

City Council Budget Work Session Transcript – 2/21/2018

Title: ATXN 24/7 Recording

Channel: 6 - ATXN

Recorded On: 2/21/2018 6:00:00 AM

Original Air Date: 2/21/2018

Transcript Generated by SnapStream

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[Music]. >>> >> >>> >> >>> >> Mayor Adler: All right. I think we have a quorum here. One, two, three, four, five, six. We do. So today is February 21. It is 9:10. We're in the boards and commissions room here at city hall. This is our first city council budget work session. Manager, do you want to lead us off? >> Thank you, mayor and councilmembers. It's really an honor to be present at this time in this process because we are really making a large pivot from establishing the strategic goals that the mayor and the council have been working on with staff over the past year and a half into how they are going to impact how we frame our budget discussion. And that work is going to be critical, and this is important for me because I'll be able to hear from both staff and policymakers on how we can work together

[9:09:28 AM]

to ensure that this budget is reflective of our collective priorities so I look forward over the next few hours today, but over the next few months really walking through each of these strategic objectives and ensuring that they are framing our budget appropriately. So I'm going to pass it off to Ed who will lead us through today's discussion. >> Mayor Adler: And before Ed starts, I want to note that mayor pro tem has called in. She's feeling a little under the weather and she has certainly earned a few hours sick leave if she wants to take them, but I'm sure she's watching and said she would try to get here. >> Good morning, mayor and council. My name is Ed van eenoo, deputy chief financial officer and budget officer for the city. To my left is Diane siler, our incredible budget officer who will be helping me with the presentation today. As we get into the meat of the matter -- probably will be a few hours now, quite frankly, but as we get into the meat of the matter, we'll be having a few acms to help along with the different presentations and different outcomes as we move forward. You can see on the slide in front of you that the purpose of today's presentation is to start talking about how do we transition to a new fiscal year 19 budget process and budget document. We have the transition to fiscal year 2019 highway and you can see it's not congested, smooth driving. It's smooth sailing all the way to fiscal year 2019 I think is the image we're trying to present to you. The other image we're trying to present to you is an fy18 budget over on the left, which has nothing to do with your strategic plan. Not that it has nothing to do with T but it's not presented around your strategic plan, it's not presented around your strategic

outcomes. But now that we have that plan nearly in place, all but finished, and we have six outcomes, we're wanting to take our budget, put it through the lens of your

[9:11:28 AM]

strategic plan, of your strategic outcomes and get a whole new budget look and feel and process that's focused on your strategic outcomes. And that's what you see over on the right is an early look at the cover for fiscal year 19 -- fy19 budget document that will be focused on your six outcomes. >> Mayor Adler: So with respect to the presentation, how we're working today, you and I passed each other almost in the hall and we had talked about trying to structure today's council interaction with respect to what you're doing more in terms of issue identification than issue resolution. So we're not having a lot of department heads present or available to work with us today. We have some of the acms here. Rather than us trying to drill down at any point today to actually resolve questions, today is more about seeing where there's an issue and then identifying the issue and bookmarking it so that when we come back in April with the actual forecast we can then more target those discussions. >> So broadly today's agenda focuses around two topics. There's this intro and overview that we're going to be doing now folded by presentations on each of our outcomes. The introduction presentation has the subtopics, a discussion about changes we're making to our fy19 budget document and giving you a couple of mockup early look at what those pages might look like, talking quite a bit about our fy2019 budget process and how that will sync up to the budget plan and a high level overview of what the budget alignment looks like. I think this is something we've been asked about. Council has been excited about almost since the first strategic planning work session was, how does our current budget align to these outcomes to our strategic plan. So you're going to get a high level look at that in the introduction.

[9:13:29 AM]

And then as we get into the day we'll get into three different outcome presentations. First health and the is environment, second safety and third culture and lifelong learning. Within each of those outcomes we have four central topics that we want to get at. Topic 1, how much money do we currently spend in each of those outcome areas. Topic 2, how are we currently performing? Using your strategic metrics that are in the strategic plan, so we have literally thousands of things we measure throughout the city, and there's some overlap between those measures and the measures that you've identified through the strategic planning process, but honestly not a lot of overlap. So we're really wanting to take a look at how well are we performing in each of these areas using the metrics that you've identified. And currently we have a lot of data gaps. A lot of the metrics are new ways of looking at things and we're still having to develop the data. But where we have data we'll be presenting that today. The third topic is investments in a you've made in recent years. As a 10-1 council over the last three years you've made a lot of investments in different areas and we'll be highlighting outcome by outcome where those investments have landed. And then finally, some continuing conversations. So the idea here is to not necessarily have an in-depth discussion on each of these continuing conversations, but instead to simply

daylight what some of the ongoing issues might be that have potential budget implications for fiscal year 19. So for example, we currently are still talking with two of our labor unions about contracts, which is definitely going to impact fiscal year 2019 planning. We've had discussions in years past about a transfer to the housing trust fund, funding for the health and human services department and social service contracts. So this is what we're talking about in terms of continuing conversations. And again, as the mayor stressed, the idea here is that we won't go down it into a great amount of detail today. We could spend three hours talking about any of those topics. That's not the intent for

[9:15:29 AM]

today, but to daylight these issues, these continuing conversations. And of course to get feedback from you that there may well be other continuing conversations that you think are important that we have as part of the fy19 budget development process that aren't on our current list. So let's get into it and start talking about our -- how the budget document and the budget process might look different to reflect your strategic plan. These are just some high level points. The first thing I think you've heard me say this a couple of times now that the changes we're talking about to the budget document are a major redesign. This isn't going to just be window dressing and changing a few little table headings here and there. This is a fundamental redesign of our budget document. The first major overhaul of our budget document presentation in eight years. So if you go back in time about eight years you will see our budget document that used to be four volumes, and eight years ago we shrunk it down to the current two volumes and really made a major shift in how we presented information. And this is going to be a shift of that magnitude. Again I'll have some mockups later on and talk about what those changes are going to look like. The document, we want to have an even greater emphasis on the document as a policy document. So of course the budget is a financial document, but it's also one of the fundamental policy documents that you as a council adopt every year. So we want the budget document to even more than it currently does reflect your policy priorities and particularly to reflect them through the lens of your strategic plan. When you think about our departmental sections we want to make those departmental sections much more streamlined and easier to navigate. I'll have more oh that later. Let's talk a little bit about performance metrics. If you go back eight years to that four volume budget document we actually had over 2,000 distinct performance measures in that document. We have tried to streamline things quite a bit. We're down to about 1200. That is still a lot of

[9:17:30 AM]

measures. I would argue that's probably more measures than any one person could really get their head around and make sense of. In other words, sometimes it can be a little hard to see the forest through the trees. And so in this new format that we're looking at we really want to focus the attention on what our departments have identified as their key performance indicators. Kpis. What are the key performance indicators for each department. And then also bringing in the new strategic measures. And so I'm estimating I give myself some wiggle room there with the 250 plus. What I would estimate by the

time this document is done we'll still have 250 to 300 measures in the document, which many could argue that that's still a whole bunch. How do we keep track of all that? But I guess I would remind everybody that we are a very large, diverse organization, \$3.9 billion budget running everything from an animal shelter and taking care of our lost animals to running an airport. Very completely different, distinct operations. So when you're involved in so many businesses, it is going to take a fair number of measures to keep track of everything. So again, though, it will be these key performance indicators speed limited with your strategic plan metrics. And then finally I wanted to remind everybody that we are young going to continue to have our line item budget detail available at open budget atx. Thursday something we did last year with the help of the office of performance management. I think it's a great tool. It's a tool I use a lot. It's a tool I know many of you have used. I've had some contacts with you when you've told me you've been in open budget atx and you've seen information and had questions about it. There have also been times you've called me and had questions and I can go online and look the information up. It's a great tool to allow you or anybody to really drill down into the details of our budget. Another area is in terms of how we present our council budget priorities to council. Again, I'll have more on this later, but really wanting to present our budget priorities more around your outcomes as opposed to department by

[9:19:31 AM]

department. So the conversation should be council, your priorities related to safety are this and these are the highlights and the things we need talk about in budget pertaining to safety as opposed to here's improvements for police and here's improvements for fire and here is improvements for ems. We want to present the information around your outcomes. Our goal and it's somewhat of an ambitious goal, is to get the budget document down to one volume instead of two. That may seem really strange to you since we have these two massive volumes. One of the comments we routinely get back in the process of receiving our annual reward are your budget document is really big. That's literally a comment we get back every year. We are the only city I know of that does a two-volume budget. So we think in changing how we present the information we can actually provide you better information in a more streamlined fashion and you would only have one document to carry around instead of two. And of course we're going to make sure that the new document format maintains all the standards to continue to get our awards from the two big agencies for budget excellence. So the next slide here shows you a mockup of what these departmental sections might look like. And if you think about how we currently present departmental information, this is a mockup of ems. And please don't -- the numbers are all made up. When I say this is a mockup, it's the numbers are not real. We just wanted to give you a sense of what it's going to look like. Currently if you went to the ems budget of our document you would see 25 to 30 pages of information for ems. If you're interested in seeing what the budget of ems is for their different programs, if you wanted to see the budget for billing services, you would have to flip, flip, flip and find billing services activity and you could see the budget for billing services. If you wanted to then move on and see their budget related to, say, emergency communications, you would have to flip through pages and find emergency communications and see that budget. So there's a lot of numbers in our document, but they're

[9:21:32 AM]

spread out through a lot of pages. So what we're trying to do here in this format is to streamline it and so you could see the budget for ems by its programs all on one page over the previous five years. There's actually more information in this streamlined version than in our current presentation because in our current presentation there's nowhere where you could find the budget by strategic outcome. It doesn't exist. So that would be something new. Also, if you look at the bottom of that screenshot on your right of that mockup on the right is to show the budget by category. Again, that's something new. You can get that information if you go into that tool, but you currently can't find in our paper budget document what the budget is by expenditure category. What's the personnel budget for emergency medical services versus the contractual budget versus the commodities budget. So we're actually trying to present things in a more consolidated fashion, but actually give you more information, not less, with the exception of what I already mentioned in regards to the performance measures. We really do want to shrink the performance metrics for a department down to really those critical few. And that doesn't mean we won't measure the other things. There are a lot of things that are important for a division manager or a supervisor to be murmuring and keeping track of. They maybe don't elevate to the level of a policy conversation. So the budget document is going to be focused on those metrics that pertain to policy matters and are critical to a department's success. In regards to how we talk about budget highlights, again, if you want to -- currently in our budget document if you want to really understand what are the highlights across our departments, in this case you're literally flipping through hundreds of pages. It's about a 1500 page document. And if you want to see what are the highlights pertaining to police you need to find the police section of the budget, read about those highlights and you need to flip to other sections of the budget if you wanted to see highlights related to, say, code enforcement. Well, to the extent in this new presentation, to the extent that there are highlights pertaining both

[9:23:35 AM]

to police department and the code department that both pertain to safety we would bring those all together and talk about budget highlights around your six outcomes. So this is a mockup of what the pages in the front of the document might look like. And again, the idea here is we want to present the story behind the budget, the rationale behind the budget, around your six strategic outcomes. I think these sections would generally look like here's a description of what each outcome is, here's the amount of funding that we currently allocate to each outcome and where it comes from. There's the pie chart you can see there in this mockup graph for safety. Money comes from police, it comes from fire, it comes from Austin energy to some degree for safety. The next thing is we want to understand what council priorities are. So on April 4th one of the things you will hear me talking about that we really hope to get from council this year would be tangible priorities. What are council's priorities related to the safety outcome and/or tick late those here. And then our presentation of the dollars and the performance metrics and the highlights would be presented around how the budget is addressing those priorities. So that's kind of the thought for the structure of the document and how things might look different. And I just wanted to spend some time on this because if nothing else, I just didn't want you to

be shocked and surprised when you see the budget document on August 2nd. It will be a very different presentation. It will take a little bit of getting used to, but I think it's going to really help facilitate your policy conversations around the strategic plan in a way that our current format wouldn't have allowed for it. All right. I'm going to talk a little bit now about the timeline that we would see for fiscal year 19. Starting today February 21st going all the way through budget adoption from September 11th through 13th. And I kind of highlighted on here four major categories. The first category being these two work sessions to review the fy18 budget

[9:25:35 AM]

alignment. What does our current budget look like through the loans of your strategic plan? The second budget being April 4th where we want to present a financial forecast to council, but also determine what your council -- council's budget priorities are, again, focused around your strategic plan. The third big clump would be in May and June when we're out doing our community engagement and seeking feedback from our boards and commissions. And on both of these, on the budget priorities and on community engage. I've got some slides to talk a little bit more about what those things would look like. That would lead up to our typical budget completion and presentation of a proposed budget to council on August 1st. And then we have the August through September 11th process of council deliberations and ultimately adoption of the budget. So those are kind of the big buckets. Before I leave this slide, I wanted to come back to those two times that are circled in that dark Navy highlight there, April 4th. And April 11th. The reason I highlighted those is so April 4th is your financial fork that you've seen every year and it's typically done in a half day. One of the things we're proposing this year and it's already on your budget calendar, is to increase April 4th to a full day work session and actually use less of the time for the forecast. So present you an abbreviated form of the forecast and to leave more time, the majority of that day would be left for a facilitated priority-setting process with the city council. On April 4th we're talking about picking it up and moving it out of this room and going over to the new central library because much like your strategic planning work sessions, our thought would be to have the city management executive team join you at that table for that discussion about what the priorities for the fiscal year 2019 budget should be. And Steve Struthers who you

[9:27:36 AM]

are very familiar with, will be joining us on that day as well to do the facilitation of that process. And I'll talk more about what that process might look like in a little bit. The other thing we're doing on April 4th is we're bringing that forward three weeks. In the past the financial forecast always occurred near the end of April. And this year when we really started to think about how are we going to change this process so that we can really understand council's priorities pertaining to the strategic plan and then incorporate those into the budget process and work it through all of our department procedures that we have to go through, we just knew right away it was going to have to happen earlier. That's why we're bringing the forecast forward three weeks in the process so that we can get priorities from council and

get them incorporated into the budget process. And that's where I'm highlighting on April 11th our thought would be following the April 4th work session we would take that input from council and we would work with the city management team to take all of that input, council's priorities, and incorporate them explicitly into the budget process vis-a-vis instructions to our departments. So this is just a little bit more on what that April 4th process might look like. And I think we've talked to a lot of you about this in one on one. Steve and I went around and we talked to a lot of you about what this priority setting might look like. And I think there's really three fundamental questions at hand that we would want to get from council. First being in regards to our avenue assumptions. This question of how big do we want our general fund revenue pie to be? It's currently about a billion dollars and there's a discussion to be had about when we look at fiscal year 19, do we think that's about the right amount of revenue do we think it potentially needs to be larger. And the idea would be to present you on different revenue options, different revenue sources. For example, property taxes, and we would ask you to gauge using this fist to five technique your support for different levels of taxes and fees. So for example, we sometimes

[9:29:37 AM]

talk about the effective tax rate, which is -- versus the rollback rate. For various taxes we would want to gauge council's support using a fist to five technique for those different level of taxes. So it's not so much as taking a vote that this is the tax rate we will have for fiscal year 19, but really trying to gauge your support for different scenarios. And there's other general fund revenues we would look at as well. There are fees that we charge for development services and fees that we charge for park fees. We're not going to get into a lot of detail here, but we would have some other revenue questions to ask you in regards to the general fund. That would then lead to second question about once we have a discussion and some consensus about the size of the pie, how do we want that pie to be divided. So today and March 7th you will start seeing us peel that onion. How is budget divided between health and safety, government, et cetera. You will see the general fund budget through that lens and then the question here is how do you feel about that current allocation. Safety gets a certain amount, health gets a certain amount. We'd like to see the needle move a little bit. We would like to see money come from an outcome and go into a different outcome. And the second question is to ask your opinion about the prioritization of the different indicators. So you have about 35 indicator categories. This is the level above the metrics for each indicator category you have five or six metrics. It's too hard for you to prioritize 180 different metrics, so we thought the indicator category was the right level here. This will help us understand as we look to fiscal year 19 out of all these different indicators which of them are the most important to you to see improvement on in the upcoming two to three years, say. And that's not to say that they're not all important.

