

State Of Latinos Austin Texas 2016



Mural Restoration project sponsored and organized by Arte Texas, a nonprofit that focuses on art in East Austin

"I still take pride in my town, but it's changing too often. It's got me asking myself, partna, what happened to Austin?"

"Built up an interstate, hoping to discriminate Hoping we would stay put, and we would never penetrate The west side of 35, isn't it ironic that, We were exiled now these MFs want it back?"

"You seen what they did to the Fran's on Congress, now they wanna do the same thing to Montopolis. Make it all spotless; take out the Tom Gro, raise up the taxes, build up the condos."

He was all about peace and progress, Way before you called it Cesar Chavez. It was 1st Street, and the worst street, A bunch of Mexicanos on a seven-day work week. Selling raspas [shaved ice], corn and piñatas, back when all the casas were owned by La Raza [Mexican-Americans].

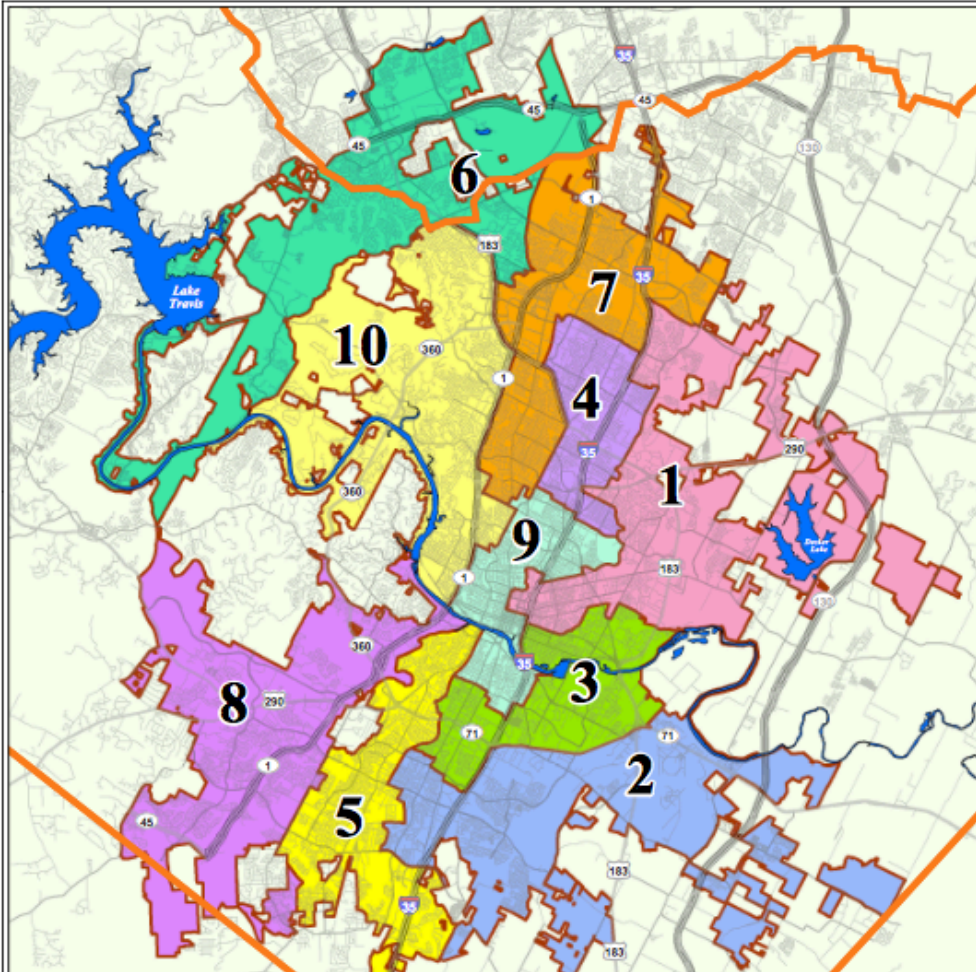
– Lyrics from Lench Martinez's rap about gentrification

District Demographics

Latino Population*

- 1- 43%
- 2- 69%
- 3- 61%
- 4- 65%
- 5- 31%
- 6- 15%
- 7- 22%
- 8- 18%
- 9- 17%
- 10- 9%

*COA



Racial or Ethnic Category	---City of Austin---		---Travis County---		---MSA---		---Texas---	
	Totals	Share of Total Population	Totals	Share of Total Population	Totals	Share of Total Population	Totals	Share of Total Population
White--Anglo (non-Hispanic)	407,665	47.1%	547,106	48.0%	1,011,674	52.5%	11,968,889	44.4%
African American (non-Hispanic)	60,585	7.0%	88,833	7.8%	132,963	6.9%	3,059,615	11.4%
Hispanic--Latino	315,909	36.5%	387,221	34.0%	632,055	32.8%	10,216,687	37.9%
Asian (1) (non-Hispanic)	58,854	6.8%	65,540	5.8%	107,912	5.6%	1,051,321	3.9%
American Indian (non-Hispanic)	2,529	0.3%	28,472	2.5%	5,588	0.3%	107,828	0.4%
Other (non-Hispanic)	813	0.1%	2,050	0.2%	3,221	0.2%	53,914	0.2%
Multi-Racial (non-Hispanic)	19,017	2.2%	19,662	1.7%	32,813	1.7%	498,704	1.9%
Totals	865,504	100.0%	1,138,884	100.0%	1,926,998	100.0%	26,956,958	100.0%

**STATE OF LATINOS AUSTIN ATX
SOLUCIONES PARA NUESTRA
COMMUNIDAD
May 2016**

**Sponsored by:
The League of United Latin American Citizens
District VII**



State of Latinos Austin Texas (SOLATX)

The League of Latin American Citizens (LULAC) is sponsoring the first annual report on the State of Latinos for Austin, Texas 2016. LULAC founded in 1929, is the oldest and most widely respected Hispanic civil rights organization in the United States of America. LULAC was created at a time in our country's history when Hispanics were denied basic civil and human rights, despite contributions to American society. The founders of LULAC created an organization that empowers its members to create and develop opportunities where they are needed most.

Why is this report necessary? Racism is embedded in our institutions and culture and continues to exert great influence on how social benefits and burdens are distributed. Much has changed with election of a new City Council, but the playing field of opportunities still tilts away from many Latinos and people of color. Austin is attempting to be a far more just and equitable city than ever before. Its election of three Latinos and one African American to the Austin City Council signals a tremendous leap forward for racial equity. However, the continuing racial incidence of disadvantage in our city strongly calls for a community change approach firmly grounded in a structural race analysis.

Structural racism is a shorthand term for the many systemic factors that produce and sustain racial inequities in Austin. These are aspects of Austin's history and culture that allow the privileges associated with "whiteness" and the disadvantages associated with "color" to remain deeply embedded within the institutions, systems and norms that shape our political and social economy, culture and residential patterns. When we look closely at each of these areas we see that race, privilege and disadvantage remain very clearly linked.

We believe that three stand out as strategic levers for social change:

Public Policies: The budget and ordinances that directly allocate public resources and indirectly influence the distribution of private resources in ways that have greater negative impact on Latinos.

Social and Institutional Practices: The City's regulations and standard operating procedures that generate racially biased outcomes.

Cultural Representations: The lack of culturally based language, images, narratives, frames and cognitive cues in City government that support racial equity. The absences of these representations generate white privilege and dismiss racial disparities. Cultural representations contribute to a common sense about race and can powerfully influence public policies and social and institutional practices.

Racial equity is the substantive alternative to structural racism. It is a social outcomes "picture" in which race is not consistently associated with privilege and disadvantage. The goal of racial equity is to produce fairness and social justice—race would no longer be a factor in the assessment of merit, or in the distribution of opportunity.

The City of Austin has not come close to this equity ideal and will not do so unless leaders adopt a problem-solving perspective that is historical, political, comparative and systemic. Leaders, at all levels, need to acknowledge the totality of social and political factors behind the outcomes experienced in Latino and communities of color. And, those outcomes need to be evaluated in relation to the experiences of neighboring white communities and regions and not in isolation.

Serious change-making efforts must be race- and power-conscious whenever disadvantage and color clearly overlap. Development strategies that disregard or minimize race garner public, political and philanthropic support more easily. When race is treated as the elephant in the room, interventions that underplay or ignore

race and promise to “lift all boats” have rarely closed chronic Latino outcomes gaps or changed underlying conditions.

Policies and practices at multiple levels heavily determine racial winners and losers. Even further, dealing with race requires coming to grips with the cognitive, cultural and political environments that give inequitable policies and practices their public legitimacy. To be truly race conscious in the field of community change, we must make the principle of racial equity operational.

Purpose of this Report

This executive report and companion technical report (to be put on the SOLATX website) is intended to focus on a few areas that seem to have the most importance in the Latino community and provide some guidance on deliberate steps toward ending persistent racial outcome disparities in specific policy areas. An important caveat is that this report does not comprehensively tackle all the determinants of equity. The State of Latinos will address these issues in future reports.

DETERMINANTS OF EQUITY



A CALL TO ACTION



Equity Manifesto

LULAC believes that the City of Austin and other governmental entities need to formalize equity through policies by:

- Including equity as a criteria for inclusion and prioritization of policies
 - Target benefits to Latinos and other vulnerable populations
 - Prioritize provision of resources that need it most
- *We, the City of Austin, believe in the potency of inclusion, and calling out racism and oppression, both overt and systemic; and,*
 - *We, the City of Austin, recognize that as local leaders we need to invest in each community's unique assets and leverage these with support from the city; and,*
 - *We, the City of Austin, adopt that equity-mindedness should be the guiding paradigm for language, culture and action; and,*
 - *We, the City of Austin, will enable equitable practices and policies that are designed to accommodate differences in the context of community and population needs; and,*
 - *We, the City of Austin, will insist that equity must be enacted as a pervasive institution –and system-wide principle; and,*
 - *We, the City of Austin, will hold ourselves and others accountable to ensuring equity in all policies.*

Executive Summary

Read the report at

www.SOLTX.ORG

As individuals within a community and communities within society, we all have a shared fate and a shared responsibility, Austin's future depends on the success of all of its populations, but disparities in the distribution of resources and opportunities create imbalances that disadvantage some communities and create an advantage in others. For the privilege, racial equity may seem like oppression. But to create a prosperous region, we must ensure that everyone in our region benefits from the opportunities the region provides so that we are all able to thrive.

At first glance, Austin Texas is a great place to live, learn, work and play.

It's highly educated.

It has a low unemployment rate.

It has strong household income.

It has good health.

It has a diverse and global community.

It has a robust and innovative economy.

It has stunning natural beauty.

It is the "Live Music Capital of the World" and has a thriving cultural and arts scene.

It is a vibrant home to over 1 million residents.

But when you look closer, significant portions of our community are being left behind.

Latinos have a high unemployment rate.

Latinos have an annual income well below the Austin average.

Latinos have high volumes of chronic diseases.

Latinos have the highest rate and number of uninsured.

Latinos have a low educated and unskilled workforce.

Latinos are being displaced by unbridled development.

Building an equitable region will benefit us all by creating a stronger, healthier, and more sustainable community. Equity is not just a moral imperative – it is an economic one. As our region becomes more racially, ethnically, and age-diverse, our shared prosperity depends on our ability to create conditions that will allow everyone to flourish. Just as the sustainability of our economy depends on a regional strategy, our efforts to increase equity must also be regional in scope.

In an equitable region:

- All people have access to the resources necessary for meeting their basic needs and advancing their health and well-being.
- All people have the power to shape the future of their communities through public decision-making processes that are transparent, inclusive, and engage the community as full partners.
- All communities experience the benefits and share the costs of growth and change.
- All people are able and have the opportunity to achieve their full potential and realize their vision for success.

