



MEMORANDUM

TO: Mayor and Council Members
FROM: Camille Cates Barnett, Ph.D., City Manager
DATE: May 16, 1989
SUBJECT: Reorganization

My first tasks as City Manager have been to: (1) assess the financial condition of the City, (2) assess the organization structure of the City, (3) stabilize the executive team, and (4) devise a budget strategy to meet reduced revenues and protect services.

FINANCIAL CONDITION

My analysis of the financial condition of the City was presented to you on April 11, 1989. We are expecting \$5.68 million less revenue next year. This estimate was based on a decrease of 5.0 percent in the assessed valuation for property while maintaining the effective tax rate, 5.0 percent increase in sales tax and decreases in transfers. The FY 1988-89 budget included a \$6.7 million one-time transfer from the Vehicle Replacement Fund which will not be available to the General Fund for FY 1989-90.

In addition, we projected \$222.2 million in expenditures for FY 1989-90 which is \$5.4 million higher than the current year approved budget. This projection included \$7.0 million for compensation and benefits adjustments, police and fire longevity increases, and additional health benefits and workers' compensation costs with no use of fund balance.

Thus we are faced with addressing a budget gap of over \$11.0 million. Our Five-Year Financial Forecast indicates that our financial condition will not significantly improve in the near term.

ORGANIZATIONAL ASSESSMENT

The City organization has already had several years of reduced budgets and cutback management. Some departments received cuts up to thirty percent in budget and up to fifty percent in personnel over the past three years. Many departments have reached the maximum amounts of cuts possible under the current service delivery system. We have to rethink how we do business. If we are to continue to provide service, we must prioritize what we do, restructure our service delivery and continue to look for productivity improvements.

STABILIZE THE EXECUTIVE TEAM

When I accepted the position of City Manager, there were twenty-eight executive vacancies. Eleven of twenty-six departments did not have permanent directors. Since then, two additional department directors announced their resignations. My priority has been to hire Assistant City Managers and to fill key positions in the Financial Services Department. My second priority for filling vacancies is the departments now managed by acting department directors. One advantage of having so many vacancies is the opportunity to combine departments with minimal disruption. I cannot recruit permanent directors until the reorganization is approved.

BUDGET PROCESS

The budget process I recommended to Council requires reorganization decisions to be made in early June so departments can prepare their budgets based on the new organizational structure and so savings anticipated from reorganization can be incorporated in the final budget document.

For these reasons, I recommend reducing the number of City departments from twenty-six to twenty. The proposed reorganization will also allow us to trim at least \$3.0 million from the budget while protecting programs in affected departments. It will improve management and allow me to hire a permanent executive team. This memorandum summarizes the recommendation for reorganization.

CRITERIA FOR REORGANIZATION

The various teams of departmental personnel that have been developing these reorganization plans used four criteria to assess the reorganizations:

1. Save Money. The plan should reduce costs, avoid costs, and/or allow budget reductions with minimal service impact. Reorganization should be one way we meet budget targets, yet protect services.
2. Customer Oriented. The plan should make it easier for citizens to access the organization and receive services. Like functions should be grouped together, services to similar client populations should be coordinated, and related functions should be co-located.
3. Protect Service. The plan should protect the ability to provide services, and improve services wherever possible.

The organization structure should focus responsibility for achievement of Council priorities, such as business retention and expansion, preservation of environmental and conservation programs, expansion of solid waste recycling efforts, and improvements to the development process.

4. Improve Management. The plan should make it easier to manage the organization and reduce or avoid administrative costs.

Seven of the departments involved in the reorganization do not have permanent directors. This problem is compounded at other management levels. Immediate reorganization and recruitment are necessary to stabilize the organization.

RECOMMENDATION

The attached material explains the recommended reorganization more thoroughly, but in summary, I recommend that Council:

1. Create the Department of Community Development

The new department combines Building Safety, Planning, Economic Development and International Trade, and the Housing and Community Development Block Grant programs from Housing and Community Services. The Department of Community Development will be responsible for balancing the physical and economic development needs of the community with neighborhood conservation.

2. Create the Department of Environmental and Conservation Services

Merging Environmental Protection, Resource Management, and Solid Waste Services from Transportation and Public Services will create a visible, multi-disciplinary department responsible for leadership in enhancing the Austin environment and conserving our energy and water resources.

3. Create the Health and Human Services Department

Merge the social service functions from Housing and Community Services into the Health Department. Both social service and health programs serve the same clientele at similar facilities.

4. Merge Public Event Facilities into the Parks and Recreation Department

5. Merge Intergovernmental Services into the Law Department

FISCAL IMPACT

To achieve a balanced budget proposal for FY 1989-90, I have established reduction targets for each of our departments. To achieve these savings, it will be necessary for each department to recommend reduction or possible elimination of current programs.

The proposed reorganization, however, will allow us to achieve savings by cutting administrative overhead, reducing the number of management positions, making better use of leased space, taking advantage of vacancy savings, and reducing expenditures for contractals and commodities. These savings preserve programs and services in the new departments.

