improvements have been made. The BBAC also became "Park Central" and the first point of contact for community needs relating to parks, community programs (recreation) and aquatics. According to a survey conducted through the Parks, Recreation and Open Spaces Master Plan process, recreational participants at the BBAC represents approximately 45 percent of the total recreation programming attendance in the City. The remaining 55 percent of participation is split: 34 percent- sports tourism, 17 percent - carousel and facility rentals and 4 percent -non-aquatic programs and special events.

## What do we do?

We are the Blue Bell Aquatic Center. We provide year round swimming opportunities for our community and those surrounding us. We operate two (2) indoor year round pools and one (1) outdoor seasonal pool.

Indoor Competition Pool are home to:

- Lap swimmers
- Brenham High School Swim Team
- Brenham Junior High Swim Team
- Brenham Swim Club (year round after school swim team USA)
- Dolphins Swim Club (summer swim league NWAL)
- Swim Lessons – year round
- Recreational Swim
- Water Aerobic Classes
- Water Safety Programs
- Surrounding Area High School Team Practice in colder months including Giddings, LaGrange, Bellville High Schools

Therapy Pool is a warm water pool providing opportunity for:

- Aerobic Classes
- Aquatic Therapy
- Water Babies Classes
- Arthritis Aerobic Classes
- Rehabilitation
- Swim Lessons
- Patron Daily Exercises

Outdoor Leisure Pool provides recreational summer swim opportunities for our community and many visitors as well. Yearly summer attendance averages around 40,000+ visitors from Memorial – Labor Day

## Why do we do it?

“Our Team strives to enrich the quality of life for residents and visitors of all ages by providing access to outdoor space for play and exercise while offering safe and diverse recreational programs and preserving the historic character and natural beauty of the area”

We are a quality of life facility. People relocate to our community because of the amenities we provide. We provide leisure, recreation, and fitness opportunities year round to improve quality of life.

## What would happen if our department didn't exist?

We would lose quality of life programming for all our visitors & citizens of all ages. Patrons would have to find a new location to swim, exercise, and rehab; possibly relocating to other communities. The absence of this facility would impact the wellness of many in the community, especially our seniors and the youth. In addition, without the BBAC, there would be a void in the working opportunities for our youth, as we are one of the largest employers for our high school students in both Brenham and the surrounding communities.

## How long have we been with the city/positions/training?

### Tammy Jaster – 12 years (4/24/2006)

Tammy began her career with the City as the Aquatic Coordinator and was promoted to the Aquatic Supervisor/Manager in 2014. Tammy currently serves as the President of the Texas Public Pool Council and as a Blue Blazer for the Washington County Chamber of Commerce. Tammy has the following aquatics related certifications: Aquatics Facility Operator (AFO), Certified Pool Operator (CPO), Lifeguard Instructor (LGI), and Water Safety Instructor (WSI).

#### *Goals/Next Steps would be:*

- Park, Rec & Aquatic Director/Manager
- Community Services Director

### Kelsey Toy – 3 years (June 29,2015)

Kelsey was hired as the Aquatic Services Coordinator, and she continues in that role today. Kelsey has the following aquatics related certifications: Certified Pool Operator (CPO) and Lifeguard.

#### *Goals/Next Step would be:*

- Recreation Program Coordinator
- Marketing / Event Coordinator

### Dylan Hohlt – 1 year (4 years part time) (May 20, 2013)

Dylan was hired as a part-time life guard and was promoted to Head Guard, then hired full time in the spring of 2017 as the Aquatic Safety Coordinator. Dylan has the following aquatics related certifications: Lifeguard.

#### *Goals/Next Step would be:*

- To continue to learn current job
- Branch out to assist the American Red Cross Examiner Program
- Become a Lifeguard Instructor Trainer and assist other pools around the area to train lifeguards

### Darrell Meyer – 13 years (8/29/2005)

Darrell's position was transferred into the BBAC budget full time in 2015 from Maintenance. He has the following aquatics related certifications: Certified Pool Operator (CPO).

#### *Goals/Next Step would be:*

- To continue in my current job
- To move from a Maintenance Technician to a Maintenance Specialist
- To retire at the age of 62 (2024 -6 years)

### What are our strengths?

We provide a wide variety of swimming opportunities for all ages. We educate the youth in the community and surrounding communities to be safe in, on, and around the water. We provide much needed low impact water aerobics classes. We provide a place for our swim teams to practice, fun place for our visitors, and an opportunity to get the family out of the house and moving.

### What are our weaknesses?

We employ the youngest, largest part time staff of the city as well as the community. We consistently have a changeover in staff and middle management – creating additional work/training on the full time staff. We are playing catch up on building up keep to maintain an aging facility.

### What are our opportunities?

We employ the youngest, largest part time staff of the city as well as the community. We have the opportunity to GROW and continue educating our youth. We have the opportunity to expand services to assist our elderly and offer more classes. We have the opportunity to work with groups within our community to reach more people. (Senior Center, Blinn College) We have the opportunity to change lives and SAVE lives daily.

### What are our threats?

The only real threats that our facility faces are cuts in funding and closing the pool. There is NOTHING we can't do if we work together as a TEAM. Many people believe that surrounding waterparks and other pools are our competition, but our only real competition is ourselves. With clever marketing and continued improvements to our facility and a laser focus on safety there will be no competition.

### What are we doing that we should do better or stop doing?

Just within the last couple of years, focus has shifted from quick inexpensive fixes to comprehensively repairing and investing into the facility. Our goal now is to protect and take care of our aging facility.

### Any best practices?

Our Department is known for going the extra mile and for our customer service. Most of our best practices come from our drive to serve our community. To create a FUN and SAFE atmosphere for our visitors. Staff does look to the Red Cross and frequently has surprise audits conducted, so we remain diligent and compliant. Since 2014, the BBAC has won several awards for programming and safety. Our department staff stays current on trainings, state rules, regulations, and involved so we are up to date on any new and upcoming issues/laws.

### What are we responsible for?

We are responsible for the safety of each of each patron and team member in the facility. We are responsible for guiding and educating our young work force and leading by example. For many of the staff members this is their first job, so it is imperative that we spend adequate time teaching and sharing knowledge, so they are equipped to provide excellent customer services, maintain the facility and most importantly adequately respond in an emergency.