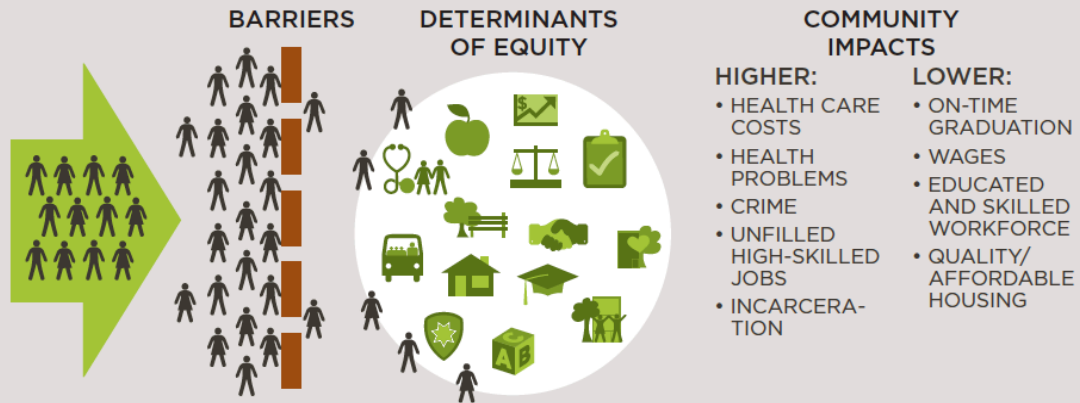
What Do Latinos Need to Reach Their Full Potential?

- 
- Strong Vibrant Neighborhoods
 - Access to Affordable Health Food
 - Access to Health and Human Services
 - Access to Parks and Natural Resources
 - Access to Safe and Efficient Transportation
 - Affordable Safe Quality Housing
 - Community & Public Safety
- Early Childhood Development
 - Equitable Economic Development
 - Equitable Law and Justice System
 - Equity in City Practices
 - Family Wage Jobs and Job Training
 - Healthy Built Environments
 - Quality Education

Inequities are not random; they are the results of past and current decisions, and they can be changed. Creating an equitable region requires the intentional examination of policies and practices (both past and present) that, even if they have the appearance of fairness, may, in effect, serve as barriers that perpetuate disparities. Working toward equity requires the prioritization of policies, infrastructure, and investments to ensure that all people and communities can thrive – regardless of race, ethnicity, income, age, gender, language, sexual orientation, ability, health status and other markers of identity.

INEQUITIES HURT EVERYONE.

WHEN PEOPLE LACK ACCESS TO THE DETERMINANTS OF EQUITY, THEY LACK OPPORTUNITY. THE RESULTING INEQUITIES IMPACT THE WHOLE COMMUNITY.



We are better off when all of us are better off.

AUSTIN, TEXAS NEEDS TO FOCUS ON REMOVING BARRIERS AND INCREASING ACCESS, SO ALL PEOPLE HAVE THE OPPORTUNITY TO THRIVE.



The suggested strategies and policies will help bridge the affordability gap that Latinos and other people of color are experiencing is shown below.

1. Implement a Race Equity Lens into Policy and Practices

Policy recommendation: Incorporate activities supportive of racial equity that include the elimination of policies, practices, attitudes, and cultural messages that either support different outcomes based on race or fail to eliminate them

2. Fast track increases in Affordable Housing Supply

Policy Recommendation: Create a “Special Advisor for Affordable Housing” reporting directly to the Council. This advisor can start evaluating the work of all the City agencies and programs that are developing strategic housing plans and programs in combination with the work of the City Auditor who is conducting an affordability audit at this time. The Special Advisor will assist the Council with housing policy evaluation and formulation.

3. Imbed Racial Equity into decisions about transportation funding

Policy Recommendation: In addition to making investments in corridors that are shovel ready, any proposed bond program should incorporate a transit oriented priority policy; funding for affordable housing transit oriented development; and, pedestrian infrastructure.

4. Invest in strengthening a child’s early development

Policy Recommendation: LULAC requests that the City of Austin establish a City Council Initiative to review the Pre-K implementation similar to the process used by Mayor Castro in San Antonio in 2012 and potential actions the City of Austin can take to improve and expand Pre-K education

5. Implement food access and supporting health literacy and education to underserved areas

Policy Recommendation: LULAC recommends that the City of Austin formally put together coordinated strategies that that bring together the resources and leadership of the city, food retailer(s), public health practitioners, and community-based organizations (CBOs) to work on attracting new retailers in targeted communities

6. Bridge the Knowledge economy with TechHire opportunities in East Austin

Policy Recommendation: The TechHire opportunity should be given high priority by the City of Austin in working with the Workforce Development Board. The TechHire program is a pathway for Latinos and people of color to participate in Austin’s Knowledge economy.

7. Support place and race based health and healthcare planning and interventions

Policy Recommendation: A rigorous health data analysis based on quantitative and qualitative information should be conducted similar to that conducted in the Rundberg area. Key Latino populated areas including Dove Springs, East Austin, Montopolis, and others should be included.

8. Reduce racial and ethnic health disparities

Policy Recommendation: Significant health disparities exist within the Latino population, which is why the City of Austin should not only continue to focus but also concentrate on the largest and fastest growing population. The goal of working with a Latino population is to better understand health disparities and identify the type of disparities that affect Latinos, including obesity, diabetes, substance abuse, violence and HIV/AIDS.

9. Implement local healthcare reforms at agencies responsible for health and healthcare through performance audits

Policy Recommendation: Conduct performance audits on the two agencies, Central Health and the City of Austin Health and Human Services that serve the most Latinos with a focus on meeting outcomes

10. Leverage growth in high tech to stimulate economic opportunity

Policy Recommendation: Build an equitable innovation economy that stimulates new product development and business formation, and captures the consequent job creation benefits. The focus should be on jobs and opportunity for Latinos and communities of color that encompass Austin's key industries

11. Bridge the individual and family wealth gap

Policy Recommendation: Austin needs to be a leader and bridge the wealth gap by understanding these needs and committing tangible and measureable resources to finding new financial empowerment solutions. They may include creating partnerships and programs that expand access to mainstream banking and wealth-building opportunities, as well as help families protect the assets they have and become more financially stable

12. Strengthen communities through partnerships with anchor institutions

Policy Recommendation: Central Health and its partners, Seton and UT, as anchor institutions in an innovation district with the proper incentives and motivation have the economic potential to leverage their assets and revenues to promote local private sector development. Since substantial public funding has been invested in this venture it is only fitting that a community benefits agreement be fostered that benefits specific community endeavors.

13. Implement policies to promote immigration inclusion



Policy Recommendation: As Austin undergoes the emergence of a new racial and ethnic majority. Equity – long a matter of social justice and morality – is now also an economic imperative. Austin can only achieve and sustain growth and prosperity by integrating all into the economy. Austin needs a new strategy to bring about robust growth that is widely shared by all. The groundwork has been set through resolutions and studies and it is time to act on them and provide the necessary resources to make Austin a truly inclusionary city.



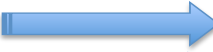

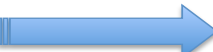
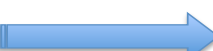
14. Operationalize racial equity in city practices in employment, distribution of resources and services


Policy Recommendation: LULAC believe that the City of Austin and other governmental entities need to formalize equity through policies by:

- *Including equity as a criteria for inclusion and/or prioritization of policies;*
- *Identifying policies important to low-income communities, Latinos and other communities of color, and other vulnerable populations; Targeting benefits to vulnerable populations; and, prioritizing provision of resources to areas that need it most*

The gap for Latinos who are a majority of Single Member Districts 1 through 4 is shown in the chart below for a family of four.

Racial Equity Strategy	Bridging the Gap	Monthly Income	2-A; 2-C
Build the Individual and Family Wealth Gap		Monthly Total	\$3,554
Bridge the underserved economy with TechHire; Leverage local growth in high tech for the underserved population; strength communities with partnerships with Med&Ed anchor institutions		Median Family Income	\$42,650

Racial Equity Strategy		Monthly Costs	2-A; 2-C
Expand Trust Fund; Implement Strike Fund; Expand Housing Preservation Districts; Link Density Increases to Housing; Others		Housing	\$1,074
Increase food access and supporting health interventions to underserved areas		Food	\$782
Expand and improve Pre-K Programs		Child Care	\$835
Establish a Transit Oriented Development Fund		Transportation	\$608
Support place and race based health planning; Increased focus on disparities; reform local healthcare		Health Care	\$719
Other cross-cutting: Implement policies for Immigration inclusion		Other	\$896
		Taxes	\$474
		Monthly Total	\$5,388
		Annual Total	\$64,657

Implement a Race Equity lens into policy and practices and operationalize Equity		Annual Affordability Gap	\$22,007
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State Of Latinos ATX: What Does Austin Need To Do To Build Equity and Opportunity?

1. Implement a Race Equity Lens into Policy and Practices

Policy recommendation: Incorporate activities supportive of racial equity that include the elimination of policies, practices, attitudes, and cultural messages that either support different outcomes based on race or fail to eliminate them.

Racial equity can be defined as the condition that would be achieved should one's racial identity not be predictive of life outcomes. Racial equity is typically used within the larger context of the pursuit of racial justice, as racial equity would be an expected outcome should racial justice be achieved.

Any system keen on promoting racial equity specifically needs to take an approach that takes into consideration the following elements:

- *Paying attention to who is at the table.* System-level decision-making should ensure a variety of perspectives by including racially and ethnically diverse leadership to drive an inclusionary process. Ongoing training and support for leadership staff on topics related to racial equity will help staff maintain an approach that is racially sensitive.
- *Engaging the community.* Involve members of the community—particularly those who represent racial groups most likely to be impacted by policy and program implementation. Community engagement will allow for feedback on implementation and anticipated outcomes, as well as buy-in of the process as a whole.
- *Tracking progress over time.* Systems that have targeted racial equity goals need to track activities and outcomes associated with those goals over time. Reporting of these activities and outcomes should be shared both internally and externally with the community in order to support ongoing community engagement and accountability.

2. Fast track increases in Affordable Housing Supply

Policy Recommendation: Create a “Special Advisor for Affordable Housing” reporting directly to the Council. This advisor can start evaluating the work of all the City agencies and programs that are developing strategic housing plans and programs in combination with the work of the City Auditor who is conducting an affordability audit at this time. The Special Advisor will assist the Council with housing policy evaluation and formulation.

In Austin, Latinos and other people of color are having a hard time finding housing they can afford. Even people with middle-class jobs face an affordability crisis. The reason is simple: we stopped building affordable housing. Supply and demand are out of whack. The reasons behind this are complicated. The repercussions

are severe. Latinos are moving back in with their parents or relatives, a lot of are living in garages or doubling up – some are moving further out, and some are becoming homeless. There is no conflict between maximizing production of market-rate housing and maximizing production of affordable housing. We must do both.

The affordable housing issue is playing out in many other cities and regions in the U.S., but we must find examples where the housing market functions better. We must take away the ability of our city to say “No” to housing.

The City of Austin has used numerous approaches to provide local funding and incentives for affordable housing production and retention.

- General Obligation Bonds – Voter approved housing using bonds to be repaid with property tax revenues
- Housing Trust Fund and City land development – property tax revenues from developments built on city owned lands
- University Overlay Zoning and Trust Fund – funding generated through density bonus and entitlements provided to developers for affordable housing for a targeted area near the University of Texas
- Austin Energy/Holly Good Neighbor – funding for repairs to properties surrounding the former Holly Power Plant area
- Density Bonus – densities for various areas including downtown, North Burnet, East Riverside where developers make payments on a square foot basis to be sent to a housing assistance fund or for rental or for owner occupied housing
- Planned Unit Development – fees for affordable housing for development based on City Council approval
- Transit Oriented Development – goals established through individual station-area plans for areas within a half-mile of the Capital Metro commuter rail stations. The overall goal is for 25 percent of all new housing units in the transit-oriented development areas to be occupied by families.
- S.M.A.R.T. Housing – fees waivers for developers and builders of single-family, multi-family, and mixed-use developments that meet SMART (Safe, Mixed-Income, Accessible, Reasonably-priced, Transit Oriented)

The City of Austin has put much effort into affordable housing. Last year, it produced 5,300 units of affordable housing, most of which were funded with low income housing tax credits (LIHTC). The LIHTC program effectively uses tax policy to help develop affordable rental housing for low and very low-income families. Originally part of the Tax Reform Act of 1986, the LIHTC program leverages private capital and investor equity to support the development of new and rehabilitated affordable rental housing. The credits are competitively priced. In general, state governments can adapt the LIHTC program to meet their housing needs under broad federal guidelines. In addition, the private sector carries all development and marketing risk and enforces strong oversight and accountability.

HousingWorks reports a need of 48,000 rental units affordable to people earning \$25,000 per year or less. The City’s housing strategy to date has targeted the preservation of housing through a multi-tiered preservation strategy, including the use of Homestead Preservation Districts and associated tax increment districts (TIFs); maximizing tax incentives for preservation, and the development of a preservation “strike fund” to purchase Class C apartments in order to preserve affordable rents. The Mayor has also spoken publicly at both of his State of the City addresses to create a private sector initiated strike fund that will raise private capital to acquire Class C apartments.

