MEMORANDUM

TO: Mayor and Council

FROM: Veronica Briseño, Director
Economic Development Department

DATE: October 2, 2019

SUBJECT: Equitable Chamber Funding Report

The purpose of this memo is to introduce the attached report, *Equitable Chamber Funding* in response to CIUR 2111 (formerly 1955). This study resulted from City Council's adopted City of Austin Budget for Fiscal Year 2017-2018, which the Council also directed staff in to provide recommendations on methods to equitably fund the chambers of commerce and the Austin Independent Business Alliance (AIBA).

The attached final report details a recommended method that has the flexibility to adjust to City Council priorities. At this time, we respectfully recommend that you accept the report and its findings. Be advised that all chamber contracts are set to expire in the first quarter of Year 2020. However, moving forward in 2020 we will provide the chambers an additional year of current funding as a transition year. We have a consulting contract in place to assist them in transitioning from 2020 to 2021, to assist them with adopting several key recommendations, and to allow possible change to new funding based on the equity structure. We anticipate this report will be used as a road map for making decisions on future chamber funding.

If you need additional information or would like to schedule briefing to review this report, please contact me at 512-974-2156 or veronica.briseño@austintexas.gov.

xc: Spencer Cronk, City Manager
J. Rodney Gonzales, Assistant City Manager
Sylnovia Holt-Rabb, Interim Deputy Director
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FINAL REPORT

City of Austin
Economic Development Department
Equitable Chamber Funding

September 2019

SABRE DEVELOPMENT

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Executive Summary

The project's goal is to develop a formula and methodology to allocate City of Austin (referred to from here out as "City") funds to local, nonprofit, business, and economic development-related organizations that will result in an equitable allocation between said organizations. An equitable allocation considers the target population that each funded organization represents, in addition to the pursuit of equitable outcomes for all Austinites. The formula and methodology will also provide the City with a mechanism for engaging new business and economic development organizations who request City funding in the future.

This project was initiated in response to CIUR 1955 (now CIUR 2111), which aimed to provide recommendations on methods to equitably fund the chambers under contract with the City. The chambers that the City currently funds include: Greater Austin Black Chamber (GABC), Greater Austin Asian Chamber (GAACC), Greater Austin Hispanic Chamber (GAHCC), Austin LGBT Chamber (ALGBTCC), Greater Austin Economic Development Corporation (GAEDC), Austin Independent Business Alliance (AIBA) and Austin Young Chamber (AYC). A review of the Council excerpts initiating the budget rider showed that the discussion primarily centered around determining how to equitably fund the Multi-Ethnic Chamber Alliance (MECA) based on metrics.

A stakeholder engagement process was executed that included both group and one-on-one meetings with contracted and prospective chambers. An important engagement item was the self-assessment—which was produced to gain an understanding of each organization's current capabilities and the unique needs that apply to their constituents, in addition to identifying how these factors correlate with the City's new strategic direction. Additionally, engagement with City staff across multiple departments was coordinated to ensure that alignment with various City functions such as Strategic Direction 2023 (SD23), equity, budget, and economic development initiatives were achieved through the process.

National best practices research was conducted to identify major U.S. cities that have contractually engaged with local chambers, especially with a focus on equity-based programming and equitable funding models. It was found that some cities had and/or have relevant city-funded equity initiatives, but none that funded chambers specifically. Overall, it was uncommon to identify chambers that are funded by a major city government's general fund in the same manner as Austin. However, it was found that Philadelphia, Portland, and Cincinnati offered particularly interesting case studies for economic development-focused equity initiatives.

Utilizing the data collected from the stakeholder engagement process, best practices research, and other data sources such as the U.S. Census Bureau, five factors were determined to be the most defining considerations of equity in the context of this project: race, population, education and income, economic discrimination, and capacity building.

Race: Racial equity is the condition when race no longer predicts a person's quality of life outcomes in the Austin community. The City recognized that race is the primary determinant of social equity and therefore will begin the journey toward social equity with this definition.

Black*	Asian*	Hispanic/Latino*	LGBT*
Qualifies	Qualifies	Qualifies	N/A

*__Note__: Mirrors chamber names. ALGBTCC's assessment referred to the LGBTQIA population as "LGBT".

Population: Based on best practices research, the only U.S. city that engages in equitably funded programming is the City of Portland, and their equitable funding model is centered around the investment of resources using a per-person measure for neighborhood-based initiatives.

Black	Asian	Hispanic/Latino	LGBT
69,848	64,049	316,709	48,596*

Source: *United States Census Bureau and Gallup, Inc. (*consultant's determination)*

Education and Income: The link between educational attainment (Edu) and household income (HHI) is very strong and effectively illustrates social inequity in Austin. Research and demographic data clearly display the correlating differences in income and educational attainment by race and ethnicity.

Austin Median HHI	Black	Hispanic/Latino	Asian	LGBT
$63,717	$41,433	$47,330	$80,684	Above Median*

***Source**: United States Census Bureau (*consultant's determination)*

Austin Avg Edu %	Black	Hispanic/Latino	Asian	LGBT
49%	24.7%	23.8%	73.5%	Above Avg*

***Source**: United States Census Bureau (*consultant's determination)*

Economic Discrimination: Economic discrimination (see Definitions section) is experienced across each of the populations that the MECA Chambers represent. Research showed that economic discrimination in any form is detrimental to both those that are being discriminated against, and the employers and markets that are attempting to maximize productivity.

Capacity Building: Based on best practices research and stakeholder engagement, it was determined that capacity building (see Definitions section) was an important component to achieving more equitable outcomes. On average, across all the participating chambers, the City funds 32.95% of their annual operating budgets based on revenue.

GAEDC	AIBA	AYC	GAHCC	GABC	GAACC	GALGBTCC
10%	26%	14%	23%	53%	45%	59%

The equitable funding formula and methodology begins with the total annual funding for the participating chambers, which totaled $1,208,250 for the most recent fiscal year. Based on the stakeholder engagement and self-assessment results, the four MECA Chambers directly address equity as a primary function of their organization's mission and qualify as an equity-based organization, and the other chambers are considered non-equity-based organizations. Therefore, the $1,208,250 is divided into equity and non-equity budgets based on this qualification.

Equity Budget				
GABC	GAHCC	GAACC	ALGBTCC	Total
$171,000	$212,500	$202,500	$153,750	**$739,750**

Non-Equity Budget			
AIBA	GAEDC	AYC	Total
$70,000	$350,000	$48,500	**$468,500**

This distinction establishes the base **equity budget** at $739,750 based on the current funding that the MECA Chambers receive, and a remaining budget of $468,500 for the non-equity organizations. The base equity budget currently comprises of 61.2% of the Economic Development Department's (EDD) total chamber budget, which is called the **equity dial**.

Equity Dial and Base	**61.2%**	**$739,750**

Once the equity dial and base equity budget are established, then the equity budget is **equitably distributed** based on the factors previously identified: race, population, education and household income (HHI), economic discrimination, and capacity building. These five factors are weighted equally due to their matching importance in addressing equitable outcomes and when totaled, equal the base equity budget. The funds are then equitably distributed across the equity-based organizations based on qualification (divided equally amongst applicable chambers) and population (divided proportionally amongst chambers), based on the population that they represent and as identified in the equity factors section. These total figures subsequently create an updated allocation and **equitable percentage** for each equity-based organization.

Equity Factors			**GABC**	**GAHCC**	**GAACC**	**ALGBTCC**
Race	20%	$147,950	$49,317	$49,317	$49,317	N/A
Population	20%	$147,950	$20,701	$93,864	$18,982	$14,403*
Edu/HHI	20%	$147,950	$73,975	$73,975	N/A	N/A*
Econ. Discrimination	20%	$147,950	$36,988	$36,988	$36,988	$36,988
Capacity Building	20%	$147,950	$49,317	N/A	$49,317	$49,317
Total	**100%**	**$739,750**	**$230,297**	**$254,143**	**$154,603**	**$100,707**
Percentage			**31%**	**34%**	**21%**	**14%**

***Note**: The U.S. Census Bureau does not publish detailed LGBT demographic data in the same manner as the other populations. These figures were determined by the consultant's research and a detailed explanation of the equitable distribution determination can be found in the Equitable Funding Factors section.

The equity model is intended to be flexible and can be adjusted in five different ways, (1) an equity factor can be added to or removed from the model, (2) an equity qualification determination can be amended, (3) a new equity-based organization can be added to the model, (4) the non-equity budget can be decreased by organization and the equity budget increased, and/or finally, (5) the equity dial (percentage of budget allocated to equity-based organizations) can be increased or decreased. Examples of each are outlined in the Equitable Funding Formula & Methodology section.

Methodology

While the topic of social equity is not new, the development of an equitable funding formula and methodology is a recent concept. Therefore, from a research standpoint, the goal was to ensure that a comprehensive engagement process was executed to thoroughly understand the various stakeholders and their constituents. Additionally, aggregating and evaluating a variety of data points including national best practices research from other municipalities, publicly available data from the

U.S. Census Bureau, a self-assessment from the participating organizations, and various interdepartmental City functions was performed to develop a data-driven formula and methodology.

Running concurrently to the stakeholder engagement and data collection efforts was the creation of a draft equitable funding framework. The topic of social equity is complex and encompasses a variety of qualitative and quantitative data points, however, a funding formula is ultimately quantitative. Therefore, an incremental approach was deployed to develop a draft framework that would ultimately become the final proposed formula and methodology. This included evaluating a variety of base funding models, such as equal disbursements, flat rate, equal factor, weighted factor, and project based. All models were explored with City staff, but ultimately an equal factor model was selected due to its simplicity and effectiveness at quantifying a complex and sometimes unquantifiable topic.

Once all stakeholder engagement and data collection efforts were complete, the first step was to determine which organizations directly address equity and which do not, in order to establish an equity budget. Next, based on the research conducted, the most important factors were inserted into the draft framework, and weighted equally to evenly distribute the equity budget amongst the factors. Finally, the funds attributed to each factor were distributed across the equity-based organizations based on qualification as identified in the research. Four of the factors were not inherently quantifiable and were distributed equally based on occurrence. The fifth factor, population, is quantifiable and was distributed proportionally.

