



Strategic Direction 2023 (SD23)

Briefing to:
Community Development Commission (CDC)
December 10, 2019



Impetus for Strategic Direction

Research conducted in 2017, a few years into the City's new 10-1 system of geographic district representation, concluded four areas for the organization to address:

1. Lack of clear, shared citywide priorities
2. Shared sense that City is not dealing with critical issues that will determine its future
3. Effective governance has been a challenge
4. Inadequate feedback and learning loops

As a single playbook for the City of Austin, this strategic direction addresses these areas of opportunity and establishes a framework for effective governance going forward.

SD 23 was adopted by the Austin City Council on March 8, 2018 to guide the City of Austin for the next three to five years.



The Six Strategic Outcomes



ECONOMIC OPPORTUNITY & AFFORDABILITY

Having economic opportunities and resources that enable us to thrive in our community.



MOBILITY

Getting us where we want to go, when we want to get there, safely and cost-effectively.



SAFETY

Being safe in our home, at work, and in our community.



HEALTH & ENVIRONMENT

Enjoying a sustainable environment and a healthy life, physically and mentally.



CULTURE & LIFELONG LEARNING

Being enriched by Austin's unique civic, cultural, ethnic, and learning opportunities.

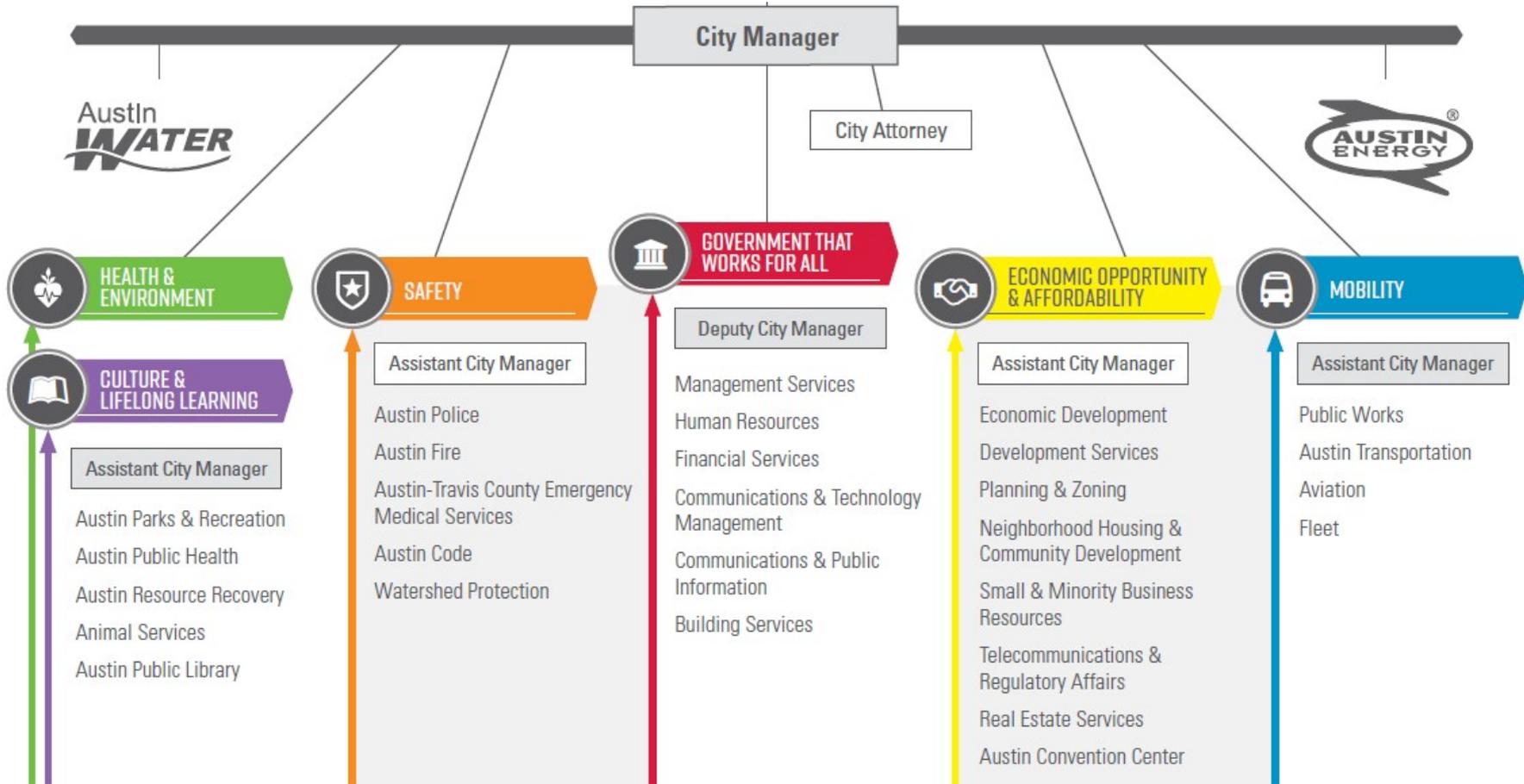


GOVERNMENT THAT WORKS FOR ALL

Believing that city government works effectively and collaboratively for all of us—that it is equitable, ethical and innovative.