Another strategy is the use of affordable housing bonds with \$55 million approved in 2006 that produced

3,400 affordable housing units and another \$65 million in affordable housing bonds in 2013. Also the City is rewriting the land development code that offers opportunities to promote affordability through density locations streamlined development reviews, and a simple and predictable development process. The City is also exploring onsite, inclusionary affordable housing policies that will provide development incentives such as increased density and relaxed development standards in exchange for onsite affordability.

When it comes to generating affordable housing opportunities for families, inclusionary zoning has been an important and effective local tool, utilized in more than 400 local jurisdictions around the country. Inclusionary zoning requires the inclusion of a certain percentage of affordable housing units (typically 10-15%) in new market rate developments.

Whenever inclusionary zoning is brought up in Austin at the City Council or other policy forums, the discussion is shut down on the grounds that all inclusionary zoning is illegal in Texas. According to housing experts such as Elizabeth Mueller at the University of Texas this is a misconception. In fact, the only type of inclusionary zoning that the Texas Legislature has banned is for homeownership units, and even this ban has several notable exceptions.

With Austin's growing affordable housing crisis, we need to be using all of the tools at our disposal to preserve and create affordable housing opportunities for low- and middle-income families. Inclusionary zoning is one of those tools we should be using now.

The City of Austin is implementing several approaches and tools, including creation of Homestead Preservation Districts. Created to serve the most impoverished areas of the city, Homestead Preservation Districts, in combination with Homestead Preservation Reinvestment Zones, can provide a dedicated funding stream to reinvest in the area's housing affordability.

Until recently the Austin City Council was dedicating 40% of City property tax revenues from the developments built on City-owned land towards affordable housing. The Austin Housing Trust Fund supports the development and rehabilitation of owner occupied homes, rental housing development, and acquisition of property for use as affordable housing. The fund was established in 1999, and the City Council seeded the fund with \$1 million annually for three years to jumpstart it. In fiscal year 2011-12, approximately \$530,000 was appropriated through the Trust fund.

In late 2015, the City Council voted to dedicate 100 percent of tax revenues being generated by property previously owned by the city to the Trust Fund. This change will more than double over 10 years the cumulative total for the 40 percent transfer estimated to be \$27.3 million to \$68.2 million at 100 percent of tax revenues. A portion (40 percent) will go to rehab housing and build new housing stock within the homestead preservation districts. Another 20 percent will be used to provide affordable housing development in what are called "high opportunity area" which are generally in higher-income neighborhoods and mostly on the west side. The final 40 percent will maintain the existing funding stream into the housing trust fund.

Recently Council Member Tovo has proposed the expansion of the Housing Trust Fund to attach all tax proceeds for the conversion of public government owned land to private own.

Other ideas being floated around include:

- Increasing density in corridors and enacting policies to acquire and preserve apartments

- Allow for more housing choices through development standards to support “middle housing”
- Provide public funding into a strike fund to preserve affordable rental housing units
- Support the use of 4 percent low-income housing tax credits with matching local funds to preserve rental developments
- Implement a Fair Housing goal to increase access to affordable housing to all Council districts

Most recently the City has released its “prescription paper” for CodeNEXT’s affordable housing. CodeNEXT is the city’s effort to operationalize the City’s master plan, Image Austin, into new land development code. CodeNEXT’s prescription paper suggests that density located in high activity centers and corridors combined with a predictable development process will increase affordability in a broad sense. However, to make this equitable, onsite, inclusionary zoning or development incentives will be needed to produce affordable housing in exchange for onsite affordability.

It is disturbing that Austin cannot seem to get ahead of the housing curve. The city of Austin names affordability as one of its top priorities and biggest challenges but a recently released audit from the City Auditor confronts that challenge, finding the city does not meet affordable housing needs and more than half of the units reported as affordable housing were *not* affordable.

The audit revealed significant shortcomings from 2012 to 2014 in Austin’s Neighborhood Housing and Community Development Department (NHCD), the primary agency responsible for housing, especially when it comes to the oversight of developer incentive programs. These are programs where the city waives developer fees in exchange for providing affordable housing.

The audit found that although the Neighborhood Housing and Community Development Department has created some goals, there is no timeline. “In the absence of clear goals and targets, it is difficult to evaluate the city’s effectiveness in providing affordable housing, and any outcome can be seen as a success,” the audit stated. The audit went on to detail how “Key information needed to evaluate program effectiveness was incomplete, inaccurate, or unavailable. We found flaws in how NHCD counts its affordable housing production, which resulted in NHCD significantly overstating its accomplishments in creating affordable housing; NHCD has incomplete information on affordability restrictions for a large portion of affordable housing units produced; and NHCD has incomplete information on the full costs of affordable housing production.” Roughly 3,000 units reported as affordable housing were NOT, stemming from errors in developer incentive program data. In NHCD’s response, it agreed it inaccurately reflected the overall units achieved through the S.M.A.R.T. Housing Program as “affordable.”

The last major finding pointed out NHCD’s gaps in their monitoring process for affordable units. “We reviewed documentation for a sample of affordable housing projects that were completed in our scope period. We found that monitoring was not performed timely and not all affordability restrictions were enforced for the sampled projects,” the audit read.

In the legal arena, a “Special Master” is appointed by a judge to oversee one or more aspects of litigation. These “Special Masters” have temporary assignments and they are asked to problem-solve issues and disputes. LULAC believes that the City of Austin deserves to place the highest attention to affordable housing and it can’t do that by putting all its eggs in one basket – in this case – a department that is struggling with meeting their performance expectations within a significant workload and Council members having to develop policy recommendations without the benefit of support. The first way to fast-track affordable housing is to make this the highest priority.

LULAC calls on the City to engage a “Special Master” or as we will name a “Special Advisor for Affordable Housing” reporting directly to the Council. This advisor can start evaluating the work of all the City agencies and programs that are developing strategic housing plans and programs in combination with the work of the City Auditor who is conducting an affordability audit at this time. The Special Advisor will assist the Council with housing policy evaluation and formulation and can work out of the City Auditor who reports to the City Council.

3. Imbed Racial Equity into decisions about transportation funding

Policy Recommendation: In addition to making investments in corridors that are shovel ready, any proposed bond program should incorporate a transit oriented priority policy; funding for affordable housing transit oriented development; and, pedestrian infrastructure.

The City of Austin and Mayor Steve Adler has proclaimed this year the Year of Mobility. Housing and transportation costs are the two largest expenditures for households. If the City of Austin pursues a transportation oriented bond program focus on improving inner-core corridors as discussed in the media then - affordable housing must go hand-in-hand. According to the Department of Housing and Urban Development’s Guide for Creating Connected Communities, typical households in auto-dependent neighborhoods spend about 25 percent of their income on transportation costs. but this number drops to 9 percent in neighborhoods with a variety of mobility options. The savings of both dedicated affordable housing and decreased transportation costs allows our families to save for homeownership or market-rate housing, spend more money in the local economy, and spend on essential services such as healthcare. These benefits are not just individual, but societal as well, as they place less strain on social services and resources.

The improved location of affordable housing also provides access to a wider job market, while taking more cars off the streets. Appropriately scaled and distributed affordable housing, such as that near transit corridors, prevents pockets of poverty, and has been shown to have no negative impacts on surrounding property values. If the City of Austin increases values in these corridors with public improvement investments then higher land values will make it difficult for affordable housing developers to purchase land in these locations.

Making transit oriented affordable housing happen can be accomplished through the use of 4 percent Low-Income Housing Tax Credits and through Housing Preservation Districts or the City’s Affordable Housing Trust Fund. The City has the opportunity through a proposed Mobility Bond Program to get ahead of the curve on preserving affordable housing in advance of this bond program by expanding the scope and funding for the Transit-Oriented Development Fund. Expanding this fund can provide loans to purchase and hold land for affordable housing developments within a radius of proposed improved corridors. Provisioning land while the corridors are being developed allows affordable housing developers to purchase parcels at more reasonable prices.

Increasing the number of transportation options is a great idea through a Mobility Bond Program and will serve those already living in dense urban cores, but the best strategy for those who need it most. The City Council has also asked staff for recommendations to enhance transit service on city roadways to give options aimed at giving buses a small advantage over cars. These recommendations should inform the development of a Mobility Bond Program.

Affordable housing create more diverse and economically sustainable communities. Working to focus affordable housing near the transportation corridors will only serve to increase its benefits. New bonding authority needs to incorporate add equity to typical criteria like usage, safety, and impact on traffic congestion.

Several Latino stakeholders have also asked that sidewalks and bicycles be included in any bond program with priority to areas of high poverty rate, elderly, students and those with disabilities. A transit-oriented community must first be a walkable community and the bond program should address massive deficiency in sidewalks, trails, traffic signage, traffic lights, and speed bumps.

4. Invest in strengthening a child's early development

Policy Recommendation: LULAC requests that the City of Austin establish a City Council Initiative to review the Pre-K implementation similar to the process used by Mayor Castro in San Antonio in 2012 and potential actions the City of Austin can take to improve and expand Pre-K education.

Savvy city leaders no longer wait for those holding state-level office to get around to providing universal access to preschool education. In Seattle, Denver, Boston, San Francisco, Los Angeles, Chicago, New York City, and Washington, D.C., providing publicly funded preschool education for all children a policy goal – often in the face of resistance from public officials and some blocs of voters. Little wonder. With child poverty rates often exceeding 50 percent, low high school graduation rates and startling youth crime statistics, metropolitan areas have begun recognizing what economists have long said – that high-quality early education programs deliver a return on investment and make a positive contribution to declining economies.

Many say the states need to step up to the plate to make the whole system work. The infrastructure can't be built without state involvement because cities and counties alone can't resolve some of the thorniest issues, like creating programs at public colleges and universities to help provide a well-educated, continually developing early childhood workforce. Texas House Bill 4 signed into law last year provides a \$130 million grant program aimed at improving the quality and accountability of Texas' public pre-kindergarten programs. The bill has been criticized as not going far enough and does not restore a \$200 million cut from pre-K in 2011 when a similar grant program was cut and the bill does not call for full-day pre-K.

According to the Center for Public Policy Priorities (CPPP), "High quality, full-day Pre-Kindergarten is a smart, cost-effective investment in our children's future. Ensuring that kids start school ready to learn is one of the best ways to ensure Texans have the chance to compete and succeed in life. But the lack of high-quality Pre-K programs in the Lone Star State threatens the future of our youngest and most vulnerable students."

The relationship between school success and economic status is present as early as kindergarten. Only 48 percent of poor children enter kindergarten school-ready as a measure of early math and reading skills, learning-related and problem behavior, and overall physical health. The resulting achievement gap, seen in lower test scores for low-income and disadvantaged-minorities children, will never fully close until policies change to address the inequity in opportunity these children face from early on in life. Investing in Pre-K, especially for economically disadvantaged children, is one approach to addressing opportunity gaps caused by unequal access to economic and educational resources, and a proven strategy for improving educational outcomes.

Studies have found that participation in Texas Pre-K is associated with increased scores in math and reading, reductions in being held back a grade, and reductions in needing special education services in later grades. These promising outcomes appear to be even stronger for low-income children and those learning English as a second language. The Ray Marshall Center at the University of Texas found that when comparing third grade reading and math scores of students who attended Texas Pre-K with those who did not, the greatest performance differential was for the most disadvantaged children—those from extremely poor families who also had limited English proficiency.

To build on the positive gains being made by the modest half-day Pre-K program Texas currently offers for English language learners and economically disadvantaged students, CPPP recommends that the Legislature:

- Establish Pre-K as a full-day program for currently eligible students;
- Improve quality standards such as class size limits, student-teacher ratios, and health screenings;
- Establish an office of early learning to encourage and oversee collaborations between Pre-K, Head Start, child care providers, and state agencies

Of the 227,568 students enrolled in Texas Pre-K during the 2012-2013 school year, 87 percent were economically disadvantaged and 65 percent were Latino.