The model is intended to be adjustable by City leadership. The equity factors can be added or removed, and new equity-based stakeholders can be added. Additionally, the equity budget can be increased or decreased.

Background

Goal

The project's goal is to develop a formula and methodology to allocate City funds to local, nonprofit, business, and economic development-related organizations that will result in an equitable allocation between said organizations. An equitable allocation considers the target population that each funded organization represents, in addition to the pursuit of equitable outcomes for all Austinites. The formula and methodology will also provide the City with a mechanism for engaging new business and economic development organizations who request City funding in the future.

CIUR 1955 (now CIUR 2111)

The following direction was given to staff in the form of a budget rider: To provide recommendations on methods to equitably fund the chambers including Small Business (AIBA) (see Appendix 1). A review of the Council excerpts initiating the budget rider show that the discussion centered around equalizing the City's funding to the MECA Chambers (see Appendix 2). Ultimately, the Mayor and Council settled on determining how to equitably fund the Chambers based on metrics. The EDD provided an initial update to City Council on the proposed approach to address the Budget Rider (see Appendix 3). The EDD recommended that in addition to the MECA Chambers and AIBA that there also be an invitation to include other chambers to participate in the stakeholder process. This invitation would include, but is not limited to, chambers that currently receive funding from the EDD, in addition to other chambers. The department recommended a broader outreach and stakeholder process to chambers to address

funding recommendations that will align with applicable Strategic Plan outcomes, specifically Economic Opportunity & Affordability and Culture & Lifelong Learning.

Stakeholder Engagement

The project was launched in December 2018 (see Appendix 4), and an extensive stakeholder engagement process was executed that included both group and one-on-one meetings with participating organizations, as well as a self-assessment to build a detailed profile of each organization. Additionally, engagement with City staff across multiple departments was coordinated to ensure that alignment with various City functions such as SD23, equity, budget, and economic development initiatives were achieved through the process. (See Appendix 5)

Stakeholder Meetings

Four stakeholder meetings were conducted with the participating chambers that currently receive funding from the EDD. In addition to the EDD leadership, other City participants in these stakeholder meetings included the Office of Community Engagement (OCE), Office of Performance Management (OPM), and the Equity Office. The chambers participated in series of group exercises which gained insight into the chamber's constituents and their needs. The Equity Office discussed the City's definition of equity and the various factors that comprise it (see Appendix 6). OPM reviewed the strategic outcomes from the City of Austin's SD23 initiative (see Appendix 7 and Appendix 8).

The participating chambers identified Economic Opportunity & Affordability (EOA) and Culture & Lifelong Learning (CLL) as the top SD23 outcomes that the chambers aligned with. The consultant led detailed discussions further expanding on each of these SD23 outcome's indicators and metrics (see Appendix 9). Lastly, the consultant introduced the chambers to the City's programs and partners that best aligned with the group's feedback, which included presentations from Workforce Solutions Capital Area and the EDD's Cultural Arts Division (CAD) and Small Business Program (SBP).

Individual Chamber Engagement

At the beginning of the project, the consultant interviewed each chamber to be introduced to each other, set proper expectations for the project, and to have a candid conversation about the given chamber's contractual relationship with the City. Additionally, during the self-assessment process, a check-in call was scheduled with each chamber to identify any questions or issues that the executives had with the assessment. Upon receiving and reviewing the submitted assessments, a follow up interview was scheduled with each chamber to review their results, ask follow up questions, and to obtain additional information on an as needed basis. Finally, for the chambers that met equitable criteria, a final interview was scheduled to identify organization-specific methods to improve their resources and increase revenues.

New Chamber Stakeholder Meeting*

* **Note:** The Women's Chamber of Commerce of Texas was also invited to this stakeholder meeting but was unable to attend. Additionally, the consultant made several attempts to follow up via phone and email but did not receive a response.

An additional stakeholder meeting was scheduled with other chambers that currently do not have a contract with the City but are interested in developing a working relationship. Two chamber executives attended this meeting, representing the Disability Chamber and the West Austin Chamber. To ensure consistency with the previous stakeholder meetings, EDD, OPM and the Equity Office staff were in attendance to provide an overview of the project's process, the SD23 initiative, and the City's commitment to equity. The Disability Chamber of Commerce and West Austin Chamber executives presented information about their organizations, including their history and a description of their constituents and the issues they face, in addition to the programs and services they provide.

City Department/Staff Alignment Overview

The project manager for this process was Dusty McCormick and the executive sponsor was Sylnovia Holt-Rabb. Each played an important role in the evolution of the engagement process and the factors that drive the equitable funding model. Engagement with additional City staff across multiple departments was coordinated to ensure alignment with various City functions.

Equity Office

The Equity Office was a key participant in each of the stakeholder engagement meetings and discussions around various project items including: an equity definition, quantifying equity, and other ongoing City equity efforts. Additionally, the Equity Office participated in the development of the self-assessment and the draft equitable funding framework.

Office of Performance Management (OPM)

OPM was a key participant in each of the stakeholder engagement meetings and discussions around the various elements of the City's SD23 planning process including the vision, outcomes, indicators, and metrics.

Budget Office

The Budget Office participated in discussions about the financial and budgetary aspects of the project. Additionally, feedback was received from the Budget Office on the draft funding model framework.

Global Business Expansion (GBE)

GBE discussed the division's vision for the programs and services that the chambers could contribute to, which included: Workforce Solutions Capital Area as a hub for workforce development training, the Chapter 380 incentives program, a commercial loan program, and the development of City-owned parcels into commerce.

Cultural Arts Division (CAD)

CAD's vision for programs and services that the chambers could contribute to included: a successful pilot program with the Greater Austin Asian Chamber of Commerce, identifying creative spaces for artists, and the professional development and growth of creative businesses. Additionally, the consultant met with CAD staff to learn about CAD's Cultural Arts Grant Funding Program and the quantitative formulas that drive its funding methodology.

Small Business Program (SBP)

SBP's vision for programs and services that the Chambers could contribute to centered around the chambers referring their small business members to the various small business resources that SBP provides to entrepreneurs including classes, coaching, funding, events, and other resources.

Chamber Self-Assessment

The goal of the self-assessment was to gain an understanding of each organization's current capabilities and the unique needs that apply to their constituents, in addition to identifying how these factors correlate with the City's new strategic direction. The self-assessment was developed in conjunction with the City of Austin Equity Office and utilized the City of Austin Equity Assessment Tool as framework for its development (see Appendix 10).

Self-Assessment Sections

The self-assessment sections were broken down as follows:

- Organizational details including name, mission, service area, a detailed description of the programs and services, performance measures and metrics, and the information systems and tool utilized by the organization.
- Membership including membership type, count, industry type, and employee count.
- Financials including annual operating budget, budget allocation, total revenue source breakdown, and an outline of all existing COA contracts.
- Equity which identified the way each organization specifically addresses social equity in addition to any demographic data that they may collect.
- Chamber needs overview to give the chambers the opportunity to tell their own story about their constituents' needs, the City services most important to their constituents, how those needs are being addressed currently, any additional resources required to meet those needs, and a description for how these details align to the City's SD23 initiative.
- Required supporting documents including most recent strategic plan, member list, Board of Directors, any recent member survey results, any research reports completed or utilized by the organization, any demographic data, and any additional information deemed important.

Chamber Self-Assessment Profiles

A dedicated profile was developed for each participating chamber (see Appendix 11), which summarizes their responses in order to provide an overview of each organization. Statements included in the profiles are direct quotes from each chamber's self- assessment.

National Best Practices Research

In conducting national best practices research, the goal was to identify major U.S. cities that have contractually engaged with local Chambers of Commerce, especially with a focus on equity-based programming and equitable funding models. In total, 43 major cities were reviewed (see Appendix 12). It was found that some cities had and/or have relevant city-funded equity initiatives, but none that funded chamber initiatives specifically. Overall, it was uncommon to identify chambers that are funded by a major city government's general fund. If such funding was identified, it was with a local

neighborhood-focused or community-specific agency. It was also found that some smaller cities, which did not have economic development staff, would contract with a local chamber for economic development services, or in a tourism-based local economy, the city would fund a local chamber via Hotel Occupancy Taxes. However, these situations were uncommon and not applicable to the current project's funding methodology.

Although there were not any cities identified working specifically to fund chambers for equity-based initiatives, relevant and useful economic development-based equity best practices were still found. Recurring themes were observed across these cities' projects and are detailed here:

- Identify the structural factors creating inequity
- Partner with other institutions and communities
- Build a culture of accurate, accessible, and transparent data
- Determine success indicators that reflect successful project implementation
- Provide equity capacity building and training to all involved parties

Top Case Studies

In addition to overall best practices listed above, it was found that Philadelphia, Portland (Oregon), and Cincinnati offered particularly interesting case studies.

Case Study A: City of Philadelphia

The City of Philadelphia, through its Rebuilding Community Infrastructure (Rebuild) Initiative,[1] will decrease racial disparities and increase membership and representation of minorities throughout the ranks in the building trades and will increase equitable obtainment of family-sustaining jobs by reducing barriers and increasing career preparedness of racially marginalized minorities.

Case Study B: City of Portland

Portland, Oregon is a leader in the development of equity frameworks and is the only city found to have explored the concept of equitable funding. On the Adopted City Budget for FY 2018-19, City Council directed the Office of Neighborhood Investment (ONI) "to work with relevant stakeholders to develop a methodology to equitably distribute existing resources among the neighborhood coalitions without additional funding.