[9:31:37 AM]

We understand that they're all important or presumably they would not be in the strategic plan, they would not be in your strategic plan for the future if they're not important, but in those indicators we

need a better understanding of which indicators are the most important to you as you look ahead to the fiscal year 19 budget so we can then craft a budget that's responsive to those priorities. And then the final thing is that we are working on a tool where we sometimes perhaps maybe a week or so before April fourth we would want to distribute a tool to council where you could have some time to think about this and to do your prioritization and the questions about your preferences for different revenue scenarios and your preferences for the allocation of the pie and your prioritization of the indicators. We want to give you some time for that. We don't think that's something you can do off the cuff at a meeting. We'll give you some information about a week ahead of time so you can get the information and compile it and use that as a starting point for our facilitated discussion on April 4th. No questions about that? >> Kitchen: I have a question. I'm sure this can be done in an iterative way. And I think we talked about this before in terms of determining the council priorities. I think we need to at least revisit the revenue assumptions at the end of the spending allocations and the prioritization of indicators. Because I would flip this order. I understand everybody has a different order in which they think through the budget. So it makes sense to me to start with a general idea about revenue assumptions, but I don't want to set my revenue assumptions until I understand what the prioritization of indicators are and what it's going to take to get outcomes. So it may be that you go down this and you have a fourth bullet that's go back and revisit the revenue

[9:33:39 AM]

assumptions or flip the order. Everybody has a different way in which they approach it. Just doing it this way without going back and saying in light of our indicators, in light of our spending allocations, what are our revenue assumptions, I'm going to have to do that for myself in terms of the way I think about it. >> Mayor Adler: For what it's worth, I agree with that as well. >> And I think that makes perfect sense and I don't know that there's a need to be prescriptive about how council handles it. We put them in this order on the slide, but we didn't number them one, two, three. There's no need for them to be in order. When we present you with the tool to provide your input there would be no need to do them in this order. So I hear what you're saying and I think the tool will be flexible enough for you to handle these in the order that makes the most sense to you. >> Mayor Adler: Leslie and then Alison. >> Pool: Simultaneous to this work is what the bond advisory task force is doing. Will there be an opportunity to have their input so that it can also inform some of the larger spending needs that will potentially be taken up with the bonds, which may or may not have impact on the operations and maintenance? I just don't know. So will we have an early opportunity to get a look at what their recommendations are or what staff is recommending? >> Right now the bond task the final time and make their recommendation in early March. By the time we actually get through the process of compiling all the information and writing a report and having them ready to report it back to council in a public work session is probably going to be after April fourth. I think April 12th might be a Tuesday -- 10th might be a Tuesday work session. I think that might be the meeting right now that we'd be targeting to have a briefing to council on this -- on the bond task force recommendations. So they're a little bit disconnected, but they kind of will be coming together at the same time. >> Pool: Thanks. >> Mayor Adler: Alison? >> Alter: I wasn't sure if

[9:35:39 AM]

you wanted questions on this section now or two slides from now. I have one question on this slide and then a couple of questions going back. >> I think in regards to the budget prioritization exercise if you had a question on that I'd like to get it now just because we're on it. >> Alter: Sure. So with the prioritization of indicators, are you -- you're looking for a prioritization within a category, not across categories? Because in our discussion you were sort of talking like across categories within an outcome and we don't have the same level of indicators across all of the outcomes in terms of what we're looking at. So I want to understand where you landed better for the prioritization of indicators. Is it that I have my environmental resilience section and I'm trying to tell you of those five that are under that what I care about most or is it I'm in health and environment and I've got my six categories and I'm giving 100 points across the six categories under that. How fine grained are you getting? >> So our thought on how we were going to set this tool up is kind of like the exercise you maybe see sometimes about if you had \$100 to spend in municipal government services how would you spend it. I'd spend another 20 on this and another 10. We'll do it as points. If you had 100 points to allocate to all of this how would you do it and we're breaking it into two questions. First amongst the six outcomes, how many points would you allocate to health and the environment, how much to safety, how much would you allocate to government that works? And then the second question is if you allocated 20 points to government that works, then you would have down here when it expands, you will have for government that works there's five indicators within government that works, how do you want to now spread your 20 points that you put for government at works to those indicators? If you wanted to put more points towards more outcome than another outcome you would have the ability to do

[9:37:40 AM]

that as opposed to I think the other method you were talking about is we could simply say you have 100 points for each of the six outcomes and allocate 100 points to safety, allocate 100 points to health and the environment, et cetera. We felt this gave you more greater emphasis this in area than that area and so this gives you the ability to reflect that. >> Alter: So I make sure I'm understanding it. So each of us will get 100 points. And we will allocate that 100 points to the six outcomes. And then within each outcome whatever amount we allocated to that, then we divide up among the indicator categories, not down to the, like, I want to have my park within a quarter mile, but that sort of -- whatever that category is for parks under that. >> That's right. >> Alter: All of those things within health and environment I would get to choose. If I gave it 20 points I would get to allocate it. >> Yes. >> Alter: Thank you. >> Mayor Adler: Mayor pro tem? >> Tovo: Just so I'm clear, the points we're allocating are in addition to. If we allocate say 50 points to one of the five indicators, is that assuming that any additional revenue we want to put toward that area or that we want to completely restructure the budget so that that has 50% of the general fund and lower the amounts that go to others? >> Yeah. I mean I don't think this tool is being set up in a manner to be that tying everything down. It's not a matter of -- we're not getting into the level of detail where we're saying, for example, in fiscal year 19 maybe there was a desire to see \$20 million of additional revenue to be allocated and we want 50% of that 20 million to go

to this indicator category. The discussion we're trying to have is perhaps more directional. So you know, in regards to property taxes, give us some

[9:39:42 AM]

directional input in regard to what level of taxes you could support. In regards to how the pie is allocated, give us some directional input do you think more should be in this outcome, more in this outcome. And in the indicators help us understand what your priorities are in regards to the indicators. Again, we understand that they're probably all important to most of you because they are in the strategic plan. These are indicators that you've identified as being important, but in this exercise we're simply trying to get an understanding of as we look to the fiscal year 19 budget, does indicator a seem to be a higher priority than some of the other indicators. I think it would be more of a directional conversation than a specific million dollars extra for this indicator. >> Tovo: Thanks. I think we should make sure that we frame that really, really carefully as we go into the budget sessions. What I don't want to happen is that people think -- the public thinks that we are redirecting 50% of our additional resources to one area because that ended up being the highest level of priority. And I think I communicated that when we met that my only concern about doing it this way -- I think this is very interesting and I'm eager to try it, but it is the case that a whole lot of our budget is spoken for without adding new programs and additional resources in different areas. So if we want that not to be the case, then we're going to have to really look carefully at existing programs and existing staff resources and make some hard choices about which one of those -- which ones of those go away. I think sometimes I hear the feedback when people are doing budget work sessions out in the community that, you know, of course they want to see additional resources and parks and libraries, but there's not always -- there's not always a -- there's not always a corresponding cut to make those possible. I just want to make sure

[9:41:43 AM]

that we're doing this within the realm of what is our actual regular budget. And again, if we're deciding to reallocate resources that's fine, but we need to be really clear with people that -- if we're really bulking up the resources in one area we're going to have to make some pretty substantial cuts in another. >> I think that's absolutely a reality and we need to be -- reality and we need to be cognizant of that. I would say what we're broadly hoping to achieve on the 4th is something more tangible that we've achieved in the past. This isn't the first time we've talked to council about tax rates and initiatives and what your priorities are. But it's been done in a more conversational format. One councilmember will have different things to say about policy initiatives and another councilmember will have something different to say. We're trying to do something more tangible than that so staff can feel like we're coming away from April 4th with how you feel about different categories. Where do you want to see the improvements. And perhaps you've indicated you would be okay or you would like to see a budget where there's less money in one outcome and more in the other outcome. And fugue this fist to five technique so we could look and around the room and say everybody seems to be a four or five on that.

There is broad support for that type of budget. That gives us the ability to bring back a budget on August 1st that addresses the priorities in a way we haven't been able to do before. So something more tangible than we've done in the past, but something far short of actually a hard budget where we're taking votes on April 4th about a budget that hasn't been crafted yet. >> Mayor Adler: So trying to resist the urge to reach down into the process you're setting up because you will do that in the best way possible. I like Cathy's point and one suggestion just to throw out there is when you ask people to allocate 100 points, rather than saying you have 100 points, how do you

[9:43:43 AM]

allocate them, but if the base screen already had the points allocated the way they are in the existing budget. So the first thing you had to do was to move points from where they were, you would get to indications. Not only would you get relative indication on one of the six versus the other six, but you would also get an indication on where people thought we needed to be relative to where we are. And if that was the base screen you might have a better chance of picking up both of those pieces of information. >> Partially. We're going to be able to do that partially. When you think about questions about your revenue preferences. So, for example, one of the questions we want to talk to council about is in regard to the fees we charge for development services we're currently at 100% cost recovery. We would want to gauge council's level of support for that. Is that something you want to maintain. Is 100% cost recovery on development service applications or how would you feel about if it went down 90% or 80%? So what's your preferences on that? What about other cost centers? So when you think about park fees and library fees, we might be currently at about 20% cost recovery. Does that feel about right to you or would you be okay with a slightly higher level of cost recovery on those services which would bring up more revenue and free up more tax revenue to go to other things? So we'll be able to give you some of that on the revenues in regards to our current situation and what would a different situation look like. And especially for the spending allocations we are going to tell you that your fiscal year '18 budget is currently allocated this so much to safety, this much to health and the environment, et cetera, and how would you like to change that? When we get to those indicators, there's really not a current status, there's not a starting point. We don't have a budget that's -- one of your indicators is food security. I guess maybe that was a bad example because we could actually look in the budget and find some food security initiatives, but another indicator in the health and the environment is healthy outcomes for individuals.

[9:45:44 AM]

That's hard to put a dollar amount to. So there won't be a starting point for that indicator. >> Mayor Adler: I was only speaking in terms of the high six level indicators, the high six areas. Not the individual indicators to force somebody to reallocate from among the six. >> You will see the budget by that in a few slides. >> Mayor Adler: Alison. >> Alter: I'm going to jump back to the other questions because I think they're relevant here. When we had our strategic planning workshop and we talked about the

budget I asked two questions and suggested some information that I would need in regard to my decisions. One is what the ftes are by outcome area as well. So we're going to find that there are certain outcome areas that we spend a lot of money, but we also have a lot of people. So you're not going to be able to make a lot of cuts there without having to correspondingly cut a lot of people. And I don't think we want to be necessarily in that position, but I think that would be relevant information. The other thing that I asked for was some way to get a snapshot of what's coming from enterprise funds versus the general fund. We have very limited amount that we can spend from our general -- from our non-general fund that we can move around from the broad outcome categories. And so what I'm concerned about is we will get certain categories that look enormous because they have a billion dollar enterprise fund or utility in there, and we won't really be seeing it at the general fund level. Now, it is important that we know that we are able to spend this money from our enterprise funds and our utilities and have that overall picture, but really the money that we can move around in the budget is in the general fund. And so I don't know exactly how we do that, but I didn't see either the ftes or that enterprise fund

[9:47:44 AM]

snapshot. And that may be an additional slice, you know, that's more about our strategic outcomes and how we present the information than it is the budget, per se, but we're going to see a huge amount spent on safety. And it's going to be, you know, disproportionately high relative to other outcomes. Now that happens to be the core role of government so it probably should be, but when we start to take all these utilities and things, we're not going to have a full picture of what we can do with our general fund. >> So in regards to the outcomes, you will absolutely see that today. You will see are all funds allocation to the outcomes, you will see the general fund allocation. As we get into the safety outcome you will be able to see which departments or funding sources the fun that goes to safety comes from. And we have that and we have two different ways of looking at that. So you will see it in two different views. In regards to the staffing that's on our radar. I haven't forgotten about it and you will not see that today, but I'm pretty confident we will be able to get the technical details of the queries that we need to write in order to get that data. I think we'll be able to get that to you in advance of April 4th. We don't have that today. >> Alter: When we do the prioritization, I know you said we will do that later. My concern is that we have it when we're doing the prioritization somehow. >> Gotcha. >> Alter: Thank you. >> Mayor Adler: All right. And Ed's estimate, I'm going to ask Ms. Houston and Ms. Kitchen to talk and then Ed had said that he was going to be -- his guess was that it was going to take him all day to go through the slides that we have here. So we probably want to let him, you know, barrel through as much of this stuff as we can. Ms. Houston? >> Houston: Thank you, mayor. Mr. Van eenoo, this is a segue from councilmember alter's questions. When you look at full-time equivalents, could you put those in as well as part time and temporary?

[9:49:45 AM]

If you're going to be giving us that at some point anyway. Because it's very different for parks and recreation and that has some budgetary impact. >> We won't be able to do an fte count. We'll have to think through the parameters. We might be able to give you a dollar amount on temps, but we won't be able to say this converts to 212 temporary employees because of the nature of how we budget for temps and it's not done. It's really done more at a dollar level than -- >> Houston: But I think that parks and recreation probably has more, the summer life program, whoever has the crossing guards for the school, those are the kinds of things that I think will impact the budget. And we don't really have a good handle on how many of those there are. >> Let us think through that and I understand what you're asking for. Again, it won't be ftes, it would be dollars, but you would at least be able to see in this outcome there's a lot of dollars for temps versus in this outcome there's not as many dollars, but let's work through that. I understand your request. >> Kitchen: I'll just note for further discussion and also as a follow-up on what councilmember alter was talking about, and that has to do with the enterprise funds. I think that it's important for us to look -- I think you're saying this, but to -- when we're looking at our prioritization and our objectives and indicators, -- outcomes and indicators, I think we should look across all funds, not just the general fund. The enterprise -- there is some interplay between the enterprise funds and the general fund. There's also decisions that are made about what goes into an enterprise fund and what doesn't. So I just think -- I want to flag that. I think that that needs to be part of our conversation and we shouldn't go into the conversation assuming that we can't touch the enterprise funds at all. I know there's parameters, but I want to be sure that we -- I'm just flagging that, that I'd like that to be part of the conversation.

[9:51:46 AM]

>> And I agree with that 100%. And I think when we present to you this idea of prioritizing the indicators that we really would encourage you to look at it from owe on just from an all-funds perspective, from a city-wide perspective, your priority is to see improvement in this indicator and then staff should come forward, whether it's an surprise department or a general fund department, we should come forward with proposals to address that priority. All right. I'm going to leave April 4th and move to our public engagement plan, which will be happening throughout may into June and even beyond. I just wanted to go through these components of it fairly quickly. We are going to be presenting to council on March 7. At the end of that work session we want to present to you the results of our annual community survey, something we update every year. That gives us one perspective on budget priorities. This is assessment from our citizens in regards to how we're currently performing. Another component will be the budget priority survey that we did last year. So we conducted this last year and when we first had your six outcomes, it did help guide us some in budget process last year. Our thought would just be to bring that back forward. Date is still pretty fresh and I think it's particularly relevant now that you're close to the end of your strategic planning process to look at the budget priorities that we heard in the survey that we conducted in may of 2017. So less than a year ago we conducted that survey. Then we want to do this year, kind of the centerpiece of our public engagement plan would be this listening tour, having budget town lake meetings throughout our -- budget town hall meetings in our districts. One thing we want to do this year is a main event. We're talking about doing that at the new central library, having a televised event, something that would be available through social media outlets as well as something

that people could attend in person. Our idea behind these budget town halls would be to provide some information to the community in regard to

[9:53:47 AM]

the strategic plan, council's strategic outcomes, what our budget looks like through the lens of those strategic outcomes. And then largely, though, to be out in the community just hearing from them, just literally listening to them in regards to what the issues are that are affecting their communities and what they feel the priorities for the fy19 budget should be. So we want to do this one central event that would be pretty high profile. And then of course we want to continue to seek help from you all. You've all been so helpful in past budget cycles in regards to bringing budget staff in to your town hall meetings and having the opportunity to speak to and learn from your constituents. So that's kind of the view we would have for those council district town hall meetings is something similar to what we've done in years past, really relying on you as the experts of your districts to help give us a venue into your community to have those budget discussions. Of course we'll be engaging with our boards and commissions and in particular our quality of life commissions. I'm going to talk about them some more on the next slide because we have a budget rider from the last budget cycle that was specific to how we handle our recommendations from our quality of life commissions. We will do our annual taxpayer impact statement, as always. Publish that online and in newspapers. We always do a very big comprehensive public engagement report and then we have our public hearings in August. So that's kind of the broad public engagement plan. A little more on the quality of life initiatives. And again, there was a budget rider basically telling staff to find a better way to do this. Let's change this process and make it work better for everybody. Let's make it work better for the commissions, make it work better for council. This is kind of what we would have in mind. Again, starting on April 4th really with your prioritization of the strategic plan indicators. Many of those indicators relate to things that I would broadly categorize as quality of life initiatives. For example, you would see an indicator in health and

[9:55:47 AM]

the environment related to healthy living conditions. You will see an indicator for food security. If you look at culture and lifelong learning, most of the indicators in culture and lifelong learning could be mapped back to quality of lifestyle programs. And so that to me would be the first part of it. As we're engaging council and learning from you in regards to what your budget priorities, we would be looking to see to the extent to which you're prioritizing those indicators that relate back to quality of life initiatives. That would be step one. Step two then we want to go back out to our quality of life commissions and I've been having a lot of discussion with Brian oaks and the acms, the liaisons about what the quality of life process would look like. May April and may we would be actively engaging in the quality of life commissions and sharing with them the priorities that you as a council laid out on April 4th, but then relying on the commissions to be the subject matter experts for the communities that they represent. And we're going to really be emphasizing this budget, not vendor philosophy. So when I say

budget, not vendor, I'm talking about things like language access programs, food security programs, HIV prevention programs or whatever those buckets of services are that the commissions, who are the experts in those community areas, are letting us know these are what the service priorities are from our perspective. We would then take that quality of life commission input and formally incorporate it into our budget development process. Remember that April 11th process where I talked about based upon your input on April 4th we're going to then proceed directions out to the departments. We're looking for a budget that achieves these priorities. We'll do the same thing with the quality of life initiatives. Based upon what we hear back from the quality of life commissions, we'll have another round of direction out to our departments. A lot of these typically end up in the health department but they don't have to all be in the health department so we would be engaging departments across the city.