Mayor Castro established a brainpower task force to identify the most effective method for improving education quality in San Antonio. They recommended the development of program(s) focused on high-quality Pre-K services for four-year olds. The goal was to reduce gaps in language, math, and literacy when compared to Kindergarten students who did not attend centers; and by 3rd grade; students from centers should have at least 10% closing of achievement gap in reading and math; and other goals. Funding for Pre-K was to be funded using the additional 1/8-cent sales tax capacity. The target population was 20,000 four-year olds; 16,500 eligible for state Pre-K funding; and, 10,800 currently enrolled in full-day Pre-K programs. The total budget at full implementation is \$41.2 million in 2020.

5. Implement food access and supporting health literacy and education to underserved areas

Policy Recommendation: LULAC recommends that the City of Austin formally put together coordinated strategies that that bring together the resources and leadership of the city, food retailer(s), public health practitioners, and community-based organizations (CBOs) to work on attracting new retailers in targeted communities

The City of Austin has been studying the needs of food access for several years yet to date there has been little progress in luring grocers to parts of the city where residents can't find fresh, healthy food. The City of Dallas has studied this issue for years, and now has put forth has been forward notice of funding availability to recruit grocers to underserved areas. The City of Dallas has longed wooed grocers to southern Dallas with private meetings, phone calls, meets and greets without success. To be able to offer real opportunities they have decided to provide funding to recruit grocers to underserved areas.

The purpose of providing resources for food access for underserve areas is to build health outcomes where the food available in low-income neighborhoods typically contain high concentrations of unhealthy fast,

carbohydrates, and additives, which contribute to health problems such as diabetes, and heart disease. Rates of obesity and associated health problems are highest and have risen the most rapidly among low-income communities and people of color. A healthy diet that includes fruits and vegetables has been shown to reduce incidence of obesity and other chronic illnesses in children, adults, and seniors. Individuals make choices about their diets, but their decisions are influenced by the food that is locally available. There is evidence that our eating habits, patterns of obesity, and other related health conditions are influenced by the foods available in the neighborhoods in which we live.

New food retailing outlets bring needed jobs to communities that often have high levels for unemployment. A supermarket creates anywhere between 100 and 200 permanent jobs many of which go to local residents and they also provide temporary construction jobs. New food retailing outlets can help revitalize communities that have low-income people living in distressed, high-poverty communities and create local shopping opportunities that can capture dollars being spent outside of the community. New stores can also contribute to the physical revitalization of communities by returning abandoned or vacant property to productive use. New developments can often pave the way for additional private sector investment, since grocery stores are high-volume magnets that support complimentary stores and services like pharmacies, banks, and other restaurants. Grocery stores developments bring needed revenue to municipalities through sales and property taxes.

LULAC recommends that the City of Austin formally put together coordinated strategies that that bring together the resources and leadership of the city, food retailer(s), public health practitioners, and community-based organizations (CBOs) to work on attracting new retailers in targeted communities. Local government and CBOs can work together to effectively balance financial and community concerns to bring about development that both supports the community and is profitable for the retailer. Grassroots organizers, food retailer(s), local government, and concerned residents, and public health practitioners all have critical parts to play in making sure that healthy food retailing is successful, benefits existing residents, and does not lead to displacement. Common barriers to development are higher development and operating costs. Community groups and local grocers, and the City and County can work together to identify incentives that could help entice developers, and /or retailers to open a grocery store in target areas.

6. Bridge the Knowledge economy with TechHire opportunities in East Austin

Policy Recommendation: The TechHire opportunity should be given high priority by the City of Austin in working with the Workforce Development Board. The TechHire program is a pathway for Latinos and people of color to participate in Austin's Knowledge economy.

Conventional wisdom for the Austin region says that the salvation of our economic future will come from the so-called "knowledge economy," an economy based largely on technology and that sees education and knowledge as both a business product and a productive asset. In knowledge economies, the need for high-skill workers is amped up and these workers are presumably paid more because their skills sets are more desirable.

Has Austin's "knowledge economy" growth improved economic standards for a majority of jobs? The Austin metro region's jobs are concentrated in low-wage, low-skill occupations. Research has shown that shared prosperity is ultimately the most sustainable model for equitable development. Instead of watching economic inequality continue to grow and hoping for the best, citizens and policy makers can take an active role in shaping the future of Austin and the metro area. This will require policies that enhance the quality of all jobs,

regardless of sector, with a focus on broadly spread income growth so that workers can support their families; local businesses can start, grow, and prosper.

How have workers fared in Austin's knowledge economy? For many involved in business, the narrative is that business is booming Austin's economy is often held up as a model for the rest of the nation. Is the knowledge-based economy, a viable path to "lift all boats"? Does such job growth by itself provide the solution to Austin's increasing inequality? Are we all winners as implied by business journals and other champions of the new knowledge economy? Or do their economic forecasts obscure a dark cloud of growing economic polarization between the few who are doing better and the many who are not?

Data shows that the knowledge economy is not distributing the gains from economic growth widely among all workers. Instead, it directs a much larger share of those gains to the highest earners, thereby increasing economic inequality and the thinning middle class. This model of economic growth is incompatible with social justice. Austin will never be able to grow in a way to meet the legitimate economic needs of those at the bottom of our increasingly unequal income distribution and certainly not if the great bulk of the gains from growth continue flowing to the few at the top.

Technical jobs continue to be in high demand. In fact, there are over half a million, unfilled jobs in information technology in the United States. There are plenty of job opportunities out there for people who have advanced degrees in computer science and information technology. The problem is, many of these jobs require technical expertise and high levels of training.

TechHire is a bold, multi-sector initiative and call to action to empower Americans with the skills they need. Universities, community colleges, and nontraditional training providers like "coding boot camps," and high-quality online courses can rapidly train workers for well-paying, open jobs, often in just a few months. Through the collaboration of employers, training providers, and workforce and economic development organizations, TechHire communities have been using data and innovative hiring practices to expand non-traditional hirings, building accelerated training programs that prepare individuals in months instead of years, and connecting people to jobs with hiring on-ramp programs. Over the last year, these communities have trained and placed thousands of people into high-paying tech jobs. TechHire cites these types of partnerships:

- Data and innovative hiring practices to expand openness to non-traditional hiring communities are committing to work with employers to build robust data on where they have greatest needs and what skills they are looking for; communities will work with employers to build willingness to hire from both nontraditional and traditional training programs; and communities will work with employers to review -and upgrade -their recruiting and hiring practices to enable non-traditional hiring.
- Models for training that prepare students in months, not years: Communities will recruit, incubate and expand accelerated tech learning programs; such as coding bootcamps and innovative online training; which enable interested non-tech-experienced students to gain coding skills in months, not years. These new models also have potential to reaching to a broader set of students than have traditionally chosen to pursue tech careers. These new training programs can be run both independently or embedded as part of a local community college or university education offering.
- Active local leadership to connect people to jobs with hiring on ramp programs: Communities will build local strategies and partnerships to connect people to jobs, with steps ranging from investing in and working with industry-trusted organizations, which will vouch for those who have the skills to do the job but

who may lack the typical profile of degrees and career experience. They will host local tech community gatherings with engaged employers, attract new non-traditional training providers to their regions, and bring visibility to existing local activities such as tech meet-ups, startup co-working spaces or startup-weekends - which are already in place in most middle-size cities or encouraging the founding of these groups if they are not available locally.

The TechHire initiative launched in 2015 with 21 communities and over 300 employers committed to providing Americans with the accelerated, nontraditional technical training they need to obtain better jobs and achieve better futures. Since the launch of TechHire, the initiative has grown to 50 communities, committed to improving the lives of Americans. The President is challenging other communities across the country to follow their lead and get involved. Developing the tech skills of our workforce is important for our economic future and is a critical need for employers today. Over half a million of today's open jobs are in technology fields like software development and cyber security—many of which did not even exist a decade ago. The average salary in a job that requires technology skills is 50 percent more than the average private sector job. Over the past seven years, President Obama has taken steps to ensure that we are drawing on people from all backgrounds including young adults who are disconnected from school and work, Americans who are long-term unemployed, and workers who are retraining for new jobs to prepare for the tech jobs of the future. Austin was recently named as a TechHire community.

7. Support place and race based health and healthcare planning and interventions

Policy Recommendation: A rigorous health data analysis based on quantitative and qualitative information should be conducted similar to that conducted in the Rundberg area. Key Latino populated areas including Dove Springs, East Austin, Montopolis, and others should be included.

Place matters. Zip code matters. Race matters. Where we live, learn, and play can have as much or more to do with our health as our DNA. One number may determine how healthy you are and how long you live. It is not your weight, cholesterol count, or any of those numbers doctor track in patients.

It is your address.

The problem is that your chances of a healthier life may be down the street from you, but our current methods of collecting data do not sufficiently account for these differences, block-to-block, school-to-school.

We look at national, state, and city data for insights into our health, but at that level, these measures erase these differences, and the picture of our health is painted as a composite, averages that do not reflect the highs and the lows experienced below the surface. We need more data, especially about our health, at the zip code, and even more accurate, down to the census block.

At the same time, inequality exists in how gather data. Think about this: if the information is not collected, that information does not exist to be analyzed and make informed decisions. Our data is only as good as the amount of data the institutions deem worthy of collecting, studying, and ultimately, of funding.

Most neighborhoods are segregated along racial lines. Neighborhood environmental factors – from economic opportunities and the physical environment to social connections and supportive factors profoundly influence the health of residents. These environmental factors can be strengthened and enlivened to benefit the health

of all communities. There is a movement to develop place-based solutions to place-based problems – particularly in low-income communities and communities of color, where residents are disproportionately burdened by harmful environmental factors and a long list of associated health risks. Health and equity issues are increasingly taken into account in decisions and investments shaping the future of neighborhoods. Race is an overarching consideration that affects where and how we all live. Race continues to fracture our society, compounding disadvantage and perpetuating it across generations. The structures of racism – many of them rooted in discriminatory policies and practices – pose perhaps the most intractable barriers to equitable opportunity and a healthy, prosperous future. An effective agenda to improve the health of Austinites must consider both race and place authentically and forthrightly.

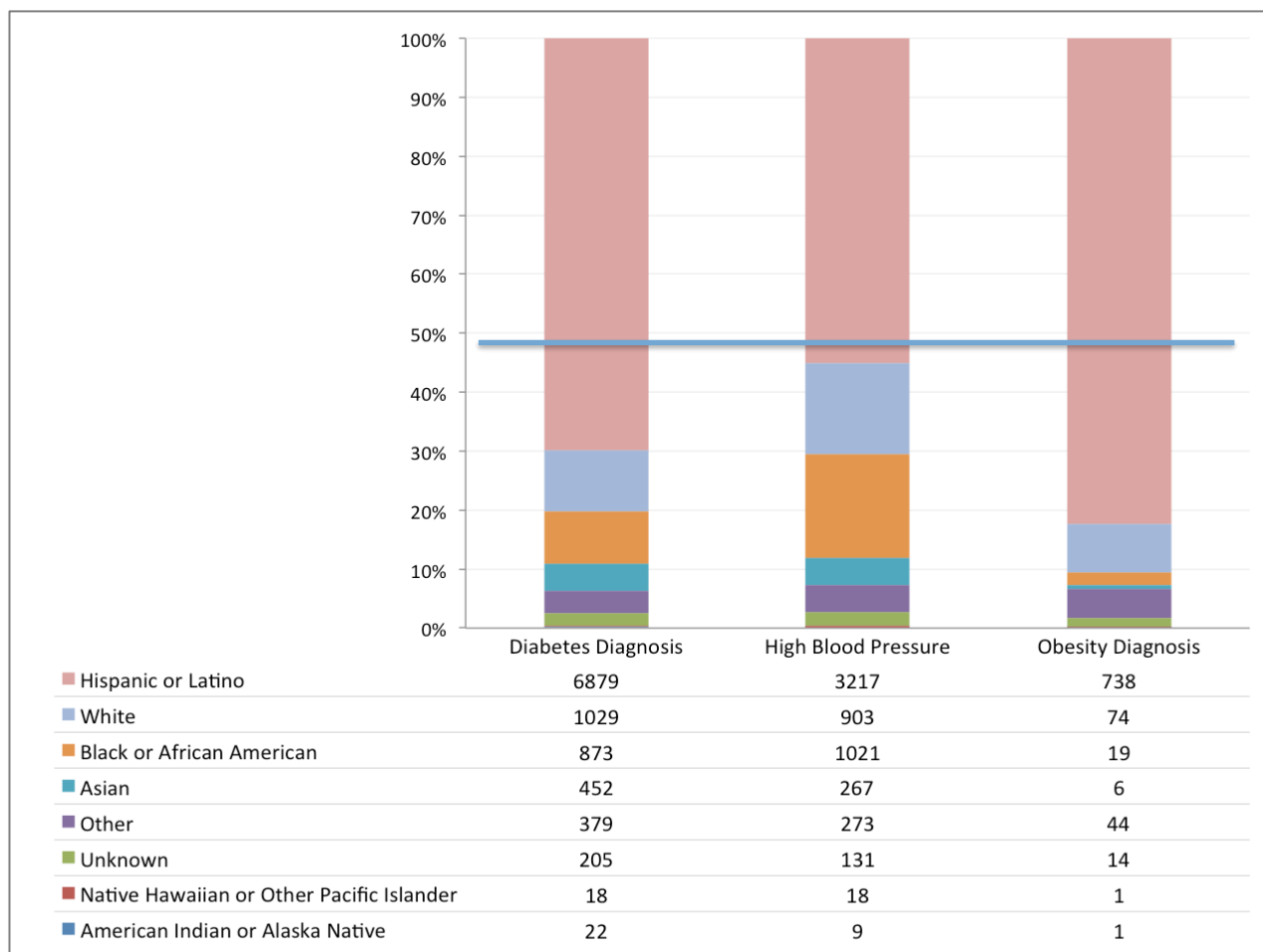
The concept of place-based health is not new and has been developing over recent years. By definition, place-based health would mean different things to different people and places. Citywide, or countywide Community Health Assessment (CHA)/Community Health Improvement Plan (CHIP) process differs from a local, place-based CHA/CHIP process. The differences lie mainly in two factors:

- 1) The types of available data. The sources of data that is used in a city- or county-wide Health Plan are more widely available than data that exists below the city level, and this creates an aggregate effect that obscures disparities zip code-to-zip code or even block-to-block.
- 2) The scope of focus. This data provides an ability to see who is being impacted at the local zip code level. Though similar to disparities found by the city, the makeup of the population is different, and hence, their needs are different. For example, Dove Springs is relatively more homogenous than the Rundberg area.

Council members deserve to fully understand the health needs of the community through a rigorous data review with community engagement that provide qualitative information. There needs to be more assessment and study with broader community oversight and involvement before allocating millions of dollars. Funding health outcomes require rigor and reason. Below is an example of how data should be shown to prove useful in tackling health disparities. This is an excerpt from the Rundberg Health Assessment conduct by the recent Restore Rundberg health initiative.

EXCERPT FROM RUNDBERG HEALTH ASSESSMENT

In terms of visit volume (caseload), those in the Rundberg area that are living with chronic conditions such as diabetes, high blood pressure, and obesity, over half of the visits are Hispanic or Latino clients.



Source: ICC Health Information Exchange, Zip Codes 78753 & 78758

There is nothing in the Rundberg report that is not backed up with data or qualitative feedback.

A rigorous health data analysis based on quantitative and qualitative information should be conducted similar to that conducted in the Rundberg area. Key Latino populated areas including Dove Springs, East Austin, Montopolis, and others should be included. The City has conducted a countywide Community Health Assessment (CHA) and Community Health Improvement (CHIP), but this data is not disaggregated at the zip code level. Only with disaggregated data can health interventions be developed. Again, the model should be the Rundberg mini-CHA/CHIP being conducted by the Latino HealthCare Forum in partnership with Restore Rundberg, the community-based initiative founded to tackle the area's disparities.

8. Reduce racial and ethnic health disparities

Policy Recommendation: Significant health disparities exist within the Latino population, which is why the City of Austin should not only continue to focus but also concentrate on the largest and fastest growing population. The goal of working with a Latino population is to better understand health disparities and identify the type of disparities that affect Latinos, including obesity, diabetes, substance abuse, violence and HIV/AIDS.

Health and health care disparities refer to differences in health and health care between population groups. “Health disparity,” generally refers to a higher burden of illness, injury, disability, or mortality experienced by one population group relative to another group. A “health care disparity” typically refers to differences between groups in health coverage, access to care, and quality of care. While disparities are commonly viewed through the lens of race and ethnicity, they occur across many dimensions, including socioeconomic status, age, location, gender, disability status, and sexual orientation.

Disparities in health and health care limit continued improvement in overall quality of care and population health and result in unnecessary costs. Recent analysis estimates that 30% of direct medical costs for Latinos, Blacks, and Asian Americans are excess costs due to health inequities and that the economy loses an estimated \$309 billion per year due to the direct and indirect costs of disparities. As the population becomes more diverse, with people of color projected to account for over half of the population by 2050, it is increasingly important to address health disparities.

Today, a number of groups are at disproportionate risk of being uninsured, lacking access to care, and experiencing worse health outcomes, including people of color and low-income individuals. Latinos, Blacks, and American Indians/Alaska Natives as well as low-income individuals all are much more likely to be uninsured relative to Whites and those with higher incomes. Low-income individuals and people of color also face increased barriers to accessing care, receive poorer quality care, and ultimately experience worse health outcomes.

Significant health disparities exist within the Latino population, which is why the City of Austin should not only continue to focus but also concentrate on the largest and fastest growing population. The goal of working with a Latino population is to better understand health disparities and identify the type of disparities that affect Latinos, including obesity, diabetes, substance abuse, violence and HIV/AIDS. Research should be supported to identify contributing factors such as less education, higher rates of poverty, unhealthy living conditions and environmental hazards.

The technical companion report to this Executive Summary provides a comprehensive survey of the health problems faced by Latinos, certain disease patterns shed light on the disease and mortality trends and the disproportionate burden of disease experienced by the Latino community. These trends illustrate the need for Latino health education, prevention and early diagnosis and treatment initiatives.

Moreover, when viewed in its totality, these health trends provide irrefutable evidence that the Latino community faces a serious health crisis. This is a crisis that will only worsen unless leaders from diverse sectors of the Latino community are galvanized and work together to advocate for increased access to quality health care and the elimination of Latino health disparities.

9. Implement local healthcare reforms at agencies responsible for health and healthcare through performance audits

Policy Recommendation: Conduct performance audits on the two agencies, Central Health and the City of Austin Health and Human Services with a focus on meeting outcomes

Increasing attention is needed on meeting the needs of our growing Latino population. The movement toward evidence-based healthcare and public health is part of a larger strategy to enhance the quality of care and

improve individual patient outcomes. Measuring public health performance – the extent to which the system achieves its mission – requires the ability to measure each of the components of the system to ensure that ultimate results of the agencies’ practices are improvements to population health status. Recently substantial increase in taxpayer resources coupled with federal monies have been distributed to Central Health and the City Council has allocated million of dollars with scheduled increases through various resolutions to the City’s Health and Human Services to impact health outcomes. Outcome means a change, or lack of change, in the health of a defined population that is related to a health intervention – such as the tests, investigations, or services. A health status outcome is a change, or lack of change in physical or mental status.

There is a lack of information to make important choices about whether these agencies are doing what they intend through their mission statements. This is due in part to the lack of sufficient coordination, integration, coherence, and capacity of the complex, multisectoral health statistics and information enterprise that generates, analyzes, and translates pertinent information for decision-makers and the public. There are several needs such as a renewed population health information system; and, a “best practices” prevention and health-promotion strategy.

Also, there is no coordinated, standard set of true measures of a community’s health – not aggregated information about the health of individuals residing in our communities. And most importantly, there are not good health outcome indicator sets that measure health outcomes for interventions being sponsored by the agencies that are supposed to be affecting health outcomes. There are concerns that the tax dollars being invested Central Health and the City Health and Human Services Department’s efforts to affect disparities and determinants ins improving the efficiency and effectiveness of the underserved, uninsured, and underinsured.

Central Health

Why is Central Health important to the health/healthcare of Austin’s safety net population?

Because City and Travis taxpayers are providing the tax revenue that is being leveraged with federal funds it is important for all stakeholders to understand the benefits and potential issues associated with their investment in healthcare. Central Health is the local safety net provider and Latinos are their dominant clients (over 65%) who fall under this category of healthcare access. It is important that public awareness exists, that there are oversight mechanisms to ensure the equity of care delivery.

The City of Austin appoints 4 board members to the Central Health board and the County appoints 4 board members with one joint City/County appointee.

Central Health is the County’s taxing authority that provides funding and resources for the County’s uninsured and underinsured residents. Central Health was approved by the voters in 2006 and in 2012 obtained approval to increase their tax rate to fund healthcare improvements including funding for a New Medical School and Teaching Hospital.

By way of background Central Health (CH) has three “enterprises” or subsidiaries:

- CommUnityCare clinics (CUC) (20+) which CH funds
- Community Care Collaborative (CCC) that administers the 1115 Medicaid Waiver funds.
- Sendero Health Plans which CH founded to help better manage indigent care (but has been systematically from the Medicare Access Program (MAP) and not integrated into the Community

- The Care Collaborative currently has two health insurance programs: Obamacare and Medicaid.

In December 2011, Texas and in turn Central Health received approval of an 1115 Medicaid waiver that would allow hospitals continued funding under a new methodology and managed care expansion. Federal funding would be matched with local funds and would be distributed to hospitals and other providers to support (1) an uncompensated care (UC) pool to reimburse UC costs; and (2) a Delivery System Reform Incentive Payment (DSRIP) pool to incentivize hospitals and other provider to transform their service delivery practices to improve quality, health status, patient experience, coordination and cost effectiveness.

Central Health (CH) is working to transform health care by:

- Creating an integrated health care system; maximizing federal funds; and, supporting the Dell Medical School
- Meeting community goals, activities and targets
- Serving more people; increasing specialty care visits; reducing emergency room visits by Medical Access Program (MAP) enrollees; and moving from planning to implementation of the Community Care Collaborative (CCC) which is responsible for implementing the integrated health care system
- Central Health has recently implemented the new Southeast Health and Wellness and has become a model community clinic serving 70,000 patients, primarily Latino patients.

Central Health is in a partnership with the Dell Medical School in various healthcare areas and Central Health is providing \$35 million annually to the Medical School. For example, the Medical School is not focused on putting out primary care doctors in the community as they are an academic R&D school focused on commercializing and monetizing clinical “population health.” Most recently the Medical School has brought in a Population Health Dean and is implementing population health. The medical school’s use of the term population health can really be more accurately described as *population medicine* which describes activities limited to clinical populations and a narrower set of health outcome determinants. The traditional population health definition is really a broader definition about public health that focuses on the traditional social determinants of health to achieve outcomes.

Central Health has made progress in increasing patient visits and patient encounters. The issue is at what cost and whether the millions spent have really brought forward the progress that should have by now been realized. Specialty care visits increased by 54%, but...CH is so far behind with specialty services that the percent increase is misleading because they are starting from a very low baseline.

Currently Central Health is in partnership with Seton to create a high value for the community. Again, but at what cost? Seton is getting millions from Central Health for Seton’s uncompensated care that is used to cover unpaid Texas hospital bills that are a result of the state’s high number of uninsured residents. But State law requires Seton to at least provide 10% of their revenue, which is what they are doing for uncompensated care.

Why financial reforms are necessary?

- CMS withdrawal of funding – CMS has indicated that the 1115 Medicaid waiver will not be renewed but has granted a several months extension. As mentioned above, there are two parts to the waiver: (1) funds

for unpaid hospital bills and (2) funds for the Delivery System Reform Incentive Pool (DSRIP) that funds “innovative” projects. The entire waiver is not at risk. The waiver ends at 2016 for the hospital portion with perhaps a transition extension with some money but nowhere near the amounts that have been funded (over \$400 million over 5 years). Why is the hospital portion of the 1115 Medicaid waiver ending? Because the federal government is not going to keep covering unpaid hospital bills when Texas refuses to connect more Texans with Medicaid that avoids a lot of those unpaid bills in the first place. The federal government also wants Texas to put the DSRIP into health insurance programs and in Central Health’s case, their health plan, Sendero, to cover more people instead of creating “innovative” projects like they are attempting to do through the CCC of which Seton sits on as a board member. DSRIP was intended by the Federal government to build capacity but not to provide an ongoing funding stream for health care operations. There is concern that Central Health is relying on this funding stream for operations.