In previous years, the focus of ONI's "funding equity" discussions have been on the investment of resources using a per-person measure within district boundaries**.** In Portland, the most obvious form of disparity is represented by East Portland. On a per person basis, East Portland Community Office (EPCO) was funded at the lowest level of all the district coalitions. The 2016 City Audit identified that in fiscal year 2015/16, EPCO received approximately $2 for each community member while Central Northeast received nearly $6 dollars for each community member. The fiscal year 2018/19 budget adopted by City Council included $30,000 in additional ongoing general funds for East Portland. As this fell short of the requested amount, the bureau initiated a plan to re-direct $120,865 in bureau and district coalition resources to ensure that EPCO is staffed at 3.7 FTE in fiscal year 2018/19. This represented an increase of 52% in base funding over the previous year for EPCO and was accomplished through the following:

- Redirecting $44,388 in existing bureau general fund dollars to EPCO.
- Redirecting $76,477 from the other six neighborhood coalitions to EPCO.

Case Study C: City of Cincinnati

In October 2018, the City of Cincinnati released the All-In Cincinnati: Equity Is the Path to Inclusive Prosperity report. This report outlines the agenda to put Cincinnati on the path toward inclusive prosperity including a series of 'Policy Priorities' aimed to achieve inclusive prosperity.[2] Below are two Policy Priorities of particular relevance:

"Leverage the economic power of large anchor institutions, such as hospitals and universities, for equitable community economic development. These anchors can develop intentional strategies to hire jobseekers facing barriers to employment, create on-the-job training opportunities, and purchase more goods and services from local and people-of-color-owned businesses that provide local jobs."[2]

"Support the expansion of businesses owned by people of color, especially women of color. A well-crafted, race conscious targeted city and county contracting program can create employment opportunities for people who are jobless because people-of-color-owned firms tend to hire more employees of color and people living in the community. The Minority Business Accelerator (MBA) launched by the Cincinnati Regional Chamber, and the Cincinnati Minority Business Collaborative are encouraging examples of positive steps that Cincinnati has taken to address this concern."[2]

Equitable Funding Factors

City of Austin Equity Statement (See Appendix 6)

Racial equity is the condition when race no longer predicts a person's quality of life outcomes in our community. The City recognizes that **race is the primary determinant of social equity** and therefore we begin the journey toward social equity with this definition. The City of Austin recognizes historical and structural disparities and a need for alleviation of these wrongs by critically transforming its institutions and creating a culture of equity.

Austin's Equity History

The City of Austin has a history of attempting to address equity, starting with the Austin Equity Commission, led by Chair Ray Marshall, which delivered a report in 2001 to the then Mayor and City Council titled, "Improving the Odds: Increasing Opportunities in Austin."[3] The Austin Equity Commission (AEC) was created by the Austin City Council and appointed by Mayor Kirk Watson in May 2000. The Commission's mandate was to "build consensus around a strategic vision for long-range economic prosperity and social equity for all." The commission examined seven highly interrelated subjects in depth: wages, education, workforce development, affordable housing, early education and care, community health, and transportation. In November 2016, Mayor Steve Adler announced the formation of a task force comprised of several local representatives from business, education, and criminal justice to address institutional racism in Austin called the Mayors Task Force on Institutional Racism and Systematic Inequities.

Equitable Funding Factors

There are five factors that we determined to be the most defining considerations in discussions of equity: race (per the City's definition above), population, education and income, economic discrimination, and capacity building. The following looks at the latter four more in-depth to better understand how they informed the proposed methodology for funding allocations. Factors and figures that are used to inform the equitable funding model are highlighted in yellow.

Population

As noted in the Best Practices section, the only U.S. city that engages in equitably funded programming is the City of Portland's Office of Neighborhood Investment (ONI). Their equitable funding discussions have been centered around the investment of resources using a per-person measure.

Austin Population Data

Austin's total estimated population from the latest U.S. Census Bureau, American Community Survey, latest 5-Year Estimates is 916,906.[4] With regards to defining equity in Austin on a population basis, the demographic data is directly attributable to the MECA organizations' respective populations and their subsequent population share.

	Black	Asian	Hispanic/Latino	LGBT	MECA Total
	69,848	64,049	316,709	48,596*	499,202
MECA %	14%	13%	63%	10%	100%

*Note—LGBT Demographic Data:

As noted in the ALGBTCC needs statement, "Research over time providing prevalence estimates of the LGBT population is lacking, with most researchers suggesting the population is under reported." (See Appendix 11) Although, the U.S. Census Bureau does collect same-sex household data, it does not currently collect comprehensive LGBT demographic data to the extent that it does for other populations. Therefore, using data provided by ALGBTCC and additional research, the consultant made the determination that the best figure to represent Austin's total LGBT population is 5.3%.[5]

MECA Population Distribution

Utilizing GIS software, Austin's MECA populations were distributed by Census Tract (see Appendix 13). Austin's Black population has a clear concentration in East Austin, east of I-35, in addition to the northeast portion of the city. The Hispanic/Latino population has a clear concentration in East Austin, east of I-35, in addition to the northern portion of the city, north of Route 183. The Asian population has a clear concentration in West Austin, west of I-35 and Mopac Expressway Route 1. For the aforementioned reasons, a population distribution could not be generated for the LGBT population, but based on conversations with ALGBTCC, they believe it is distributed across the entire city.

Education and Income

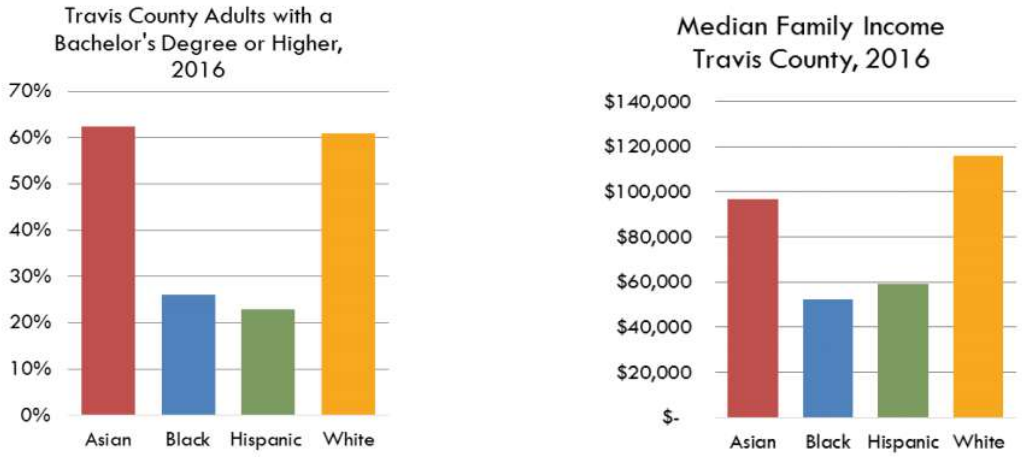
Based on discussions with the participating chamber executives and City staff, a critical factor contributing to inequity is the racial disparity in household income. Additionally, in reviewing the Austin's Equity Commission's (AEC) report, the following excerpt describes the link between income/wages and education.

"Education: While the AEC believes wage policies can help working people become self-sustaining, real progress up the economic ladder requires the development of the knowledge and skills required by our highly competitive, knowledge-intensive economy. Almost everyone agrees raising the amount and quality of education would do much to improve the long-run opportunities of disadvantaged students. Abundant research shows postsecondary education greatly improves lifetime earnings and quality of life."[3]

Recent research from the Federal Reserve Bank of St. Louis further expands upon the relationship between education and income, "The relationship between education and income is strong. In general, those with more education earn higher incomes. The higher income that results from a college degree is sometimes referred to as the college wage premium. Research shows that this premium has grown over time. In addition, in general, the more skills people have, the more employable they are. As a result, workers with more education have a lower average unemployment rate than those with less education."[6]

Building on the City of Austin's equity statement as race as the primary determinant of social equity, the 2018 Community Advancement Network (CAN) Dashboard (see Appendix 14) clearly illustrates racial disparities in terms of education and income.

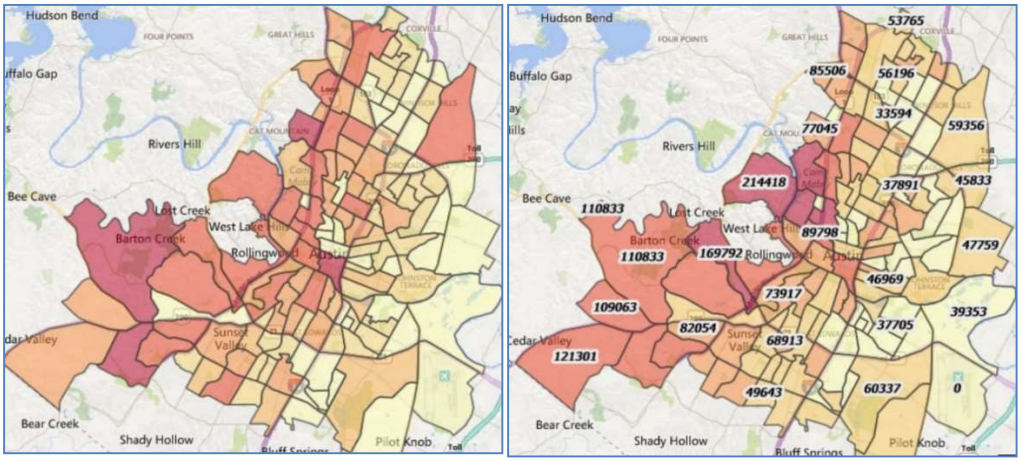
"There are stark differences in educational attainment levels and median family income by race and ethnicity. The following graph on the left depicts the percent of people in Travis County, over the age of 25, who have a bachelor's degree or higher. Approximately one-fourth of Black and Hispanic/Latino adults over the age of 25 have a bachelor's degree, and this contributes to lower incomes for these groups. The graph on the right depicts Median Family Income by race/ethnicity. Median income for Black families was 55% lower than the median income for White families, while Hispanic/Latino families earned 49% less than White families."



Source: American Community Survey 1-Year Estimates

Education and Household Income Distribution

The correlation between education and household income can also be clearly visualized in the two following maps. Educational attainment (left), including adults with a bachelor's degree or higher, and median household income (right) are both higher in West Austin. After considering the race-based population distributions previously identified, this would further support the fact that that the Black and Hispanic/Latino populations have lower educational attainment and household income.