We are responsible for:

- three (3) pool complex that is open year round
- staffing & operating the Aquatic Center including Park Central
- Maintenance & Janitorial duties of the Aquatic Center
- booking all park facility buildings, fields, and green spaces
- staffing & operating the Carousel
- assisting with Recreations & Special Events for the City

- welcoming our visitors and ensuring they have a fantastic time and want to come back to Brenham
- sharing information in/around our community as we receive numerous calls daily for information about our community

### What about our facility? Is it adequate? If not, what is needed & why?

Our facility is unique to a community of this size. The uniqueness is what brings and relocates people to our community. With changing recreational needs and the growth of the BISD swim team, the year round community patrons are impacted. There are times when the facility is at capacity and patrons are waiting on lanes. Adding the proposed Phase II, which is a 2025 goal in the Parks, Recreation and Open Spaces Master Plan, could increase our attendance and bring in a completely new user group. This would allow for additional programming, aerobic classes, and more aquatic opportunities. It would assist in reaching our teen/tween age group that we are missing currently and allow us to program specifically to them.

### What about equipment? Is it adequate? If not, what is needed and why?

With a limited budget, we do not splurge for “extras”, but currently are catching up on deferred maintenance and upkeep. A more detailed discussion of equipment is included in the Blue Bell Aquatic Center Comprehensive Plan which is attached to this plan.

### Where do you see the department in 2020?

By 2020, we would like to see Parks, Recreation & Aquatics as one department. Allowing staff to work on all aquatic center operations, programs, summer camps, the carousel, recreational programming, recreational summer camps and guest services. This would allow opportunities for staff to cross train and work in several different areas building thus a stronger TEAM. In doing this, we would like to see our full time staff job duties re-evaluated and created to be more efficient and effective. We would like to see all registration and bookings online, by either upgrading Rec Trac or replacing with a more user-friendly system.

### Where do you see the department in 2023?

We would love to see Phase II constructed. With an outdoor Olympic size pool with deeper water, a lazy river, indoor cardio room, racket ball, splash pad, additional slides, indoor basketball/volleyball courts, could also include indoor pickle ball courts and rock wall.

### Where do you see the department in 2025?

- Phase II complete
- Additional programming
- Collaboration with Blinn Jr College (offering Lifeguard Training, Arthritis & Water Fitness classes)
- Senior Swim Team
- Scuba Lessons
- Aerobic classes for Teens/Tweens
- Land base aerobic classes
- Community Recreation Programming
- Recreational Summer Day Camps

### What will it take to get there?

A Vision, clear direction from Council, Community support and Funding.

### What is needed?

Vision. In 1985, parents of the Dolphin Swim Team had *vision* to building an indoor pool for their children. The hard work, perseverance and City/Community support with the allocation of sales tax brought that vision to reality in 2001. What is needed today to get to the next level of excellence for the BBAC is that *vision* from the community.

### What will it look like when we arrive?

State of the art aquatics and recreation Facility, with the BEST quality of life for our community.

# Community Programs and Marketing

## Who Are We?

Our Values:

- accessibility
- community enrichment
- health and wellness
- historical preservation
- safety
- quality

## What we do?

Mission - Our team strives to enrich the quality of life for residents and visitors of all ages by providing access to outdoor space for play and exercise while offering safe and diverse recreational programs and preserving the historic character and natural beauty of the area.

We promote social interaction; improve community health and wellness through programs and well-maintained accessible parks and trails; provide a place for children and families to connect with nature and recreate outdoors together.

## Why do we do it?

Vision - The vision for the future of Brenham Parks and Recreation is to provide families and visitors a safe, accessible and high quality park system that provides diverse recreation opportunities.

Quality parks and programs make communities more livable and desirable. We have a desire for helping people and bettering the community we live and serve.

## What would happen if your department didn't exist?

Parks and Recreation contributes to the economic and environmental well-being of our community, improving our local tax base by bringing in an estimated 2.1 million dollars in 2017 through sports tourism. Parks and programs are tangible reflections of the quality of life our community takes pride in and visitors enjoy. Below are quotes from our program participants:

*"Pickleball makes me feel like a kid again. I've always loved sports and was highly involved in athletics growing up but as you get older those opportunities for organized sports diminish. Pickleball has given me a great way to be active and get some much needed exercise as well as tap back into my competitive nature. The best part of playing pickleball is the people you meet and the fun and laughter you enjoy on the court. My name is Vicki Bruce and I'm addicted to pickleball!!"*

*"Awesome time for my family. Excellent music and a great way to celebrate our amazing town." – Andi Hare Liner, Hot Nights, Cool Tunes*

*"We had the best time at the Downtown Christmas Stroll today from breakfast with Santa to Snowzilla to story time to the parade!! It was all fantastic!! Thanks so much!!"*  
– Lanthia Lischka

## What about your employees? How many? How long have they been with the City, your department? What is their training? Who is cross-trained? What type of succession planning is in place?

Community Programs and Marketing Department consists of 4.73 FTE employees.

### Crystal Locke, Community Services Specialist

Has been with the City of Brenham for almost 15 years, starting in the summer of 2003. She attended Stephen F. Austin State University as a student athlete and graduated with a degree in Business Administration. During summer's she'd return to the City where she held PT positions in concessions, as a party hostess at the BBAC, assistant athletic coordinator and was brought onboard FT in October 2008 as the Recreation Coordinator planning programs and special events, working with local youth and adult sport leagues and booking tournaments.

More recently, alongside Dr. Jo An Zimmermann, Locke prepared the Parks, Recreation and Open Spaces Master Plan that was approved by council in February 2015, assisted in the update of our Library's strategic plan that was adopted in July 2016, attended two 14-hour classes on Grant Writing and Grant Management in 2015 and prepared and/or assisted with five grant applications receiving funding for four projects.

Trainings and Certifications: Certified Park and Recreation Professional (CPRP), Certified Professional Sports Manager (CPSM), an alumni of the inaugural TRAPS Academy of Leadership Development program (2014) and currently serves as co-sponsorship chair for TRAPS Central Region Workshop.

### Kevin Boggus, Technology Specialist

Started as a lifeguard in December 2007, became a HG in 2008, obtained Water Safety Instructor Certification (WSI) and American Red Cross Lifeguard Instructor Certification (LGI) in 2009. In 2010, he became the Aquatic Safety Coordinator for 9 months until a position was created in IT for Website Coordinator.

During his time in IT he developed the city's website in-house, provided and in-depth website assessment for the CBB's website, added additional sites for the Uptown Swirl and Discover Brenham, worked with the city's mapping coordinator to install and publish our maps online using ESRI ArcMap Server 10, worked with Doris K. to improve the Wasteworks/Incode batching process, and redesigned the Downtown Brenham website to be responsive.