- CH has sunk millions of dollars in the waiver for various programs. Also, it is currently funding \$35 million annually to the Dell Medical School; \$20 million per year (up to \$100 million over 5 years) to Seton; and will be losing up to +/- \$30 million per year in foregone lease revenue from Seton for Brackenridge Hospital because CH permitted Seton to move to UT property to build their new teaching hospital. How is Central Health planning for this significant drop in revenue? What will be the impact to taxpayers? How will this affect service delivery?
- Costs – CH is putting heavy investment in development of Integrated Delivery System (IDS) through the CCC. The CCC was created as a separate nonprofit by Central Health to administer the 1115 waiver funds. CH Board members do not sit on the CCC. Instead CH staff along with Seton sits on the CCC board and directs the spending of the 1115 waiver money. CH has plowed millions into the development of an IDS working with Seton. An IDS is an organized, coordinated, and collaborative network that links various healthcare providers to provide a coordinated, vertical continuum of services to a particular patient population or community. It is also accountable, both clinically and fiscally, for the clinical outcomes and health status of the population or community served, and has systems in place to manage and improve them.
- Funds being diverted outside of core mission? CH is redeveloping its Brackenridge Hospital property. It has spent a lot time/money on this and the end result will be a campus that benefits Seton and the Dell Medical School that is commercializing their research and development and furthering their monetary interests. CH is being forced to redevelop their property in order to offset the money they were getting from Seton (\$32 million). The best case right now is that they will get maybe \$9 million from ground lease revenue. The redevelopment plan for Brackenridge at full build out is almost 4 million square feet with very little uses for health purposes (<3%). The primary health use of the redeveloped property is a marketplace where fresh food will be sold. Did Central Health cut a bad deal with UT/Seton? How can this be remedied? One idea is that a community benefits program/agreement needs to be structured with Seton/UT so that monies need to be spun off into a fund that distributes funding to community health purposes. This has been brought up with the CH staff and Board but they continue to be silent on this.
- Financial risk? With all the risk facing CH, i.e., major obligations, loss of income, speculative development, etc. the County and City need to undertake a thorough review of CH’s finances, management, and operations. An independent performance/financial audit should be required. This is not to suggest any malfeasance by CH but the County especially, has fiduciary responsibility for CH and should insist this be done. The County already has the legal authority to call for this review.

- Stakeholder/community concerns – Continued lack of performance regarding specialty care; lack of appropriate investment in mental health; high clinical costs with Communitycare that CH funds; lack of transparency (CH refuses to spend funds and broadcast its meetings); CH continues to threaten to close down Rosewood Zaragoza (RZ) clinic (a Latino population frequented clinic) in favor of the Huston-Tillotson clinic they just opened. RZ is one of the few clinics that have integrated health and healthcare as the clinic is connected to health and wellness programs. CH's stated reason is that the RZ clinic needs a new roof at about \$200k.

Questions for Central Health

Strategic vision:

- Is CH keeping up with growing needs of population amid changing neighborhoods etc.? If all community resources are tied to Seton and Med School, how will this improve services and health of the underserved?

Budget: What is CH's total budget vs. number of members enrolled in the Medical Access Program (MAP) for 2015 vs. 2010? i.e., funds spent per patient, is there more money being spent despite a possible lack of growth in enrollees totals? Have the outcomes improved as a result of more spent per patient?

Operations: how does staffing compare to other districts?

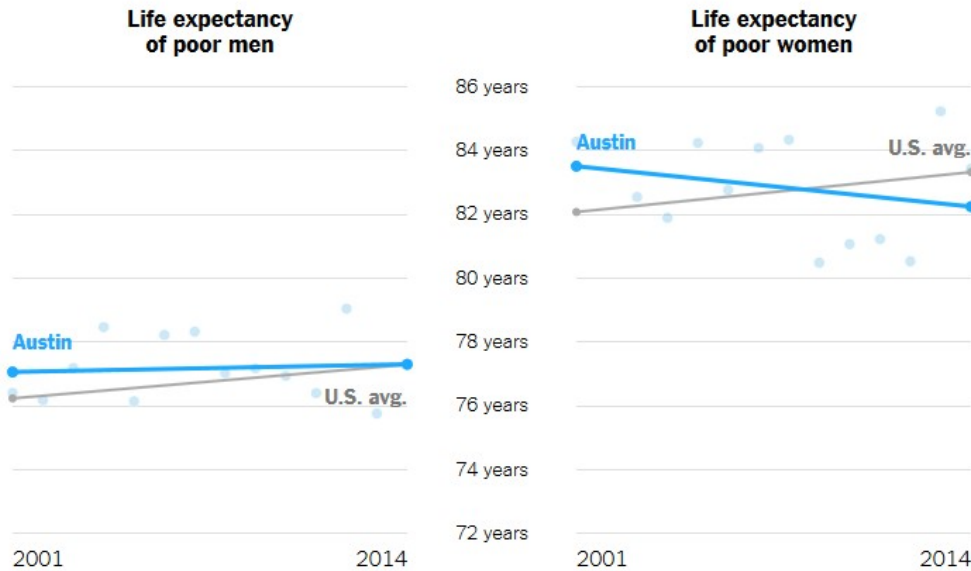
Subsidiaries: Is CH appropriately leveraging its affiliates Sendero & CUC for the community? Sendero has been widely been in the press as losing money, however a main driver of its losses is because CH allowed favorable rates for Seton, which provides in-patient services for Sendero. Sendero has now corrected this but unfortunately this is after many millions of dollars of taxpayer money went to Sendero to cover Seton's very high in-patient rates.

Community efforts: How does CH coordinate with local healthcare providers such as St.David's, which provides the 40% of local healthcare, and is Austin's largest women's health provider. How does CH coordinate with community groups, the neighborhoods with high density of the clients they serve?

Outcomes:

- Access? In a recent New York Times article Austin has seen the health conditions of the poor decline (see graphic below) even compared to the State of Texas. As the safety net provider for Travis County we need to ask Central Health why we are seeing this go in the wrong direction for the poor, especially women?

Life expectancies for the poor in the Austin area have worsened since 2001 by about 0.5 years. Life expectancies increased in most other places.



Data includes county and surrounding area.

<http://www.nytimes.com/interactive/2016/04/11/upshot/where-the-poor-live-longer-how-your-area-compares.html?action=click&contentCollection=The%20Upshot&module=RelatedCoverage®ion=Marginalia&pgtype=article>

City of Austin Health and Human Services

The City's health functions generally fall into three functional categories or core functions: (1) assessment that should describe the prevailing health status; policy development to identify community health needs; and assurance that resources have been deployed effectively to address the priority health needs identified in the community needs assessment. The U.S. Public Health Institute has developed a framework that can be used as a framework for reviewing the performance of the City HHS.

- 1) Monitor health status to identify and solve community health problems (e.g., community health profile, vital statistics, and health status).
- 2) Diagnose and investigate health problems and health hazards in the community (e.g., epidemiologic surveillance systems, laboratory support).
- 3) Inform, educate, and empower people about health issues (e.g., health promotion and social marketing).
- 4) Mobilize community partnerships and action to identify and solve health problems (e.g., convening and facilitating community groups to promote health).
- 5) Develop policies and plans that support individual and community health efforts (e.g., leadership development and health systems planning).
- 6) Enforce laws and regulations that protect health and ensure safety (e.g., enforcement of sanitary codes).

to ensure safety of environment).

- 7) Link people to needed personal health services (e.g., services that increase access to health care).
- 8) Assure competent public and personal health care workforce (e.g., education and training for all public health care providers).
- 9) Evaluate effectiveness, accessibility, and quality of personal and population based health services (e.g., continuous evaluation of public health programs).
- 10) Research for new insights and innovative solutions to health problems (e.g., links with academic institutions and capacity for epidemiologic and economic analyses).

Source: Centers for Disease Control and Prevention

A review of the City HHS does not provide any measurable outcome measures. The best measure of a health system's performance is its impact on health outcomes. Without urgent improvements in the performance of the City HHS, the Austin community and in turn Latino population will fail to meet the health-related goals. For example there are African American performance measures but no Latino measure. There are many examples of investments in the City's HHS health disparities for Latinos has stayed stubbornly high despite more than decades of efforts. This number will not fall significantly until more attention is given to performance improvements.

As health systems are highly context-specific, there is no single set of best practices that can be put forward as a model for improved performance. But health systems that function well have certain shared characteristics. They have procurement and distribution systems that actually deliver interventions to those in need. They are staffed with sufficient health workers having the right skills and motivation. And they operate with financing systems that are sustainable, inclusive, and fair. The costs of health care and inattention to performance should not force impoverished households even deeper into poverty.

City HHS health interventions for chronic disease primarily focus on Individual-level interventions involve one-to-one interactions through screenings with referrals to clinics. City HHS has not focused on other types of interventions like social, family and community network interventions are oriented to close social groups and primarily target behavior change and social support. Also there are community-level interventions influencing living and working conditions include interventions that target specific communities defined by geography, race, ethnicity, gender, illness, or other health conditions. Additionally these interventions target groups and systems that have a common interest including health or service agencies, organizations, workplaces, schools, health care or public health practitioners, or policy makers. They also include environmental interventions such as water fluoridation, creation of walkable communities, and availability of nutritious foods and recreation facilities in neighborhoods.

The highest level of *community-level interventions* generally involves large geographic communities and includes broad changes, especially at the policy level, in sectors such as the environment, criminal justice, health care regulation, agriculture, transportation, urban planning and fiscal policy. At this level there are policy interventions that restrict or support behavior through laws and regulations such as requirements to ensure clean indoor air, ensure patients' access rights to their personal health information and preclude driving legally with an excessive specific level of blood alcohol. Interventions targeting the family, social networks and community are needed for changing the context in which individuals live, and for supporting the behavioral changes that they make at the individual level.

HHS's health interventions are not functioning well if you look at outcomes. It is time for a hard look at their operation and what is needed to build a well-functioning health outcome oriented organization.

10. Leverage growth in high tech to stimulate economic opportunity

Policy Recommendation: Austin should be involved with an equitable innovation economy to benefit Latinos and other people of color. Once unwanted in dense urban areas, manufacturers are coming back because of changes in processes and good produced. There are five key reasons why manufacturers see Austin as a new place of opportunity.

- ***Austin is rapidly growing, led by highly educated echo boomer generation with a proclivity toward quality over quantity***
- ***Easy access to customers/suppliers/investors***
- ***Access to high quality, skilled workers***
- ***Sustainability benefits – reduced transportation and opportunity for locally sourced materials***
- ***Diversified local economy and ability to adapt to surrounding demand***

Austin has increasingly bet its future and economic development efforts on “creative economies” and the “knowledge Industry” to steer economic growth. Innovation economy assets such as universities, technology companies, and designers have become key ingredients for new businesses and high quality jobs. Simultaneously, Austin like other cities is confronting the loss of middle class jobs, especially in manufacturing and the trades, and a widening income disparity that is hampering overall economic growth at both the national and local levels.

LULAC believes that a new equitable growth model is required to address these challenges by leveraging growth in the high tech and creative economies to stimulate economic opportunity that benefits low-income and underserved residents. Austin needs to develop a model in which cities share research and program development and develop a common vision for equity in the innovation economy. Across the country, City Councils and City Managers are also seeking to address increasing inequality within their cities. Growth in the innovation economy, with its focus on technology, entrepreneurship, and productivity, presents an opportunity to create good jobs for residents who have not previously benefited if we can expand access to the innovation economy engine. Austin is already a leader in so many areas so it is fitting that now that is develop specific new tools and strategies with which to build a more inclusive and equitable local economy.

The strategy is build an equitable innovation economy that stimulates new product development and business formation, and captures the consequent job creation benefits. The focus should be on jobs and opportunity for Latinos and communities of color that encompass Austin's key industries, from software and green technology to athletic and outdoor gear and advanced manufacturing. The challenge is that typical innovation strategies reinforce inequity. Incubators, accelerators, co-locations spaces are selective and insular and centrally located possibly not located around area of economy diversity. There is a premium on low transaction costs and serendipity that is driven by elite and for-profit institutions with unclear impacts on neighboring low-income communities.

An equitable economies initiative will:

- Increase equity within the innovation economy including links to urban manufacturing. Urban manufacturers tend to be small companies that produce very high value, design-oriented products. Their size and their location in cities keeps them directly in touch with their customers so they can identify and respond to the latest trends and demands in the market. Their urban location also allows them to draw on a highly skilled and versatile workforce. There is a resurgence in a range of sectors, from food to fashion to furniture, where innovation in design creates products that can capture the consumers' attention. There is also growing opportunity around green manufacturing where both business and retail consumers prefer locally made products that don't have to be trucked into cities, which use recycled materials and renewable energy.