REORGANIZATION

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FINANCIAL ANALYSIS

CONSOLIDATION TO ESTABLISH NEW DEPARTMENTS

| DEPARTMENT / DIVISION | CURRENT BUDGET | TARGET BUDGET | TARGET SAVINGS GEN. FUND | TARGET SAVINGS OTHER FUND | REORG. SAVINGS |
|---|----------------|---------------|--------------------------|---------------------------|----------------|
| • DEPARTMENT OF COMMUNITY DEVELOPMENT | | | | | \$ 346,000 |
| Building Safety | \$ 3,996,900 | \$ 3,560,300 | \$ 436,600 | — | — |
| Planning Department | 5,264,400 | 4,497,100 | 767,000 | — | — |
| Economic Development | 649,200 | 489,500 | 160,000 | — | — |
| HCS—Housing Program* | 1,130,000 | 1,042,300 | 88,000 | — | — |
| Environmental Review | 200,000 | 200,000 | — | — | — |
| • ENVIRONMENTAL AND CONSERVATION SERVICES | | | | | \$ 0 |
| Environmental Protection | 1,858,000 | 1,546,500 | 311,500 | — | — |
| Resource Management | 5,337,400 | 4,269,900 | — | \$ 1,067,500 | — |
| Solid Waste Services | 15,835,800 | 17,507,500 | — | — | — |

CONSOLIDATION OF EXISTING DEPARTMENTS

| DEPARTMENT / DIVISION | CURRENT BUDGET | TARGET BUDGET | TARGET SAVINGS GEN. FUND | TARGET SAVINGS OTHER FUND | REORG. SAVINGS |
|---|-----------------------|---------------|--------------------------|---------------------------|----------------|
| • PARKS AND RECREATION DEPARTMENT | | | | | \$ 0 |
| Public Events Facilities | \$ 1,873,000 | \$ 1,619,300 | — | \$ 253,700 | \$93,000 |
| • LAW DEPARTMENT | | | | | \$ 0 |
| Intergovernmental Affairs | 170,500 | 170,500 | — | — | — |
| • DEPARTMENT OF HEALTH AND HUMAN SERVICES | | | | | \$ 0 |
| HCS—Social Services* | 905,000 | 883,000 | 22,000 | — | — |
| [* Receives Grant Support] | TOTAL SAVINGS: | | \$ 1,839,037 | \$ 1,321,200 | \$ 439,000 |
| | GRAND TOTAL: | | \$ 3,199,300 | | |

NEXT STEPS

I will review these reorganization proposals with the chairpersons of our boards and commissions on Thursday, May 18, 1989.

After receiving City Council and board and commission comments, I plan to return to Council on May 25 with a final recommendation for your approval.

Detailed plans for achieving savings and protecting services will be presented with the budget in August.

Camille Cates Barnett, Ph.D.
City Manager

CCB:rg

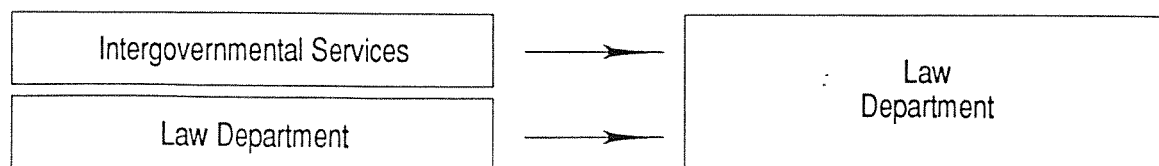
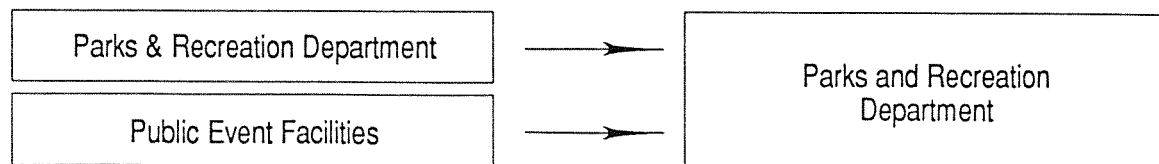
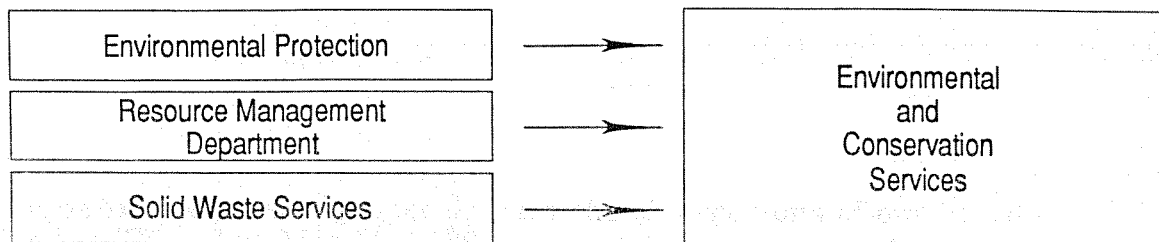
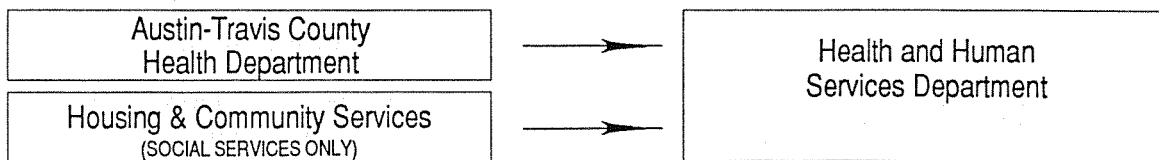
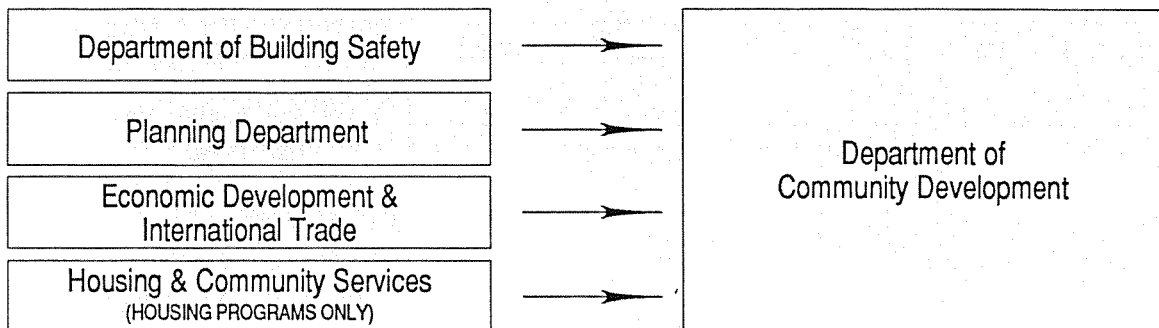
Attachments