In 2014, Kevin moved back to the Aquatic Center as the Safety and Technical Specialist where he renewed his Certified Pool Operator certification, hired and trained lifeguard staff, worked with Kelsey Tammy to overhaul our Rectrac database and reconfigure how we used the program in our operations, worked with VSI to add Webtrac to Rectrac allowing an online interface for the recreation software, worked with Pete DeQuincy and head guard staff to develop training programs that included video challenges and skill drills to improve response time of all staff.

In October 2016, Kevin became the Community Services Technical Specialist and began working with Civic Plus and the Main Street team to develop the new Downtown Brenham website, redesigned the natural gas safety brochure and moved the survey online, designed and published the internal newsletter, became a member of Texas Association of Municipal Information Officers, completed social media policy training from Lynda.com and recertified in LGI/CPR/AED. His background in technical theater and event management has come in handy with The Barnhill Center operations.

### Alex Dill, Coordinator

Joined our Community Services team in December 2016 and has been employed for one year. Alex started PT as our Community Services Assistant and was promoted to Community Services Coordinator within five months. Alex works closely with our Main Street Department and assists with community programs, special events and The Barnhill Center operations.



Employee	Position	Length of Service	Primary Roles	Succession Plan	Note
<b>Kevin Boggus</b>	Technology Specialist (FT)	7 Years (FT) 3 Years (PT)	Connecting the public to City's technology, handle City and Downtown Brenham website, graphic design	Approx. Retirement in 30 years.	Cross-trained in Aquatics; ARC Life Guard Instructor, Certified Pool Operator, First Aid/CPR/AED Instructor;
<b>Crystal Locke</b>	Specialist (FT)	9.5 Years (FT) 5 Years (PT)	Program/special event coordination, budgeting, supervision of staff and volunteers	Approx. Retirement in 30 years.	B.A. Business Management, Certified Parks and Recreation Professional (CPRP); Certified Sports Manager (CPSM);
<b>Alex Dill</b>	Coordinator (FT)	1 Years (FT) 5 Months (PT)	Coordinate Main Street activities, assist with community programs	Approx. Retirement in 30 years.	B.A. Telecommunications Media Studies; previous clinic office manager
<b>Erin O'Malley</b>	Intern (PT)	6 Months	Support for Community Programs & Marketing and Main Street Program		B.A. from San Houston State University

## What are your strengths? What are your weaknesses? Opportunities? Threats?

### Strengths

- customer service
- quality programs
- building community relationships/partnerships
- popular special events
- central location to host sporting events

### Weaknesses

- providing measurable outcomes versus evaluation
- creating awareness of programs and facilities offered
- brainstorm ways to record non-organized park use
- programs that target teens, seniors and reflect our demographic make-up

### Opportunities

- collaborating/expanding partnerships with Brenham ISD by developing a Youth Advisory Panel to assist with parks and programming initiatives;
- build relationship with Blinn College and utilize resources – Kruse Recreation Center
- establish a community-wide volunteer program
- collaborate internally with Human Resources and implement an employee wellness program;
- collaborate with Texas A&M Agrilife Extension for citizen input process and community survey

### Threats

- sedentary lifestyles and screen time
- competing with new athletic facilities being built
- athletic facilities with artificial turf
- weekend hotel rates

## What are we doing that we should do better or stop doing?

The Parks, Aquatics and Recreation departments all fall under different department heads, budgets and Directors, which leads to a fragmented operation at times. The team is ready to come together under a unified management structure that could improve operational efficiencies and plan for the growth.

As for Marketing, a social media policy is needed to guide the organization. Currently, departments individually market, create content and communicate with the public through social media with little input or guidance. During the website redesign process, social media accounts can be inventoried and streamlined as needed. It is important that the City's guidelines and policies ensure consistent design and messaging for all city webpages and social media.

## Any Best Practices?

The best practices that we follow include standards set forth by Texas Recreation and Parks Society and the National Recreation and Parks Association. NRPA Park Metrics are the most comprehensive source of data standards and insights for park and recreation agencies. Launched in 2009 and previously known as PRORAGIS, these agency performance resources assist park and recreation professionals in the effective management and planning of their operating resources and capital facilities. Park and recreation professionals can use this benchmark data to gain more funding support, improve operations and better serve their communities.

*(These numbers are based on 2016. 2017 numbers will be available at the end of April.)*

The typical Park and Recreation Agency:

## Staffing

Has 7.4 FTEs on staff for each 10,000 residents living in the jurisdiction served; Brenham has 20.66 FTEs on staff per 10,000 residents –this number includes Parks, Community Programs and Aquatics. Also, it's appropriate to note that our Park system serves Brenham and Washington County residents with a population totaling 34,765 which is equivalent to 9.85 FTEs on staff.

Has park and recreation staff members that span across many functional areas including:

	Typical Agency (%)	Brenham (%)
Maintenance	30	41
Operations	27	37
Programming	22	12
Administration	18	10
Capital Development	1	0
Other	2	0

## Budget

Annual operating expenditures of \$3,459,846; Brenham has annual operating expenditures of \$2,571,081;

## Agency Funding

Recovers 29% of operating expenditures through revenue generation; Brenham recovers 18.6% of operating expenditures through revenue generation;

Generates \$795,500 in non-tax revenues on an annual basis; Brenham generated \$478,438;

A median of \$2.981 million in capital expenditures budgeted over the next five years; Brenham has \$2,462,050 budgeted over the next five-years in capital expenditures; Brenham capital budget for F2016 was \$483,148;

### Distribution of Operating Expenditures

	Typical Agency (%)	Brenham (%)
Personnel Services	55	49
Operating Expenses	37	42
Capital Expense not in CIP	6	9
Other	3	0

### Sources of Operating Expenditures

	Typical Agency (%)	Brenham (%)
General Fund Tax Support	60	59
Earned/Generated Revenue	25	15
Dedicated Levies	9	0
Other dedicated taxes	2	22
Sponsorships	1	1
Grants	1	1
Other	2	2

### Marketing Best Practices

Once marketing processes are defined and streamlined, staff will look to the Texas Association of Municipal Information Officers, which Crystal Locke and Kevin Boggus are members.