Urban manufacturing is small scale, micro-producers and creators that are utilizing twenty-first century technology and e-commerce capabilities to create viable production and design businesses. This includes:

- Additive manufacturing/3D printing
- Sculptures and ceramics
- Lighting
- Metal fabrication
- Housewares
- Jewelry
- Woodworking
- Industrial designers
- Architects
- Furniture
- Clothing and textiles
- Web designers
- Food and beverage
- Artists
- Media and film
- Leatherworking
- Printing and publishing restoration services
- Electronics
- Import and export
- Cabinetry

According to the What Works Collaborative these businesses, and the demand for their products, are giving rise to a new generation of city builders and shapers who are creating places and spaces for these activities to thrive. Savvy local organizations who are looking for new ways to drive investment and create jobs in their communities are finding ways to bring manufactures to their doorsteps, developers are integrating new uses within older structures and fostering local manufacturing businesses alongside them, and manufacturers are drawing on the strength of a local-first mentality to create high quality, small batch products with growing demand.

In addition to these opportunities, growth in urban manufacturing are opening new career pathways reimagining what "making work" can be. In all this, cities have such a powerful role to play - by linking young people to apprenticeships at local manufacturers that are transit accessible; through expanded "maker" education, which include self-taught skills, gained in one of many urban "maker/hacker" facilities; and by creating innovative programs to support both vocational and traditional education.

- Design strategies to increase access and economic opportunity within the innovation economy and local manufacturing sectors. Strong leadership will be needed to clearly articulate equity objectives and to develop tools for measurement and tracking. Equity-driven approaches will need to be integrated such as:
 - M/WBE participation
 - Building relationships with educational institutions at all levels
 - Develop mentorship, internship, and apprenticeship pathways
 - Procurement – one big break
 - Facilitate access: mass transit, siting, robust outreach – recognize the place-based nature of projects
- Supporting land use strategies to build an equitable innovation economy with an inherently unstable mix of uses:
 - Designers, engineers and other creative are high rent
 - Retail and restaurants are high rent
 - Micro manufacturers are medium rent
 - Manufacturers and artists are low rent
- Preserving diversity of spaces
 - Zoning
 - Require space for production, arts essential low land cost uses
 - Allow transfer of development rights
 - Non-profit ownership

Why should Austin be involved with an equitable innovation economy?

One unwanted in dense urban areas, manufacturers are coming back because of changes in processes and good produced. There are five key reasons why manufacturers see Austin as a new place of opportunity.

- Austin is rapidly growing, led by highly educated echo boomer generation with a proclivity toward quality over quantity
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11. Bridge the individual and family wealth gap

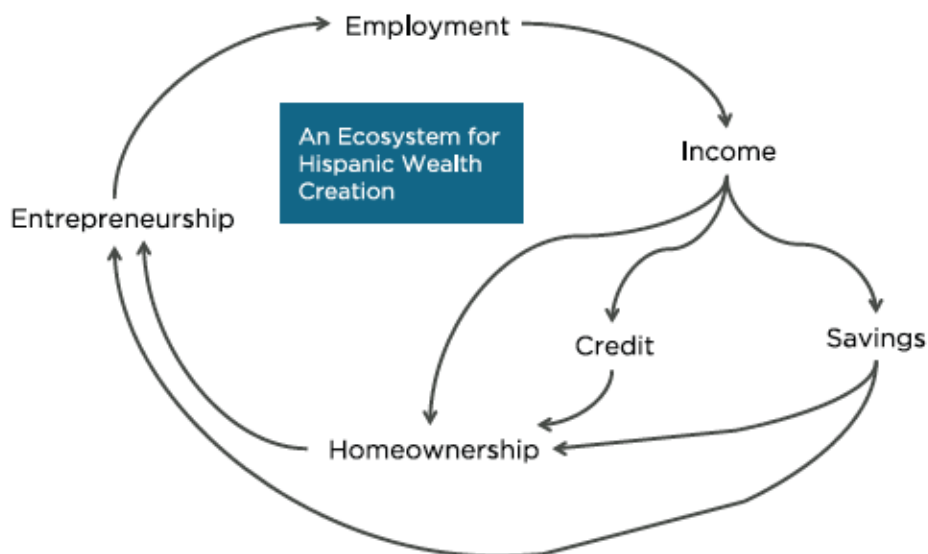
Policy Recommendation: Austin needs to be a leader and bridge the wealth gap by understanding these needs and committing tangible and measureable resources to finding new financial empowerment solutions. They may include creating partnerships and programs that expand access to mainstream banking and wealth-building opportunities, as well as help families protect the assets they have and become more financially stable.

The growing racial wealth gap occurring in the U.S. is crippling communities of color, especially Latino families. This gap is a result of systemic and social barriers that keep people of color from achieving and enjoying economic success.

A person's wealth (or "net worth") is the value of all their assets minus their debt. Asset accumulation is the foundation of economic mobility for low- and middle-income families. Common private assets include bank accounts, home, land, stocks, bonds, life insurance, pensions, cash-on-hand, and retirement plans. Common public assets include Social Security, Medicare, and Unemployment Insurance. Investing in assets and limiting debt helps build wealth and improve financial security. Most Latino families lack access to the necessary savings and investments to climb up the economic ladder.

Latinos make up 16.3% of the U.S. population, but own only 2.2% of its wealth. Latinos amassed \$109,000 in wealth, on average, compared to \$495,000 for all households in 2010, according to the St. Louis Federal Reserve. Latinos have always lagged the general population because they had lower incomes, giving them less opportunity to save. Also, Latinos are often subject to higher fees and predatory lending at financial institutions, eating into their returns. Latinos like others increased their wealth during the housing boom of the past decade snapping up real estate but saw their wealth drop during the economic downturn. Latinos suffered greater losses than other groups because housing made up a greater share of their assets.

The wealth ecosystem recognizes that homeownership and household wealth are interdependent elements of an "ecosystem" that includes employment, income, credit, savings and more. By understanding the dynamics within this ecosystem, we can continue to advocate for Latino homeowners through programs, policies, and initiatives that not only propose direct outcomes, but also enhance the context for overall Latino economic progress.



The following information is a profile of Austin's assets.

-

- The *asset poverty rate* that provides the percentage of households without sufficient net worth to subsist at the poverty level for three months in the absence of income. Experts have agreed that three months' of living expenses at the poverty level is a conservative cushion for a family that loses its income.
- The *liquid asset poverty rate* is a measure of the liquid savings households hold to cover basic expenses for three months. At least 30% of households in the United States do not have as basic safety net to weather emergencies or prepare for future needs.
- The *unbanked rate* is the percentage of households with neither a checking nor savings account. The average full-time worker without a bank account can spend \$40,000 over the course of his or her lifetime just to cash paychecks. Beyond issues of cost and safety, unbanked individuals do not have a way to save and build a personal safety net. T
- The *under banked rate* the percentage of households that have a checking and/or savings accounts and have used at least alternative financial services from non-bank providers including money orders, check cashing, remittances, payday loans, rent to own, pawn shop loans, and auto title loans.

Estimates of Household Wealth and Financial Access

In Austin, TX

Asset Poverty

27.2%

Percentage of households without sufficient net worth to subsist at the poverty level for three months in the absence of income, 2011.

Liquid Asset Poverty

37.2%

Percentage of households without sufficient liquid assets to subsist at the poverty level for three months in the absence of income, 2011.

Unbanked

9.2%

Percentage of households with neither a checking nor savings account, 2013.

Underbanked

18.5%

Percentage of households that have a checking and/or a savings account and have used alternative financial services in the past 12 months, 2013.

Demographics

Population
836,800

Households
337,791

RACE & ETHNICITY

African American	7.7%
Asian	6.2%
Hispanic	34.6%
White	49.1%
Other	2.4%

HOUSEHOLD INCOME

Household Income Poverty: 15.9%

Less \$25K	22.2%
\$25K-\$50K	24.6%
\$50K-\$75K	17.6%
\$75K-\$100K	11.7%
Over \$100K	23.9%

EDUCATIONAL ATTAINMENT

Less than HS	13.3%
High School	16.4%
Some College	19.5%
Associate's Degree	5.2%
Bachelor's Degree	45.6%

HOUSING TENURE

Homeowner	45.0%
Renter	55.0%

Source: Census Bureau, 2009-2013 American Community Survey

Austin & Surrounding Areas

Geography	Asset Poverty	Liquid Asset Poverty	Unbanked	Underbanked
Hays County	22.9%	38.2%	7.2%	17.4%
Travis County	27.6%	39.6%	8.3%	18.8%
Williamson County	19.2%	31.1%	4.8%	17.2%
Austin Metro	24.8%	37.7%	1.3%	16.6%
Texas	23.8%	49.8%	10.4%	27.4%
US	25.4%	43.5%	7.7%	20.0%

SOURCE: Asset Poverty & Liquid Asset Poverty: 2016 Assets & Opportunity Scorecard, Census Bureau, Survey of Income and Program Participation (SIPP), for US and States (excluding AK, DC, SD, WY). **Unbanked and Underbanked:** 2013 FDIC National Survey of Unbanked and Underbanked Households, for US, States, DC and 69 largest MSAs. **Local Estimates:** Estimates at smaller geographies are derived from CFED's statistical modeling process using the FDIC or SIPP and 2008-2012 or 2009-2013 American Community Survey data. The figures are geographic estimates and are not meant to directly reflect the FDIC or SIPP data.

Caution should be used in interpreting the local estimates as the statistical model is based on national surveys of fewer than 50,000 households.

See localdata.assetsandopportunity.org/methodology for more information.

A new vanguard of municipal leaders understands these needs and has committed tangible and measureable resources to finding new solutions. They are creating partnerships and programs that expand access to mainstream banking and wealth-building opportunities, as well as help families protect the assets they have and become more financially stable. These local leaders are pioneering new ways to leverage the resources and regulatory power of municipalities to work across departmental silos and public/private sector divides to scale up economic inclusion and asset-building opportunities for low- and moderate-income families. They group these efforts under the broad umbrella of “financial empowerment.”

The financial empowerment strategies include the following:

Goal	City Strategies
Improve access to high quality financial information, education and counseling	<ul style="list-style-type: none"> ■ Financial education and counseling networks and referral structures ■ Neighborhood-based financial one-stop centers ■ Incorporating financial education into social service and workforce programs ■ Standardizing and credentialing of financial education services and providers
Increase access to income-boosting supports and tax credits	<ul style="list-style-type: none"> ■ Leveraging technology to streamline public benefits screening and uptake ■ Access points for benefits screening in high-need communities ■ Funding for free/low-cost tax prep services ■ VITA and EITC public awareness campaigns ■ Enacting a locally-funded EITC
Connect residents to safe, affordable financial products and services	<ul style="list-style-type: none"> ■ Creating and promoting low-cost transaction and savings products through Bank On campaigns or in partnership with financial institutions ■ Affordable credit products, e.g., small dollar, refund anticipation or auto refinance loans ■ Encouraging employers to use direct deposit
Create opportunities to build savings and assets	<ul style="list-style-type: none"> ■ Short-term and emergency savings products ■ Incented savings accounts, e.g., Individual Development Accounts (IDAs), college savings accounts, or other accounts for uses such as buying a home or a vehicle ■ Expanding access to small business capital and training ■ Tax assistance for the self-employed ■ Shared-equity homeownership
Protect consumers in the financial marketplace	<ul style="list-style-type: none"> ■ Limiting or managing the proliferation of alternative, high-cost financial service providers through licensing and zoning powers ■ Curbing predatory consumer lending through enforcement of local disclosure laws or litigation ■ Foreclosure prevention strategies, including foreclosure counseling, forgivable emergency loans, encouraging lender workouts and assistance to tenants in foreclosed properties

12. Strengthen communities through partnerships with anchor institutions

Policy Recommendation: Central Health and its partners, Seton and UT, as anchor institutions in an innovation district with the proper incentives and motivation have the economic potential to leverage their assets and revenues to promote local private sector development. Since substantial public funding has been invested in this venture it is only fitting that a community benefits agreement be fostered that benefits specific community endeavors.

Community wealth building is a fast-growing economic development movement that strengthens our communities through broader democratic ownership and control of business and jobs. It builds on local talents, capacities and institutions, rebuilding capital to strengthen and create locally-owned family and community owned businesses that are anchored in place, that aren't moving.