Source: Census Tract. *United States Census Bureau*

Median Household Income

Austin's median household income, according to the 2017 American Community Survey five-year estimates, is $63,717. Median household income for the Black and Hispanic/Latino populations are significantly lower than that for Austin's total population. The Asian population's household income is significantly higher than the total Austin population. While LGBT household income data is not available in the exact same manner from the U.S. Census Bureau, evidence shows that the same-sex population has a higher household income than the non-same-sex population.

Austin Median HHI	Black	Hispanic/Latino	Asian	LGBT
$63,717	$41,433	$47,330	$80,684	Above Median*

* Note—Consultant's LGBT Income Determination:

1. Same-sex couple data from the 2017 American Community Survey shows that educational attainment (49.9%) and median household income ($92,225) is higher for same-sex couples than opposite-sex couples (40.6% and $88,683). This data is distributed across all age ranges, including 56% of the population over 45 years old.[7]
2. A report from the Department of the Treasury, Office of Tax Analysis, performed a review of joint filings by same-sex couples in 2013 and 2014. "The average adjusted gross income (AGI) of male-male filers was about $176,000, versus $124,000 for female-female couples and $113,000 for different-sex couples."[8] Also, the average age of the same-sex taxpayers was 47.
3. According to a Williams Institute analysis of Census 2000 data, almost one in five members of same-sex couples in the United States are people of color, and one in eight are Latino/a. Like people of color more generally, LGBT people of color are more likely to live in poverty. For example, African American same-sex couples are significantly more likely to be poor than African American married heterosexual counterparts and are roughly three times more likely to live in poverty than white same-sex couples.[9]
4. The Pew Research study provided by ALGBTCC in their Assessment states, "The Pew Research survey suggests that they have more education than the total adult population. And, all three survey sources indicate that they have lower family or household incomes (which is likely due, in part, to their younger ages and the fact that fewer live in family households, which tend to have higher incomes than other households)." (See Appendix 11)

Economic Discrimination

Research on the economics of discrimination suggests that discrimination has economic consequences for both the people being discriminated against and the people engaged in it.[10] Ultimately, the discriminated worker is paid less, and the discriminating employer incurs greater expense to obtain the same level of productivity. This is further supported by the 2007 Corporate Leavers Study that estimated that more than 2 million professionals leave their jobs each year due to discrimination, which resulted in an estimated cost of $64 billion to U.S. employers due to employment turnover and reduced productivity.[11]

An analysis of employer discrimination filings with the U.S. Equal Employment Opportunity Commission (EEOC) shows that the leading form of discrimination is based on race. However, the EEOC data does not include sexual orientation or LGBT status as a form of discrimination. In a report from the Center for American Progress, the economic costs of discrimination of gay and transgender equality in the workplace was analyzed and it was found that economic discrimination is prevalent for those in the LGBT community.

It states, "According to a recent survey, fully 42 percent of gay individuals say they have experienced some form of employment discrimination at some point in their lives. Transgender workers face even higher rates of workplace discrimination and harassment. An astonishing 90 percent of transgender individuals report experiencing some form of harassment, mistreatment, or discrimination on the job, or taking actions such as hiding who they are to avoid it. This includes 47 percent who said they had experienced an adverse job outcome such as being fired, denied employment, or not receiving a deserved promotion because of their gender identity."[12]

In conclusion, economic discrimination is experienced across each of the populations that the MECA Chambers represent. Ultimately, economic discrimination in any form is detrimental to both those that are being discriminated against, and the employers and markets that are attempting to maximize productivity.

Capacity Building

In the best practices research and in discussions with City staff, it was determined that capacity building was an important component to achieving more equitable outcomes. Additionally, the EDD's Cultural Funding Program has a capacity building bonus for socially disadvantaged applicants with limited resources, which has been effective in assisting applicants' economic growth. From the outset of the project, there was a clear goal to determine exactly what the City funds meant to each organization with regards to the share of their budget. On average, across all the participating chambers, the City funds 32.95% of their annual operating budget based on revenue. Below are the budget shares for each participating chamber based on their City contracted amount.

GAEDC	AIBA	AYC	GAHCC	GABC	GAACC	GALGBTCC
10%	26%	14%	23%	53%	45%	59%

Three of the chambers, GABC, GAACC, and GALGBTCC, are currently above the average budget share cited above. Additionally, the City funds over half of GABC's and GALGBTCC's respective budgets. To put this situation into perspective, since 2014, the City has funded the participating chambers at a combined total amount of over $5.7 million. Despite making such a significant investment, the MECA Chambers have been unable to translate that investment into greater resources, revenue, and

organizational capacity, aside from GAHCC, and a loss in City funds would be catastrophic to the other three MECA Chambers. Ultimately, it's in both the City's and the participating chamber's best interests to increase and diversify revenue streams and not be beholden to one source.

Equitable Funding Formula & Methodology

The equitable funding formula and methodology starts with the total annual funding for the participating chambers, which totaled $1,250,022 for the entire City in Fiscal Year 2018 (see Appendix 15) and $1,208,250 for the EDD's annual contracts, which will be used for this exercise.

FY18 COA Total Expenditure	**$1,250,022**
EDD Chamber Contract Budget	**$1,208,250**

Step 1. Determine Equity-based Organizations

The first step is to determine which organizations directly address social equity. Based on the Self-assessment results, the four MECA Chambers directly address equity as a primary function of their organization's mission and qualify as an **equity-based organization**. Additionally, these organizations directly represent targeted populations of Quality of Life Commissions as set forth by the City of Austin.

Equity-based organizations: Greater Austin Black Chamber, Greater Austin Hispanic Chamber, Greater Austin Asian Chamber, and Austin Gay and Lesbian Chamber. **Note:** These Chambers will be referred to by the population that their name represents in the charts below.
Non-equity-based organizations: Austin Independent Business Alliance, Greater Austin Economic Development Corporation, and Austin Young Chamber.

Step 2. Determine Base Equity Budget

Black	Hispanic	Asian	LGBT	AIBA	GAEDC	AYC	Total
$171,000	$212,500	$202,500	$153,750	$70,000	$350,000	$48,500	**$1,208,250**

Current chamber funding can be reviewed in Appendix 16. Once the equity-based organizations are determined, the funding model is divided into an equity budget and a non-equity budget.

Equity Budget				
Black	**Hispanic**	**Asian**	**LGBT**	**Total**
$171,000	$212,500	$202,500	$153,750	**$739,750**

Non-Equity Budget			
AIBA	**GAEDC**	**AYC**	**Total**
$70,000	$350,000	$48,500	**$468,500**

This distinction establishes the **base equity budget** at $739,750 based on the current funding amounts that the MECA Chambers receive, and a remaining budget of $468,500 for organizations that do not have equity as a primary mission, nor do they represent a disadvantaged population featured on a City Board or Commission.

The base equity budget currently comprises of 61.2% of the EDD's total Chamber Budget, which is called the **equity dial**. As the equity dial is adjusted, so does the base equity budget, or vice versa.

Equity Dial and Base	61.2%	$739,750

Step 3. Factor-based Equity Funding Distribution

Once the equity dial and base equity budget are established, then the equity budget is **equitably distributed** based on the equity factors previously identified: race, population, education and household income (HHI), economic discrimination, and capacity building. These five factors are weighted equally due to their matching importance in achieving equitable outcomes and when totaled, equal the base equity budget.

Equity Factors			Black	Hispanic	Asian	LGBT
Race	20%	$147,950				
Population	20%	$147,950				
Edu/HHI	20%	$147,950				
Econ. Discrimination	20%	$147,950				
Capacity Building	20%	$147,950				
Total	**100%**	**$739,750**				

The funds are then distributed across the equity-based organizations based on qualification (divided equally amongst applicable chambers) and population (divided proportionally amongst chambers), as identified in the equity factors section.

Equity Factors			Black	Hispanic	Asian	LGBT
Race	20%	$147,950	$49,317	$49,317	$49,317	N/A
Population	20%	$147,950	$20,701	$93,864	$18,982	$14,403*
Edu/HHI	20%	$147,950	$73,975	$73,975	N/A	N/A*
Econ. Discrimination	20%	$147,950	$36,988	$36,988	$36,988	$36,988
Capacity Building	20%	$147,950	$49,317	N/A	$49,317	$49,317
Total	**100%**	**$739,750**	**$230,297**	**$254,143**	**$154,603**	**$100,707**

Step 4. Determine Equitable Percentages by Organization

These total figures subsequently create an updated allocation and **equitable percentage** for each equity-based organization:

Black	Hispanic	Asian	LGBT
$230,297	$254,143	$154,603	$100,707
31%	**34%**	**21%**	**14%**

Adjusting the Equity Model

The equity model can be adjusted in five different ways, (1) a new equity factor can be added to or removed from the model, (2) equity qualifications can be amended, (3) a new equity-based organization can be added to the model, (4) the non-equity budget can be decreased and the equity budget increased, and/or finally, (5) the equity dial can be increased or decreased. Examples of each are outlined below. **Note:** The consultant is not advocating for these specific adjustments, rather illustrating ways the model can be utilized.

Example A: Adding or Removing a New Equity Factor

A new equity factor can be added, or an existing factor removed. Subsequently, the equity budget ($739,750) and percentage (100%) are to be divided equally by the number of factors.

Equity Factors			Black	Hispanic	Asian	LGBT
Race	16.7%	$123,292				
Population	16.7%	$123,292				
Edu/HHI	16.7%	$123,292				
Econ. Discrimination	16.7%	$123,292				
Capacity Building	16.7%	$123,292				
Declining Population %	16.7%	$123,292				
Total	**100%**	**$739,750**				

Example B: Amending Equity Qualifications

City leadership can determine that an equity qualification should be amended based on new research or, in the case below, disagreement with the consultant's determination on LGBT HHI.