### What are we responsible for? What are our tasks? How long does it take normally?

#### Community Programs

- Responsible for developing and implementing programs that meet the needs of our community – budgeting, planning, marketing and staffing;
  - Walk with a Doc – partner with Brenham Clinic
  - Intro to Pickleball clinics – partner with Brenham Paddle Pushers
  - Baseball Spring Training Camp – partner with Blinn Baseball
  - Movies in the Park
  - Hot Nights, Cool Tunes
  - Little Diggers – partner with Brenham Volleyball
  - Brenham Boo Bash – partner with Wash. Co. Boys & Girls Club
  - Christmas Stroll and Lighted Parade
- Partner as appropriate with nonprofit or private sector providers to expand opportunities;
- Complete annual Park Metrics report through National Park & Recreation Association (NRPA);
- Maintain Parks, Recreation and Open Spaces Strategic Plan – review annually with Parks and Recreation Board; update every five years to meet Texas Parks and Wildlife standards;
- Maintain Asset Map of services and programs offered throughout the community;
- Oversee volunteers, vendors and contracts for special events;
- Create special event Emergency Management plans;
- Report on economic impact of sports tourism in Brenham;

## Marketing

- Connect the public to City technology;
- Handle City and Downtown Brenham website;
- Support Esri ArcMap for users;
- Administer (VSI) Rectrac/Webtrac software;
- Create social media content;
- Manage email distribution lists through Constant Contact;
- Production of marketing materials and graphic design – e.g. programs/special events, budget book cover, gas safety brochure, advertising materials for Banner Press and Washington County Chamber of Commerce publications
- Publish and distribute annual Parks and Recreation Guide;
- Publish bi-annual internal newsletter;

## What about our facilities? Are they adequate? If not, what is needed and why?

The typical Park and Recreation Agency has:

### Park Facilities

- 9.5 acres of park land per 1,000 residents – Brenham has 17.51 acres of park land per 1,000 residents (includes Brenham Family Park) – 11.07 acres of park land per 1,000 residents (not including Brenham Family Park)
- has 1 park for every 2,277 residents; Brenham has one park for every 1,657 residents (including Brenham Family Park), one park for every 1,842 residents (not including Brenham Family Park)
- an overwhelming majority of agencies have:
  - playgrounds; Brenham have 12 play structures for various ages
  - basketball courts; Brenham have 6 outdoor courts
  - diamond fields for baseball/softball; Brenham has 16 diamond fields
  - tennis courts; Brenham has 8 tennis courts
  - outdoor swimming pools; Brenham has 1 outdoor pool
  - multipurpose rectangular fields; Brenham has 16 at various dimensions
- manages 11 miles of trails for walking, hiking, running and/or biking; Brenham manages 2.25 miles of trails – 1.0 at Hohlt Park, .5 at Jackson Street Park and .75 usable Brenham Greenways Project trail – Henderson Park to Hasskarl Tennis Courts (2.84 total);
- has a quarter million contacts per year; Total building facility contacts – 82,480; total park facility contacts – 120,996 for a total of 203,476 contacts per year – this number includes organized events, facility rentals, etc., number does not reflect non-organized contacts – brainstorm ways to capture a true estimate for non-organized park users

Brenham exceeds the “typical” Park Agency in acres of parkland per 1,000 residents and number of residents per park, however we manage less trails. Possible park expansion of: longer trails – more than one-mile, bike trails, nature trails and connecting trails These items were identified in our Parks, Recreation and Open Spaces Master Plan along with the following amenities: ponds for fishing, an interactive water feature/splash pad and covered basketball courts.

## Park Facility Rentals

Our park system consists of seven rentable spaces - six indoor and one outdoor.

Below reflect our rentable spaces and the number of times they were utilized over the last three years.

	2017	2016	2015
Fireman's Kitchen	107	134	145
Fireman's Rock Room	32	63	67
Henderson Kitchen	49	46	60
All Sports Building	149	166	177
Jackson Street Park	58	51	56
Amphitheatre	5	7	6
Flying Horses Carousel	92	93	102

Multi-use activity space and meeting rooms were mentioned in our Parks and Recreation Master Planning process.

## What about equipment and vehicles? Are they adequate? If not, what is needed and why? What is our replacement policy?

Recreation supplies and equipment are currently stored and housed at the All Sports Building.

## Where do you see the department in 2020, 2023 and 2025? What will it take to get there? What is needed? and What will it look like when we arrive?

According to the Community Demographic Profile found on brenhamedf.com – Brenham's 2022 population projection is 17,037 residents, and increase of 4.04%.

- Continue to expand programming opportunities to meet the changing recreation needs and desires of all ages – out of school time, health and wellness programs
- Art and history displayed in parks – add historic and interpretive features where appropriate - similar to Carousel and Greenwade signage at Fireman's Park
- Develop marketing plan for Parks and Recreation
- 5-year update to Parks, Recreation and Open Spaces Master Plan
- Continue to implement and seek funding for capital items listed in our Action Plan and Prioritization of Needs
- Implement Park Foundation 501©3 and donation program

# The Nancy Carol Roberts Memorial Library

## A brief history

The Brenham Public Library was founded by the Fortnightly Club of Brenham in 1901. The club started with 100 donated books and quickly added 300 volumes from the private collection of Col. Giddings. The collection continued to grow over the years and the library moved to different locations around Brenham. In 1977, the library received a significant donation from Mr. and Mrs. Roberts, in memory of their daughter, Nancy Carol Roberts. Nancy lost her life in a tragic accident in the fall of 1971. A new building was constructed and re-named the Nancy Carol Roberts Memorial Library at the library's current location of 100 Martin Luther King Jr. Parkway. Due to the continued demand for services and modern technology needs from the growing community, the library recently underwent an expansion and modernization project. The new facility opened to the public in November of 2016 and offers a welcoming environment responsive to the modern library patron's needs. The library is an essential component of this community and the staff profiles, statistics, accomplishments, and future goals outlined below reflect the passion we have for our patrons.

## What do we do?

Every day we touch the lives of people in our community. People of all ages and backgrounds from rural areas of Washington County to right here in town, turn to us to find jobs or go online, to get help with homework or complex research projects, to start on a business plan, connect with their kids or simply find a quiet space to relax.

## Provide access

We make information that can't be found elsewhere, available to everyone in our community. We serve a diverse group of patrons by offering the full range of information resources needed to live, learn, govern, and work. More than just books, the library is a place of information offering patrons access to a wealth of information online, in print, and in person.

## Build community

We serve as a community hub by connecting people to people. We are often a safe haven for kids when schools are not in session, offering after school homework help, games, and book clubs. Computer classes enable older adults to stay engaged in a digital world and our community outreach programs connect those in rural areas and nursing homes to the community.

## Promote literacy

We are committed to helping children and adults develop the skills they need to survive and thrive in an information society. Our focus is on literacy of all kinds: reading, digital literacy, financial literacy, health literacy and more.