The community wealth building field includes a broad range of models and innovations that have been steadily growing power over the past 30 years or more: cooperatives, employee-owned companies, social enterprise, land trusts, family businesses, community development financial institutions and banks, and more.

One powerful team of local partners are anchor institutions, like hospitals and universities. They are often the largest economic drivers in their communities. Increasingly they see the synergy between restoring local health and wealth with their success.

These strategies reverse the focus on “chasing companies to relocate to my city.” All too often this includes greater tax breaks and lower wages for companies that may well relocate again for a better offer in another community. Community wealth, on the other hand, is tied to place. The people who own and control the businesses live there. These structures and models are part of a growing system that aims at improving the ability of communities and individuals to:

- Increase asset ownership;
- Create anchor jobs locally by broadening ownership over capital;
- Help achieve key environmental goals (including decreasing carbon emissions)
- Expand the provision of public services by strengthening the municipal tax base; and ensure local economic stability.

Significantly strengthening and growing local capital is critical. Strategies include:

- Building new, and strengthening existing, community-based financial institutions;
- Preventing local financial resources from “leaking out” away;
- Leveraging the use of procurement and investment from existing local anchors, and institutions such as hospitals, universities, foundations, cultural institutions, and city government; and finally, working aligned impact investors and financial institutions to grow affordable capital committed to building local wealth.

The Dell Medical School, Seton Hospital, and Central Health are embarking on a joint development program to create an innovation district and to re-develop Central Health’s 14 acres for benefit and development of a medical industrial complex. The City of Austin is also a partner in this development program and the Mayor sits on the nonprofit board that will develop the Innovation District. A community benefits package or program should be developed to benefit the community as taxpayer funds and public property is being used for benefit of Seton and the Dell Medical School. A community benefits package can be justified as Central Health with taxpayer dollars is heavily subsidizing the development of the innovation district and there is little health purposes specifically targeted for communal benefit. A return to the community is warranted and justified.

Central Health and its partners, Seton and UT, as anchor institutions in an innovation district with the proper incentives and motivation have the economic potential to leverage their assets and revenues to promote local private sector development through such means as:

- Directing a greater percentage of their purchasing power toward local vendors based in the community.
- Hiring a greater percentage of their workforce locally.
- Providing workforce training for people needing assistance in the community.
- Incubating the development of new businesses, including social enterprise among nonprofits.
- Serving as an advisor or network builder.
- Leveraging real estate development to promote local retail, employer-assisted housing, and community land trusts.
- Using pension and endowment funds to invest in local job creation strategies and to provide community venture capital for nonprofits, entrepreneurs, and employee-owned firms

13. Implement policies to promote immigration inclusion

Policy Recommendation: As Austin undergoes the emergence of a new racial and ethnic majority. Equity – long a matter of social justice and morality – is now also an economic imperative. Austin can only achieve and sustain growth and prosperity by integrating all into the economy. Austin needs a new strategy to bring about robust growth that is widely shared by all. The groundwork has been set through resolutions and studies and it is time to act on them and provide the necessary resources to make Austin a truly inclusionary city.

Immigration is a significant driver of population growth nationwide, and in the Austin metro new immigrants are fueling neighborhood revitalization and business growth. Policies that increase access to education, services, and living-wage jobs for immigrants, and remove barriers to their full and equal participation, will help communities thrive.

Policies to Promote Immigration Inclusion

Welcoming Initiatives

The heated political rhetoric so far in the 2016 presidential campaign has often come at the expense of immigrants. And the policy solutions put forth by some candidates have centered around punitive, impractical measures that are out of touch with the humane approach most Americans want to see with respect to immigration reform. Welcoming Initiatives however build bridges among diverse local residents and spur local policy on inclusion. Over 59 local governments including Austin have joined the Welcoming America community working to advance immigrant friendly policy. The growth of Welcoming initiatives reinforces the idea that a majority of the American public remains committed to practical immigration solutions and recognizes that immigration is good for the economy.

Include immigrants by ensuring access to health care, driver's licenses, in-state tuition, and municipal ID cards regardless of immigration status

On August 7, 2014, the City Council passed Resolution 20140807-102, which directed the City Manager to convene a community stakeholder group to assist in reviewing community needs and current opportunities regarding municipally issued identification and report back with a proposal for a City of Austin ID card. The report back from the City Manager recommended a task force to conduct a detailed feasibility study.

Limit the participation of local law enforcement with Immigration and Customs Enforcement

In 2014, the Austin City Council requested the City Manager to “research options to minimize or completely replace” Austin’s use of the sheriff-run Central Booking Facility until Travis County ends its participation in the U.S. Immigration and Customs Enforcement’s (ICE) Secure Communities program. The City Council considered this a first step in ending Secure Communities in Travis County. People arrested in Travis County go to the Sheriff’s Central Booking Facility where they are photographed and fingerprinted. Law enforcement shares those fingerprints with the FBI to see if the defendants have a criminal record. Under Secure Communities (S-Comm), the fingerprints are also checked against U.S. Homeland Security Department immigration databases. If those checks indicate that a person is unlawfully in the United States, ICE will request a “detainer” keeping the person in custody an extra 48 hours to allow agents time to verify immigration status. Those detainers often lead to deportation, and Travis County has a particularly high rate. In 2012, of the 56 U.S. counties with at

least 500 deportations through Secure Communities, Travis County ranked third with a 41 percent deportation rate.

The Secure Communities program has ended replaced by a new program called Priority Enforcement Program or PEP-Comm for short. The PEP Comm is focused on felon targets, but immigration advocates are concerned about the alarming similarities with Secure Communities when it comes to local and state authorities doing the work of what should be federal enforcement. Under S-Comm, fingerprints are transmitted to ICE by local police and under PEP-Comm, the same thing may happen.

Recently immigration advocates have asked the City to go on record as a Sanctuary City. There is no legal definition of a sanctuary city, county, or state, and what it means varies from place to place. But generally, sanctuary cities have policies or laws that limit the extent to which law enforcement and other government employees will go to assist the federal government on immigration matters. Some communities use nonbinding resolutions, executive an order, police department policies or orders, while others use laws to enforce such policies. There are more than 200 state and local jurisdictions that have policies that call for not honoring U.S. Immigration and Customs Enforcement detention requests according to ICE's Director. The argument for sanctuary status by proponents is that by encouraging members of immigrant communities to work with police without fear of deportation, such policies help authorities improve public safety by helping authorities identify and arrest dangerous criminals who might otherwise go undetected. Supporters say such policies are widely supported by police groups such as the International Association of Chiefs of Police because they help communities fight crime.

As Austin undergoes the emergence of a new racial and ethnic majority, equity – long a matter of social justice and morality – is now also an economic imperative. Austin can only achieve and sustain growth and prosperity by integrating all into the economy. Austin needs a new strategy to bring about robust growth that is widely share by all.

The Austin growth model must embrace the region's changing demographics, and make the investments needed to allow the emerging Latino and other people of color population to reach its full potential. Austin is undergoing a major demographic transformation in which Latinos and other racial and ethnic groups that been most excluded are now becoming a larger portion of the population. Austin today is a minority majority city.

14. Operationalize racial equity in city practices in employment, distribution of resources and services

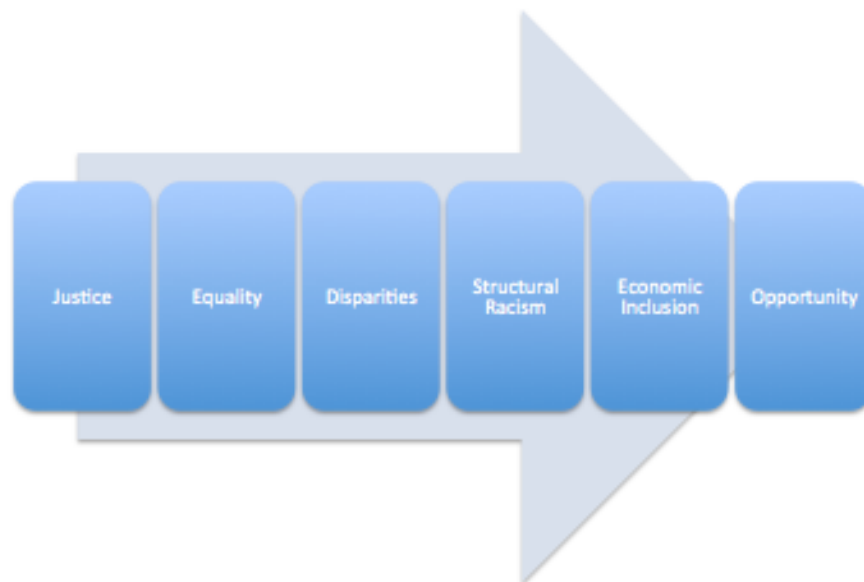
Policy Recommendation: LULAC believe that the City of Austin and other governmental entities need to formalize equity through policies by:

- ***Including equity as a criteria for inclusion and/or prioritization of policies;***
- ***Identifying policies important to low-income communities, Latinos and other communities of color, and other vulnerable populations;***
- ***Targeting benefits to vulnerable populations; and,***
- ***Prioritizing provision of resources to areas that need it most***

Equity means just and fair inclusion. An equitable society is one in which all can participate, prosper, and reach their full potential. Equity is the antidote to inequality and both the means and the end. Equity is results. Equity is the future.

Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

The pillars of equity address the need for justice, equality, structural racism through strategies of economic inclusion that lead to meaningful opportunities. Equity matters because the face of Austin has changed and people of color in particular Latinos who the minority majority are necessary for Austin's economic growth and prosperity.



Equity is done through policy and strategy development. Equity is done through the process of data collection and analysis; community engagement and leadership development. An Equity agenda includes an indicators framework that address the questions of:

- Who lives here and how is it changing through demographers?
- How can everyone connect, participate and contribute measured as economic vitality, readiness, and connectedness? and,
- How much stronger would the economic be with equity measures through the economic benefits of equity?

Policy impacts the economic, social, physical and service environments and all policies can produce either positive or negative impacts on low income communities and communities of color.

LULAC believe that the City of Austin and other governmental entities need to formalize equity through policies by:

- Including equity as a criteria for inclusion and/or prioritization of policies
- Identifying policies important to low-income communities, Latinos and other communities of color, and other vulnerable populations
- Targeting benefits to vulnerable populations
- Prioritizing provision of resources to areas that need it most

The City of Austin is implementing an Office of Equity and is in the process of recruiting for an equity officer. The Office of Equity was brought forward from the Hispanic/Latino Quality of Life Advisory Commission during last year's budget process. There are actions that we believe should be undertaken as an action checklist.

Actions for Mayor and City Council

- Institute a citywide commitment to incorporate racial equity into City operations and services
- Participate in and complete a comprehensive planning process to fulfill Citywide equity goals
- Oversee and support
 - All staff training
 - Development of technical assistance resources
 - Department specific racial equity strategies planning and implementation

Actions for City Manager and Department Heads

- Conduct a baseline equity assessment
- Incorporate equity goals into department and staff work plans
- Implement pilot program(s)
- Implement pilot project(s)
- Evaluate, fine-tune and report

Actions for all staff

- Analyze through racial equity lens
- Advocate for all-staff training within each department
- Identify specific technical assistance needed to advance equity in the work
- Work with leadership to implement racial equity tool(s)

LULAC is asking the City of Austin to support the following manifesto that will be converted into a resolution for Council action.

Equity Manifesto

LULAC believes that the City of Austin and other governmental entities need to formalize equity through policies by:

- Including equity as a criteria for inclusion and prioritization of policies
- Target benefits to Latinos and other vulnerable populations
- Prioritize provision of resources that need it most
- *We, the City of Austin, believe in the potency of inclusion, and calling out racism and oppression, both overt and systemic; and,*
- *We, the City of Austin, recognize that as local leaders we need to invest in each community's unique assets and leverage these with support from the city; and,*
- *We, the City of Austin, adopt that equity-mindedness should be the guiding paradigm for language, culture and action; and,*
- *We, the City of Austin, will enable equitable practices and policies that are designed to accommodate differences in the context of community and population needs; and,*
- *We, the City of Austin, will insist that equity must be enacted as a pervasive institution –and system-wide principle; and,*
- *We, the City of Austin, will hold ourselves and others accountable to ensuring equity in all policies.*