Equity Factors			Black	Hispanic	Asian	LGBT
Race	20%	$147,950	$49,317	$49,317	$49,317	N/A
Population	20%	$147,950	$20,701	$93,864	$18,982	$14,403*
Edu/HHI	20%	$147,950	$49,317	$49,317	N/A	$49,317*
Econ. Discrimination	20%	$147,950	$36,988	$36,988	$36,988	$36,988
Capacity Building	20%	$147,950	$49,317	N/A	$49,317	$49,317
Total	**100%**	**$739,750**	**$205,369**	**$229,485**	**$154,603**	**$150,023**

Example C: Adding a New Equity-based Contractor

The Disability Chamber of Commerce was selected as the new equity-based contractor example due to its participation in the stakeholder engagement process, involvement in various City initiatives such as the Mayor's Committee for People with Disabilities and representing an economically disadvantaged population. The Disability Chamber of Commerce is an Austin nonprofit that addresses critical issues for people with disabilities, specifically transportation, jobs, disability training, entrepreneurship, veterans, health, and disabled youth.

To complete the addition of a new equity-based contractor, a new funding column is created, and the factors are redistributed across the equity-based organizations based on qualification and population. U.S. Census Bureau data for Austin's disabled population was used in the distribution.

Equity Factors			Black	Hispanic	Asian	LGBT	Disability
Race	20%	$147,950	$49,317	$49,317	$49,317	N/A	N/A
Population	20%	$147,950	$18,218	$82,604	$16,705	$9,805*	$20,225
Edu/HHI	20%	$147,950	$49,317	$49,317	N/A	N/A*	$49,317
Econ. Discrimination	20%	$147,950	$29,590	$29,590	$29,590	$29,590	$29,590
Capacity	20%	$147,950	$49,317	N/A	$49,317	$49,317	N/A
Total	**100%**	**$739,750**	**$195,411**	**$209,256**	**$144,611**	**$91,340**	**$99,132**

Example D: Non-Equity Chamber Budget Decrease

The non-equity budget can be decreased by decreasing an individual chamber's budget and reallocating that amount to the equity budget. For example, if the GAEDC's scope of work was reduced by $100k due to certain contract deliverables not aligning with SD23 and/or not achieving equitable outcomes.

AIBA	GAEDC	AYC	Total
$70,000	$250,000	$48,500	**$368,500**

Step 2. Updated Equity Base and Dial

The $100k is then added to the base equity budget and automatically adjusts the dial.

Equity Dial and Base	**69.5%**	**$839,750**

Step 3. Update Factor-based Equity Distribution

The base equity budget is then equitably distributed between the equity factors.

Equity Factors			Black	Hispanic	Asian	LGBT
Race	20%	$167,950	$55,983	$55,983	$55,983	N/A
Population	20%	$167,950	$23,499	$106,553	$21,548	$16,349*
Edu/HHI	20%	$167,950	$83,975	$83,975	N/A	N/A*
Discrimination	20%	$167,950	$41,988	$41,988	$41,988	$41,988
Capacity	20%	$167,950	$55,983	N/A	$55,983	$55,983
Total	**100%**	**$839,750**	**$261,429**	**$ 288,498**	**$175,503**	**$114,320**

Example E: Equity Dial Adjustment

Adjust equity dial to desired percentage of the EDD's total chamber budget to be distributed to equity-based organizations (current dial highlighted).

Equity Dial	Equity Budget	Non-Equity Budget
50%	$604,125	$604,125
61.2%	**$739,750**	**$468,500**
70%	$845,775	$362,475
80%	$966.600	$241,650
90%	1,087,425	$120,825
100%	$1,208,250	$0

Strategic Direction 2023 (SD23) Alignment

Based on the information provided in the EDD's Final Compass to OPM (see Appendix 17), and the results of the Chamber stakeholder engagement process, the chambers best aligned with several Economic Opportunity & Affordability and the Culture & Lifelong Learning outcomes and indicators. Below, the equity budget is distributed amongst each EDD Division, SD23 outcome and indicator (see Appendix 18).

Division	SD23 Outcome	SD23 Indicator or EDD Activity	Equity Budget	Non-Equity Budget
GBE	EOA	Skills & Capability of Workforce	$105,679	$175,000
CAD	CLL	Sustainability of Creative Ecosystem	$105,679	
SBP	EOA	Entrepreneurship & Employment	$105,679	$118,500
GBE	EOA	BRE & Recruitment	$105,679	$175,000
CAD	CLL	Civic & cultural venues, events, programs, resources	$105,679	
Shared	EOA	Income Equality/Economic Mobility	$105,679	
Shared	CLL	Appreciation and respect for all	$105,679	
		Total	**$739,750**	**$468,500**

EDD SD23 Outcome Budget Allocation

Economic Opportunity & Affordability	$891,214
Culture & Lifelong Learning	$317,036
Total	**$1,208,250**

EDD Division Budget Allocation

Global Business Expansion	$561,357
Cultural Arts Division	$211,357
Small Business Program	$224,179
Shared Among Divisions	$211,357
Total	**$1,208,250**

Resource Generation Plan

The goal of the resource generation plan was to work with the MECA Chambers, especially those that qualified under the capacity building equity factor, to identify methods to improve their current organizational resources and to diversify revenue sources—in order to grow their organization and to limit the dependency on City funding.

A Chamber of Commerce's revenue is traditionally broken down into two categories, member dues revenue and non-dues revenue. Historically, membership dues accounted for 70 percent or more of most chambers' annual revenue, but has steadily declined, according to a 2012-13 survey by the American Chamber of Commerce Executives (ACCE). In fact, in most metropolitan area Chambers of Commerce, membership dues account for only 27-37 percent of total revenue. On average, 44 percent of Chamber revenues are generated from non-dues revenue, the ACCE survey reported.

MECA Chamber Recommendations

1. **Execute a memorandum of understanding with 501(c)(3) chamber foundations (GABC, GAACC, and ALGBTCC)**
   Foundations with 501(c)(3) non-profit status are granted federal tax exemption by the IRS and are eligible to receive tax-deductible contributions. Foundations can also receive funding from grants and may provide additional revenue and resource sharing opportunities for chambers.
2. **Launch an annual fundraiser (GABC and ALGBTCC)**
   Based on a 2015 ACCE Chamber poll, 63 percent of respondents cited an annual event as their most successful non-dues revenue stream. Currently, GABC and ALGBTCC do not have an annual event.
3. **Increase membership revenue (GAACC)**
   Currently, only 4 percent of GAACC's revenue comes from membership—which is due to a low fee and free event cost structure. Generally speaking, a low-cost structure represents a low value proposition, therefore GAACC needs to identify services that their members value.
4. **Increase sponsorship and advertising revenue (ALGBTCC)**
   Currently, only 6 percent of ALGBTCC's revenue comes from events, which could be sponsored more effectively. The ALGBTCC website generates a significant amount of traffic and could generate more advertising revenue, which currently accounts for 1 percent of their revenue.
5. **Develop working relationships with other local municipalities (GAHCC, GABC, GAACC, and ALGBTCC)**
   Each of these organizations represent greater Austin and a portion of their members are located outside of Austin. In addition to working with the City of Austin, they should look to build relationships with other local municipalities.

Contract Recommendations

In addition to the proposed equitable funding methodology, the following contract recommendations are made.

1. Extend current chamber funding levels for one year

The EDD should extend the current chamber funding levels for the upcoming contractual year in order to not disrupt the chamber's current budget planning and to give the chambers time to address any capacity building opportunities to limit any dependencies on City funding. Any adjustments made to the chamber funding levels should be implemented the following contractual year.

2. Explore alternative funding sources outside of the General Fund

The City should identify any and all potential funding sources outside of the City's General Fund to invest in a chamber. Based on the best practices research, it is uncommon for major cities to fund 501(c)(6) membership-based organizations via a General Fund. Alternative funding sources should be centered around grants, such as Community Development Block Grants, and partnerships with state and local foundations that share a common mission.

3. Department Director led contract development

Department Director led contract development is required given that the chamber contracts total over $1.2M annually; in addition to these chambers being important community stakeholders. The existing chamber contracts are developed amongst multiple division managers and lack the cohesive methodology and vision necessary to ensure that City funds are utilized as effectively as possible. Furthermore, given SD23's Culture & Lifelong Learning outcome, this report recommends the additional inclusion of SD23 indicators that are being addressed by the EDD's Cultural Arts Division, which would add an additional EDD division to the current mix.

4. Centralize and streamline contract management

The chamber contracts, particularly the MECA Chambers, are currently managed via Word documents and email submissions. Web-based contract management software allows a service provider to enter data for their contract deliverables into a password protected system, which will provide superior reporting and record keeping. The primary goal of this online contract management software deployment is to further expand the City's data collection efforts. These efforts include identifying demographic, industry-specific, and location-based data, amongst other datasets. The EDD is currently working to develop a department-wide Customer Relationship Management tool built for economic development organizations, called Cloud Nine.

5. Foster performance-based culture based on program metrics

It is important that the City utilizes these contracts to establish a performance-based culture on a program basis. A performance-based culture directly attributes the amount of funding to targeted program performance measures. In the case of the MECA Chambers, given the economically disadvantaged populations that they represent, the primary performance measures should be centered around business engagement programming and data collection efforts to further inform the

City of the current situation, trends, and needs of disadvantaged populations that are within the MECA Chambers' community of influence. A performance-based culture will ensure that each service provider puts its best effort forward to accomplish the City's new strategic plan. Ultimately, these funds are not guaranteed—should an organization not meet its contractual performance requirements the contract could be terminated, which means that the City should be aware of other nonprofit organizations that have similar community and economic-driven missions.

6. Consider a 501(c)(6) funding cap based on membership revenue

A chamber is a membership-driven organization, and therefore serves its members first. The question becomes whether that membership base is all encompassing because the City represents all taxpayers. Based on the self-assessment, the total membership representation across all the participating chambers is 3,901 business members, which includes a variety of membership types. To put this into context, the total number of firms in Austin based on the 2012 Economic Census was 96,048.

In the IRS' definition of a 501(c)(6) nonprofit organization, it states, "while such an organization may receive a substantial portion or even the primary part of its income from non-member sources, membership support, both in the form of dues and involvement in the organization's activities, must be at a meaningful level." The City currently funds the participating chambers at the following ratios of its membership: GALGBTCC (65% City to 25% Members), GAHCC (23% City to 44% Members), GABC (53% City to 40% Members), GAACC (44% City to 4% Members), AIBA (26% City to 23% Members), GAEDC (10% City to 90% Members), and AYC (14% City to 14% Members).

