



CITY OF AUSTIN  
**STRATEGIC DIRECTION**

# Strategic Direction 2023

## Metrics

November 30, 2017

START	END	TOPIC
9:00	9:10	Opening Remarks
9:10	9:30	Welcome; Review Workshop Purpose, Agenda, and Principles; Overview of Approach to Metrics
9:30	10:30	Outcome Area 1 – Economic Opportunity and Affordability
10:30	10:45	BREAK
10:45	11:45	Outcome Area 2 - Culture and Lifelong Learning
11:45	12:30	LUNCH
12:30	1:00	Budget Alignment Discussion
1:00	2:00	Outcome Area 3 - Government that Works For All
2:00	2:15	BREAK
2:15	3:15	Outcome Area 4 - Safety
3:15	4:15	Outcome Area 5 - Health and Environment
4:15	4:30	Wrap Up & Next Steps

# What has happened since the October Workshop?



# I know that my family and neighborhood are safe when...



**CITY OF AUSTIN STRATEGIC DIRECTION** **MY ATX** **Safety** Names:

I know that my family and my neighborhood are experiencing safety when...

PEOPLE WALK AND BIKE AT SUNSET WITHOUT ANXIETY.	Drivers obey traffic laws	Everything Behind the Scenes is working well	RESIDENTS ENGAGE WITH EACH OTHER
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What should the City of Austin monitor to improve City services? (i.e. data, trends, maps, human experiences, indicators)

RESIDENT UNDERSTANDING OF TRENDS/LAWS THAT WILL AFFECT THEM.	Fast response times for first responders	Zip Code Newsletter - School notices - crime report - traffic - projects	Community Reporting Program	Community Survey
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CityWorks Class, 9/26/17



# Quality of Life & Equitable Outcomes Expedition





# All-Directors Summit





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### The Outcome Teams' Metrics Assignment:

- Start with Council's Indicator Categories
- Investigate Multiple Metrics Sources  
(*Imagine Austin*, e-Perf, CAN, benchmarking orgs, etc.)
- Develop Indicators & Metrics from a **Resident-Centric** Perspective
- Limit of No More than 3 Community Indicators & 3 City Contribution Metrics per Category
- Do not feel constrained by City's existing KPIs
- Do not feel obligated to cover all City departments

# Community Indicator vs. City Contribution

## Community Indicators

- Help the City understand whether the community is making progress at achieving the stated outcome
- Will likely measure things that are *beyond the control of the City government*

## City of Austin Contribution Metrics

- Measure the *contribution* the City (through its programs and policies) is making toward achievement of the stated outcome
- Likely involve data collected by the City and demonstrate the quantity and/or quality of the City's efforts to positively “move the dial” on one or more of the community indicators.



# Characteristics of Effective Performance Indicators

**Relevance:** The indicator would be considered meaningful by Austinites, and it relates specifically to the outcome.

**Understandability:** The indicator is clear, concise and easy for people inside and outside the City to comprehend.

**Timeliness:** The data is available frequently enough and soon enough to inform key decisions.

**Comparability:** The indicator allows one to tell over time whether City performance is getting better or worse and how well Austin's performance benchmarks with "competitor" jurisdictions.

**Reliability:** The data being used is verifiable, bias-free, and accurate.

**Cost-Effectiveness:** The time and expense to gather, analyze and report the data is justified given the expected value for making better decisions.

**Influence:** The City has some ability to impact the indicator by its actions.

**Segmentability:** The data has the potential to be broken down and analyzed to assess the City's performance from an equity perspective.

# Segmentation of Metrics Data

- Value of Segmentation
- Examples of how metrics can be segmented:
  - Race/Ethnicity
  - Age
  - Gender
  - Geography
  - Department/Program

# End Goal... Public Friendly Dashboard







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### Structure of Today's Session for Each Outcome

- 10 minutes for Outcome Champion/Project Manager(s) to present highlights of proposed metrics
- 45 minutes for discussion by Indicator Category
  - Suggested improvements
  - Additional metrics to consider
- 5 minutes for Council Members to complete any written feedback

# Economic Opportunity & Affordability

## *Strategic Outcome:*

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

## *Council Indicators:*

- Employment
- Income equality
- Cost of living compared to income
- Housing
- Homelessness
- Skills and capability of our community workforce
- Economic mobility

# Culture & Lifelong Learning

## *Strategic Outcome:*

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

## *Council Indicators:*

- Quality, accessibility, and diversity of civic and cultural venues, events, programs, and resources
- Vibrancy and sustainability of creative industry ecosystem
- Appreciation, respect, and welcoming of all people and cultures
- Honoring and preservation of historical and ethnic heritage
- Lifelong learning opportunities





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# Budget Alignment Discussion

# Guiding Principles for FY2019 City of Austin Budget Development Process\*

As we redesign the process by which the staff develops and the Council approves the City's budget, we will work to build a process that incorporates the following guiding principles:

- We will align the budget to the six outcomes of the Strategic Plan; the budget will also continue to document how the budget is allocated among individual City departments.
- We will identify and evaluate ideas for how the City might allocate its resources (or generate new revenue) as early as possible in the process.
- When we consider spending proposals (whether they are for new or existing programs), we will clarify which of the six outcomes they are intended to improve as well as the indicator or metric that they are seeking to impact.

*\* Revised per October 26<sup>th</sup> Workshop*

# Guiding Principles for FY2019 City of Austin Budget Development Process\*

- We will approach the budget development process as a collaborative effort between Council and staff, with each focusing on their respective role of policy direction-setting (Council) and operational implementation (staff).
- We will comply with our established financial policies.
- We will make budget decisions based upon aligning Council priorities and community needs, as evidenced by data and community input.
- We will ensure that the budget process is open, transparent and accessible; as such, we will encourage and facilitate inclusive opportunities for public input and debate on budgetary choices.