[9:57:47 AM]

What kind of programs and initiatives could we bring forward that would address these quality of life priorities as identified by the various commissions. That information comes through the budget office on June 8th. We then go through a process with our city manager's office in late June where they're looking at all this information and kind of formalizing a budget proposal to council and then that lands on council's doorstep on August 1st. So we'll be communicating this all to the quality of life commissions because one of the fundamental principles of the budget rider was how do we change this process so the information coming forward early enough where it can meaningfully impact the budget that's being proposed. So we'll be doing all that. When the budget lands on council on August 1st, we're going to continue to kind of stress this budget, not vendor philosophy that we would be encouraging council to have deliberations on, for example, quality of life initiatives along the lines of food security, HIV prevention, and language access as opposed to calling out in advance specific vendors. We need more money for this vendor or this vendor. The conversations from a policy perspective really should be happening at a level above that and that the process for actually applying for these funds in the budget and granting awards would happen after the budget adoption process, which is by the way the same thank that happens with all other contracts throughout the city's budget. We don't generally approve contracts for specific vendors as part of a budget development process. What we approve is funding for certain priority -- policy priorities and then we go through a lawful procurement process to identify bidders that can best meet these priorities. And of course that has to come back to council for approval unless it's below the city manager's authority. So that's our thoughts on the quality of life so that's our thoughts on the quality of life process. And one more thing, is there something we can do streamline the process for small vendors

[9:59:50 AM]

that can't meet our rfp requirements or insurance requirements. Hoping to have something a little more baked that I could present to you today. I didn't feel it was baked enough. So I'm just saying that we're well into the process of developing that process. I've had conversations with James Scarborough,

purchasing office here, Brian oates, folks over at hrd in regards to insurance and indemnity requirements and we're working across the board to create a streamlined mini grant process, 75,000 and below is what we're characterizing as a mini grant and make a streamlined process for those agencies to be able to access city funds related to quality of life programs. >> So my question was going to go to the last element. Good to see you're working on that. Looks like we're not going to be able to get to the buckets on vendors unless that issue is addressed. Good to work on that. As soon as you get your thoughts together, if you can get it to us so we can get it to the community, it will be really helpful. As we're identifying issues on the public engagement, my recollection was that last year there were like five categories on a lot of things we do it really well, we do it well, neutral. We don't do it as well as we should, and we really need work on it. And when we presented the results, we were aggregating the neutral numbers with one side or the other. Can you present the numbers this time that does not aggregate the neutral number with one side or the other so we can see the people that are expressing a preference or a leaning one way or the other? >> Absolutely. >> Alison? >> For the folks here watching the presentation, will you clarify this commissions you're meaning by the quality of life? >> My understanding by the four quality of life commissions by the council on the African-American quality of life, the Asian American quality of life, the hispanic quality of

[10:01:52 AM]

life, and the lgbtq quality of life commission. The four council established quality of life commissions. >> The commission on women, commission on seniors, the disability commission? And I may be missing one or not afforded the same opportunity? Is that -- >> Well the writer that was presented, it will probably be helpful to get that out and follow that is to raise the concerns by the quality of life commissions which is why it was presented that way. But the writer is responding to the specific concerns. >> And I'm inclined to want to hear from those commissions as well. They're very often in the exact same position. >> Mayor Adler: Ann? >> Kitchen: I recall in the budget process we talked about the senior commission. We may have talked to others also. But I made the point that the senior commission should be included as the quality of life. So I agree with councilmember alter that the ones she named need to be part of this process too, not to put any quality of life commissions against each other, but just to recognize the issue that we have which is getting at -- yeah, getting at the needs in a way that we're looking at the needs as opposed to the particular contracts? So I will need to understand what the process is to include them. >> Mayor, you know, maybe we

[10:03:54 AM]

should have this conversation. Because the quality of life was created because, you know, beyond the quality the unequal distribution of funds that have historically been going on in this city over the past. Maybe we should have that conversation because you know we -- the quality of life does address the hispanic seniors, the African-American seniors, and all of that also but it has been -- it was created so there was a lot of injustice because part of the town in east Austin wasn't getting to the other section of

town was getting and we were always the low-income neighborhood, you know? And we didn't have the voice on city hall that we have today. It was a big struggle to get the quality of life through the city and being adopted. So if you think we've reached the point now that we can distribute funding equally around throughout Austin, then I'm in favor of that conversation. Until I can see proof that that's what's going on. But, you know, I don't have any problems with the seniors and all that, but the quality of life commission also includes all of that. >> Mayor Adler: Mr. Casar, Ms. Houston and Leslie? >> Casar: I had folks from other commissions confused as to whether they needed to add quality of life to theirs or not. And I think ultimately we'll be well served by a very thoughtful draft of from the staff which -- what the process should be, what it could look like, and the reasoning for that so that we can have a conversation that's more holistic than any one commission they have to lobby for their particular inclusion. Just getting that broader thought process from the staff side will be helpful so that we can have that conversation because I think that there have

[10:05:55 AM]

certainly been folks that have figured out that by going to the quality of life commissions is an important step in the process. Other people accept that they should come to council. But I want to make sure we have this transparency as a proposal and not -- the clear reasoning about why -- why we do things one way or the other so we don't have to have the debate here midstream. >> Mayor Adler: Ms. Houston? >> Houston: You were going to say something? >> I'll highlight -- we'll engage all of the -- I won't say we engaged all of the boards and commissions but many of them. So the public safety commission, there will be multiple conversations with the public safety departments and myself with the public safety commission, the water advisory task force. So, you know, we're engaging all of the commissions have been asked to come out and speak to the senior's commission and the woman's commission. I'm going to have to happily do that. With regard to this budget, there's some direction that we need to get in regards to the budget writer that was specific to the quality of life programs and changing the process for those types of programs. Who should be engaging in that. I think our takeaway for the council discussion is for the four quality of life commissions but we can engage in any specific way you'd like us to. >> Mayor Adler: I'm sorry, Ms. Houston. >> Houston: I was going to remind you. Councilmember Renteria did a good job. I think the difference between the commissions and the quality of life commissions is that they were intentionally formed to represent some of the inequities in this city through city policy that dissuaded, did not recognize, did not hear the concerns. The African-American quality of life was the first one that started when the midtown live burned down and the police were heard to say "Burn, baby, burn,"

[10:07:58 AM]

this started back when Tony fitrail was a city manager here to lift up some of the inequities in culture that we experience in the city of Austin. And I think the quality of life commissions are different because they're very wholistic. They talk about education, they talk about culture, arts, detainment, they talk

about senior health. So it's a lot more than just the quality of life. I don't know how you define that. We talk about that a lot. It's about being intentional about these populations that have been historically underserved in this city. >> Mayor Adler: Yes, Leslie. >> Pool: I think what might help to and I agree with what all of my colleagues have said that for maybe the liaisons to the various commissions can let them know -- remind them that the budget recommendations are very important. We've gotten a recommendation from the women's commission to add six ftes to the team violence or sexual harassment. There's a victim services thing that have come our way through a recommendation through the women's commission. And for the Asian quality of life, a big concern for them that I don't know if we've been able to get in front of them is the type of foods, the variety of foods that are delivered to the community I'm not sure we have cultural awareness. Some foods different cultures see as their comfort foods which are different than things that we might see having been born and raised in America. So there's some ways that we can, I think, expand our reach and support through

[10:09:58 AM]

food access and the meals on wheels kind of thing. I think we're all on the same page as far as helping our seniors. And it's true, the seniors are all races and ethnicities and we want to make sure they're taken care of and the women as well. >> Mayor Adler: Mayor pro tem? >> Tovo: It sounds like a good idea to encourage the commissions like the early childhood commission and the commission on seniors and others to communicate too with the quality of life commissions which are usually making recommendations -- recommendations across the life spectrum. I'm not familiar with the last recommendation you mentioned, I know that's one reason we have a meals program at the Asian American support center and it led to getting the commercial kitchen installed in there. I was familiar with the issue. I wasn't familiar with the fact that it can -- there are concerns. Is that about congregate meals in our other services? >> Pool: The last I heard was in our deliberations last year. I haven't heard it since. But it's the delivery of meals, not necessarily coming out of the congregate kitchen, expand the array of the types of foods delivered to shut-in seniors. >> Tovo: Thanks, find out more about that. I had a question. What was it? I wanted to say thank you for working on the application. I know we mentioned that for several years running and I appreciate the work that the staff are doing to pull together an application process that would work for some of our smaller organizations that are having challenges competing and getting a mechanism in place to allow them to be successful. Are you considering -- I have two questions. Are you considering different tiers, 75,000 seems even a lot for some of the organizations we were looking at for \$15,000 or

[10:11:59 AM]

\$20,000? >> So, I believe -- I know that the budget rider talked about different tiers. I know one of the things that Brian heard from some of the vendors, even with them small as less than \$2500 microgrants and the feedback we're getting with the vendors is not a lot we can do for \$2400 or \$2499, it probably wouldn't even apply to that. But that's not to say we couldn't. I think the process will be streamlined to

the extent where you want to apply for \$2,000, \$20,000, or \$70,000, it would be the same streamlined process. We'd have to set some parameters to it. But it Eisele going to be more like a grant program than an rfp -- so instead of a big rfp process, it would be like the city has a grant program or offering grants to agencies delivering certain services or achieve certain outcomes for us and it would be a streamlined application process, a streamlined insurance process. So I don't know that there would be a need. What we're looking at right now, that there would be a need to differentiate between an under \$2,500 request versus something between \$20,000 and \$50,000, for example. >> Tovo: I'll look forward to hearing more. It seems to mow the reporting requirements for an organization that got a grant of \$75,000 would be more stringent. I would expect to see more elaborate accountings for those performance metrics than I would for a \$5,000 grant. So again, we'll just talk about it as you develop that further. And I hope that this also provides a model for what we talked about with cultural arts? I think we had that discussion when we looked at the cultural arts grants as well, that it would be great to have a mini grant as well for those that have access from organizations that don't necessarily have a

[10:14:00 AM]

physical sponsor or insurance they can bring to bear but might have a great \$10,000 program that they want to offer. >> Kitchen: Just for closure for me, I want to understand the next step on the question raised on how some of our other commissions are engaged in the process. So we all mentioned some interests in -- various degrees of interest including this commission on seniors and other commissions in some sort of process. So what's our next step in understanding that? >> We've been asked by the mayor to get the specific language of the quality of life budget rider. We'll get that to you shortly. We need to take a look at the direction and if that direction needs to be amended in some way, you have a message board and ioc process to give us clarity with regards on what the direction was intended to be. It may be clear. I spent some time to look at it. >> Kitchen: That's all right. So I'm hearing if we want commissions to go through a process, whether it's the same one or a separate one, we need an nfc to provide that direction? Is that what I'm hearing? >> It will be interesting -- I'm reading this and I can't tell because you haven't come back with the details, on what, anything if anything you're doing with the call quality of life commissions thatoff ear not doing with all of the boards and commissions? Because the process will go to all of the boards and commissions. If you can lay out for us what you think it is you're doing, certainly we need to get to all of the boards and commissions and they need to have a very viable onramp in to this process so that they can be -- they can be timely involved. But if you're doing special things, proactively to

[10:16:02 AM]

address some of the historic inequities in those four, identify them, so councilmembers can see what's happening and say do this also over here as well. So it may require one, may not, we need to see that on what that is. And it could be that on the bulletin board, we can just express, you know, just by piling on to the bulletin board by saying this looks really good, do this to others be a better feel for what you're

doing and what it means for the other boards and commissions, it will be helpful. >> Kitchen: I'm interested in clarity. We can express things and then there's no follow-up. There's no whey for us to be clear on what we need to be doing. That's not helpful for us or for the staff. And I absolutely do not want to take anything away from the importance of addressing the inequities. That's critical. I'm just also saying that what I heard was a different approach. Maybe I heard that wrong is -- is taking these priorities and including them with direction to staff to consider them as part of what the staff comes back with their budget, that's not something we've done before with recommendations -- or that I'm aware of. Maybe I'm wrong. That we've done with recommendations from our commissions. And so that's the part of it that I thought would be important for all of our commissions. >> I could respond to some of that. So that the general onramp would be at the request of the board and commissions. It's usually around 12 to 15 of the boards and commissions ask myself or department staff to come and speak to them about the -- about their budgets, whether it's the public safety budgets or the water utility budgets or Austin energy has a

[10:18:02 AM]

board and they present their budget to the board. We present the budgets, talk about issues, and then the commission, either through a former resolution or they might have somebody write a memo to council or to the city manager with their recommendations, we'll compile all of that information, part of our public engagement report. If we get the information before the city managers having to craft his or her proposal, we would put that out to -- we put that all out to the group so as they're crafting a budget proposal, we're seeing the recommendation from the library commission. We have and we're seeing the recommendation from the public safety commission. So that has been and would continue to be the on-ramp process for the quality of life commissions specific to -- I'm sorry, for the commissions -- boards and commissions, specific to the quality of life commissions, though, has been kind of to some degree an elevated presence of the quality of life commissions in the budget conversations since the council came in to place through the concept menu, a lot of the concept menu items are revolving around the quality of life commissions and for the writer and budget and staff to do something more with the quality of life commissions, that's what's led to this slide. Early conversations with Brian, and we need to get this worked out pretty soon, is that we're talking about doing something a little bit more than, hey, here's what the budget situation is looking like next year and having departments identify some issues in getting a recommendation from the board or commission, it might be more of a facilitated discussion with the boards and commission. Similar to we want to have a facilitated discussion, a priority discussion with the council to understand the priorities around your strategic ibid -- indicate caters, we want to talk about the quality of life commissions, what are your service priorities around your different buckets of funds. We know your community is better than any in the city, if it's the African-American quality of

[10:20:03 AM]

life, help us understand what are the priorities in the community. So we can craft it with council, priorities, and input from the boards and commissions. I would say generally, it's more structured and formal than what we've done with other commissions in the past. >> Mayor Adler: So we can move along here and we can certainly set that for a work discussion. My intent in bringing the rider last year was to be able to deal with organizations and communities that we're dealing with systemic and institutional barriers in a bunch of process. Those were the four that were identified, not based on need or concern or interest, but that there were systemic and institutional barriers to their involvement. That's how we got to these four. And as P.O. Suggesting, we can have a conversation about whether it's appropriate to take that same heightened kind of thing to other boards and commissions. We can certainly have that conversation. >> Kitchen: My suggestion is going to be I'm fine with keeping them separate and keeping heightened attention to the four quality of life commissions, but I think our process also has to have this more formal discussion with the boards and commissions because many of the boards and commissions have direct input on the responsibilities of what they are. I think they need to be included in the way you described. I know that creates more work for staff, but I think they need to be included. And so I -- we can set it aside for now. I'll bring forward a more specific recommendation so there's not -- >> Mayor Adler: Sounds good. >> Kitchen: With my colleagues, councilmember alter so there's not any confusion. >> Mayor Adler: It might be appropriate to tee up that conversation. Councilmember alter? >> Alter: I, too, am not trying to take anything away from the

[10:22:04 AM]

attention to quality of life. But with the senior commission in particular, what I noticed last year with it being my first time through, there were a lot of seniors' questions that repeated themselves among all of the quality of life commissions, but there wasn't a lot of conversation across the quality of life commissions to bring those together in to something that might be most effective overall. Because they do share similar challenges if not always the same challenges. And the senior commission was also addressing similar populations but they had expertise and focusing in on the seniors and had the broader perspective of all of the services that are delivered by the city. And so for that one in particular, because there was so much overlap but the tiny separations across the quality of life commissions combining the senior commission's recommendations with those I think helped me, at least, as I was looking through the budget to be able to narrow in on this is the kind of policy that would have the biggest impact for the most people and address the inequities at the same time. And so -- so, I'm not seeing these as completely separate. I see now what the senior's commission was doing was reenforcing what the quality of life and providing the service that we currently do not that we do not provide across the quality of life commissions to come up with the best possible things from a policy perspective. >> Student: Got it. Move on? Thanks. >> So this gets us through August 1. That's everything we're going to be doing with regards to the background we're going to be laying today and February 7, the forecast we do on the 4th. The public engagement and engagement of our various boards and commissions and incorporating it through the budget process. That will lead up to the proposed budget coming to you on

[10:24:05 AM]

August 1. Then the final discussion about our budget process I wanted to tee up is what happens on August 1 to September 11 when council adopts the budget. Will the process look like something along these lines. August 1, the staff will give you a two or three hour overview of the budget. The budget proposal for fiscal year '19, how it responds to the priorities received from the city council. Two full work sessions with you August 16 through the 29th. Staff recommendation would be to steer way from having those by department organizations. We could bring together most if not all of our departments in the next two days and have them present do you the same presentation that is in the budget document. We let the budget document do the talking in what's in the budgets and what's being proposed and anything if you need in regards to the information will respond to the budget q&a process. But let's not occupy it on the two days a lot of staff discussions. Let's preoccupy it with a lot of staff discussion with the priorities that you laid out on April 4. And, again, we continue with this theme of encouraging council to encourage the discussions along the lines of buckets of funds, not vendors. Salve hypothetical conversations could be clear direction on April 4 that we wanted to see additional funding for quality of life initiatives. This budget makes good moves in that direction, but I would like to see even greater funding in those areas so there's a policy discussion on how we could improve or increase funding for quality of life initiatives, maybe more than what's proposed in the budget, just by means of

[10:26:06 AM]

an example. Which areas of the budget to be increased to meet policy objectives and which areas should be decreased. We're going to try to focus your attention on the work sessions and have the discussions at the policy level with the idea of being by the time we get to August 30, by the time we get the work sessions and the public hearing, staff has enough information over the course of the ten days, 10, 11 days between August 30 and September 11 that we come back to you and say we proposed a budget to you on August 1, we got your input on what you liked and what you didn't like. And now here's some potential budget amendments that you can consider about how you might change the proposed budget to get it to where you want it to be. And that staff would be doing that work for you as opposed to you all trying to figure out in the different lines of the budget how do I get more money for this initiative or we would want to do the work for you with regards to whether we hit or missed the mark with our thoughts on the recommendation. That's just our thought process. I want to get feedback from you on how you view that August 30 through September 11 portion of the budget process working. How many months to do a fist of five on this? He's right back there. >> Houston: Mayor, I had to step out because my computer -- did we talk about the concept menu and we won't be doing that with this process? If so, I'm for it. >> I didn't say that, but you'll notice nowhere on here do I mention the concept menu. But yeah, that's certainly one of the discussions, how do we move forward. This is a period where the