Ultimately, the City should not fund a 501(c)(6) membership-based chamber more than its own membership base and should consider capping all funding to 501(c)(6) organizations.

7. Incentivize 501(c)(3) chamber foundations as opposed to 501(c)(6) membership-based organizations

To accompany the previous recommendation to consider capping the funding of 501(c)(6) organizations, the City should shift funding towards 501(c)(3) chamber foundations. By incentivizing and prioritizing a relationship with a 501(c)(3) chamber foundation, the City is helping to guide the chambers toward a diverse business development strategy, shifting the focus from a membership base to encompassing all of greater Austin, and further expanding resources dedicated to SD23 initiatives. The chamber foundations should prioritize a strong focus on education and workforce development in order to best address equitable outcomes in Austin.

8. Consider shifting non-equity-based organizations towards deliverables that address social equity

The non-equity-based organizations deliverables could be adjusted to address social equity and SD23 outcomes and indicators. Examples for each non-equity organization include:

AIBA:

- Prioritize IBIZ district development in Census Tracts with low household income (East Austin).
- Collaborate with the MECA Chambers to expand the Local Resource Academy to address specific issues that their constituents may face.

AYC:

- Foster a MECA Youth Collaborative initiative
    - Collaborate with the MECA Chambers to expand their involvement with young members of their community, which includes the following examples:
        - AGLBGTCC: Young LGBT Professionals
        - GABC: Collegiate Chapters and the #IAMBLACKAUSTIN campaign
        - GAHCC: Start-Up Superstars
    - In AYC's membership survey provided in the self-assessment, the third highest top issue cited by members was diversity and inclusion and collaborating with MECA Chambers could help diversify AYC's community.

GAEDC:

- Foster a MECA Accelerator initiative centered around the retention, expansion, and recruitment of minority-owned businesses, the advancement of education attainment in populations with lower than average levels of higher education attainment, the expansion of workforce development initiatives that target populations with lower than average household income, and the long term collection and distribution of economic data based on race.
- Advocate with the private sector for multi-model transportation development that expands and improves mobility solutions for historically underserved communities.
- Prioritize health care initiatives that advance workforce development, health care technology, and access to health care services. According to a City Health & Human Services Department report, the MECA Chamber's constituents experience higher rates of death and disease in Austin. According to the 2019 Healthgrades National Index, Austin's health care system ranks 76th for all cities and 37th for large cities, which includes a poor score for access to care. Additionally, according to the U.S. News & World Report rankings of the best hospitals in America for 2018-19, Austin only has one hospital ranked in the top 10 in Texas (#9 Ascension Seton Medical Center) and does not possess a hospital with a nationally ranked specialty.

9. Domestic/International travel fund

The EDD should allocate one fund for international travel that the participating chambers can apply for, similar to a grant. This process should reduce administrative time and expense. Also, domestic/international efforts should be defined by inbound versus outbound activities, with a prioritization on export-focused outbound activities and inbound "boots on the ground" delegations.

Definitions

Economic Discrimination

Defined here as less favorable treatment in an important institution, like the education or criminal justice system, or market, like a labor, financial, or housing market, solely on the basis of an ascribed characteristic, like age, race, or gender—undermines relative economic mobility, both within and across generations. Our society's meritocratic ideals are based on the assumption that competitions are fair, and that hard work and natural talents, rather than one's skin color, birth year, or gender, determine one's outcomes. Competitions that are not fair and open can cause serious harm to individuals and further undermine the legitimacy of the entire system.

Source: "Discrimination and Economic Mobility". *The Urban Institute.*

Capacity Building

According to the National Council of Nonprofits, capacity building is an investment in the effectiveness and future sustainability of nonprofit.

The City of Austin's Economic Development Department (EDD) implements capacity building deliverables with the MECA Chamber's existing contracts in the following manner: To seek best practice assistance in non-profit fundraising or administration or volunteer management through an independent business review by an organization such as Austin Community College's Center for Community Based and Nonprofit Organizations; Greenlights for Nonprofit Success; or another EDD-approved source. The Chambers are expected to generate a report and plan detailing findings, recommendations, and implementation strategies to address capacity building.

Additionally, under EDD's Cultural Arts Funding Program, funding for capacity building is available to 501 (c) arts organizations with an annual budget less than $200,000, State of Texas nonprofits, unincorporated groups, and individual artists to support conferences, workshops, classes, professional organization memberships, consulting and software. The purpose of the Capacity Building program is to provide professional development opportunities to enhance and strengthen the infrastructure and workforce of Austin's creative sector.

Appendices

1. Budget Rider. 2017, City of Austin
2. Council Chamber Discussion Excerpt
3. EDD Memorandum
4. Stakeholder Engagement Timeline
5. Stakeholder Engagement Details
6. MECA Introduction to Equity PowerPoint
7. City of Austin Strategic Direction: Our Indicators
8. City of Austin Strategic Direction: Strategic Anchors
9. SD23 Metrics (EOA & CLL only)
10. City of Austin Equity Assessment Tool (Draft)
11. Chamber Assessment Profiles
12. National Best Practices Research Details
13. MECA Population Distribution
14. CAN Dashboard 2018
15. COA Payments & Expenditures to Chambers of Commerce - FY 2014-2018
16. Current Chamber Funding Details
17. EDD SD23 Department Compass
18. Strategic Direction 2023 (SD23) Alignment Details

Citations

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Appendix 1

CIUR Details: 1955

Requestor:	Interim City Manager
Sponsor 1:	Council District 1
Agenda Date:	09/11/2017
Council Item Number:	1
Subject:	Item from Council - Ordinance
Description:	Posting Language: Approve an ordinance adopting the City of Austin Budget for Fiscal Year 2017-2018, beginning on October 1, 2017, and ending on September 30, 2018. The following direction was given to staff in the form of a Budget Rider: To provide recommendations on methods to equitably fund the Chambers including the Small Business (AIBA) was accepted without objection.
Created Date:	10/12/2017
ACM Due Date:	09/28/2018
CMO Due Date:	09/28/2018
Status:	Received

Attachments:

Attachment Category	File Name	File Size

Department Details:

Lead Department:	Economic Development Department	**Lead Due Date:**	**09/26/2018**
Sub Department:	Budget Office	**Sub Due Date:**	**09/24/2018**

Workflow Status:

Received	**Lead Department:**	Economic Development Department
Received	**Sub Department:**	Budget Office

Status Updates:

Departmental review in progress.

General Comments:

No comments.

History:

User	Date and Time	Action
Interim City Manager/Valerie Harris	10/12/2017 03:51:03 PM	Add a new CIUR

© 2017 Source: City of Austin

CIUR Details: 2111

Requestor: City Manager
Sponsor 1: Council District 4
Agenda Date: 09/11/2018
Council Item Number: 1
Subject: Ordinance (with deliverables)
Description:

Approve an ordinance adopting the City of Austin Budget for Fiscal Year 2018-2019, beginning on October 1, 2018, and ending on September 30, 2019.

Direction was given in the form of a Budget Rider to read:
Economic Development Department Equity: In response to the Fiscal Year 2017-2018 Budget Rider on funding for multiple chambers, the City Manager has planned to "contract with a consultant to... design and deploy a "Chamber Self-Assessment tool" to address equity issues as they relate to our Chambers of Commerce."

The Council directs the City Manager to consider that this self-assessment tool should ask entities to describe how they are furthering the City's strategic outcomes on Economic Opportunity & Affordability, how they are furthering the City's equity goals, how they are partnering with the City of Austin to further City of Austin priorities, and how this support advances and defends City of Austin policies related to Economic Opportunity and Affordability.

Refer to "Budget Rider FY19_Rider J".

Created Date: 11/20/2018
ACM Due Date: 09/30/2019
CMO Due Date: 09/30/2019
Status: Received

Attachments:

Attachment Category	File Name	File Size	
Request	Budget Riders FY19_Rider J.pdf	74.39 kb	view
Response	M-C memo_Budget Rider Chambers Funding Aug 20181.pdf	289.49 kb	view

Department Details:

Lead Department:	Economic Development Department	**Lead Due Date:**	09/26/2019
Sub Department:	Budget Office	**Sub Due Date:**	09/24/2019

Workflow Status:

In Progress	**Lead Department:**	Economic Development Department
In Progress	**Sub Department:**	Budget Office

Status Updates:

Departmental review in progress.

General Comments:

User	Date and Time	Comment
City Manager/Valerie C. Harris	11/20/2018 02:21:35 PM	EDD, please identify and confirm if any Sub departments are necessary on this item, thank you.
Economic Development Department/Jessica Armstrong	12/05/2018 03:01:16 PM	Stakeholder meetings with Chambers kicked off November 27, 2018. Activities and recommendation timeline is detailed in attached memo
City Manager/Catherine Powers	04/25/2019 03:30:47 PM	Does this item have a status update?

History:

User	Date and Time	Action
City Manager/Valerie C. Harris	11/20/2018 02:20:04 PM	Add a new CIUR
City Manager/Valerie C. Harris	11/20/2018 02:37:27 PM	Update CIUR Details
Gov't That Works For All - Financial Services/Katie Stewart	11/27/2018 01:55:21 PM	Add additional Department
Economic Development Department/Jessica Armstrong	12/05/2018 03:00:55 PM	Add Attachment file: M-C memo_Budget Rider Chambers Funding Aug 20181.pdf

© 2019 Source: City of Austin

Appendix 2

[5:23:25 PM]

>> So allocation for the $60,000 between the general fund versus other funds was 19,744 general fund, 40,000 taf for other funds.

>> Mayor Adler: Okay. By the way, we're out of executive session. And in close session we discussed legal matters related to item number 1. And it is 5:23. The motion is to take the -- that additional 19,700 out of the general fund. Any further discussion?

>> Alter: And the other fees.

>> Houston: And the other from the other.

>> Mayor Adler: What? I'm sorry?