Departmental Consolidation Proposals

SUMMARY: The effects of these consolidation proposals are—

- consolidation of twenty-six departments into twenty departments
- achieving target reductions and consolidation savings of approximately \$ 3 million and eliminating approximately forty-seven FTEs
- enhancement of services in some program areas and protection of other services which might have been deleted without consolidation



Department of Community Development

Mission:

The mission of the Department of Community Development is to develop, implement, and monitor a comprehensive land development plan in the City of Austin; provide easily understood, efficient, and economical processes for zoning, subdivision, and site plan review and approval; provide a system to assure that essential life safety standards are met in building construction; coordinate efforts to attract, retain, and assist local businesses; identify and prioritize housing needs in the community and use available federal, state, and local resources to support quality living standards and ensure decent housing for all persons; and provide a method for maintaining the high quality of life associated with Austin.

Service impacts:

- allows all development programs to be consolidated in the same building to facilitate the establishment of a central development application and issuance facility
- provides accountability to address development related citizen complaints
- allows for more consistent formulation, application and interpretation of administrative rules and policies
- efficiencies from consolidation are utilized to protect programs that would otherwise be reduced or eliminated
- allows for addition of "expeditors" to help customers through the development process
- consolidates inspection functions for better service to contractors; all subdivision inspections by the Transportation and Public Services Department, all site inspections by Community Development

Fiscal impact of consolidation:

FY 1989-90

- personnel reductions: \$310,000
- elimination of rented office space: \$36,000
- efficiencies resulting from consolidation allow a budget reduction target of \$1,400,000 to be achieved without any program eliminations
- 27 positions will be eliminated to achieve these targets
- additional savings will be achieved as the reorganization is implemented

Location:

All of the functions of the Department of Community Development would be located at the Municipal Annex. Space being vacated by the Department of Environmental Protection will be sufficient to locate the Housing and Economic Development and International Trade programs.

Management:

By combining departments, areas of accountability can be more clearly defined and responsiveness to citizen needs can be improved. Management structure will be streamlined by:

- exempt positions reduced from 13 to 5
- mid-management positions reduced from 22 to 12
- elimination of duplicative support functions

The reorganization will still require the recruitment of an experienced professional to manage the housing and Community Development Block Grant programs.

Environmental and Conservation Services

Mission:

The Environmental and Conservation Services Department is dedicated to the development and delivery of effective and environmentally responsible programs for solid waste management; the conservation of water, energy, and finite resources; and the protection and enhancement of the natural and built environment.