[10:28:06 AM]

council has the recommendation. What do you do with it? How do you handle that will? I've heard from people beyond councilmember Houston that the council process is not working for them. That's a very good conversation we had today as well. >> Houston: This is not the time. >> I think it's the time. I would love to have that conversation. >> Mayor Adler: This is the time. >> Houston: Okay. I would like to say I love the process you laid out so far. This is very organized. This has a lot of opportunities for a lot of community engagement, which processes didn't. I think it keeps us in alignment with our strategic outcomes and our strategic plan, which, in the past, we haven't done a very good job of doing. So I'm looking forward to this new iteration on how the budget comes back to us and how we vote on it. So I appreciate all of the work you've done on it. >> Councilmember pool, alter, and councilmember kitchen. >> Pool: Maybe if councilmember Garza was here, she'd say we have some conversations and resolutions that we passed that would dedicate some funds in the budget toward the various contracts we have. And I think in this case public health. So will staff be taking the resolutions that we've already voted on? But maybe haven't operationalized and bake them into the upcoming -- how will that be handled? >> You're going to see a lot of the resolutions highlighted as continuing observations on the presentations later today and the presentations on March 7. And so, you know, part of what we need to understand from you to the extent which are the priorities in the whole grand scheme of things as the mayor said before, when the priorities come forward as a council to the ioc, of course, people support them as a one-off proposal. But until you look at in the

[10:30:07 AM]

context of the overall budget, we can't really understand what the priorities are for them. I would be hopeful by trying to daylight all of the continuing conversations on the work sessions and at the priority setting on April 4, staff should come away with a clear understanding of what your priorities are. And priorities are for additional funding for health and human service programs, then that's by all means the budget you expect to see from us and hold us accountable for it on August 1. But I think upon April 4, the priorities seem to be somewhere else, then that's probably where we would end up recommending the budget. >> Pool: I had mentioned the commission for women's recommendation, for 5 fte -- for ate service counselors, I had already highlighted that. I talked to the staff about bringing that forward. So that's something I'd like to put on the table to have a conversation about. >> Great. >> Mayor Adler: Councilmember alter? >> Alter: So, we have just gone through many work sessions for our strategic planning process and the goal of that is to help us to reorient where we're spending money. One of the things that I've not heard in here and I would like to challenge you and the city manager, we do a lot of programs. At some point, some have to be great, some not to great. We need to stop doing some things. And I'm wondering through this process, you know, how we're identifying the programs that are not so great so we can reallocate to the money in support of our strategic priorities, in support of trying to achieve our indicators. And, you know from what I heard when we went through the process last year, nobody said we wanted to stop that program or that program and part of that is, you know, city departments have to be able to say we want to put

[10:32:07 AM]

our money over here and not over there in order to achieve these goals. And I'm not seeing through this process how we get that kind of information or that kind of change whether it's coming -- whether or not that's a process that the city manager initiates that says that we want to encourage this and if you take away this program for this year, we're going to let you reallocate that money to something else that you need or we're going to create a space where you can create those risks and you can move away from doing things that are deadwood or don't need to be done. We have a resolution with respect to regulation, we don't have a resolution with respect to programs. But that's more within the city manager's scope. I don't know how we get there. But if we don't do that, we're not going to have a lot of money unless the economy does something surprising to be putting toward all of the great things we wanted to do. It's not just a reallocating of money, but we have to figure out where that's going to come from and how we stop doing programs and we stop policies that create a lot of costs that maybe you don't want to have. We talked about overtime, overtime with fire and that will be under control and we won't have to allocate that money to fire and we can begin to do things and we're talking about that with public safety projects. But there are things that are programs that we don't need to be doing. So how do we get that as part of this process? -- Process? >> It's an important part of the process. It's not explicitly on the slides and I don't have a bullet point, I think for the first time that I've been here to do what you're talking about. I say that because without lacking clear priorities from the council, it's hard for us to know which programs should continue or not. We've had discussions from the councilmembers about things they

[10:34:08 AM]

would like to see accomplished, there's not always clarity in regards to what your priorities are. I would hope April 4 we come out with some clear priorities. The idea is do we approve indicators a, B, or C, part of the process is not always adding more money, just giving more priority to a, B, and C. But other programs in the city don't seem to be helping to move the needle on those priorities. If we can understand the priorities, we can then understand which programs support that and need more funding and which programs don't support those priorities and perhaps need less funding or be discontinued and have the dollars reallocated to new priorities. It all comes from understanding what your priorities as a body are. The strategic plan gives that to us. April 4 will give that to us. >> Mayor Adler: Ann? >> Kitchen: I was just going to say, yeah. I agree. I like the way the process is being laid out. And I'm hopeful when we have the deliberations on the strategic priorities at the end of the day with that process, we won't need the concept menu. I do think, though, at that time it would be inappropriate to talk about what would be a better process. To bring amendments. Because, you know ideally, we would be able to come out of this work session understanding there were no amendments but that may be doubtful. Hopefully there wouldn't been as many and it would be all be clear. The thing I like about the process menu, not the process per se but just having a process is that we then know going into our actual votes or days we vote, how people will be bringing forward amendments. Because that's what's helpful to me.

Not having amendments brought up on the spot. So we can have a conversation on the 15th and 29th at the end of

[10:36:09 AM]

the day so we can just be clear with each other about how we have ear going to bring forward amendments, that would be great. >> One of the things to me has not worked that well about the concept menu is we would come away on the 29th with a longer list than ever with regards to concepts but no clarity about what the -- and you ear all trying to figure out over the course of three days how do we shift through this list of 150 concepts and determine what the priorities are? I would encourage as we go through the revised process, by the time we come out on August 29, we're pretty much -- these are the places where you think the manager's proposed budget hits the mark, these are the places we think it doesn't, and here are the changes at the policy level to get it to where we want it to be. Let staff to go back and come up with ways to how we can move things around to better address the priorities and bring them forward to you to consider budget adoption. And so it's going to be a bit more structured. You know, we look at the three days on September 11, 12, and 13. And, again, it's not sifting through a massive list of concepts. A more narrowed focus for the budget work sessions and staff doing our job of trying to figure out how do we get you where you want to be. If you understand where we want to be, I'm confident we can get you there. >> Mayor Adler: Councilmember? >> Sorry, mayor pro tem? >> Mayor Adler: Did you say something? Her light was accidentally on? >> Houston: No, my light was on after yours. >> Tovo: So we have talked about having a 15 to 20-minute debrief after our budget process and never did that. I'm glad we're talking about that now and there were definite

[10:38:10 AM]

challenges to the last three days. But, I want to say generally, as I reflected back on this year's budget process, it seemed to me we used the work sessions the week before the budget that there were opportunities to use it in a more effective way. If we approach that last week's work sessions in the same way we approached the three days, we're really getting very clear about this is what I'm going to support. This is not what I'm going to support. I think I'm going to propose this amendment. To me, it was more about how we approached those last work sessions than how we used those three days. We were still having, you know, what I consider to be revision discussions on the last days rather than kind of final discussions. It was pretty stressful. I was a little concerned we weren't going to get finished. As I recall, we were doing presentations and stuff on that last work session week. And we just can't -- we just have to approach that week differently in my opinion. And I'm all for trying to do what you're suggesting which is trying to get to the -- get some clarity on where we think we're going by the 29th. And allowing the staff to go back and work on that. I'm going to do my best to get my amendments out early enough. I say it a lot. I'll say it again. I'm going to consider my amendment on the last day, one that saves us money, says we're smart. I've brought those amendments myself and with were able to fund things we wouldn't otherwise be able to fund. I'm going to argue we shouldn't have an opportunity even on the

last day to make amendments even if we're kind of determined to approach this. We might not have had money for public restrooms under I-35. For the last day or two, of course, they're not there. That's a different issue.

[10:40:14 AM]

I could give probably six other examples. So we're going to preserve for ourselves the opportunities to make amendments because we might figure out a great way to fund something or not or cutting something that really needed to be cut in those last days. But, as we talk about the process, it would be important for me to make sure that last week before budget is really structured in a way where we're talking to one another and getting clear, something that the concept menu has I think has encouraged us to do to keep everything on the list until the last minute. And that's not necessarily terribly effective. It's gotten all of the ideas out there, but nobody's -- not nobody, but we haven't always been really clear about what we're going to support, what we're not going to support. So everything -- it's a big laundry list of all of the needs we may or may not fund. And in my opinion, we should try to winnow that down if we -- if we can stick with the concept menu, we should winnow that down and have hard conversations before those last days. >> Mayor Adler: Ms. Houston? >> Houston: Thank you, mayor. It's my prayer that this process you're going through will not put us in the same situation where we're at the last minute putting things on and off the concept menu. Because if I remember correctly, I may not remember correctly, there were some things that we identified as priorities that didn't get funded because we funded the things on the concept menu. So I don't want that to happen anymore. We all agreed as a council that these things were a priority and so I'm hoping that this priority setting through the strategic planning will help identify and narrow down those so we're not doing the same thing as oh to throw in something here. And then it's like a lever that's being pushed you. Have to find the money somewhere. Where does it come from? It comes from some place else we said was a prior priority in the past. So I'm hoping this process will get us to a point where it's not

[10:42:17 AM]

necessary to do that. Because that's very -- lots of tension. Everybody can't get funded -- the revenue is the issue. It's very confusing, very complicated. And I can't even think of the word for what happens the last three days. So I'm hoping this will help us not do that. >> Mayor Adler: I like this too. I have hopes and expectations, we haven't done a budget process in the last several years people feel really good about that we are able to reach a budget. I love the idea that we're talking about strategic areas, that plan is going to set us up to do that. The way you're presenting the budget I think will help us to do that. Really moving away from buckets and not vendors. If we can have that discipline, I think, will be really helpful. But in order to be able to do that, we recognize our process issues because there will be specific things that get daylighted three weeks before the budget hearing. So we need the discipline to stay in buckets, not vendors, as well as a process that gets those issues brought to us earlier in the process. We had the concept menu and finding something else that works better will be great by me too. No fault to

you. In the first week of July or August, you talked to us about making our decisions on the concept menu which we studiously avoided doing collectively as a group in order to keep everything in play up to the end. And I think we have to do a better job in these conversations the way that you set that up, beginning with priority discussions in April.

[10:44:18 AM]

I think it will help us do that. Probably in a little better place than the mayor pro tem, I'm not sure in actual practice, we're a deliberative body so we should have the right and ability to make the amendment up to the very moment that we're passing something. That has to exist. At the same time, it's real important to me that to every degree possible we can bake into the process I'm not finding the concept being presented to me on the last day because it's impossible to vet it with the stakeholders or the community or groups or sometimes to make a decision on the dais when it's presented that way. Everything we can do in the process to force the discipline among ourselves to actually have to daylight stuff earlier. I'd like to do. And I don't know how we create kind of a drop dead week for us to force those things come out a week earlier as if we had decided on B that day and then we have a week to be able to -- I don't know how you create that. My hope is this process while we're doing this that they're nonevents because we've been through everything. It's mostly housekeeping kind of stuff which I hope is the goal. >> The whole thing is buckets not vendors. You think perhaps there's ten great vendors. I have great ideas that are approving equity and I'd like to get a mini grant or large grant to provide those services. That's a single item and there's a single budget amendment that is in play to potentially

[10:46:20 AM]

enhance funding for food or health equity programs. Maybe the manager's budget included \$1 million for those types of programs and based on community input, you'd like to see that increase to \$2.5 million. But it's a single item as opposed to ten items. And I think the buckets not vendors is going to make council deliberations focus on policy matters and be a much smaller, more manageable list. But I want to end with nobody expects the council to dutifully rubber stamp it when it comes forward to you. It's not what we're expecting. That's just different from what we've done in the last three years. >> I appreciate this conversation as this will be the first budget I'll be able to weigh in on and work with each of you to develop. I wanted to echo many of the comments that were made on how this process really began almost a year ago in setting the strategic objectives. And so the work that you and staff have been doing to establish what those key priority areas are, and then the work that we will start today and do over the coming weeks and months is to make sure that when that budget is presented to you, it's done in collaboration and in community with each of you. So there's a lot of input, so that the deliberations don't start on August 1. They're really starting today. So I think that this process has been going well. I want to build on that work and thank staff for getting us to a place where over the next few months we can understand the priorities of council and baked into the budget when it's presented in August. >>

Mayor Adler: Moving on? Okay. >> Moving off of process, I'm going to let Diane speak on a few slides about the efforts

[10:48:21 AM]

we've done to align our budget to the strategic outcomes. Again, this is something that council has been asking for literally since the first work session way back in January of 2017. And here's the big unveiling of what that looks like. >> Deputy budget officer. Over the course of today and the budget session, I get the pleasure of walking you through the process that staff undertook to take your fy-18 budget and map it to your strategic outcomes. And then the results of that activity. For the next few slides, it will be talking about the process and the results in each of the individual slides. First up, the pie chart that we've all become accustomed to seeing. It's the all funds budget and it's done by the various funds. It shows the \$3.9 billion budget. Now, be clear. We're still going to be showing our budget in this manner. Mapping all of the budget into the strategic outcomes is going to provide us another lens in which we can -- we can view the budget. So we're not going to get rid of this. I'm not going walk you through the strategic outcomes. I think you probably know these by heart by now. But the methods we did use for aligning, we started this process the moment that the fy-18 budget was adopted and loaded into the financial systems. So the departments went through and they allocated every one of their fdus over -- over -- fdus over their budget units over -- it was over 2,000 of these discrete budget units. Across the entire \$3.9 billion budget. The strategic plan, the indicators, the metrics, to

[10:50:23 AM]

define where best to align each one of the units. We asked them to when taking their units and allocating them, to maintain a 25% minimum. So you can allocate each unit up to the outcomes but not go below the 25% minimum to to do so. Also, we took into account the same interfunds transfers. That we do when we're talking about the city's all funds budget. So just as a reminder, there are a lot of transfers between different funds and we back those transfers out to avoid double counting or making the budget look like it's \$5.1 billion. In addition, we're going to do the alignment -- we're in the process of doing the alignment for the capital budget, that one has over 10,000 different budget units and it's currently in progress. So what we're going to talk about today and the next budget work session is all about the operating budget. As a reminder, this is not an exact science. So as we go through how the -- what the results were, we're looking for feedback. Does this make sense. Is this what you're expecting to see? Councilmember alter's request. These are two different views of the results, the high-level results of the activity. The first chart is the all funds by outcome. So you can see, 33% of when you look at the citywide budget, 33% of this is going to safety. Whereas the next chart is the general fund budget. That's 68 -- the safety is 68% of it. As we work through, most of the rest of the slides are going to show what it looks like in a citywide perspective. But it will also be showing each

[10:52:24 AM]

of the outcome by the different funding sources. So you can get a feel for which of the funding sources that flow most heavily into those outcomes. So that's basically the high level of how we went about doing that alignment activity. It was months in the works. Each department went through it. Then it was vetted through the budget office, the output team, the executive team. Now on to you for your vetting. Any questions about the process? >> Mayor Adler: Ann? >> Kitchen: So, the minimumtal occasion that you have here is an example for us. So the detail on how things are allocated. It's in the document if we want to dig into the details. >> We have every unit in an excel spread sheet. Happy to share that if you're interested. >> Kitchen: Not that I want to go through everything. But I think it would be interesting to understand at least for key ones that I'm happy to identify, what the allocation is across these different buckets. Because that will help us -- I mean, we've all gone through a process of talking about what these buckets mean,s but they're so -- there's such fluidity across them that I think it will be important to understand how this is done. So I will do my best to identify which ones. Or maybe if the document we're looking at is sortable, that would be the way to do it. >> Through the next presentations when we take you through each of the outcomes, I'll be walking you through the higher level summary of what flowed into that. So if that doesn't answer the questions that you have, then we can certainly delve deeper at that time.

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>> Kitchen: Thank you. >> Mayor Adler: Alison? A. >> This is an easy one. I would like to see the budget by the interprize funds and utilities, the outcomes as well. I don't know if that's a general one for all of the nongeneral funds budget items. Or if it's by, you know, Austin energy or Austin water. I'm not sure what would be the most revealing kind of snapshot that we can get that kind of look as well since we spend some times, \$1 billion to be able to see that as well I think. It would be a useful snapshot. And we're going to be drilling down below. Again, it would be helpful to understand the fte part of this, so there are certain functions that are just more personnel heavy. And I think that helps to explain a lot. Of the budget and so I think that's useful. I'm not sure I would want to draw conclusions by this general fund budget by the outcomes of how we should be spending without having that fuller picture. >> I believe Ed mentioned we won't have the fte information for the budget work sessions. >> Talking about doing the budget. >> Thank you. >> Okay, thank you. >> That's the overview. I think the next item on the agenda if you want to continue going is to move to a little deeper dive now on the health and environment outcome. So Sarah Hemsley is going to join us. She's the outcome hand on the environment. We're going to do a tag team on this presentation.