>> Houston: And the --

>> Mayor Adler: And corresponding money. It's about moved and seconded. Any further discussion? Let's take a vote.

>> Flannigan: The money is coming from where again? This is the 60,001.

>> Mayor Adler: 19744 --

>> Flannigan: Coming out of economic development so I misheard.

>> Mayor Adler: 19,744 comes out of general fund. The others come out with the economic development water fall that we had. Okay. Take a vote. Those in favor of this item at this point please raise your hand. Those opposed. Troxclair, Casar, Flannigan, me, others voting aye, passes 7-4. Ms. Troxclair, do you want to make a motion.

>> Alter: I have a follow-up from the other piece of this. I wanted to provide budget direction to find a pathway to more equally provide the fundings and provide -- and build a system of metrics for allocate any additional funding.

>> Mayor Adler: By equally -- by equally we mean equitably.

>> Flannigan: Equitably, sorry, yes, it's late.

>> Mayor Adler: As opposed to trying to equal amounts.

>> Alter: Equitily based on metrics,.

[5:25:26 PM]

>> Mayor Adler: Equitily using metrics. Anybody have an objection.

>> Kitchen: I have a friendly -- it's actually a question. Can we include the small business aiba in that analysis?

>> Alter: Sure. I'm not sure it would be the same analysis. Equitable using metrics.

>> Kitchen: I'm sorry, using metrics.

>> Mayor Adler: There was no objection to that so we agreed to add that direction as part of this. Councilmember troxclair, do you want to make a motion relative to spring festival?

>> Troxclair: It's finally happening?

>> Mayor Adler: Yes.

>> Troxclair: This is the moment?

>> Mayor Adler: This is the moment.

>> Troxclair: Yes. I would like to make a motion to have visit Austin pay $1.2 million out of its lawfully available funds to cover security during the spring festival season.

>> Mayor Adler: Okay. Is there a second to that motion? Seconded by Ms. Pool. There's some corresponding things. I'd like to amend to make sure that it contains also as well, that would be budget amendments. So the 8.6 million that was in our budget would be dropped now to 7.4 associated with this. Any objection to that amendment being added? Yes.

>> Kitchen: How did you say that?

>> Mayor Adler: We're allocating in essence 1.2 to this, leaves a 7.4 allocation that need to be reflected on the budget. Any objection to that? That's now added. Discussion? Do you want to address it first? You have the chance -- troxclair, you have a chance to do it first? Do you want to?

[5:27:27 PM]

Ms. Pool.

>> Pool: I wanted to say I want to make a motion with direction to the city manager along the lines of finding additional hot tax to fully fund the historical bucket that we're talking about so that will still be

Appendix 3

MEMORANDUM

TO: Mayor and Council

FROM: Rebecca Giello, Interim Director
Economic Development Department

DATE: August 31, 2018

SUBJECT: Update on Fiscal Year 2017-18 Budget Rider: Funding proposal for multiple chambers

This memorandum serves to update the City Council on the Economic Development Department's proposed approach to address the Budget Rider approved during the Fiscal Year 2018 Budget Approval process. City Council directed staff to provide recommendations on methods to equitably fund the Chambers, to include the Austin Independent Business Alliance (AIBA).

The Economic Development Department (EDD) recommends that in addition to the Multi-Ethnic Chamber Alliance (MECA) and the Austin Independent Business Alliance, there also be an invitation to include other Chambers to participate in a stakeholder process. Staff's recommendation to extend a broader invitation to chambers recognizes additional Chamber partners that have been instrumental stakeholders. This invitation would include but is not limited to Chambers that currently receive funding from the EDD. Chambers that currently receive funding include Austin Chamber of Commerce, Austin Young Chamber and MECA Alliance. The MECA Alliance includes the Greater Austin Asian Chamber of Commerce, the Greater Austin Hispanic Chamber of Commerce, the Greater Austin Black Chamber of Commerce, and the Austin Gay and Lesbian Chamber of Commerce. The Disability Chamber of Commerce has been instrumental in EDD stakeholder meetings regarding programs and initiatives. The Chamber does not currently receive funding from EDD. The department recommends a broader outreach and stakeholder process to chambers to address funding recommendations that will align with applicable Strategic Plan outcomes, specifically Economic Opportunity and Affordability and Cultural and Learning Opportunities. Below is a snapshot of funding for the MECA Alliance and Austin Chamber activities for the past five fiscal years.

Chamber	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
IBIZ District Marketing	67,650	50,000	70,000	55,000	55,000	55,000
Local Business Conference	-	19,900	-	15,000	15,000	15,000
Austin Gay & Lesbian Chamber of Commerce	153,750	153,750	166,750	153,750	153,750	153,750
Greater Asian American Chamber of Commerce	142,500	142,500	205,500	289,320	192,500	142,500
Greater Black Chamber of Commerce	171,000	171,000	184,000	171,000	171,000	171,000
Hispanic Chamber of Commerce	212,500	212,500	225,500	212,500	212,500	212,500
Opportunity Austin/Greater Austin Chamber of Commerce	350,000	350,000	350,000	350,000	350,000	350,000
Total annual requirements:	1,097,400	1,099,650	1,201,750	1,246,570	1,149,750	1,099,750

The funding for the minority chambers of commerce has been in place for more than 13 years. The chambers within the MECA Alliance are funded at various levels but have similar contractual performance metrics. Opportunity Austin has received funding for 8 years from EDD and 5 years from Austin Energy. The Austin Independent Business Alliance has received funding for 12 years. EDD has had two contracts to fund the Austin Young Chamber. The Fiscal Year 2018 funding amount to the Austin Young Chamber is $25,000. Performance metrics in these various contracts may or may not align with Council's new Strategic Direction. There have been requests by other chambers regarding access to financial assistance from the City of Austin.

A combination of the City Council Budget Rider per CIUR #1955 and the six (6) new policy outcomes framed in the City of Austin Strategic Direction 2023 present an opportunity to evaluate the alignment of the department's funding with a lens to the Strategic Plan outcomes. The stakeholder process will seek to identify: (1) a more equitable approach to making funding available for Chamber activities; (2) the role chambers can play in addressing Strategic Plan outcomes; (3) a methodology or formula to fund chamber activities. EDD will seek the services of a consultant who can assist with a stakeholder process that provides for the inclusion for chambers operating in the City of Austin that opt to have involved representation in the process. To address the Council's direction as well as identified community equity concerns, the department proposes a stakeholder engagement process working with the Equity Office that will address the following steps:

Reorientation: This effort will involve a training and orientation for chamber representatives on the Six Council Priorities, Beyond Diversity, and the Mayor's Task Force on Racism.

Realignment: This effort will include table discussions with all entities on furthering the work of EDD and how services with chambers align with strategic outcomes to include primarily Culture & Lifelong Learning and Economic Opportunity & Affordability.

Activities:

1. Planning discussions with the Equity Office to include design of the stakeholder process (activities underway);
2. Contract with a consultant to assist with stakeholder process as well design and deployment of a Chamber Self-Assessment Tool;
3. Develop recommendations related to equity in funding availability for Chamber activities;
4. Review recommendations with City of Austin Equity Office, City of Austin Budget Office, and stakeholders.
5. Issue final report and recommendations for methods to equitably fund all Chambers and recommend how the City of Austin can engage new chamber requests.

A final report will be issued in order to make recommendations for the Fiscal Year 2019-2020 Budget, which is when current terms end for chambers currently funded.

For additional information, please contact me at 512-974-3045 or Sylnovia Holt-Rabb, Interim Deputy Director at 512-974-3131.

xc: Spencer Cronk, City Manager
Elaine Hart, Chief Financial Officer
Greg Canally, Deputy Chief Financial Officer
Brion Oaks, Equity Officer

Appendix 4

Stakeholder Engagement Timeline

December 2018:

- Consultant selected and project launched
- Chamber Stakeholder Meeting #2
- Chamber executive interviews: Austin Independent Business Alliance (AIBA), Austin Young Chamber (AYC), Greater Austin Economic Development Corporation (GAEDC)
- City staff meetings—Office of Performance Management (OPM) and Economic Development Department (EDD)

January 2019:

- Chamber Stakeholder Meeting #3
- Chamber executive interviews: Greater Austin Hispanic Chamber of Commerce (GAHCC), Greater Austin Black Chamber (GABC), Greater Austin Asian Chamber of Commerce (GAACC), Austin LGBT Chamber of Commerce (ALGBTCC)
- City staff meetings—Equity Office, Budget Office, Council Member Flannigan, and EDD

February 2019:

- Chamber Stakeholder Meeting #4
- Chamber Assessment launched
- Chamber Assessment executive check-in calls
- Chamber Assessment completed
- City staff meetings—Equity Office and EDD

March 2019:

- Chamber Assessment review calls
- City staff meetings—Equity Office, OPM, and EDD

April 2019:

- Chamber interviews for Resource Generation Plan: GAHCC, GABC, GAACC, and ALGBTCC
- New Chamber Stakeholder Meeting
- City staff meetings—Equity Office, Budget Office, and EDD

May 2019:

- City staff meetings: OPM
- Draft funding formula and methodology approved by EDD

June 2019:

- Draft final report delivered to EDD

Appendix 5

Stakeholder Engagement Details

Chamber Engagement Overview

An extensive stakeholder engagement process was planned and executed, which included both group and one-on-one meetings with both participating and new organizations and is described in detail below.

Stakeholder Meeting #1 (11/20/2018)

The initial stakeholder meeting was led by EDD leadership and the Office of Community Engagement (OCE). OCE led engagement exercises to learn more about the chambers. The exercises identified who the chambers serve, what success looks like in this process, what their members need most, and any commonalities amongst the chambers. The results showed that the chambers predominantly serve small businesses within their respective communities. According to the chambers, success in this process is defined into three categories: economic success for their constituents, funding for their organization, and clarity on the City's goal and mission, and economic success was voted as the top success factor. The top members' needs identified were affordability, access to capital, and access to education. While each chambers' constituents have unique disparities, their commonalities are that they all face affordability issues in addition to facing discrimination.