Service impacts:

- solid waste management, especially recycling, is one of the key goal areas identified by Council; consolidation adds an increased environmental perspective and additional staff resources to accelerate achievement of this goal
- without the reorganization certain environmental programs would need to be eliminated or drastically reduced; consolidation will allow many important water quality programs including the Barton Creek studies, urban watershed planning and geological analysis as well as key air quality and biological programs to be maintained at their current levels
- meets Council's goal to increase emphasis on effective energy and material resource conservation programs and enhances evaluation of their environmental benefits
- facilitates the continuation and improvement of innovative environmentally oriented service delivery programs such as Home Chemical Collection, business environmental audits, carpooling, and tree planting
- creating a department of 400 positions for environmental and conservation programs will improve the visibility, organizational focus, and implementation effectiveness of these programs

Fiscal impact of consolidation:

FY 1989-90

- personnel reductions (consolidation): \$130,000
- efficiencies achieved by the reorganization will allow us to achieve a budget reduction target of \$1,400,000 while preserving existing programs
- physical consolidation using additional space requiring rental payments in future years at Two Commodore Plaza

Location:

The location of the department at Two Commodore Plaza enhances the relationship of the energy conservation program of the Resource Management Department with the Municipal Energy Efficiency Program of the General Services Department, also proposed to be located in Two Commodore. The Solid Waste Services Program operations will remain at its current location on Hargrave Street.

Management:

Consolidation of the Department of Environmental Protection, Resource Management Department and Solid Waste Services reduces the number of major divisions and sections compared to the existing departments. This streamlines the management structure. The number of departments is reduced by one.

Health and Human Services Department

Mission:

The mission of the Health and Human Services Department is to protect and promote physical health, safety, and social well-being. To fulfill this mission, the department provides preventive, regulatory, and treatment services in the areas of personal and public health; and services which satisfy basic living needs, prevent disability, promote personal development, and support quality living standards.

Service impacts:

- social services and neighborhood center programs from Housing and Community Services would be moved to the Health Department
- will allow better coordination and facilitate more effective services since neighborhood health clinics and community neighborhood centers serve many of the same clients

Fiscal impact of consolidation:

- no impact other than moving costs
- no proposed reduction in program personnel or activities

Location:

- social service program staff would locate with the balance of the Health Department in the Rebekah Baines Johnson Health Center

Parks and Recreation Department

Service impacts:

- the public events facilities program would become the Special Events Division of the Parks and Recreation Department
- no program or service level changes are proposed as a result of the consolidation

Fiscal impact of consolidation:

- no impact to the General Fund
- Public Event Facilities Fund would save \$93,000 through the elimination of three positions