[10:56:42 AM]

>> First of all, health in the environment. A picture is worth 1,000 words, right? So we're trying to convey what pictures through health in the environment looks like. What's the city programs and services. This is not comprehensive. It gives you a view that the health in the environment, it's more than the rec centers and the health programs but the water quality treatment plants, animal protection and children's services, we provide sanitation services through Austin research and recovery. We provide food inspections and building inspections as a health-related matter, immunizations, sustainability and local food production. So there's a lot of programs and services throughout the city that map to health in the environment. As Diane mentioned, our guide post, because this isn't an exact science, but our guide post for what should map where, we're in the indicators and the metrics that you identified in the strategic plan. The indicators that are identified by you all up on the screen, healthy conditions among individuals, successful quality service bes, accessn't to quality parks, trails, and recreational opportunities, environmental quality, climate change, climate change and resilience,ish and food and nutrition. Those are the six broad categories pertaining to health and the environment. Each of those are metrics. We have a total of 32 metrics. I'm not going to go through all 32. But we have them listed as an appendix of this presentation. You can see all of the metrics tied to the environment, you can see if we have data for them, we're working on the data development for a lot of these. That's listed as an appendix for your information. But it's this stuff, this is where we're looking at. Where should our health programs map and looking at this type of information to determine where it makes sense to place them. I will say, you know, we talked about it. These are the things that we

[10:58:43 AM]

have been asking you to prioritize on the place of April 4, which of these great indicators are the highest priority for me. They're all important. What are the highest priority for improvement in the years ahead is kind of the question that we're going to be asking you. So, taking a look at the portion of our total budget that goes to health -- so now this is looking at the all-funds budget, the all-funds budget you're used to looking at, how much do we spend on Austin energy, how much do we spend on water, how much do we spend on the general fund programs, this is saying how much money do we spend on health and the environment? It's \$518 million of our all funds operating budget that was mapped to this outcome, roughly 52% of it comes from our Austin energy, Austin water, and Austin research recovery. So it's a fairly heavy presence from our enterprise departments. 31% of the total come from our general fund departments. And you can kind of see them on the slide there, 8% from Austin public health, 7% from the emergency medical services, 12% from parks and recreation. So these so these are the percent of the \$518 million that comes from each of these departments. That other category here is eight percent and it's small pieces of a lot of departments with some of the primary players in that other category being watershed protection, development services, animal services and building services. I'm going to switch it over to Diane and she's going to walk you through a few slides that I think we'll get to some of councilmember kitchen's questions about what are some of the specifics about what's actually going into these outcomes. What's going in here versus what's going to other outcome cats. >> We'll start with Austin energy. As the previous slide showed, Austin energy comprises 44% of the health and environment outcome. So they have 23% of they're budget being aligned into this outcome U and the majority of that, about 85% of that, is due to their

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renewable energy expenses. The rest of that budget is rounded out through their solar programs, their green choice expenses and then the environmental management programs. That ensures that ae is in compliance with all of the environmental regulations. Not surprisingly, Austin resource recovery is nearly 100% aligned. And I say nearly because they do have a slight sliver that is supporting the local recycling and renewable industry, so we put that over into economic opportunity and affordability. Parks and recreation has 75% of their budget aligned with the health and environmental outcome. When we start talking later about culture and lifelong learning and safety, you will see the rest of parks and recreation budget, but all of their indoor and outdoor recreational opportunities go into the health outcome. Austin water has -- just under 20% of their budget going into the health and outcome. Things unsurprisingly, maintaining healthy population through healthy drinking water. They manage the wild lands and they promote a lot of water conservation. Public health, 60% of public health's budget is in health. The other 40% basically is going to the economic opportunity and affordability. They have their workforce programs and their homeless services. They also have vital records which goes into the government that works outcome. Not listed here, they maintain their health and code compliance activities and those go -- that's going to go into the safety

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outcome. Medical ems, they carved out 10% of their budget to go into government that works for their employee development and wellness and for their performance measurement and improvement programs. And the rest of it, the rest of the 90% they split 50/50 between health and safety to show the emphasis they give for patient care. Likewise animal services took nearly 50% of their budget, just slightly more, put it into health and then we'll see the rest of it under safety. Watershed and-- when we get down to development services, both of them have 20% of their budget going into the health and the remaining majority of their budgets, both in the safety outcome. So for watershed, you'll find all of their programs related to the water quality evaluation, storm water compliance, stream restoration, upkeep of lady bird lake or the waller creek district. And for development services, you'll find the items like environmental inspections, site and subinspections, also part of their forestry program, their arborist program. Austin transportation department, 100% of their air quality program goes into the environmental aspect of this health and environment. We've got the sustainability office housed under management services. They put the majority of their expenses in here. Building services, custodial costs. And downtown community court, which equals about 20% of the municipal courts budget is flowing into health and environment. So as we said we'll look at this from a fun perspective for the outcome. The outcome is just over

[11:04:45 AM]

half a billion dollars. It's made up of 17 different departments, and more than 50% of that is from the utilities. The general fund comprises 30% of that. And then the other funds are 15% with small, just a smidgen coming from the support services departments departments. So that was a lot of information that I ran through very quickly. And I just wanted to give you a little bit of time to absorb it and ask any questions about the -- about the results. >> Mayor Adler: I'd say generally since we're seeing this for the first time it's going to be hard for people to see it and immediately be able to give you anything of any great value. Just because we're seeing it really fast, although I'm sure people will have comments. So an opportunity to be able to get you feedback after people have a chance to be able to look at this and think about it and will also be really helpful. Jimmy? >> Flannigan: It will be interesting to see how much of these -- the percentages are really interesting and very valuable. It would be also valuable to know how much of that is being affected by external grants that really aren't general fund dollars because they're external funds assigned to a specific task that we couldn't reallocate to another thing. And the same thing would apply to the comment you made about a certain percentage about all of the health environment is renewable energy. I guess that's Austin energy. I can't actually pull that and put that somewhere else. So the percentages, which I think are really important, I think will be more valuable if they're more tied to the dollars that are fundable. >> So there are no grant dollars included in this. This is just city operating funds. >> And in regards to the second part about that's what we're trying to do on this bubble chart, we did it this way specifically to try to highlight within that

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general fund bubble everything that's got that yellow square around it, police, ems, many court, you can move those monies around, but taking money from the blue bubble of utility and saying I want to lower the blue bubble and increase the yellow bubble, I think we can't do that and everybody understands why we can't do that but that's what we're trying to show here to some degree is that all funding sources aren't equal because we're now looking at things through the lens of your six outcomes doesn't mean we don't still have to follow accounting practices and state law, restrictions in regards to uses of funds. We to being so I think this gets at some of that. >> Mayor Adler: Yes, Alison? >> I look forward to digging into this more. I was curious if you could walk me through why the downtown Austin community court surround health and environment. >> It's a philosophy from the department that the can downtown community court is -- while it is absolutely a part of the justice, which would fall under safety, that they're dealing with more social aspects in the behavioral component is within the health indicator. >> >> Mayor Adler: Okay. Ms. Houston. >> Houston: On slide 6 could you describe to me the 100% of the transportation's department air quality program? Maybe I've not heard of that before. >> On some of these like we were saying earlier, we don't have the departments here so I don't know that we have an answer for exactly what's in that program, but why don't you let us respond to that as a question and we'll get on the transportation department and ask for their rational behind that. And I think as we go through this, that's kind of our hope is to the extent we could give you answers in regards to what the departments thought process

[11:08:46 AM]

was for how they align things we'll certainly do that, but the department directors aren't here so there will be times that we just need to say we'll get back to you on that, and I think this is one of them. >> Houston: Thank you. Any further thoughts or comments? I think I would have a better feel for how these percentages are relevant and help move things around once we see -- on once we get deeper into the presentation. And I begin to see the relative or comparison issues. So in an absolute basis I don't know what to do with this information, so I'm anxious to continue on to see the rest of the presentation. Yes. >> Kitchen: I was just going to say this was helpful. And this level of detail in terms of the allocation across programs may be sufficient in answering my question that I had earlier. So I'll give it some more thought. And if I need to drill down in particular areas I'll let you know. >> And I do agree with the mayor's comment. There is a holistic aspect of this that's missing until you get through it all, so that's going to be some growing pains here. >> Mayor Adler: Yes, Leslie. >> Pool: Did each of the departments give you a list of where they thought they fell under the six strategies? Is that -- >> They did. Going back to Diane's slide, if you get into the granular areas of our budget we have 2,000 distinct budget units and they were looking at what is each budget unit and what do we do within each budget unit and which outcome do they align to. I will say that 85% of those 2,000 units really were a one to one alignment. It was pretty straightforward. This thing seems to clearly align with this outcome, but in about 15% of the cases it wasn't nearly as clear. It was like this congruent really seems to support multiple outcomes. And so they went through a process of saying maybe 50%

[11:10:46 AM]

here and 50% there. And it wasn't an exact science. We didn't go through with stop watches saying how much are you spending on health? Click. How much are you spending on safety? Click. It is with the people that know the budgets and services best. And again it's not an exact science. So if you see something as you're looking at this and see something that doesn't make sense, please let us know. We'll either answer if we can or follow up with more information from the departments about what their thought process was for specific allocations. >> Mayor and council, I'm going to go quickly and succinctly over some indicators with some metrics here and just a couple of notes. You will notice at the bottom of the powerpoint here it talks about the sources and the questions one of you may ask is about, well, when you get it from state of Texas, how does that understood in Austin. Usually it's Travis county that they -- when they survey they do Travis county, so we'll have to do further refinement if you would like to have further information, but I wanted you to know about that. And just as a note of reference in the very back of this section are all of our metrics. The indicators. And then our metric. And you will see checks whether there's data available or there's an X where there's not data currently available. Or we need to further refine our efforts. The first performance data metric that I would like to give you a brief overview is the percentage of individuals that report five or more poor mental health days within the last 30 days. And by mental health days we're talking about those who may experience stress, depression or emotional issues. Over to your left, my right, you will see how it was separated out based on the

[11:12:51 AM]

2016 data by age group, by education, by race and ethnicity and then mental health by income. This source was the Texas behavioral risk factor surveillance system. You will see that again as one of our actual metrics. The second one is the number of days of good quality, good air quality per year. Something to note that's very interesting is Austin is the largest United States city that meets all federal air quality standards. And you can see how over the years in 2016 we've actually taken a jump. And the environmental protection agency, EPA, as well as the Texas commission on environmental quality, orthopedic key as to how they obtain that information. The other one was the percentage of creeks and Lakes in good or excellent health. This obviously is one of the performance measures out of our watershed protection department. And as you can see, both whether good or excellent we've done quite well. Under R. Under healthy conditions, absence of healthy conditions, you will have the metric of percentage of residents with cardiovascular disease will measures of percentage of are thes with cardiovascular disease and it is the leading cause of death in the United States. With an aging population and a growing number of heart attack survivors you can see an increased rate for heart failures. And -- or heart failure. The percentage of residents with cardiovascular disease continues to be on the rise. One of the issues there is as someone does experience some heart issues, it continues to create problems for heart -- the risk for heart failure as they live. It is also separated out in

[11:14:53 AM]

Travis county data. As you can see now the sample size was a little over a thousand. But you can see it is divided by race, ethnicity, age group, employment status and disability status. This doesn't -- and this is important. Doesn't reflect the estimated prevalence of cardiovascular disease, meaning those individuals who may have a prevalence of it, but it's not known. The other next one they would be on the trust for public land, this is the park score. Out of 100 there's a ranking. One is it ranks that department based on and up against others and then it also ranks it based on the amenities and other factors involved, which is everything from trails and access to trails and other things. I have to say this because our city manager just came from Minnesota, but my good friend Jane Miller, who was the superintendent of recreation in Minneapolis, has the opportunity to gloat because Minneapolis has been number one on the parks score ranking for five years in a row. And she has done a tremendous job and it's something we all aspire to have. So I see our park score ranking out of 153.33 and then of course compared to other cities we are at 46. We have some work to do. The next one is the percentage and number of residents under the age of 65 with no health coverage. This is through the U.S. Census bureau. And you can see there the data is in 2015 because we've yet to receive the 2016 data which we should be getting fairly regularly soon I believe in may. It is also separated by ethnicity, race, and then by

[11:16:54 AM]

low income versus no income, which gives you a guide 200% below the federal poverty level and the amount of money for a family of four. The next one and there are several slides on this, is about infant mortality rate. It's the lack of access for health care, which increases risk of infant mortality. And this is divided by population rates, but all the hispanic, white, black population. And you can see that with we've stayed fairly consistent. On this particular one five deaths per 1,000 births. But if you look over to the maps that tells a story that's even more interesting and certainly not necessarily good in some areas and that is you can see a higher rate than the five per 1,000, depending on the part of the city. And it's by zip code. Finally -- not finally. More after that. The number of suicide and unintentional overdose deaths, mental and behavioral health services. This source is the office of vital records here with the city of Austin public health department. And it also has 2016 data because we have more recent data there because we actually do that. And you can see that it is divided by gender, by age group and by race and ethnicity.

[11:18:56 AM]

We're giving you a little snapshot of how it can be that it was divided. Then finally, which is fairly recent. This is out not necessarily hot off the press, but we have a performance data here with parks and facilities, and in 2017, I'm excited to say that we jumped up a little bit here for 76-point 4 to 76.4% of the citizens of Austin who are satisfied with the services that are offered. It's also divided as you can see by race and ethnicity and by income. Which is fairly equally divided when you look at the number of people that were polled. And that is my part and I turn it back over to, I believe, Ed. >> Yes. And maybe before I start going into some of our investments we've made in recent years, I know this is all new, right? These are all new performance measures or almost all new performance measures. We're hitting you with a ton of data, but this is hopefully giving you a flavor of how we think the budget discussion should be unfolding in the future. These are performance measures that you've identified through your strategic plan. We actually have pretty rich data for health. Out of the 32 metrics that you've identified in your strategic plan, we have data on 19 of them and we're able to segment a lot of it. So what we've heard from council through the development of your strategic plan is it's good to look at a performance measure event and saying it's going up or going down for the city as a whole but how doing forgiven areas of cities, for different ethnicity and race groups. We have a pretty rich and robust set of data for health and again, this is -- a lot of these are new measures and I know we're hitting you with all them. As we unfold this towing on August 1st, we want to say how is our budget addressing

[11:20:56 AM]

challenges related to some of these metrics. So I wanted to do that as a segue. >> Houston: So mayor, before we move -- just very quick. I'm very concerned that we have on slide 8 and slide 10 that we have no information about the black population in the city. And I know there are people that capture that. I'm

not sure where it's captured, but especially with the mental health. So I'm concerned about the lack of information there. I asked>> I asked the same question and because the expert probably has a better answer. Cassie DeLeon, one of the project managers, I will have answer that. >> Casey DeLeon with Austin public health. The issue with those specific components or that's only one year's worth of data and because the sample size is limited it's representative for the entire county, but it doesn't have enough recommendation of those population groups within that year of data to be -- to actually reflect-- to be representative of those groups. What Austin public health typically does to represent prevalence rates among race and ethnicity where the sample size is particularly small we combine years so we can get a sense of what that looks like among those different population groups. >> Houston: So you've had conversations with David Evans with integral care about what their experience has been over the years with those specific populations? This Asian population is not represented there either. >> Right. No, and absolutely. Integral care was an important partner to speak with, to talk specifically about mental health and substance use and what the service needs are among the community and considering the strategic plan development. The data is pro and conmatic

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when we look at one year over time and look at different trends and look at how well we can segment those pieces of data. What I think is important here is looking at the less than 25,000 population also, often times what we need to do is look at our population as a whole and all of those different kind of indicators, education level, income level and also what population groups are more heavily affected in those areas as well. So it gives us a full picture of those who are in need. Absolutely integral care is a key component. >> Houston: And I missed page 10 where I'm sure we have data on a percent of residents with cardiovascular disease and that historically has been with the minority population, but it's not here either. >> Right. And again, in this situation it's looking at that one year of data so it's really important we combine those years to give a broad picture -- >> Houston: But it gives an incomplete picture. >> You're right. The issue is -- at hand it is on a 1,000 sample size. Just making the numbers up, if 80 of those were out of the respondents and 10 shed he had cardiovascular disease. Travis county won't report it as 25% even though that's the number, but it's not a large enough sample size to say it's statistically significant. So that's the issue at hand is getting not that they don't have the data, it's not that they don't track T it's not that they don't have enough data points to say with statistical significance that this is a result that's meaningful within some integral of confidence. And we can address that by combining years. >> Houston: I'm going to leave it alone, but what it says is these population groups don't have these issues. That's what this says because they're not represented here. And there's no table who says they're not represented. It just seize it's not this there. And we know that the populations that are most

[11:24:57 AM]

vulnerable, especially black teenagers and cardiovascular disease, that's number one cause of death in my community. But we're not represented there. It doesn't say that. So that's all. I just needed to make sure you understood that. >> Yep. And I think we can find a fix to it. >> Mayor Adler: Ann. >> Kitchen: We can take this offline if we need to. I wanted to look to the source of the data on slide number 12, which is the no health insurance coverage. Just thinking that I understand the difficulties with acs, but there are some have to answer it now, but let me back up. I would suggest talking to central health or maybe cppp or maybe someone locally if you haven't already to get more updated information. Because those may be a better, easier source of data for us. Where those other entities are already crunching numbers and they may be an easier source of data for us. >> We will. We'll check again. We had -- staff had conversations and with the different entities, but we'll go back and look. It may not have been specific to this. >> Kitchen: Okay, thank you. >> Next on the agenda for health and environment is I thought this was really interesting. We did a look back for the three years we've been under a 10-1 council as you've been making new investments what are some of the new investments you've made in the area of health and the environment. And we're talking about new investment, we're talking about funding new programs, new initiatives. Not the fact that health insurance costs went up or wages went up and we put increases in budgets for those built-in cost drivers. These are new programs, new services, new activities that council wanted to fund or elected to fund. First off, on this slide, these are general fund expenses. Later on at the end of it I'll talk about some

[11:26:58 AM]

non-general fund expenses, but the first of these slides are all general fund. That column that says annual ongoing, I want to stress that in regards to the ongoing expenses, these are the annualized amounts. Sometimes when council added these initiatives you might have done it midyear so the amount of money we added midyear was only half this amount, but everything we're showing here is what's the ongoing annual amount of these commitments that council made. The next column over is one-time expenditures. As you know as you go through the budget process sometimes we fund things out of our one-time reserves. And the final one is the percent that aligns with this outcome. So in all cases the dollar amounts or the total amount of the initiative as you can see here most of the items on this slide are 100% ashined with the health outcome, but with regard to the social service contracts, some of the contracts aligned 100% with the health outcome. Some of those contracts perhaps aligned with other outcomes as well. So that's what the 50 to 100% means. >> Mayor Adler: Yes, mayor pro tem. >> Tovo: I want to be sure I understood you. These are new recent investments for the past three years, just for the sake of historical accuracy. Some of those were funded prior to three years ago. They may have been funded differently, but they were funded parent-teacher support specialists started under the at large, after school programs. I believe the social service increases started before, so I just want to be clear that these were not necessarily new investments. The sobering center, we may have had some initial seed money, but it's certainly true that the full operational funding happened in the last three years. The ongoing funding for aid happened last year and was funded one time prior to that but sometimes we are less clear than we need to be about when things happened. And I just want to clarify that. >> The clearer language would be these are certainly language that this council took to either implement new funding or to continue funding that had been