## Innovate

We strive to serve as a place for community engagement by providing a platform for great minds to come together. Our meeting spaces, collaborative atmosphere, and creative programming reflect the changing needs in our society that libraries are embracing.

## Why do we do it?

The library staff is passionate about making a difference in the community we serve. We each found our way to the library field through different avenues of public service, but we share the common desire to make a difference.

## Vision

The Nancy Carol Roberts Memorial Library aspires to be:

- A welcoming place where reading, learning and imagination thrive;
- A place where users are empowered by the most appropriate resources, services, access, and information to expand their world; and
- A leading presence and respected voice in our community

## Mission

The purpose of the Nancy Carol Roberts Memorial Library is to serve all the residents of Brenham and Washington County by offering resources, services, and facilities, which meet their informational, educational, and recreational needs.

## What would happen if we didn't exist?

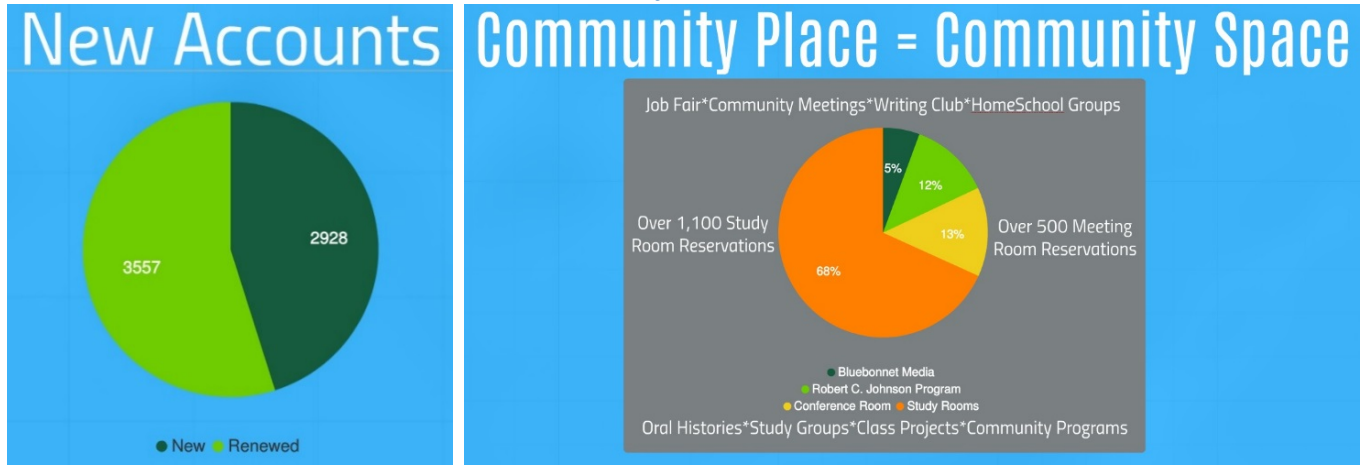
If the library didn't exist, many in our community would suffer. Without our facility, its resources and the knowledge of the library staff, a large portion of Washington County would lose access to vital information.

- In 2017, over 4,700 individuals used their library card to access materials or a library computer, and the library saw over 101,600 visits. Over 97,500 items were checked out and the computers were used almost 15,000 times.
- In a 2015 library survey of Brenham and Burton ISD on average, teachers stated that approximately 50% of their students did not have access to home internet. These school districts rely on online textbooks and Google Classroom for assignments forcing many students to use the library chromebooks and computers to complete schoolwork.
- In Washington County 19% (over 5,500 individuals) over the age of 18, have no high school credentials. Many of our patrons use our GED exam prep tools and software to improve their job prospects.
- On average, we assist 5 to 10 patrons a week with resume writing and job applications. Most of the employers in Brenham require online job applications and without the library a large portion of the community would be unable to obtain employment.
- Studies show that children who do not read on level by the end of 3<sup>rd</sup> grade only have a 1 in 8 chance of ever catching up and are 4 times more likely to drop out of school. Last summer we had over 400 children and teens register for and participate in our Summer Reading program. Without the library, the children in our community would be at a huge disadvantage.

## A personal statement

As the Librarian, I witness on a daily basis how important the library is to many in this community. The economic and intellectual health of Brenham and Washington County depends on this library. The statistics below show just how much the community used our new facility last year, reflecting our value as a community partner.

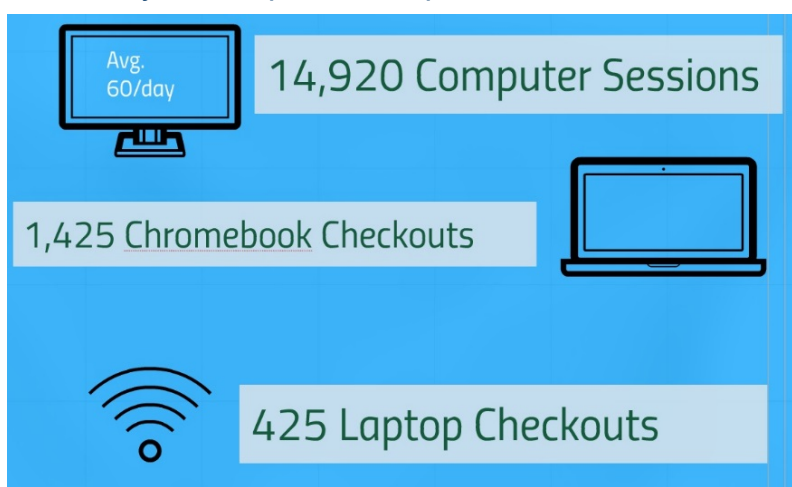
2017 Statistics – 1 Year in Our New Facility