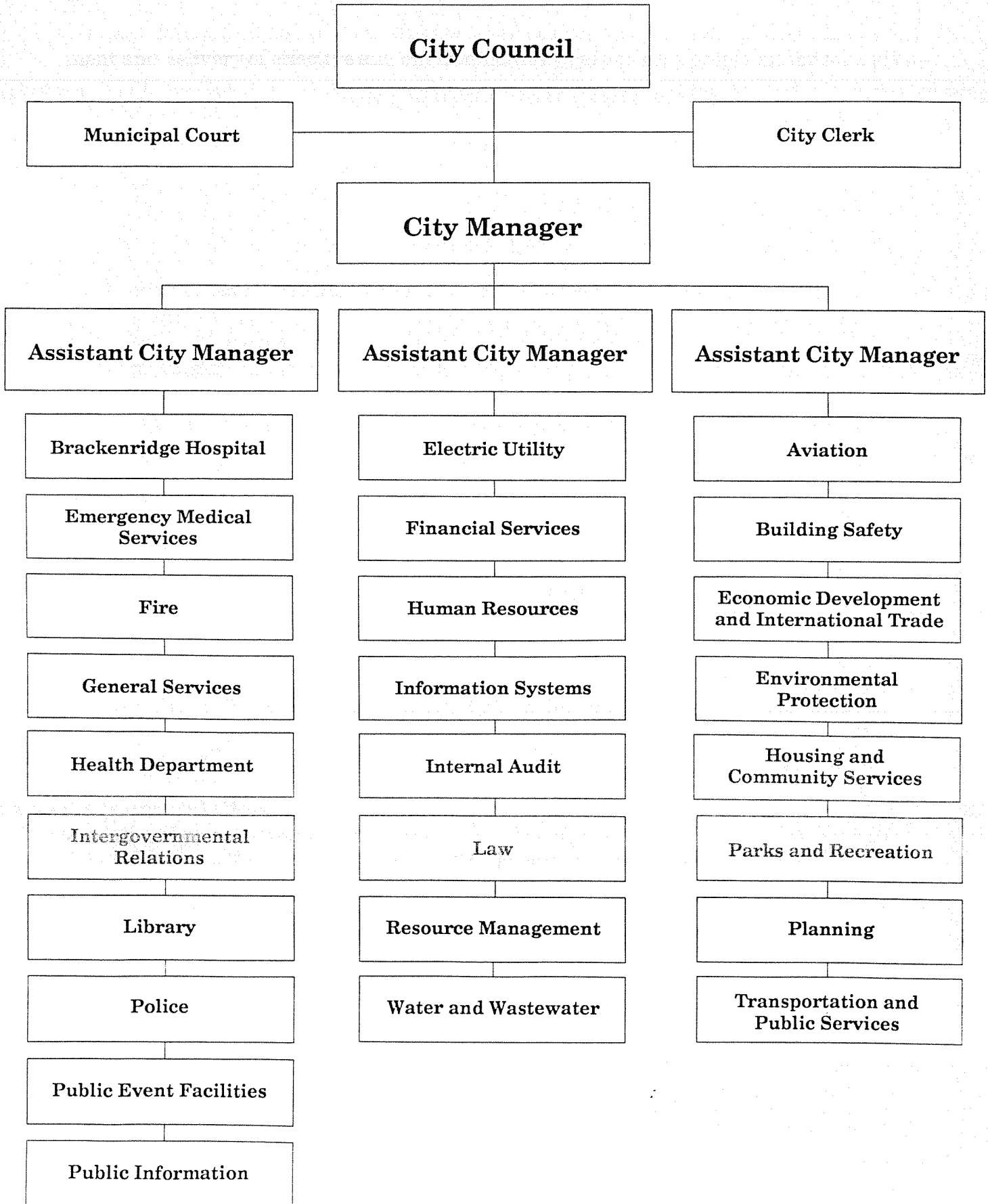
Law Department

Service impacts:

- the intergovernmental relations function would become part of the Law Department
- no program or service level changes are proposed as a result of the consolidation
- more effective utilization of intergovernmental resources during non-legislative periods will result

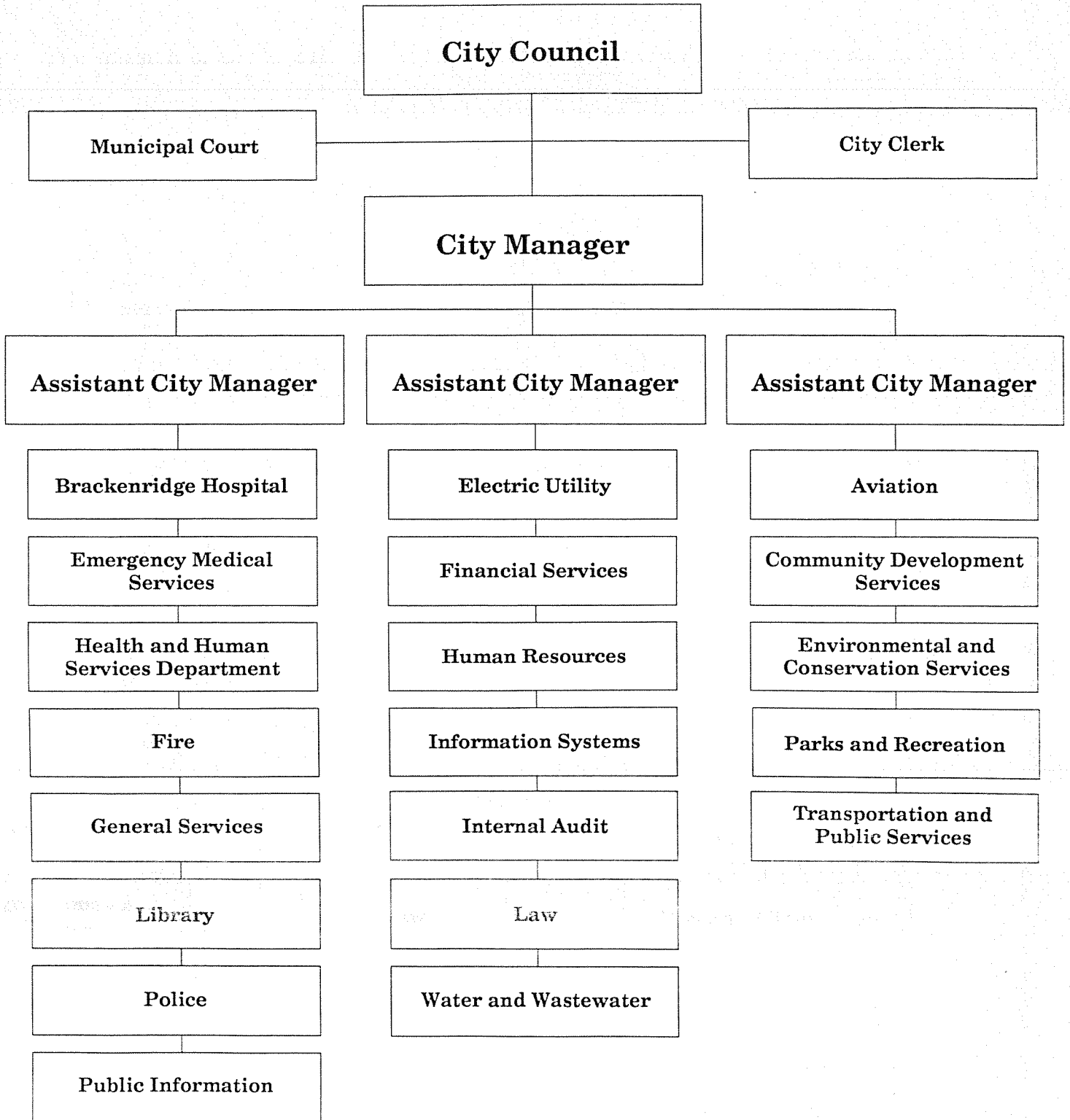
Current Organization

Departments: 26



Proposed Organization

Departments: 20





David

BRIEFING PAPER

Reorganization Proposal for Department of Environmental and Conservation Services

SUMMARY OF THE REORGANIZATION PROPOSAL

This proposal will create a Department of Environmental and Conservation Services by combining the Departments of Environmental Protection, Resource Management Department, and the Solid Waste Services Division from the Transportation and Public Services Department. The consolidation will co-locate the Department of Environmental Protection with the Resource Management Department (116 employees in Two Commodore Plaza) beginning August 1989.