[11:29:00 AM]

started by a previous council. So you're right in regard to those aid items. Those have been around. Things that the city has funded. But we always were -- we had always funded them on a one-time basis and the first two years with this new city council you funded them on a one-time basis and had that discussion every year. You're right that in the last budget was the first year we said we're going to make those an ongoing commitments. But there's certainly commitments that this council had to take action on to continue. They weren't included in will manager's proposed budget. >> Tovo: I'm just concerned about the labeling of recent investments in the past three years because it's just not accurate for several of those. >> Okay. And I will also say you may see as we go through this you may see some overlap. This wasn't exactly as clean as it sounds. It sounds easy to go back and look at what the previous investment investments were, but we might have something categories as a initiatives arrest social service contracts. We didn't try to figure all that out. We are relying on past budget documents from each year we highlight what are the new investments that council made each year. And so one of them was social service contracts. There's a lot of funding that's been put into the budget in recent years to enhance social service contracts related to a council resolution pertaining to social service contracts and increasing funding for health and human services. Some of this was cpi increases so we increased funding in the amount of I believe \$3.1 million just for cost of living adjustments essentially for existing social service contracts, but over and above that per the resolution, we also committed new funds to new programs. I won't read them all. You can see a whole bunch of great causes that we've increased funding for. Funding to decrease health inequities related to infant health and maternal health and African-American health. That was a 1.1-million-dollar investment. We added 10 positions to our disease prevention and

[11:31:01 AM]

health promotion programs and our health department. \$740,000 for rental and financial assistance to displaced residents. This quality of life initiatives is one of the reasons I gave that precursor about overlapping. We've certainly invested more funding than \$680,000 in quality of life initiatives. It's just that they're captured in other buckets and the way the budget was presented didn't capture them that way and it was just getting too complicated for us to go back and figure it all out. That was specifically one year where we had funding for quality of life initiatives. This healthy food retail initiative was an additional \$400,000. Lots of smaller items related to health and the environment. Additional funding for maternal child and adolescent health. Reducing health issues in the rundberg community was a priority of council's. Three health officer positions for expedited review process. Typically when we think about the expedited review process we think about the development review process and they have implemented a number of procedures to help in that. There are a number of procedures added in the health department so they are able to make pace with the additional workload as well. That was three positions that we added. A couple of additional positions for the dove springs rec center. We expanded

youth programs to 20 parks and many underserved neighborhoods throughout the city. That was a 200,000-dollar general fund investment. As Diane mentioned, a lot of our ems department really identified with health outcomes in a lot of places. You might have expected to see them more so in public safety. You will also see them in public safety but they mapped 50% of these involve R investments as health olympics and 50%. Went to a 42 hour work week. We added an additional ems unitful 12 sworn positions. We added six staff to the

[11:33:02 AM]

home outreach team, the community health care medic program. These are investments related to ems that were half mapped, half aligned to community outcome. I believe this is the final slide for general fund investments. As you all know pretty significant three-year investment, 50 additional ftes, plus considerable temporary budget increases and other budget increases for our development services department to keep pace with they're seemingly ever growing workloads demands, to improve programs, inspections, review permits. That was \$12.3 million of annual ongoing investment for all of those new investments and 100% offset by new development revenues. And then \$1.4 million one-time funding recently for our codenext implementation. >> Mayor Adler: Let's go back for a real quick second to the question that mayor pro tem asked to make sure that I understand. These represent additional or expanded funding for either new programs or for preexisting programs, but what they represent is a ramp up, I guess. If it's a preexisting program, it was a ramp-up of that program or it was a transfer from one-time spending to ongoing spending. Is that a proper characterization. >> I think it's a proper characterization. >> Mayor Adler: Thank you. Yes. >> Kitchen: On the development services, I guess I wasn't clear on how that is allocated to health and environment. I guess I didn't notice it. So why is it -- >> So they decided in looking at the health outcomes that a lot of what they do helps to improve the

[11:35:03 AM]

health of area residents. They look at environmental inspections. They work on the forestry and the urban forestry program. >> Kitchen: Okay. So what -- that's one I'd like to see the breakdown on on how it's allocated. So that would be helpful for me. >> Mayor Adler: Mr. Casar? Greg? >> Casar: Sorry, I missed when you were answering this question. Is this meant to be a comprehensive list or just a sampling of? >> It's -- we're trying to capture everything major. The source of this is every year as part of the budget process we say here's all the cost drivers associated with this budget. We're not counting cost drivers, like just insurance increases or wage increases, but we always also capture -- these are new investments, either they could be existing programs, we're enhancing, adding more staff to that program. It could be they're a brand new program. It could be that it's program that a previous council approved, but it was with one-time funds so in this program we're proposing to continue the one-time funds. We're proposing to turn it into an ongoing commitment. It's anything really over the last three years that this council has taken action on that resulted in more money being spent on something. And if there's -- definitely possible that something was left off. >> >> Casar: I'll take a look at it, but just

quickly looking at this and then skipping forward to the safety one to make sure that it's not in another one, things like the Georgian anchors park and additional positions at the dac and the new tenant safety outreach stuff isn't one way or the other, so -- and some of it I think was council acted and some of it I think was council requested and the manager just baked in. And I think we should be including both. And it looks like you have -- isn't to bring up as a criticism, but if we're

[11:37:03 AM]

trying to do a comprehensive one, we'll keep going back and forth to make it comprehensive, otherwise it's just maybe our best sampling of. >> I may need to talk to you about those items. We did kind of -- we didn't include everything. So if there was some small items for 50 or \$75,000 -- >> Casar: Most of those are like 500,000. >> If they're significant I'll have to go back and check why we didn't capture those. >> Casar: Obviously this is a huge amount of work so this isn't mean to be nitpicky, but understand that there were some things that systemic that was including or excluding different things. >> Mayor Adler: Sounds like it's intended to be comprehensive so if you see things left off. >> Casar: And I wouldn't know what all the things are, but in my quick skim noticing three things that are probably half a-million-dollar investments I flag those because maybe your staff sees some pattern amongst those that indicates other issues. >> This last slide for health and the environment in terms of investment, is the non-department at environments, both related to Austin resource recovery. We added 15 staff to enhance collection services, litter abatement and waste diversion. That was a 1.1-million-dollar investment. And then of course the implementation of the organics collection program, which is still underway, but we've added 17 positions to date and two vehicles for that program for a total of \$2.1 million ongoing, 360,000 of one time expenses. And that brings us to our continuing conversations for this outcome. That's you again. >> Okay. This is just opportunity for you to digest perhaps and think about for the future and discussions for this next budget process that we're in. There was a resolution that you passed before which was in regards to adding funding to the social service contracts at a certain level. Within three to five years. The resolution directed to

[11:39:04 AM]

have an annual increases to social service contracts equal or greater than three percent to incorporate annual increases for the health and human services department. You also wanted to add additional funding for the health department's budget within two to four years. And just so you know what this would mean is the health department would mean around \$10.6 million and then social service contracts would need \$10.4 million to meet those funding levels of which you previously had requested. So to give you an idea of what kind of dollars we're looking at, that's what it would mean. And you kind of alluded to that earlier. Are you going to go back and have those discussions about previous resolutions and sort of council issues. So these are two that you particularly highlighted previously and that's what that means. >> Mayor Adler: Ann? >> Kitchen: Thank you. Can you just point us to -- I know this data is already out there, but the break down of the 10.4 and the 10.6, this would be helpful. You

don't have to do that now. >> We'll get it for you. >> And then related -- so if I go back to slide 2, which is where we have the indicators. I'm now thinking that I want to see our funding by indicator, not by metric, but by indicator. So I -- that's not in here, right? Did I miss something? >> We don't -- we're not presenting the funding by indicator, and I don't believe we have the capability to do so. >> Kitchen: But you've got it by -- you must have rolled up to it somehow, right? >> So the data we have is asking departments, again,

[11:41:05 AM]

over 2,000 budget units, unit by unit to align your budget to the six outcomes. We have not asked -- >> Kitchen: I see. I gotcha. It's not down to the level of indicator. >> To the 35 indicators. >> Kitchen: Okay. So what you probably have then is whether a department did that, I assume they indicated -- I assume they said which indicators, without putting a number to it, they -- they have narrative about which indicators they thought that they were addressing. >> That's correct. >> Kitchen: Okay. Well, that would be helpful to see that. >> Mayor Adler: But it also sounded like you used the indicators to not specifically say this one, but to generate that kind of list that you had at the beginning that said we've looked at the indicators and generally they tell us -- I don't remember what slide that was on. >> It would be slide 2. >> Mayor Adler: Yeah, slide 2. You distilled all the indicators down to these six things and then these six things then became the guide as to whether they were part of that outcome area. >> Kitchen: Yeah. And I know that this is a work in progress and maybe this comes at a later time. To make decisions from a budget prioritization perspective, and it may be more for this particular budget. There's a lot of different things in this bucket. So to make decisions between climate change and quality health care services, not that I want to choose between them obviously, but I'm not understanding from these budget where we're putting our dollars across that. So this is a big bucket. So for example, when we talk about increases to the Austin public health budget, which is something that we've said and I agree with, I can't tell how much -- how much of this bucket is going to that. Does that make sense? >> Mayor Adler: So to rephrase Ann's question,

[11:43:06 AM]

don't tie back to the 32 indicators, but can you tie back to these six categories? I don't know what to call them. It didn't have an official name. On page 2 -- >> Those are the indicators. These are the six indicators for the health and environment outcome. And collectively there's about 35 indicators across the six outcomes. And I'm just trying to envision a process. We're asking departments to align their 2,000 budget units to 35 different indicators. It was a very challenging process to say what makes kind of reasonable sense at the outcome level. >> Kitchen: But they did some kind of calculation to come up with saying, well, 50% of what we do goes in this bucket of -- in this indicator and 50% goes in this indicator. So what we're thinking then is they didn't do that -- they didn't do that with a date process, they did that with more of a gut check. Is that what we're thinking? Not to say there's anything wrong with that. >> Yes. I'll give you an example. And I'll just -- park rangers. Park rangers you could look at

from a safety perspective so it could be under -- but they also have an environmental education component. And they also provide access to parks, trails and other areas. So the the department, not unlike any other here, had to really figure out, knowing that 25% is the minimum you can go, of what portion of its function was more probably the highest ranking. And it was difficult. There was not an easy exercise whatsoever. >> Kitchen: No. I understand that. I'm just exploring where we're at right now in terms of our ability to collect and allocate data, that's all. >> And it was about 85% of those 2,000 units aligned neatly to one outcome. One of the things as we look

[11:45:07 AM]

ahead we think it would be helpful if our departments were to rethink their accounting structure and rethink their unit structure. So to the extent maybe there's one unit now that legitimately and accurately supports multiple outcomes if we could reconfigure that accounting structure so that there was more of this one to one mapping, we think that would be the better, longer term solution, but that's not where we are right now. That's where we'll try to evolve to. >> Kitchen: Okay, thank you. >> Tovo: Mayor, I just wanted to let the group know that I need to head to the police retirement board, but I'll be back in a bit. >> Mayor Adler: So let's talk for a second about schedules because I think you've reached the end of this unit. What about -- should we break for lunch now or should we try to work our way through the next category? What do you recommend? >> I would recommend breaking for lunch. Our thought on was about an hour and a half on presentation. We're through two of the presentations. We've thrown two presentations. Come back at 1:00 and we would probably finish at 4:00 at the latest. >> Mayor Adler: Does that sound good? Then it is 12:46 -- 11:46, rather, and we will break now until 1:00. Thank You

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U. >> Mayor Adler: So if any of colleagues are watching on the second floor, it's awfully lonely down here. [Laughter]. Although I do think I could knock out this agenda in 25, 30 minutes, tops, you know? But we're ready.

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>> Mayor Adler: All right. Let's go ahead and get this started. We have a quorum. Not that we needed a quorum to start, but a lot of people -- we want to get as many eyes on this as we can. So it is 1:16, and this is the continuation of our budget work session today on February 21st, 2018. Ed, take us through our third component. >> The third component is our safety outcome, which was defined as being safe in our home, at work and in our community. I keep stumbling on this one so I apologize in advance if I stumble on it again and say public safety. When we talk about safety, we're usually talking about public

safety, police, fire, emergency medical services, but in this deaf nation of safety it's much -- definition of safety it's much broader than that. So you will see your police force up there, fire response, emergency services. They are absolutely all part about safety that's absolutely part of being safe in our hit or miss and at work and in our community, but so are a lot of city programs, so you will see pictures of flood mitigation up there, you will see pictures of your womens and children's shelter up there, our court services, being inspections done by building services departments and other departments and make sure our city infrastructure is safe. You see electrical services up there because of part of maintaining safety was properly maintaining our critical infrastructure. Sarah Hensley talked a little bit about in the health outcome about our park rangers. They're part of the parks department, but they're part of keeping our parks safe, so you see them under the safety outcome as well as our ctec, the emergency call center. So safety is much broader than how we typically define it. These are the safety indicators, five indicators of safety from success of emergency response and even there it's not just about police, fire, emergency medical services, but when

[1:21:01 PM]

we have a sewage spill and we need to respond to that emergency, getting it done fast is important and that's part of a successful emergency response. Community compliance with laws and regulations was another indicator, prevention and preparedness for emergencies. The fair administration of justice and the quality and reliability of our critical infrastructure, which is why you see Austin energy and Austin water having elements of safety as well. So those are the indicators. There's 26 more detailed metrics related to the safety outcome. Those are all outlined and detailed in your appendix. We have less data currently for safety than we did for health. I think we have around nine or 10 of the measures that we currently have data for that we'll be currently reporting to you today, but by the time we get to budget adoption we'll certainly have more, but still even then we probably won't have all of it worked out. A high level overview of our safety outcome, I forgot to mention on the previous one that tiny pie chart over on the right kind of shows you where we are in terms of the all-funds budget. So if you went back to the introduction presentation you would see that safety is 33% of our overall budget. That's the piece of the pie we're pulling out. Now, what does that 33% look like when you drill down on it? It's \$936 million as you can see on the larger pie chart and you can see the departments and the funds that contribute to it with police, fire and ems being 58% of the overall safety funding that was aligned to this outcome. Is the Austin energy senior a big component. Diane will talk about what those elements. And again here I wanted to highlight for you what that other category, eight percent of this outcome. It's a lot of pieces of small departments. Part of aviation, code compliance, municipal court, parks and recreation and.

[1:23:17 PM]

>> Our police department is nearly 100% aligned to the safety outcome. You'll notice when we get into the mobility outcome that there's a specific indicator within mobility just for safety so police has taken

their traffic enforcement, some of their D.W.I. Enforcement and put that into the mobility. Ultimately it's all still related to safety. Fire department then 100% in the safety outcome. And we've already talked about ems having 44% aligned, so that takes care of our three general fund support for public safety departments. Austin energy, as Ed said, is 20% of their budget is aligned into the safety outcome so this is to maintain their critical infrastructure. It keeps their lines clear, so keeps the citizens safe from downed power lines. It also takes care of their emergency preparedness activities. And likewise Austin water is 24% allocated into safety. Again, same reason. This is to maintain their critical infrastructure, all their pipes and treatment facilities. Watershed is 65% aligned into safety. The bulk of their activity relate to flood mitigation, infrastructure maintenance, the waterway maintenance and various inspection activities. In development services again we talked about that in health, but the bulk of what they do is keep the citizens safe through ensuring compliance with the city's codes. And you city arborists like we talked about, this is a good example of how one program can align to multiple different outcomes. So the city arborist, it's important to keep people safe from trees falling down, but it's also aligns to the environmental aspect

[1:25:18 PM]

of the health and environment outcome. Austin code is 100% within this outcome. Now, ctec -- ctm is 40% aligned in here. And this is to reflect the activities that they do with ctec, with all of the wireless infrastructure activities that they have, running of the regional radio system. And also for maintaining the network security and the information security of our -- of citizens and employees. And we see the second half of animal services aligned into safety. Municipal court, for the fair administration of justice, is aligned here, less the portion of the downtown community court that we talked about. Aviation, first time we've mentioned aviation, they're here for their airport security and for their air, fire and rescue activities. Pard, 10%, actually about 11% of them, are here for their park rangers, but also the maintenance of their facilities and their grounds. And finally there's some minor programs that -- smaller programs, but not minor. Office of medical director, homeland security, building services does their hazmat mitigation and also building security facility, building security, we have part of the police monitor in here and also a portion of laws, civil litigation and prosecution activities. So once again, seeing the outcome of the lens of the various funding sources, the general fund does comprise the largest percent, nearly two-thirds of activity is related to you want general fund. And another quarter of it is for utilities, water and ae.