Outcomes by Department





Economic Opportunity & Affordability

Challenges we face:

1. How might we break the cycle of poverty and inequity so that all residents experience economic mobility?
2. How might we maintain a resilient economy, e.g. supporting small businesses and skilled workforce, that provides equitable opportunities for people and business?
3. How might we ensure Austin's land use policies, processes and programs help create more complete communities (i.e. communities where people's basic needs can be met with short trips) in our city?
4. As cost of living rises, how might we increase equitably distributed options for household affordability in all parts of town?
5. How might we leverage both prevention and service delivery to reduce the number of people experiencing homelessness in Austin?



Economic Opportunity & Affordability

Indicators:

A. Employment

Sample metric: Unemployment rate (segmented by key demographics such as race and age)

B. Income equality

Sample metric: Number and percentage of residents living below the poverty level

C. Cost of living compared to income

Sample metric: Percentage of households that are considered cost-burdened based on calculation of housing and transportation costs relative to income (utilities, child care, property tax, and health care costs to be added as data becomes available)



Economic Opportunity & Affordability

Indicators:

D. Housing

Sample metric: Number and percentage of residential plan reviews completed on-time

E. Homelessness

Sample metric: Number and percentage of persons who successfully exit from homelessness

F. Skills and Capability of our community workforce

Sample metric: Number and percentage of people who successfully complete Workforce Development training

G. Economic mobility

Sample metric: Number of persons placed out of poverty into middle-skill jobs



Economic Opportunity & Affordability

Strategies:

1. Influence the supply of jobs to support availability of and access to middle-skill jobs and expansion of jobs/employers to benefit communities experiencing high unemployment or lacking access to jobs.
2. Influence the skills of our local workforce by developing and implementing a City of Austin workforce development roadmap to meet regional goals. Align local workforce skills with needs of employers and track outcomes with a special focus on economic improvement for people of color and historically marginalized communities.
3. Assess outcomes of our programs that support entrepreneurship and designated small, minority-owned, women-owned and disadvantaged businesses and optimize for participant success (e.g. business expansion, revenue, profitability).



Economic Opportunity & Affordability

Strategies:

4. Serve as a model employer in addressing workplace inequity and influence other employers in Austin to adopt similar practices.
5. Develop and act on recommendations to reduce the number of households and businesses displaced from Austin due to unaffordability.
6. Implement “highest potential impact” actions identified in Austin’s Strategic Housing Blueprint.
7. Acknowledge Austin’s history of racial segregation and counter it by applying an equity perspective to the City’s land development code and associated programs and policies, aligning with community priorities as articulated in Imagine Austin, and ensuring affordable housing options throughout Austin.
8. Define and enact our response to homelessness focusing on efficient and effective use of our resources to address disparities, prevent homelessness, and support housing stability.



Economic Opportunity & Affordability

Strategies:

9. Develop and enact recommendations for supporting successful housing and employment outcomes for individuals re-entering the community following incarceration.
10. Create equitable access to quality Early Childhood Education (ECE) by supporting families who do not qualify for existing free programs and cannot afford quality programs on their own, increasing availability of quality ECE programs, and encouraging living wages for ECE providers.
11. Advance economic mobility by equipping and empowering families with wraparound services over a multi-year period so that parents can succeed in the workforce and children are prepared to succeed in adulthood.
12. Support a resilient business environment that supports a climate of innovation, entrepreneurship, and investment and reflects our community values by optimizing City processes and regulations to improve affordability and timeliness.



SD23 and the Budget

- Budget timeline is advancing by one month
- Why is Office of Performance Measurement asking for more information?
 - Assist Assistant City Managers with an "at your fingertips" inventory of everything their departments do
 - SD23 Alignment and Gap Analysis – How do items align? For those that don't, is there a gap in SD23?
 - Leveraging – What opportunities exist for partnerships among departments?
 - Reporting – Better able to report to Council/public/internally about what work is taking place to support SD23
- Life under a new 3.5% revenue cap



Questions and Where to Find Out More

Visit: <https://www.austintexas.gov/financeonline>

Select Strategic Plan