WHY IS THIS CHANGE NEEDED?

Vulnerabilities

- Increasing program demands on the Department of Environmental Protection (since 1986 several new program responsibilities, including Endangered Species Protection, Barton Creek Watershed Studies, and Edwards Aquifer Conservation District have been assigned to the department)
- Reductions in Department of Environmental Protection staff of twenty-three percent and funding of thirty percent over the past three years have reduced the capacity of the department to meet program demands
- Reductions in Resource Management Department staff of twenty-one percent over the past three years have reduced the capacity of the department to meet program demands
- The Department of Environmental Protection suffers from inadequate administrative support and management capacity
- Solid Waste Services has had modest progress in attaining recycling goals and establishing a comprehensive solid waste planning process

Needs

- A more aggressive program to attain Council recycling and resource recovery goals is needed
- A management and administrative structure to facilitate the provision of quality environmental program services is lacking
- There is a need to provide businesses, residents, and the environmental community with a visible point of contact on environmental, conservation, and resource management issues
- Broader, more thorough program planning and expertise for all three units is needed

ENVIRONMENTAL AND
 CONSERVATION SERVICES
 REORGANIZATION PROPOSAL
 PAGE TWO

BUDGET TARGETS

| Department / Division | FY 1988-89 Base Budget | FY 1989-90 Budget Target | Total Change |
|--|---------------------------|-----------------------------|-------------------|
| Department of Environmental Protection | \$ 2,166,085 | \$ 1,746,500 | (\$ 419,585) |
| Resource Management Department* | 5,337,378 | 4,269,900 | (1 067,478) |
| Solid Waste Services [*Does not include CIP budget] | \$ 15,835,796 | 17,507,500 | 1,671,704 |
| TOTAL: | \$ 23,339,259 | \$ 22,523,900 | \$ 184,641 |

The target budget will have reduced the Department of Environmental Protection funding a total of thirty-seven percent over the past four years and Resource Management Department funding by forty percent over the same period.

CRITERIA FOR REORGANIZATION

Saves Money.

- Consolidation of Resource Management, Environmental Protection, and Solid Waste Services saves \$130,000 in the first year by combining administrative and management staffs → *how many cuts is this?*
- Consolidation is the best way to meet the combined budget targets and minimize service cutbacks

Customer Oriented.

- Consolidation creates a strong environmental focus for the provision of certain key services
- Co-locates related environmental and conservation planning functions

Protect Services.

- Consolidation improves accountability and staff resources for achievement of Council solid waste recycling goals
- Facilitates planning for long range refuse collection, disposal, recycling, and litter control
- Facilitates development of a continuing Home Chemical Collection Program and Hazardous Materials Transportation Planning
- Preserves a strong energy and water conservation program

Improves Management

- Consolidation stabilizes various units by providing adequate management support to address loss of management due to recent budget constraints
- A broader range of management expertise will be available to boards, commissions, and Council
- Internal responsibility, authority, and structure will be focused on key environmental goals

CURRENT ORGANIZATION

Programs and Staffing.

- The initial program, budget, and position allocation for FY1988-89 for each organizational unit is:

FIGURE 1.0: CURRENT PROGRAMS

| DEPARTMENT OF ENVIRONMENTAL PROTECTION | FTEs | BUDGET |
|--|-------------|----------------------|
| Administrative Services | 7.0 | \$ 650,350 |
| Environmental Planning | 6.5 | 231,615 |
| Environmental Review | 7.0 | 238,531 |
| Water Quality Services | 12.5 | 694,090 |
| Environmental Inspection | 10.0 | 351,499 |
| Total Department of Environmental Protection: | 43.0 | \$ 2,166,085 |
| RESOURCE MANAGEMENT DEPARTMENT | FTEs | BUDGET |
| Administrative Services | 4.0 | \$ 153,706 |
| Fiscal Management | 8.5 | 753,598 |
| Planning and Evaluation | 9.0 | 542,669 |
| Systems Support | 2.5 | 273,962 |
| Direct Weatherization | 4.1 | 178,659 |
| Efficiency Ratings | 2.6 | 223,353 |
| Loans and Wholehouse | 6.1 | 308,738 |
| Audits | 5.2 | 1,123,709 |
| Appliance Efficiency | 5.5 | 165,706 |
| Residential Gas Conservation | 0.4 | 17,002 |
| Energy Code Inspection (at DBS) | — | 150,000 |
| Commercial Audits and Surveys | 5.5 | 346,407 |
| Commercial Engineering | 5.5 | 211,682 |
| Commercial Processing | 4.0 | 117,355 |
| Water Conservation | 6.5 | 277,857 |
| Customer Service Center | 4.2 | 147,766 |
| Business Development | 8.4 | 345,209 |
| Total Resource Management Department: | 82.0 | \$ 5,337,378 |
| Southern Union Gas Program | 2.0 | \$ 510,807 |
| DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS: SOLID WASTE SERVICES | FTEs | BUDGET |
| Operations Support | 16.0 | \$ 1,439,975 |
| Refuse Collection | 188.0 | 6,903,797 |
| Refuse Disposal | 13.0 | 1,687,890 |
| Street Cleaning / Litter Control | 31.0 | 2,218,212 |
| Recycling | 29.0 | 1,085,108 |
| Total: | 277.0 | \$ 13,334,982 |
| Transfers Out: | | \$ 2,500,814 |
| TOTAL REQUIREMENTS: | | \$ 15,835,796 |