FIVE-YEAR History of Library Visits and Checkouts



The library has 16 public computers, 7 Chromebooks and 5 Laptops





## Meet the Team

<b>Employee</b>	<b>Position</b>	<b>Length of Service</b>	<b>Primary Roles</b>	<b>Succession Plan</b>	<b>Note</b>
<b>Andria Heiges</b>	Librarian (FT)	5 Years (FT) with Library	Supervision of all library staff, budgeting and program coordination	Approx. Retirement in 30 years Assistant librarian trained & exposed to all daily tasks	Background in Engineering with Masters in Library Science from UNT paid for by City of Brenham
<b>Tammy Murphy</b>	Assistant Librarian (FT)	3.5 Years (PT) 2 Years (FT) with Library	Back up library supervisor, focus on teen programming & management of library volunteers	Approx. Retirement in 10-15 years Potential for PT staff to replace	Retired Kindergarten teacher from Brenham ISD - allows outreach & collaboration with school district
<b>Will Felder Jr.</b>	IT Technician (FT)	5 Years (PT) 10 Years (FT) with Library	Technical support for all library equipment, software, and patron assistance	Approx. Retirement in 5 years Replacement by outside tech person	Cross-trained in front desk service and tech. Only City IT staff with knowledge of library specific software
<b>Betty Thiel</b>	Library Support Specialist (FT)	33 Years (FT) with Library	Processing of all new materials, management of memorial donations, genealogy specialty	Approx. Retirement in 2-5 years Potential for PT staff to replace	Long length of service to the library allows knowledge of genealogy collection and library policy
<b>Ethel Randle</b>	Library Clerk I (PT)	35 Years (FT) Retired with city 10 Years (PT) with Library	Management of library donations, sorting & repair of materials, check-in at staff area desk in back	Approx. Retirement in 1 year Hiring of new PT staff	Long length of service shows loyalty and dedication to public service
<b>Louise Barbour</b>	Children's Coordinator (PT)	27 Years (PT) with Library	Coordinates all children programming, Summer Reading Program & community outreach	Approx. Retirement in 5-10 years Hiring of new PT staff	Talented musician that uses music in all library programs including a weekly program for Brenham State Supported Living Center
<b>Employee</b>	Position	Length of Service	Primary Roles	Succession Plan	Note
<b>Deanna Michel</b>	Library Clerk III (PT)	2.5 Years (PT) with Library	Front desk, patron training on technology, community service supervision	Interested in FT Employment Approx. end date in 10 years	3 Years of experience managing a library branch in Nevada

<b>Employee</b>	<b>Position</b>	<b>Length of Service</b>	<b>Primary Roles</b>	<b>Succession Plan</b>	<b>Note</b>
<b>Carolyn Barlow</b>	Library Clerk II (PT)	2.5 Years (PT) with Library	Front desk service, shelving, patron assistance with technology, collection of fines & fees money	Interested in FT Employment Approx. end date in 10 years	Retired Kindergarten teacher from Bellville ISD. Worked at Blinn Library, allows collaboration Assists with children's programming as needed
<b>Amy Huber</b>	Library Clerk I (PT)	6 months (PT) with Library	Front desk service, shelving, patron assistance with technology, collection of fines & fees money	Interested in FT Employment Approx. end date in 5-10 years	Experienced in Genealogy database research
<b>Kelley Turpin</b>	Library Clerk I (PT)	6 months (PT) with Library	Front desk service, shelving, patron assistance with technology, collection of fines & fees money	Interested in FT Employment Approx. end date in 5-10 years	Enrolled in TWU Masters of Library Science program (online). Started as library volunteer

## Accomplishments and Goals Related to the Library Strategic Plan

### Goal 1: Support Educational & Learning Opportunities

#### Accomplished in 2017

- Provide a teen space that fosters intellectual, emotional and social development
- Offer Science, Technology, Engineering, Art & Math (S.T.E.A.M.) Programming
- Develop and support a teen advisory board & volunteer program
- Expand adult programming opportunities to meet changing needs
- Establish a volunteer program for adults

#### Goal by 2020

- Increase staff experience & knowledge of Early Learning
- Expand offered story times to include evening hours

#### Goal by 2025

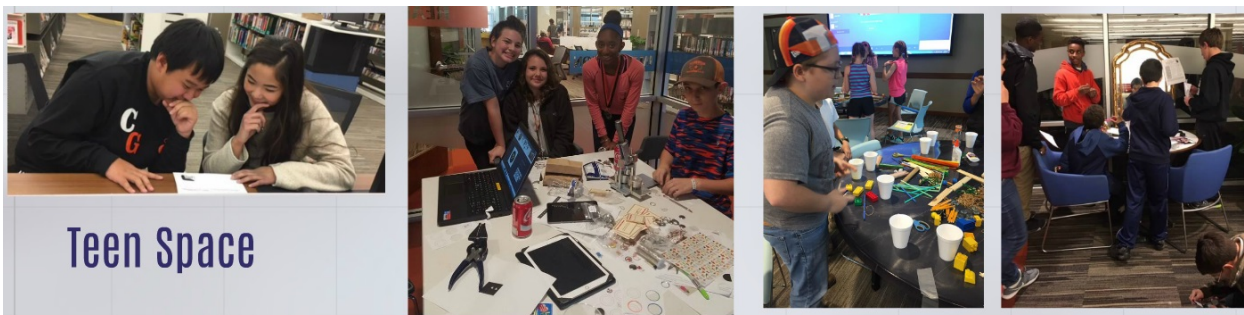
- Offer computer-coding programs with dedicated computer lab space
- Have an Integrated Library Systems linked to the Brenham ISD & Burton ISD system so that student ID cards may be used as library cards.

#### Strength

- We are a trusted institution that many in the community utilize to meet educational needs.

#### Weakness

- Lack of computer science based library programming.
- Computer Science careers are projected to grow by 12% by the year 2025 and it is predicted that by 2020 there will be 1.4 million computer-science-related jobs available and only about 400,000 computer science graduates to fill them.



### Goal 2: Foster Community Connections

#### Accomplished in 2017

- Collaborate with partners to provide high demand public services
- Coordinate after school homework assistance
- Participate in school programs, STEM night & open houses

#### Goal by 2020

- Collaborate with new partners to offer needed services
- Become the first choice in location for neighborhood meetings
- Coordinate a community wide information and resource site making it easier to locate local health and human services.

#### Goal by 2025

Host a Science, Technology, Engineering and Math (STEM)/ makerspace fair at the library. A makerspace fair showcases designs, inventions or creations made at the library.

### Strength

- We have a strong, positive and well-developed relationship with the local school districts and non-profit groups.

### Weakness

- Lack of community wide data/information about needs and wants.
- Since opening the new facility, we have not completed a community needs assessment to determine what the needs are going forward.



### Goal 3: Empower community by creating awareness of library resources

#### Accomplished in 2017

Promote programs & resources effectively

#### Goal by 2020

- Develop a library brand & standard marketing plan
- Improve the website so the public can view library offerings
- Develop senior outreach & programming for services for people with disabilities
- 
- Implement a curbside delivery program for elderly or disabled patrons

#### Goal by 2025

- Change perception of library as only a place for books
- Make electronic offerings easily accessible to all community members regardless of age or technical ability

### Strength

- A strong social media following on Facebook and an Integrated Library System that works well with electronic resources.