[1:27:20 PM]

So the watershed code and aviation make up just over seven percent and the internal services four percent. Any questions on the results of the alignment? >> Well, if not we'll move into the performance data section of the safety outcome. Good afternoon, mayor and councilmembers, Roy Arrellano, assistant city manager. So of the -- as Ed was mentioning, we do have some of the metrics that we currently capture and it's interesting enough that we capture a lot of metrics within the public safety

departments as well as the departments that are represented under the safety outcome. However, as we looked at what would be important moving forward, there are a number of data or metrics that just aren't captured right now. So we'll go over the ones that we do. So this is talking about the metrics that are under the community compliance with laws and regulations. And in the upper left you see traditionally what we might provide for information around violent crimes, property crimes per thousand. So it's just the top yellow -- the top dotted line has to do with the property crimes and you see it decreasing over the last four or five years reporting periods. And at the bottom there you see a line that's slightly ticking up, which is the violent crime, part 1 crimes per thousand. If I move to the right, the data subset of the violent crimes you see the number of family cases reported that correspond to the subset of the violent crimes and we just want to note that in this area it includes all the functioning code within violent crimes that have a family violence relationship. So again, I think based on the comments we heard from

[1:29:20 PM]

council during the development of the indicators and the metrics and interest in seeing how we're doing to address family violence in the crimes that we see reported, one of the things that occurred in 2015, the police department created the family violence coordinated responses to abuse for safe homes or crash team in order to daylight and highlight the seriousness with which we view and the council views family violence in order to be able to address those. And to some degree you see the increase in the the crimes there, number of family violence cases per year start to take up, some of which is probably due to the fact that we're asking people to report these crimes so that we can follow up on them. Moving to the lower left then -- >> Mayor Adler: So it would look as if the increase of violent crimes is about -- if you look at absolute numbers, total less than the 100 increase that we see for family violence. So is the point that the increase in violent crimes they're reporting is due to family violence or do we see other areas going up as well? >> I would say there are other areas going up. But again, just to -- let me make sure I have the information right there. So if we look at 2017, we see the number of family violence cases reported as 1,441. That compares with 4.26 per thousand population, so I'm not sure I'm getting the point that you were making there. >> Mayor Adler: I think I might have had the decimal point off. I was trying to see if the .17 increase in violent crime incidents going up

[1:31:20 PM]

from 16 to 17 could be explained with family violence cases? >> I wouldn't say so. There's probably more information to look into that, but I couldn't say that that was in fact the correlation. >> Mayor Adler: Right. And when I ran the numbers I came up with .25, but I think it's .025, so I think I had the decimal point in the wrong place. So thank you. >> Yes, sir. So instead of just looking at the numbers from year to year, the lower two graphs take a look at how the numbers are changing from year to year. So again the columns, the vertical columns indicate the actual absolute numbers. And again, we talk about that sometimes the percentages don't really tell the whole story. Here we see a portrayal of the

numbers, absolute numbers, as well as the percentage change. One of the things to note in the property crimes, again, you see that on the right-hand side is the axis that talks about decreases. We were actually seeing decreases in property crime as we move from 13 to current year 2017, which is a good thing. I know that as I've listened to the council and the concerns that they've been expressed from the community around, yes, we're trying to devote resources against violent crime, but yes, there are property crimes that are occurring and what are we doing about that? Here we see some data that we're doing -- having an effect on that. In terms of the property crimes in 2016, the police department created the property crimes task force again to try to have a significant effect on that. I'm not sure I could really describe in 2014 why there was such an increase in the reduction of crimes, but certainly it is there. So on the right side change in violent crimes, one of the things I wanted to bring to your attention is from 2013 to 2014 you see a significant jump. What occurred there is that in 2014 they changed the definition of rape in the part 1 crimes under the

[1:33:21 PM]

uniform crime reporting system. So it wouldn't be fair necessarily to compare 2013 to '14, but certainly 2014 and going forward is where probably we ought to focus our attention. So that's the information that I had to cover on that slide. Are there any other questions? This next slide talks about community compliance with laws and regulations on the left side having to do with a percentage of actual public safety time on community engagement. And then the right slide has to do with fair administration of justice. So the metric itself is really looking at all safety outcome responses as we've heard, not only police, fire and EMS, but also watershed department or water department or Austin energy in responding to issues, emergencies within their structure. That's what's portrayed up here. As you see going from 2013 at the bottom to 2017 at the top we see increases in time available, but that doesn't really talk to how much time we're actually spending in community engagement and as we'll talk about in the continuing conversations about community policing and the staffing that's required to accomplish that, one of the things that we're trying to do is create or understand what it means to be doing effective community policing. What are the metrics that we're going to be following and how are we going to prove the return on investment that council might have when you invest in a number of officers. On the right you see the number of percentage and percentage of use of force incidents in proportion to the number of arrests made. And so just by comparison if you look at the 2016 number

[1:35:21 PM]

of 1,138 incidents of use of force, that compares on average to about 45,000 arrests that are made each year in these bar graphs here. So you see that of the total arrests that we make it's about 4.4%. If you look at 2016, and of course there's a lot of emphasis that's being made today and the interest in trying to use the escalation procedures to try not to get into a position where we have to use response to resistance. Going on to the next slide, this performance data has to do about the fair administration of justice. And here what we're trying to say on the right we see what the Austin demographics are. On the

left is the percentage of citations, warnings, field observations and so forth that result from major vehicle stops and arrests issued to individuals of a particular race. What we're trying to do is what, if any, the correlation or disparity there may be in terms of the arrests and stops and so forth that we might make as compared to the percent of the population here in Austin. If you try to do the comparison of the two that I will -- on the three that I'll highlight is on the right side, the 48.7 on the demographics is the proportion for white caucasians. And at the top of the line graphs you'll see that the number of percentage of citations, arrests and so forth is 48%. So there's a fairly close correlation there. Where you see the major differences I'll point out on the left side of the pie chart at 35.1% is the hispanic population, percentage of population, and then the second line down is 32%. So you see about a three

[1:37:22 PM]

percent difference in terms of the arrests that we make and the percentage of population. But the one that really stands out I think is down at the bottom of the pie chart at 7.7% is the percentage of African-Americans in Austin as compared to the 13% third line down on the graph. So there's an area there for us to take a look at what might be causing that, how we might again try to undo that -- that. This next series has to do around number of fatalities within the workforce. Just at the very high level we see here that this chart shows that. Let me see, in 2016 there was an increase from -- it shows the increase from 2015 to 2016 and just to focus in on the state of Texas, 545 increase in that time frame. On this next slide, on the left side we see the number of fatal occupational injuries in the austin-round rock metropolitan statistical area. And I will note that for the city of Austin our employees we had two fatalities in this time frame, one in 2015 and one in 2016 by way of comparison. Off to the right you see the data subsets where we can do some data disaggregation. >> Alter: Ray, I just wanted to understand if that was the city of Austin as an employer or that was the city of Austin overall only had one out of this group. >> It is the city of Austin as an employer for the two fatalities, work-related fatalities in those four years. >> Alter: Okay, thank you. So. >> So the total number of

[1:39:22 PM]

occupational injuries has gone up title from 2015 to 2016. Overall the bulk of incidents occurred on a construction site and in industries that involve truck driving or transporting materials and trade or utility services. So this last slide under performance data, one of the metrics this that we are looking at is success of emergency response and the specific metric that we're looking at is percentage of emergency responses that met the established time standards for that time of response. This is an example of where we have some data, but we need to standardize if you will the approach because if you look in the upper left which talks about the total police response time for emergency and urgent calls, it's number of minutes. It isn't a percentage. And probably it's -- there are differences between not only the public safety departments, but as well the other utility departments that have response time standards. So we have them portrayed here. Let's see, just to generally say what's going on with each of these for

the police department. Just generally speaking, increase in population and the fact that in the last two years we haven't added any officers except for the 12 positions that were added without funding in the last year means that we're taking longer to respond to calls. There is a slight impact as well for the carbon monoxide issue that we experienced last year in the fy17 numbers. Taking a look to the right, it looks like for ems things are going okay, but again, if you dug into each one of these graphs you would see that there are areas in our response territories where we're not doing so well. This shows the high level about how we're doing. And then for fire department, those percentages you see trending down and again I think it's just as well the increase in

[1:41:23 PM]

population in our area and the fact that as you've highlighted the need for additional fire stations in our territories. >> Mayor Adler: Yes, councilmember pool. >> Pool: I had a quick question for you, for ray. You mentioned on the blue rectangles there about police that there were 12. There aren't any new positions other than the 12 that we didn't fund last year. But are you also taking into account the numerous unfilled ftes? Because we have over 100, right, that haven't been filled? So in my notes here I think back two or three years ago there was a vacancy issue. We've caught up a little bit with that since with the graduation of cadets probably in the last year -- since this is just the beginning, certainly at the end of '16 and into '17. I'm not up to date on where we're at with current vacancies, but certainly vacancies do have an impact. >> Pool: Okay. So I guess my question is are you including the vacant ftes in these numbers as if they were filled? >> I guess the answer is no because again, this is actual data that talks about us being able to get to the location at the specific time. It takes into account the weather, the number of vacancies we might have, the number of vacancies we may have, so on and so forth. >> Mayor Adler: I think another way to ask that same question is the response time is increased and one of the reasons given to increase is we haven't added new officers. So the question is even though we haven't added new officers with the cadet classes, do we have more officers out on the street? Because we can't tell from looking at this as to whether we actually have more officers or not. And then on the next chart it also takes a look at how much -- we haven't gotten to it yet.

[1:43:23 PM]

How much discretionary time or time the officers have to spend in the community and it looks like that's gone up fairly significantly too. So we need -- I need to understand better the number and the available time to see if the response time is a question of additional officer minutes available or maybe if it relates more to coverage or service area where we don't have stations. I'm not sure of the conclusion that can be drawn from the data that's presented. >> Right. I understand the different points you're making and as we go through this process, we can certainly be prepared to answer those questions from by the department. And I think that brings me back to -- >> Ed. >> All right. So I'm going to walk you through just a somewhat shorter set of slides in regards to investments from the past three years related to our safety outcome. The first three are the same three related to ems that you also saw in health. So again,

ems is being allocated 45% to health and 45% to safety. The other 10% to government that works, but these specific aspects, none of these specific aspects went to government that works. They're definitely either safety or health. So the 42 hour work week, the 12 sworn positions and additional staff for the homeless outreach team and community health paramedic program. All those expenses were half aligned to the safety outcome. We opened a new fire station, shady hollow fire station, added 16 sworn personnel for that. That was \$1.9 million. The emergency services district number 4, that was a recent decision of this council, \$3.9 million. I did note there 100% offset. A general expense, but 100% offset from the emergency

[1:45:23 PM]

district number 4. I believe archbishop I believe this was three years ago we added 50 sworn positions to the police department to improve their services. That was a 5.9-million-dollar ongoing investment of resources, \$2.4 million one time expenditures related to their vehicles and equipment for those new officers. Over the course of the last three years we've added 39 civilian personnel \$1.9 million. The body cameras, I would highlight this is not the total cost of the body cameras, this was the three million dollars that was the general fund commitment. We also had a million and a half dollars coming from state and federal grants. And a million and a half dollars that was budgeted out of our reserves. And I think councilmember Casar is not here at the moment, but I believe the response to his question about what about some of these other items that I know we funded that aren't on this list, the list we were funding at the time was a list of general fund investments and we also of course allocate funds out of our stabilization reserves on a one-time basis. Some of those items we didn't capture. So we can provide a list of things that with -- additional investments over and above what you're seeing that came out of our reserves funds. This is just general fund. Four animal services positions for \$256,000 in one-time costs related to our dog behavior program, response times and community engagement in the animal shelter. Again, this discussion about the significant adds to the development services department and for codenext, both of which are also discussed under the health outcome. So I won't go into those. And then some of our non-general fund departments, new investments, 32 ftes in our watershed protection department for a total annual cost of three million dollars. That was both ftes and

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temporary staff related to flood hazard mitigation, maintenance, construction and inspection services. We have a little bit over 3.7, almost \$3.8 million combined between ongoing and one-time costs related to the relocation of the city's data center. And finally, extending the operating hours of Austin code compliance staff to evenings and weekends, \$215,000 of ongoing cost. And then the one-time cost is related to vehicles and equipment for those personnel. So that's a summary of the major, I would call them, investments to be made in the safety outcome over the course of the last three years. >> Mayor Adler: It would be helpful, I think, to capture those other monies too. And I don't know if that would go in the non-general fund group that you have down at the bottom or a third column that had a different

kind of one-time expense. If you could capture that that would be really helpful. >> We will. We can get that information and we'll just send it out to everyone as an add on. So then I think our final slide here is again these continuing conversations which is time specific to the safety outcome. >> So as I mentioned earlier in the response time and community engagement, the community policing model, recommended by the matrix consulting group report, there's been a lot of interest certainly in how might we justify the expenditure and additional police positions, so the police department itself has made a number of improvements, administrative changes inside, within its department, as well as started the process of reaching out into the community to determine what would it mean to have a successful community policing program. What metrics might we be able to prove the return on investment that the council might make in those positions. The police department has been doing this process and I know that we haven't really provided much of an update except for I guess at the last budget process

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where we had the chief up here talking about each of the different items from the matrix report. What I do know is by about April, the police department will be ready to present the city manager's office what metrics might we capture that might prove in fact that we're doing successful, effective community policing after which we'll be able to present that to council as well. So that's where we're at with community policing. >> Alter: I was just wondering if you can confirm the number of police officer officers that is the goal through that model. >> I don't have -- unfortunately, I don't have the number off the top of my head for that, but we can certainly get back to it. >> Okay, thank you. >> Increasing the number of fire stations certainly is a resolution that has a lot of great interest, particularly as I showed the information with regard to response times. Budget office and I have been working together as well as with public works and so forth to come back to you in April with a detailed budget -- excuse me, March with a memo that details out the plan in order to implement five fire stations, probably one every other year into the future. You purchase of flood prone properties. Even since I got here back in 2013, so that starts with the October Halloween 2013 floods and since then three others, so a total of four federal disasters in our area. Certainly flood prone areas of an interest of ours, so we continue to have discussions around whether we do flood buyouts in the floodplain areas, or do other mitigation projects that help to preserve property. APD and ems and the contract negotiations, I just touched on to say that it's an ongoing conversation. We've had some discussion here as well. In terms of resources and staffing for host, the

[1:51:26 PM]

outreach team and community paramedics programs, have certainly a great interest in how we might help our most vulnerable population. There was some funding -- there needs to be additional funding in order to make a sustainable host program as well as a community health paramedic programs. These things are really around the health and environmental outcome. But it's a shared responsibility, I think. So these are the things that we keep hearing and are keeping at the front of our minds during this

process. That concludes my remarks subject to any questions. >> Mayor Adler: Some of these questions that are coming up on continuing conversations might also be really appropriate conversations to have when the citizens bond commission comes back to us because some of these look like they might be as appropriately or more appropriately bond. Can you make sure that we capture all these and that they come back to us. That group will finish its work at the first of March and coming back to the council at some point. Make sure these daylight in that process as well. Please. >> The fire stations is definitely being is discussed in that process. >> Flood-prone properties and all those -- whatever ones work. >> Yep. >> Mayor Adler: I'm sorry. Ms. Houston? >> Houston: On page 15, 50 new police officers and who was that? -- And when was that? >> So in the 2016 budget, the first budget that this council adopted, the city manager proposed -- I can't remember the exact number, I think somewhere in the neighborhood of 80 new officers. And this body brought that number down a bit, brought it down to 50 officers. So those are added as part of the -- and funded as part of the fy16 budget and hired. In the '17 budget we added 12 positions, 12 more

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officers to budget, but we did not fund them. That's why they're not on this list. Those positions have not yet been funded. That was in 2017. And in 2018 we left the positions in the budget, but again didn't explicitly add funding to police budget for them. >> Houston: Thank you for that clarification. And then there was another one -- this is probably in the weeds on page 16 but I will just tell you so that you will know. >> We love the weeds. >> Houston: We added four animal services positions to decrease the response time. Do we have a way of calculating response time and is that going to be at some later date. I still get calls about loose dogs so I'm wondering what I'm doing, and I want to ask animal services again about community engagement. I'm just saying that -- >> We can try to get you some data on that. Of course our response times to loose animals isn't anything like our response time to a priority one police call. They just don't so the staff to give the level of response they would like to but we can get you data on that and what the response times currently are. >> Houston: I would appreciate that because 72 hours is unacceptable as well. >> Yes, I understand that. >> Houston: And then the last question is when we merged with -- with emergency service district 4, there was -- there's a fire station that was over off of tuscany way off of Springfield road. Is ems considering -- Springfield road. Is ems considering -- is that part -- are we considering purchasing that or leasing that from the emergency service district? >> I know that ems has had an interest in using that station. I'll have to find out where we're at. Since nothing has come my way, I know that nothing formal has moved forward on that. >> Houston: And I've heard it through the grapevine.

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You're not old enough to know that song. [Laughter]. >> Yes I am! [Laughter]. >> Houston: And the reason I bring that up is because with toll road 130 and 290 and 183, stations 18 and 51 and 41 are really sometimes in a pickle. So it would be nice to have that there if that's an ems station. So anyway, I was

just trying to get more information. Thank you. >> Certainly. >> Mayor Adler: Okay. Alison? >> Alter: So am I right that there have been no recent investments in fire mitigation? >> I don't think since -- not since this new city council has been here. Those investments came prior to you guys getting here. >> Alter: So I just want to clarify on continuing conversations. I'm interpreting that as things where we've had a resolution that hasn't been fully funded or fully enacted, but since there was some confusion last year in the budget process if we didn't speak up in work session, let me be loud and clear that I would like us to make additional investments to address our wildfire risks, and going back to health and environment, the aquatics plan was laid out. I know it's more capital, but that's another continuing conversation that wasn't highlighted and I would also like more funding in parks just so that we're not getting to the point where we didn't raise it. I just want to make sure that -- and those are not the only things I care about, but those are two things that I want to make sure are not missed in any confusion over what these buckets are meant to be. >> Mayor Adler: Wasn't there something that we did a camera or a different kind of technology that could find fires earlier?