CURRENT LOCATIONS

The Department of Environmental Protection currently occupies 6,000 square feet in the Municipal Annex at 301 West Second Street. The Resource Management Department occupies 26,000 square feet at 3000 South IH35 and is scheduled to relocate in 19,000 square feet on the 17th floor of Two Commodore Plaza in August 1989. Solid Waste Services is located in a separate City facility at 1190 Hargrave Street containing office space and yard facilities.

PROPOSED ORGANIZATION

Mission Statement. The Department of Environmental and Conservation Services is dedicated to the development and delivery of effective and environmentally responsible programs for solid waste management; conservation of water, energy, and finite resources; and the protection and enhancement of the natural and built environment.

PROGRAMS

Program services of the existing departments remain intact under the three-way consolidation with the following exceptions:

- The Environmental Inspection Program, which inspects erosion control compliance and drainage structures on site development and oversees erosion control on subdivisions and Capital Improvement Projects, is reduced by six positions. The department retains complaint and investigation response and red-tag authority to address erosion control violations. This arrangement is strengthened by crosstraining of approximately thirty inspectors from the Department of Building Safety.
- The Environmental Review Program (six positions), which reviews all development proposals for compliance with the environmental, landscape, and tree protection requirements of the Land Development Code, is proposed to be shifted to the Planning Department.

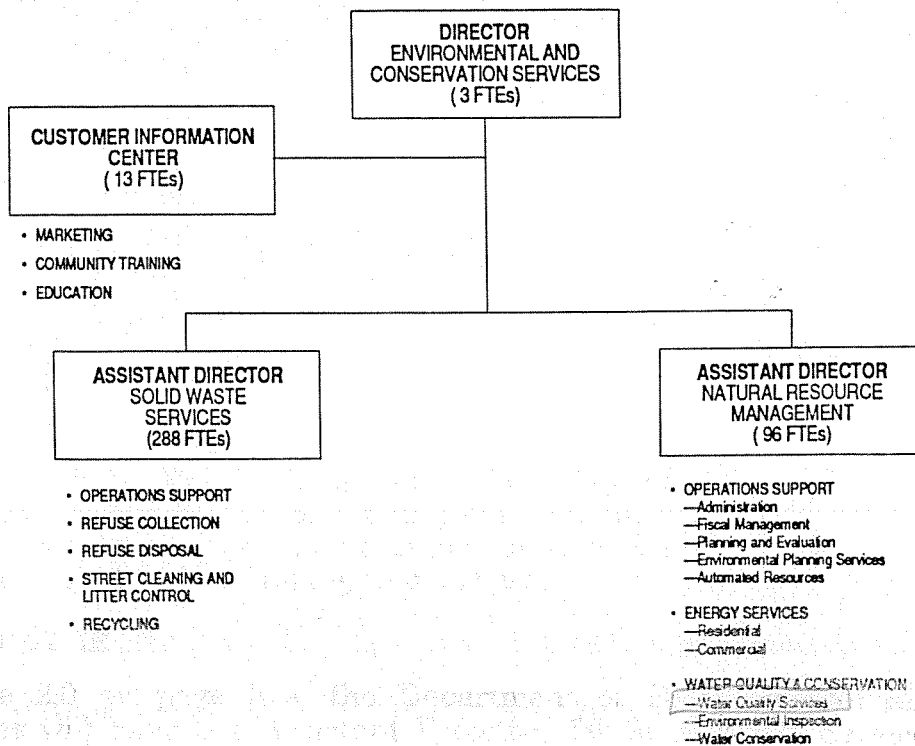
ORGANIZATION STRUCTURE

As shown in Figure 2.0 on page five, the Department of Environmental and Conservation Services will have two Assistant Directors for Solid Waste Services and Natural Resources Management respectively. Solid Waste Services remains as it is currently, while the Natural Resources area contains three divisions. The first division is Management Services which includes department-wide fiscal and systems support, as well as planning and evaluation including the integration of environmental planning with program evaluation. The second division is an energy services division consisting of residential and commercial energy services programs. The third division is an environmental services division which integrates water conservation with water quality programs. A Customer Information Center will be created to provide department-wide marketing, community training, and education support. The director of the new department retains responsibility as the City's chief environmental official.