### Weakness

- Lack of home delivery service for homebound or disabled patrons.
- Washington County has a large elderly population and we get frequent requests for home deliveries.
- Perception of library as a dying, boring place to go only if you need a book.
- We welcomed over 100,000 visitors last year but many members of the community have never visited the library. We find that the misconceptions about the library come from those who do not use it, and we want to spread the message about all we do.



## Goal 4: Support Workforce & Economic Prosperity

### *Accomplished in 2017*

- Provide space for working & collaboration including meeting and networking space
- Facilitate access to supporting series including mentorship & workshops

### *Goal by 2020*

- Continue developing financial & health literacy resources & related programs
- Continue to teach digital literacy and basic workplace skills
- Increase Wi-Fi band width and speed so that large groups can connect simultaneously. A network specifically for library patrons would allow us to track and record useful statistics as well.

### *Goal by 2025*

- Collaborate with local businesses to offer annual job fairs. One for teens, and one for adults
- Provide circulating hot spots with devices to make online resources accessible at home for all in the community

### *Strength*

- Strong partnership with the Chamber of Commerce, Blinn College Small Business Development Center, and local businesses on numerous grants and programs.

### *Weakness*

- Lack of involvement or input in local economic and business related planning.
- More participation in local events and community group meetings will help the library to become a more valuable community partner.
- Limited internet bandwidth and speed.
- We often have large groups that do business trainings and online meetings. The groups have issues watching training videos and accessing websites when all are connected at once.



## Goal 5: Expand Access to information, Ideas, & Stories

### *Accomplished in 2017*

- Promote collection and raise public awareness of the importance of historical records
- Give patrons access to new technology

### *Goal by 2020*

- Ensure local diverse communities are represented in the present and future records collecting
- Substantially increase the number of e-resources
- Addition of 3D design & printing, programmable robots, and new tablet/e-readers
- Make technology offerings more accessible and easier to use.

### *Goal by 2025*

- Employ a full time bilingual staff member for Spanish outreach
- Offer bilingual story times and cultural focused programming

### *Weakness*

- Lack of ability to communicate effectively with Spanish speaking community.
- A large portion of our patrons are Spanish speaking individuals working toward citizenship and employment within our community. A lack of ability to communicate is frustrating for all and prevents us from serving this group effectively.



## Goal 6: Foster an Organizational Culture of Innovation

### *Accomplished in 2017*

- Train all staff to be effective promoters of library resources & services
- Provide regular updates of progress in implementing this plan to the Library Board, civic leaders and the public

### *Goal by 2020*

- Implement successful pilot projects that better serves patrons
- Celebrate accomplishments with staff & community members.

### *Goal by 2025*

- Staff fully trained in all library technology
- A team of staff that enjoys all aspects of their job and is cross trained in all library tasks
- Expand services to underserved areas of Washington County with mobile solutions: a book & tech mobile, as well as additional drop off locations for borrowed materials.

### *Weakness*

- Lack of cross training and complete staff capabilities on all library technology and services.

- We currently have a wonderful team of staff and each individual is competent in different areas but the team would benefit from more cross training. Training needs include:
  - Training on how to handle patrons with mental health issues.
  - Training on how to manage young adults and teens with behavioral issues.
  - Emergency preparedness training.
  - Technology Training- web research skills & library technical tools



## Threats

### Technology

The rapidly changing technology needs of our community threaten our ability to maintain the knowledge and skill needed to best serve our patrons. It is essential that we stay current on technology trends and uses.

Loss of funding for new technology, maintenance on current library tools, and training for staff would negatively impact the library. A growing demand from our patrons for more information and more technology could be a struggle with rising costs.

### Safety

The challenges presented by patrons with mental health issues and behavioral problems continue to increase. The safety of library staff is at risk if proper training and assistance from other groups is not requested.

### Facility Needs

The new facility, opened in 2016, is in need of a well-developed maintenance plan for furniture, equipment, shelving, & technology.

The maintenance department is in the process of securing a quarterly service agreement for the library HVAC system and is working with us to develop a plan for future facility maintenance.

### Conclusion

The Nancy Carol Roberts Memorial Library has served Washington County for over 117 years with the goal of making information free and accessible to all people. The way people are using the library is changing as fast as technology is changing and today we act as a community hub; in addition to connecting people to information, we connect people to people. We provide access by leveling the playing field and serving people of every age, income level, location, ethnicity or physical ability. In short, we are essential to the community we serve.

## The Barnhill Center at Historic Simon Theatre

### What Is The Barnhill Center?

Built in 1925, in the grand architectural style of Beaux Arts Classical Revival, the Simon Theatre provided a splendid setting for many a theatrical performance, film screening and ballroom dance. The James Simon family commissioned Houston architect Alfred C. Finn, whose career included designing a number of prominent Houston buildings as well as the San Jacinto Monument, to design the theatre for the community of Brenham. Today, after a meticulous renovation, the glamour and grand style lives on for future generations in the newly named Barnhill Center at the Historic Simon Theatre.

The Community Services Division has been tasked with oversight of The Barnhill Center at Historic Simon Theatre through an operating and lease agreement between SIMON THEATRE MASTER TENANT, LLC a holding of Brenham Main Street Historic Perseveration, Inc. (BMSHP) and the City of Brenham. In 2014, the Chairman of Brenham Main Street Historic Perseveration, Inc. Hal Moorman spoke with Council at the June 5, 2014 Council meeting about the possible long-term ownership and operation of The Barnhill Center at the Historic Simon Theatre. This presentation initiated the City's evaluation of the possible ownership and/or operation of The Barnhill Center. To lead the City's evaluation efforts, a sub-committee of Council members including the Mayor was established. Council approved \$81,000 of HOT funding at the December 17, 2015 Council meeting, which was allocated to the marketing and promotion efforts of The Barnhill Center. In addition to those funds, Council approved \$92,000 of HOT funding during the FY17 budget process. City Council adopted the FY17 budget at the September 12, 2016 Council meeting.

Once Council approved the initial HOT fund allocation of \$81,000, the Tourism and Promotion Sub-committee of Council and BMSHP representatives began working on a Memo of Understanding (MOU) between the two organizations. The MOU was executed May 4, 2016. This memo detailed the use of the allocated funds and City resources for the purposes of marketing and promoting The Barnhill Center as a conference center destination. On October 1, 2016 the City engaged a tourism industry expert to aid and assist the City with the marketing and promotion efforts of The Barnhill Center specifically related to mid-week conference activities. With the start of budget year FY17, allocated resources are in place to begin the operations of The Barnhill Center on January 1, 2017. Beginning in FY17, the operating fund for The Barnhill Center changed to the Tourism and Marketing fund.