*\* Revised per October 26<sup>th</sup> Workshop*



# Status Quo Budget Development Process

February 21 – Full Day	March 7 – Full Day	April 25 – Half Day
<b>In depth enterprise department reviews:</b> <ul style="list-style-type: none"><li>• Austin Energy</li><li>• Aviation</li><li>• Convention Center</li><li>• Public Works</li><li>• Austin Transportation</li></ul>	<b>In depth enterprise department reviews:</b> <ul style="list-style-type: none"><li>• Austin Water</li><li>• Austin Code</li><li>• Austin Resource Recovery</li><li>• Watershed</li></ul>	<b>Financial Forecast and Economic Outlook:</b> <ul style="list-style-type: none"><li>• Economic Outlook</li><li>• General Fund Revenues and Expenditures</li><li>• Enterprise Funds</li><li>• Capital Improvements</li></ul>

# Proposed Strategic Budget Development Process

February 21 – Full Day	March 7 – Full Day	April 4 – Full Day
<b>Strategic Outcome Budget Alignment:</b> <ul style="list-style-type: none"><li>• Econ. Opp. &amp; Affordability</li><li>• Mobility</li><li>• Culture &amp; Lifelong Learning</li></ul>	<b>Strategic Outcome Budget Alignment:</b> <ul style="list-style-type: none"><li>• Health &amp; Environment</li><li>• Safety</li><li>• Government that Works</li></ul>	<b>Financial Forecast and Economic Outlook:</b> <ul style="list-style-type: none"><li>• <u>2 hours</u> – abbreviated financial forecast</li><li>• <u>6 hours</u> – facilitated Council discussion of FY19 budget priorities based on completed Strategic Plan</li></ul>
<ul style="list-style-type: none"><li>• <i>How much is the City currently spending?</i></li><li>• <i>What is the current performance level?</i></li><li>• <i>Where has the City made recent investments?</i></li></ul>		

# Government that Works for All of Us

## *Strategic Outcome:*

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

## *Council Indicators:*

- Financial cost and sustainability of City government
- Condition/quality of City facilities and infrastructure and effective adoption of technology
- Satisfaction with City services
- Employee engagement
- Stakeholder engagement and participation
- Equity of City programs and resource allocation
- Transparency and ethical practices

# Safety

## *Strategic Outcome:*

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

## *Council Indicators:*

- Success of Emergency Response Outcome
- Community Compliance with Laws and Regulations (actual and perceived)
- Prevention and Preparedness for Emergencies
- Administration of Justice
- Quality and Reliability of Safety-related Infrastructure and Utility Services

# Health & Environment

## *Strategic Outcome:*

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

## *Council Indicators:*

- Healthy conditions among individuals [absence of unhealthy conditions]
- Accessibility to quality health care services, both physical and mental
- Accessibility to quality parks, trails, and recreational opportunities
- Environmental quality and resilience
- Food security and nutrition





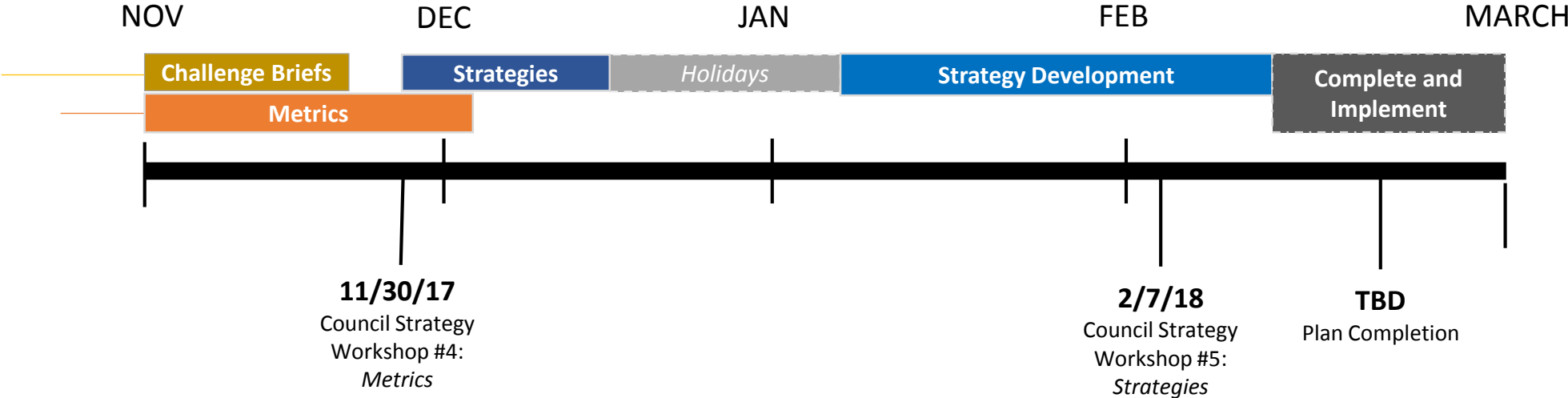
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# Next Steps



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Strategic Plan Development Schedule



# Next Steps

- Strategy Development
  - Utilize extensive research completed by Outcome teams (124 plans!) plus collaboration with departments
  - Ensure cross-cutting issues are reflected
    - Equity, sustainability, innovation, prevention, community relationships/engagement, etc.
- February 7: Council Workshop on Strategies