ORGANIZATION CHART

Figure 2.0 illustrates the proposed organizational and functional structure for the Department of Environmental and Conservation Services.

**FIGURE 2.0
 DEPARTMENT OF
 ENVIRONMENTAL AND CONSERVATION SERVICES**



PROPOSED LOCATION

The consolidated department will be located on the 17th floor of Two Commodore Plaza; Solid Waste Services will remain at 1190 Hargrave Street. This requires total accommodations for up to 116 employees at Two Commodore Plaza.

ANALYSIS

Service Impact.

- Overall, the consolidation improves service delivery immediately, with the opportunity for substantial future enhancement
- Solid waste management, especially recycling, is one of the key goal areas identified by Council; consolidation adds an increased environmental perspective and additional staff resources to accelerate achievement of this goal
- Without reorganization, certain environmental programs would need to be eliminated or drastically reduced; consolidation will allow many important water quality programs—including the Barton Creek studies, urban watershed planning, and geological analysis, as well as key air quality and biological programs—to be maintained at their current levels
- Meets Council goal to increase emphasis on effective energy and material resource conservation programs, and enhances evaluation of their environmental benefits
- Facilitates continuation and improvement of innovative environmentally oriented service delivery programs, such as home chemical collection, business environmental audits, car pooling, and tree planting
- Creating a department of 400 positions for environmental and conservation programs will improve the visibility, organizational focus, and implementation effectiveness of these programs
- Facilitates design of street sweeping, refuse collection, and recycling programs as supplemental water quality management measures
- Provides enhanced customer service and program delivery for environmental services
- Integrates Environmental Planning with Program Evaluation staff to facilitate broader and more thorough program planning
- Provides broader expertise to boards and commissions
- Potentially enhances engineering expertise to apply to environmental problems

Financial Impact.

- Personnel reductions (consolidation): \$130,000
- Efficiencies achieved by reorganization will allow us to achieve a budget reduction target of \$1,400,000, while preserving existing programs
- Physical consolidation using additional space requiring rental payments in future years at Two Commodore Plaza

Financial Impact. (continued)

- The operating budget proposal is consistent with the City Manager's targets of April 24, 1989
- Achieving the target reduction for the Department of Environmental Protection of \$419,585 directly benefits the General Fund

Benefits of Reorganization.

- Retains all conservation programs and maintains current flexibility to adjust conservation services to meet new utility environment or community needs
- Environmental and solid waste services benefit from and help to support Resource Management Department marketing, public information and education, and program delivery services
- Businesses and residents benefit from "one-stop" services related to energy conservation, environmental management, solid waste, and resource recovery services
- Consolidation increases staff flexibility to meet variable needs of conservation program development and delivery
- Creation of department preserves current flexibility to budget Conservation and Brown and Root Funds to meet new conservation program needs or priorities
- Allows conservation programs to be increasingly global in scope and consider environmental impacts and remediation
- Takes full advantage of interrelationships between water conservation and water quality issues, and enhances opportunities for promotion and installation of water conserving landscape varieties
- Improves long term opportunities to evaluate and participate in alternative energy technologies which feature environmental and resource recovery benefits
- Greatly enhances environmental mission orientation of recycling programs

Concerns to be Addressed.

- Investment of greater erosion/sedimentation control authority in the Community Development Department (site development) and the Transportation and Public Services Department (subdivisions) while retaining complaint response, red-tag responsibility, and program oversight in the new department (reduce six positions).
- Reassignment of environmental review program (landscape, watershed, tree protection) to the Community Development Department to centralize and facilitate the development process (transfer six positions).

IMPLEMENTATION SCHEDULE

Consolidation of these units into a new environmental services department should begin immediately upon approval of Council so as to take advantage of cost savings currently available and to be in place by the beginning of FY 1989-90. This will involve the physical move of the Department of Environmental Protection staff to Two Commodore Plaza in August 1989 along with the impending move of the Resource Management Department staff.

CONCLUSION

A Department of Environmental and Conservation Services should be created and designated as the lead agency for coordination of all environmental services. This unit should include responsibility for as many of the existing environmental services as is reasonable and practical. The new environmental services unit should be an environmental umbrella organization for the provision of environmental services. Provision of these services could be assigned to other components, but provision of these services should be coordinated by and with this new agency.

Following evaluation of current and projected environmental service problems, several basic recommendations have been developed. These recommendations constitute an effort toward a comprehensive cost effective organizational structure which improves the overall responsiveness of the City of Austin to threats to the environment, provides basic environmental services, and enhances development processes.

The primary basis for these recommendations is:

- It is a cost effective approach
- It is relatively easy to accomplish administratively
- It provides the best means of retaining both a focus on environmental issues and the provision of essential services
- It provides, through consolidation, the best opportunity for clear, direct communication with Council and the public on environmental issues