In addition, the programming and events that occur at the facility, the Visitor Center is located in the first floor space of the building. Currently the Director of Tourism, Jenny Mills, and her staff operate the Visitor Center to welcome tourists to the community.

### Who are the employees that make it happen?

The City has two departments responsible for activities at The Barnhill Center facility. The Maintenance Team oversees the mechanics of the facility by proactively monitoring and evaluating the structure and systems within the building. The Maintenance Team also accepts requests from the Visitor's Center to repair or maintain that space as well. This team also sets up for events, weddings, movies and meetings. The Community Services team has an excellent collaborative relationship with the Maintenance Team. The Community Services staff programs the cultural arts events, answers The Barnhill Center phone, schedules tours for brides and outside groups, operates the Step Into the Past Program, hosts meetings, and promotes the facility of all of these activities as well. Currently the key Community Services staff members assigned to The Barnhill Center are Crystal Locke as the lead and Alex Dill as the coordinator as she is the first line to the public requesting information. Kevin Boggus helps with application support for the Planning Pod tool and the ticketing process. Once a long-term



plan of action is in place for the management of this facility, staff will evaluate other ticketing software programs.

## SWOT Analysis for The Barnhill Center

### Strengths

- The Barnhill Center is a historically significant asset in the downtown district.
- The Center has state of the art audiovisual equipment in the Ballroom and in the Theatre.
- Well-position to host mid-week meetings due to proximity to Austin, Houston and College Station.
- There is space to expand the offerings with the unfinished “Kugel” space.

### Weaknesses

- Unfinished break-out and meeting space that is currently referred to as the “Kugel”.
- Lack of hotel space to accommodate mid-week groups.
- Lack of local commitment to The Barnhill Center.

### Opportunities

- Market the facility for mid-week of multiple day conferences.
- Market the facility for destination weddings with overnight guests.
- Market the facility for local and destination events.
- Host programming to promote tourism and local quality of life enrichment.

### Threats

- Lack of willingness from BMSHP to collaborate and understand the limitations of a government’s role.
- The lease agreement with the BMSHP is not formally executed.
- The City does not have control of the domain or website.
- Lack of resources. The City has minimal resources to dedicate to the full time coordination of the facility and strategic planning.
- Lack of clear direction from City Council to define the role of the City for the long term sustainability of the Center.

### Best Practices

Other communities have municipal run historic theatre venues. The Pines in Lufkin is one facility that Community Services staff has looked to for guidance and best practices, as it is a smaller venue. <http://thepines.visitlufkin.com/> Other historic theatres noted for best practices include the Majestic in Dallas, <http://majestic.dallasculture.org/> and Liberty Hall in Tyler, Texas. <https://libertytyler.com/>

### What are we responsible for?

My team is responsible for marketing and promoting The Barnhill Center as a destination in downtown for cultural arts programming, meetings and events. We are also responsible for planning and organizing the cultural arts programs and coordinating the logistics for scheduled meetings, weddings and events. In addition, Main Street’s “Step Into the Past” program is hosted at the Center on Saturdays’ and by appointment mid-week. City staff is responsible for mid-week tours and volunteers host the Saturday movies and tours.

### Our tasks include

Taking phone calls from potential clients, offering tours, showing the “Step Into the Past Movies”, coordinating brides and their representatives, planning cultural arts programming and offering hospitality suites for performing artists, planning and hosting familiarization events, managing events and maintaining the building in collaboration with other City departments.

### How long does it take, normally?

Since FY17 is the first full quarter of the City operating the logistics of the facility, I have included the administrative and event staffing time for the facility.

ADMINISTRATION	
*Event Planning, Staff Coaching and Management Oversight	20.00
Update Website, Create Marketing Materials, Audio/Visual Support, *Software Research	40.00
*Cultural Arts Program Planning, Staff Scheduling, Coordinate with Facility Owner, Handle Event Insurance, Petty Cash and Check Requests, *Create Standard Contract for Talent, Oversee Contracts, Hospitality Riders and Technology Riders, Coordinate Set-up and Cleaning, Coordinate Marketing Efforts, Budgeting, Program Reporting	120.00
*Cultural Arts Program Planning	10.00
Answers Phone, Inputs Lead Information, Follow-up with Leads, Create Proposals, Showings with Potential Clients, Prepare Floor Plans, Collect Payments, Update Planning Pod, Maintenance Requests, Linens, Event Planning	104.00
EVENT STAFFING	
The Holiday, Elf, Christmas Vacation, The Polar Express, It's a Wonderful Life	23.25
The Liberators, Finke Wedding, The Polar Express, It's a Wonderful Life, Bruce Robison & Kelly Willis, Bockhorn Wedding	40.50
The Liberators, The Holiday, Elf, Christmas Vacation, The Polar Express, Bruce Robison & Kelly Willis	20.00
The Liberators, The Holiday, Holiday at Home, Elf, The Polar Express, It's a Wonderful Life, Bruce Robison & Kelly Willis	30.00

### How the facilities and are they adequate?

The City needs an executed agreement between the City and the owner of the facility, Brenham Main Street Historical Preservation, Inc. Without, this agreement and spirit of collaboration in place, it is difficult to move forward with strategic planning and programming. The location of the facility is well suited to attract mid-week meetings, however the facility itself is not suitable for these types meetings. The Bullock Ballroom is large and hosting a small 20 or less person meeting is a challenge with acoustics. In addition, larger events often need break out space, and that facility at this time does not offer that capability. A professional business plan was developed for the BMSHP in 2004. It was again presented to City Leadership in 2014.

### Goals for 2020, 2023 and 2025

#### 2020

- TIRZ Revenue contributes to supporting the operation.
- Kugel Jr. build-out complete.
- Operate under an executed agreement with BMSHP.
- Host 3 -4 mid-week meetings per month with overnight stays.
- Host 3-5 weddings per quarter

#### 2023

- Known as a cultural arts destination, complementing the other venues in the downtown district
- Downtown hotel developed to support the operation.
- Membership driven for cultural arts programming.

- Active and defined sponsorship program.
- Buy local gift store with Blue Bell products in operation in front space.

## 2025

- Parking established to support the facility and cultural arts activities.
- Retail developed to support the facility.
- Operation is sustainable with mid-week events, weddings, cultural arts programming and gift store sales.