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>> Alter: I think that was a grant for a simulation table. I don't think we actually budgeted money for it. Since we got a grant for a simulation table. >> What I recall is there was a pilot program that was done in order to -- that mounted different kinds of cameras that had a different infrared -- different capability to be able to detect fire and smoke, but that went nowhere. >> Mayor Adler: Okay. That went nowhere because we didn't do it or went nowhere because the technologies didn't prove out? >> Mostly the latter. >> Mayor Adler: Okay, thank you. Okay. Push forward. Thanks, guys. >> All right. So we're going to move on to culture and lifelong learning if we could get the next presentation up there. And as the presentation is coming up we're being joined by chief of staff ray burray and Laura Voss, who are going to help with this presentation. So culture and lifelong learn, this was about being enriched by Austin's unique civic, culture and lifelong learning opportunities. Lots of pictures up there that kind of tip our hand in regard to what's in this outcome. The library, art in public places, historic preservation, summer camp programs in the parks department. Our cultural centers, live music activities as well as our museums and our Austin history is center are just some of the things that roll up into this outcome. The indicators that you've identified related to culture and lifelong learning included quality, accessibility and diversity of our civic and cultural venues, events, programs and resources. Vibrancy and sustainability of our creative industry ecosystem, appreciation, respect and welcoming of all people and cultures honoring and preservation of historic and ethnic heritage and

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lifelong learning opportunities. These again were the guideposts that our departments are using as they're looking at their activities and their services, looking at their budget units, which dollars align to this outcome. Were largely driven by those indicators and the metrics beneath those indicators. There's 25 of those metrics. This is perhaps an area where the weakest on data, but I think we still have a lot of

good data stories to tell you in regards to the metrics that you've identified and we're of course going to continue to work on gathering the rest. >> Work on gathering the rest. Taking a quick look, again over to the small pie chart we put over on the right, culture and lifelong learning is 3% of the overall budget allocation. The larger pie chart shows you what the 3% looks like. It totals about \$75 million, it encompasses all of the library budget, in fact, library and parks combined make up 72% of the outcome. 21% from economic development, specifically the programs related to the music industry and cultural arts. And then pieces of departments such as watershed, Austin cable access fund and our now historic preservation fund all rolls up to this category. We're going to follow the same routine. Diane will walk you through some of the details. >> So as Ed already mentioned, 100% of Austin public library is aligned to this as poster child of lifelong learning. 20% of EdD goes into the cultural and lifelong learning for cultural arts performing, music, entertainment programs throughout the city. Parks and recs with the museum, cultural centers, old bakery, constitutes 11% of their budget is flowing into the cultural and lifelong learning.

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They have their totally cool, totally art program, even a portion of the historic cemeteries flow into here. The digital -- part of the digital inclusion program, as well as the Austin cable access fund, and we've got the historic preservation activities within planning and zoning and as I mentioned, the historic preservation fund. Watershed has a small piece with the education on the watersheds and transportation has a sliver as well. They do support special events, and then finally, APD has an honor guard, and they represent the city and the police department. So that's flowing into the cultural and lifelong learning. As is shown by the funding sources, it is predominantly general fund, with park and library leading up the charge. And other enterprise funds come in at a quarter with economic development and watershed protection. Finally, you get 2.5% for support services and Austin water and Austin energy have very small components. All told, 15 departments have pieces of their budget mapped to the culture and lifelong learning outcome. >> We will move into the [indiscernible]. >> Thanks Ed, and Diane. If we look at this first slide, we will start with the first component of the outcome, which is support for the creative class. Ours is a strong story of strong performance here. Especially as it real --

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relates to the creative sector. If we want to be among the top creative cities we want to meet the expectations of the creative community, we have work to do. We have a lot to be proud of here in Austin. As you may remember, in 2015, UNESCO, or the United Nations Educational, Scientific and Cultural Organization designated Austin as a center of the media arts. Making it a part of the UNESCO network. That is reflected in the strong vitality index score of 1.39 as you see on the slide for 2016. The CVI or creative vitality index is a measure of the creative economy in a specific area. It includes for-profit, not for profit parks enterprises. Many are included in that index. The national baseline average is 1.0. So a

score greater than 1 means that an area has a relatively strong art sector. To give you context of where our score of 1.39 stands in comparison with other cities, remember, we're above the national average of 1.0. But Washington, D.C. For example, is top-scoring city of 2.48. Boston at 1.6. Seattle with 1.32, San Diego below us, tops out as .06. And among Texas cities, Austin is the runaway clear winner with San Antonio being the only Texas city in Austin, among the top 25. They scored below 1. They scored a 0.71. Next we show on this slide, we get a really big bang per our buck on the city's investment of \$9.2 million in cultural and music contracts.

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Attracting roughly 4.8 million in 2016 to a variety of performances and events. That equates to about \$1.90 per person. A great investment to popular and culturally rich events, including some of you may know the Austin bike zoo with the animal sculpture parade events like you see at the Juneteenth, the East Side Kings festivals, celebrating blues music. [Speaking Spanish] Featuring films from Latin America and Asian America partnership dragon boat festival. This is a small number of the many cultural and music contracts that we issue out as a city. So on this next slide, we show that more than 106,000 people are employed in the creative sector. Meaning 109 people in our people are tied to the creative economy. The largest grouping, to the right-hand side is postsecondary teachers followed by photographers, writers, authors, musicians, the last one, of course, owing to our designation as the live music capital of the world. We found it interesting in our outcome team that we had postsecondary teachers. Think about the fact that you have teachers at community colleges, at universities who are teaching everything from photography, music, voice, dance, film, graphic and media arts, acting, theater design, the list goes on and on. On the next slide, the median earnings for the secondary occupations is \$20.77 according to data from 2016. When you compare that to five peer cities we have as part of the creative vitality index, we're the lowest in the group. Lower by almost \$5.

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When compared to New York City, \$3 below Seattle. And just below Denver by 35 cents. I do want to mention here about musicians. When you take into consideration what musicians make, about a third of all musicians here in Austin make less than \$15,000 per year. 23% of all musicians are considered full-time musicians, meaning that the rest or about 71% have to supplement their income with other work. You probably heard maybe this morning in a news report, there is going to be an effort by a group of local musicians who are going to be calling for a musician living wage movement, which they're about to launch, like, today at the north door. One of the recurring challenges we hear from creatives is they don't have the creative space to effectively practice or engage in the art or creative work. In a survey that was conducted this past summer by the cultural arts division, almost 30% of responding individuals said they didn't have the needed creative space. 72% of arts related organizations reported that they were currently using space that was less than ideal. In survey after survey, we had creatives tell us that - lack of affordable housing, rising rents, pressures they feel from development and redevelopment are

the primary challenges they're facing from really being driven out of this community and going to other places, not just to the suburbs, but to other states. Austin right now is finding itself at a cross roads, from seeing its creative sector suffering from lack of support or the real opportunity to prosper with increased investment in its continued success. All of this is occurring against the backdrop of

[2:09:40 PM]

incredible growth in the creative sector here in Austin. Since 2003, Austin has seen a 40% growth in creative sector jobs, the highest of any city in the entire country. On this next slide, we address the second component of our outcome, that is diversity and inclusion. On the left-hand side, you see that 41% of all zip codes here in Austin have populations where 70% of residents are of the same race. Except for two zip codes. 78719, and 78744, which are predominantly hispanic over 70%. The rest of the zip codes are white. That is the store severe with high winds where we are as a city. A city that is increasingly gentrified with minority populations leaving Austin for many reasons, but mainly two, lack of affordability in our community, but also because they don't feel welcome being here in Austin. The last one was documented in a report in 2015, that was commissioned by the commission on immigrant affairs. To the right, we have data that the African-American population in Austin has been on steady decline for the last 25 years. We're the only major city in the United States that saw a rise in the general population, while simultaneously seeing a decline in its African-American population. So until we acknowledge the importance of economic and racial diversity in making Austin a welcoming city for everyone, and we agree to spend our resources to achieve integration, we're going to continue seeing this segregation and exclusion, and it is no secret that a complete community is a diverse community. On this last slide, on performance data, we throw a

[2:11:42 PM]

lot of data and information at you. Our outcome name is culture and lifelong learning, but as an out[indiscernible] We struggled finding meaning in lifelong learning along the way. We can tell you how many are archived in the area every year. It didn't tell us the story on the number we have to turn away due to the lack of resources to process and safely preserve and store them. We can tell you how many library items we circulated in our entire library system last year, but what does that really tell you? So we have a lot of bits and pieces of information that tell a story related to lifelong learning, but we're not telling the complete story. We need to tell that story. So we need to do more work to collect the data to support the veterans that we have developed in the strategic plan. You will find in the back, under the appendix under lifelong learning, the various metrics. You will see there isn't much data available. If you remember, one of our strategies we talked about at one of our last meetings was we needed to implement a standardized interdepartmental process to collect, analyze, share demographic participation and satisfaction levels with our culture and lifelong learning offerings. This is an area where we really need to refind, we really need to work to measure what that is to try to provide you as a council with meaningful data. With that I will turn back to Ed. >> Mayor Adler: Ray, you have a lot of

data on the slides, can you get that to us? >> We are in the homestretch for today's presentations. >> [Indiscernible]. >> We're kind of in the home stretch for today's

[2:13:43 PM]

presentations homestretch for today's presentations, just a few slides to go for culture and lifelong learning. We have opened a fabulous library. \$7 million for the operation of that resource. Also within that library, the council added \$375,000 to the books, materials annual funding. And restored Friday branch hours. Friday hours at the branch libraries and added six positions as a result for \$414,000. Lots of new investments in the areas of libraries. The additional positions at dust spring rec center, I talked about health, that is where that is aligned. We added eight positions in the parks department to provide community support to various rec centers and Asian American resource center for total of almost \$500,000. Put one-time money in the budget for a master plan for the Asian American resource center in our economic development department. Adding \$275,000 of ongoing funds and \$200,000 of one-time funds to pay for two new positions for a music, statement services group, and provide funding for the performing arts space crisis. And finally, there was a child care continuity, social service correct that council approved in the amount of \$175,000. That was 50% aligned with this activity. So that is the total of our new investments for this outcome. We can go back to ray really quick here in regards to the continuing conversations. >> Yeah. So council, I want to make you aware of four conversations currently occurring at the staff policymaker levels. You see them listed here. I will go ahead and provide a little bit of context on each one of them. The first one is the omnibus implementation. The staff presented to council

[2:15:44 PM]

an outline of the plan of action to the challenges being faced by those in the music and creative ecosystem in our community. Since then, the economic development department has been tracking the implementation of roughly 75 pages of recommendations from that report. Primarily, those in the top 10 priority areas. Chief among them is the issue of creative affordable space. And the omnibus continues to serve as the guide post or north star on policy and program conversations across many city departments as well as with the community regarding the specific needs of the creative ecosystem. The second one is chapter 380, revisions, you may remember that last March, council adopted a resolution calling for recommendations aimed at revising the city's economic development incentives policy. This policy is supposed to serve as direction for staff to bring forth potential investment opportunities, including public-private partnerships with the department, economic development planning to present a conceptual framework for council discussion next month, which will include, in my understanding, a variety of options to consider for program development. Including those that would provide a path forward for incentivizing developments that provide additional creative space, and capacity as a community benefit. Next is the cultural asset mapping project and thriving in place report. That is an initiative started by the cultural arts department started in 2016 and 2017 in an effort to map the Austin

cultural facilities and better understand how they're distributed across our community. The result of this work culminated in a series of maps. I believe there are maps in every council district highlighting the trends in

[2:17:48 PM]

Austin's creative sector and cultural development. As a complement to the cultural asset mapping project report, there was the creation of the resource guide, report and primer on the best practices in the economic development for cultural spaces. Thriving in place, the report I referred to offers introduction to key considerations in cultural district planning in site specific strategies aimed at reinvesting the value created by cultural spaces to ensure that they and the surrounding communities avoid displacement -- displacement and thrive in place. Finally, the last one is a resolution put forward by councilmember kitchen, in which they adopted unanimously last week, which is directing the city manager to research a variety of potential approaches including economic development and policy tools in addition to creating a cultural trust to provide property for creative use, identifying incentives to provide space for cultural and arts uses in mixed use developments, using microloans and grants to assist arts groups with expenses related to spaces and identify provisions that can be used to encourage creation of art spaces in high population corridors. These are areas that my understanding, the economic development department has already been working on. So staff is eagerly looking forward to developing the recommendations and having a more robust and in depth conversation with council in coming months. So that's the end of my remarks, if anyone has questions, both myself and my project manager Laura Fozzer are here. >> Mayor Adler: Last report was July of 16, and you have been implementing that and focus on 10. If that is something you are doing, provide that to us. >> We'll reach out --

[2:19:50 PM]

>> . >> Mayor Adler: Give us a status on that or update. That would be helpful. >> We can do that. >> Mayor Adler: Thank you. Ms. Houston. >> Houston: Thank you mayor and thank you for the work. As we speak, every week I get a notice that one of my creative spaces is gone or will be gone at the end of their lease. So this does tear at my heartstrings. And there is nothing I can do about that. Slide 15, help me remember what child care continuity is. We passed so many resolutions, I don't remember that one. Social service contract, 50% here, the other 50% -- I don't know where it is. >> In regards to the other 50%, I would have to go back and check. I don't remember that and what it is supposed to do. >> It is related to the early childhood council, wanted to gather current child care community services data, performance funding levels and impact of current services. We can get you information on that program and the other 50%, what it was aligned with. >> Houston: Thank you. >> Mayor Adler: Yes, Leslie? >> We also -- it may be one of the smaller number figures like Greg brought up previously on another topic, \$240,000 that we allocated to extend the amount of time that cultural centers were open. So that we

could have additional venues for performances. It was at the carver and aarc and the Mac. >> Mayor Adler: Ok. >> You may want to -- I don't see that on here. But that would be something we

[2:21:51 PM]

would want to look at to continue. I would think. Thanks. >> Mayor Adler: Alison. >> Alter: Thank you for the presentation. For the community that wasn't at the strategic planning retreat, I think it would be helpful to explain, you did a little bit, but in the context. This is a strategic outcome that we do not have the data for. And so it is going to feel behind the other outcomes in terms of where we are, because we don't have that data. So part of what we have identified in our plan is that we have to get the data so we can invest and have the most impact. I just wanted to invite the team, if you wanted to add anything to that as context, because I don't want folks to walk away from that lack of data and in any way feel that this is not a priority or something that we care about and they did not have the benefit of participating in those discussions and Mr. Cronk was not there for those discussions. So I just want to put that in context and invite you, if you had anything else you wanted to add to that, to help us think about, you know, this area in particular. >> Mayor Adler: [Indiscernible]. >> We would be happy to, glad you brought that up. That is the purpose of sled 13, that is the shell Silverstein missing piece slide. That is exactly what that is pointing to. As ray talked about, we have a lot of data in the lifelong learning arena, but it doesn't really tell a story. That is to say, we have a lot of data in the creative class area, and it does tell a good story. So what we have proposed in our metrics are finding those pieces of data that will complete the story. So there is -- if you look in the appendix, there is a lot of Xs. Many, many more Xs than there

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are check marks. So we have created a bunch of new data so that we can have a more meaningful story to tell around our culture and lifelong learning outcome. >> And part of where we're going is to uncover the duplication to help have investments with more of a return. >> Yes, indeed. >> Ok. >> Mayor Adler: Ok. Ms. Houston? >> Houston: I can respond. On page 21, percentage of residents who report feeling welcomed in Austin. I can tell you about a number. I go in some places in my district and they look at me like what are you doing here. I hear that story over and over again in east Austin. People feel unwelcome. >> Mayor Adler: Uh-huh smoit how are you going to capture -- >> Houston: How are you going to capture that? You give me your number, I will have them call you. >> Mayor Adler: What else? Any other comments on this or the general approach to this? When do we get the other two or three? I don't know if you will be able to do transportation. Mobility. When do we get the other departments? The other -- outcomes. >> We have three more outcomes. We're currently working on them. We'll get them through the review process. We would like to get them to you in advance of March 7. That is typically what we try to do. We weren't able to do it for this particular batch, but March 7, at the latest you will get them, hopefully before then, let me put it that way. Those are all under development still as we speak. And so, we will have a mobility presentation. I don't know that we'll have any performance

data for it. That aspect of the strategic plan was left blank, for now. But we will definitely be able to tell you our current budget and how it aligns to the

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mobility outcome and talk about recent investments and continuing conversations as it pertains to the mobility outcome. We'll have that outcome, and do economic opportunity and affordability and then the government that works outcome. That is planned for March 7 and bringing forward our presentation of this year's results on the annual citizen survey. >> Mayor Adler: Great. Yes? >> Flannigan: I want to thank the staff. This is incredible, absolutely incredible work. I can't wrap my head around how much effort it would have required to reframe an organization of this size so quickly when we just recently decided this is what we want to see. I am impressed with work, it feels exactly like what I was looking for. An opportunity to see the budget and when I look at this, I can know where the prior decisions got us. It will help focus my staff's efforts and my efforts in ways I certainly didn't know how to do my first year. I am impressed and want to -- impressed and want to thank y'all. >> We're excited too and a better way to work the budget. It is to lay the groundwork. It is a lot of information we're hitting you with and more on March 7. This is the groundwork for the new paradigm for the budget conversations, the conversations around your strategic plan, your strategic priorities. This is just laying the groundwork. The exciting stuff will happen April 4 when we do the forecast, the priority setting and getting into the budget process it will be really good, I think. >> Mayor Adler: Alison. >> Alter: I would like to echo that sentiment. I hope it will allow us to prioritize and get into the

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meat of the budget, stop doing things we shouldn't be doing and doing things we most want to be doing. One piece that was not covered today and I understand why it wasn't, where I would also like to see this lens applied is with the capital best of your knowledge -- budget, and given that we will consider a bond, we can use this lens in that discussion as well. Both in terms of what is already in the pipeline, but also in what is proposed. So that we can understand where there may be gaps and to be able to carry through this lens into thinking about the capital budget, which we didn't really dive into very much in this past year, but with the bond, we will be doing that in one way. But there is still a question of whether what we have in the pipeline is lining up with the priorities as well. That we may need to consider. I don't know what the process is for that, but I think we might want to look at that. >> Mayor Adler: Ok. Anything else? Ms. Houston? >> Houston: I thanked you earlier, and I will ditto again. It has been great. One of the things, if we can get the community survey earlier to look at that. >> We can do that, for sure. >> Houston: That is a dense document. So if you can get that to us earlier, I would appreciate it. >> Ok. >> Mayor Adler: I will reiterate, too, I think it really frames up the conversation and manager, I think that lane deserves a lot of the credit for this, because she championed this concept before a lot of us saw how it would play out systemically, she saw that. Thank you. Anything else?

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>> Houston: Is that your final answer? >> Beautiful. >> Mayor Adler: It is 2:31 and this meeting is adjourned. [Adjourned]