Stakeholder Meeting #2 (12/18/2018)

This meeting began with a project overview and Q&A session from the EDD leadership. Additionally, the consultant was first introduced to the participating chambers at this meeting. OPM staff ran an exercise with the chamber executives to review the strategic outcomes from the City of Austin's Strategic Direction 2023 (SD23) initiative (see Appendix 6 and Appendix 7). Of the six strategic outcomes, the Chambers identified Economic Opportunity & Affordability (EOA) and Culture & Lifelong Learning (CLL) as the top indicators that their respective organizations aligned with. Additionally, staff from the Equity Office presented information from the 2018 Community Advancement Network (CAN) Dashboard (see Appendix 9). The discussion centered around the Equity Analysis section, which reviewed the diversity of Austin's population by race and ethnicity, and the differences in educational attainment levels and median family income by race and ethnicity. Additional CAN Equity Goal Areas discussed by race and ethnicity included: voter participation, total poverty, child poverty, homelessness, and health outcomes.

Stakeholder Meeting #3 (01/15/2019)

Based on the previous meeting's identification of EOA and CLL as the top indicators that the chambers aligned with, the consultant led a group discussion further expanding on each SD23 outcome's indicators and metrics (see Appendix 8). EOA indicators discussed included: employment; income equality; cost of living compared to income; skills and capability of our community workforce; and economic mobility. CLL indicators discussed included: quality, accessibility, and diversity of civic 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 historic and ethnic heritage; and lifelong learning opportunities. Chamber executives reviewed the indicators and metrics and engaged in a discussion about the ways in which these indicators and metrics related to their respective constituents and the specific needs and issues they are facing.

The needs and issues identified by the group included: commercial property affordability and business closures, multi-modal transportation, developing effective City communication channels with business owners that considers their time constraints, addressing language barriers, the varying needs based on location in the city, particularly East Austin, engaging with local high schools to expand trade skill development programming, lack of a qualified employment pool due to low unemployment, and a centralized City business resources and ombudsman.

Finally, the chambers were briefed on the upcoming Chamber Assessment deliverable including timeline, goals, and expectations. Additionally, the chambers reviewed a draft version of the assessment to provide their feedback. The primary concern identified was releasing detailed membership information, and they were informed that providing a zip code was acceptable. It was also noted that many of the chambers list their membership information on their respective websites.

Stakeholder Meeting #4 (02/19/2019)

After reviewing the SD23 outcomes, indicators, and metrics in the previous meeting, the final stakeholder meeting was centered around introducing the chambers to the City's programs and partners that best aligned with the information that had been presented and discussed thus far. Therefore, the chambers received presentations from Workforce Solutions Capital Area and the EDD's Cultural Arts Division (CAD) and Small Business Program (SBP).

Workforce Solutions Capital Area Workforce Board is the leadership and governing body for the regional workforce system (see Appendix 10). They conduct comprehensive workforce development planning, oversight, and evaluation, with the goal of making the City more affordable by improving disadvantaged residents' access to better economic opportunities. Workforce Solutions also presented information to the chambers on the Austin Metro Area Master Community Workforce Plan (see Appendix 11), which has a vision of a workforce system that effectively engages employers, community-based organizations, and educational institutions, empowers residents to more efficiently match employers' skill needs, and successfully prepares economically disadvantaged residents for family-sustaining careers. The workforce plan includes an objective of assisting 10,000 residents, currently living at or below 200% of poverty, secure middle-skill jobs by 2021.

CAD presented information about their programs and services in addition to specifically addressing and defining the City's creative economy (see Appendix 12). The creative economy includes a wide variety of products and services that encourage creative expression and cultural participation for artists and residents alike. This range of businesses, occupations, and non-profit organizations can be understood as a "creative ecosystem"; an interconnected network of economic and social exchanges that together form the City's environment for arts, culture, and creative expression. The creative economy includes the following broad sectors: advertising, public relations, and talent management; independent artists, writers, and performers (film, tv, and radio); museums, libraries,

and arts education; music; performing arts; printing, publishing, and related activities; and visual arts and design.

SBP presented information about the services and resources that they provide to small business owners (see Appendix 13). This includes resources on starting a business; business classes that focus on a range of topics covering the day-to-day management of a business taught by specialized instructors, small business focused events, commercial loan programs, assistance navigating the City's development and permitting process, disaster preparedness, and a small business accelerator.

Individual Chamber Engagement

In addition to the stakeholder meetings, the consultant engaged with each chamber individually throughout the project. At the beginning of the project, the consultant interviewed each chamber's executives, which included board members on certain occasions, to be introduced to each other, set proper expectations for the project, and to have a candid conversation about the given chamber's contractual relationship with the City. Additionally, during the Chamber Self-Assessment process, a check-in call was scheduled with each chamber to identify any questions or issues that the executives had with the assessment. Upon receiving and reviewing the submitted assessments, a follow up interview was scheduled with each chamber to review their results, ask follow up questions, and to obtain additional information on an as needed basis. Finally, for the chambers that met equitable criteria, a final interview was scheduled to discuss the resource generation plan. The goal of the resource generation plan is to further explore the qualifying chambers' business models and to identify organization-specific methods to improve their organizational resources and increase revenues.

New Chamber Stakeholder Meeting (04/26/19)*

In addition to conducting stakeholder meetings with the chambers that have existing contracts, a stakeholder meeting was scheduled with additional chambers that currently do not have a contract with the City but are interested in developing a working relationship. Two chamber executives attended this meeting, representing the Disability Chamber and the West Austin Chamber.

To ensure consistency with the previous stakeholder meetings, OPM and the Equity Office staff were in attendance in addition to the EDD and the consultant. The EDD provided an overview of the process, OPM staff reviewed the SD23 initiative, and the Equity Office reviewed the City's commitment to equity and the factors that comprise equity. The consultant discussed the Chamber Assessment process in addition to the fact that the equitable funding model will include an option to add funding for new participating organizations.

* **Note**: The Women's Chamber of Commerce of Texas was also invited to this stakeholder meeting but was unable to attend. Additionally, the consultant made several attempts to follow up via phone and email but did not receive a response.

The Disability Chamber of Commerce and West Austin Chamber executives presented information about their organizations, including their history and a description of their constituents and the issues they face, in addition to the programs and services they provide. At the end of the meeting, they were encouraged to send detailed information about their organizations for inclusion in the report.

City Department/Staff Alignment Overview*

The project manager for this process was Dusty McCormick and the executive sponsor was Sylnovia Holt-Rabb. Each played an important role in the evolution of the engagement process and the factors that drive the equitable funding model. Engagement with additional City staff across multiple departments was coordinated to ensure that alignment with various City functions such as SD23, equity, budget, and economic development initiatives were achieved through the process.

Equity Office

Staff:

- Brion Oaks, Chief Equity Officer

Overview

The City of Austin's Equity Office provides leadership, guidance, and insight on equity to improve the quality of life for Austinites.

Engagement Summary

The Equity Office was a key participant in each of the stakeholder engagement meetings. The consultant had a meeting (01/11/19) with the Equity Office for introductions and to discuss various project items including: an equity definition, quantifying equity, and ongoing City equity efforts such as the Quality of Life Commissions. Additionally, the Equity Office participated in the development of the Chamber Assessment and the draft equitable funding framework.

Documents Collected:

- 2017 & 2018 CAN Dashboard
- City of Austin Equity Assessment Tool (See Appendix 14)
- Equity Office Mini-Grant Memo (See Appendix 15)
- Equity Introduction PPT (See Appendix 16)

Office of Performance Management (OPM)

Staff:

- Kimberly Oliveras, Chief Performance Officer
- Jill Goodman

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* Overview descriptions of individual offices taken from http://www.austintexas.gov.

Overview

OPM supports the City's commitment to instill a culture of continuous learning and improvement throughout the organization. In that role, OPM is responsible for the City's organization wide strategic planning development and implementation, which is currently being realized through the City's Strategic Direction 2023 planning process.

Engagement Summary

OPM was a key participant in each of the stakeholder engagement meetings. The consultant had a one-on-one meeting (12/20/18) with OPM for introductions and to discuss the various elements of the City's SD23 planning process including the vision, outcomes, indicators, and metrics. Additionally, the consultant remained in contact with OPM to coordinate on the evolution of SD23 at the department level; which centered around each department's development of a final SD23 Compass and specifically the EDD's.

Documents Collected:

- Strategic Outcomes and Indicators (See Appendix 6)
- Strategic Outcomes and Anchors (See Appendix 7)
- QOL Summary, Budget Form, and Recommendations
- Logic Model Measures

Budget Office

Staff:

- Ed Van Eenoo, Deputy Chief Financial Officer

Overview

The Budget Office is responsible for monitoring the financial performance for all City departments.

Engagement Summary

The consultant had a meeting (01/14/19) with the Budget Office for introductions and to discuss the financial and budgetary aspects of the project. The consultant, along with the EDD, had a follow up meeting (04/24/19) with the Budget Office to review the draft funding model framework in order to receive feedback to finalize the draft model.

Documents Collected:

- City Payments and Expenditures to Chambers of Commerce FY 2014-18 Audit (See Appendix 17)

Global Business Expansion (GBE)

Staff:

- David Colligan, Interim Assistant Director
- Julia Campbell, Interim GBE Program Manager
- Casey Smith, Strategic Planning Manager & International Program Manager

Overview

The Global Business Expansion Division works to facilitate international expansion, manage City-issued incentives, define and manage workforce contracts, and empower more businesses to reduce and reuse waste through a unique partnership with Austin Resource Recovery.

Engagement Summary

The consultant had a meeting (02/21/19) with GBE to discuss the division's vision for the programs and services that the chambers could contribute to, which included: Workforce Solutions Capital Area as a hub for workforce development training, the Chapter 380 incentives program, a commercial loan program, and the development of City-owned parcels into commerce. The consultant also interviewed (02/07/19) the EDD's Strategic Planning Manager to learn about the EDD's internal strategic planning process related to SD23, in addition to a follow up meeting (05/20/19) to review the EDD's final compass as delivered to OPM.

Documents Collected:

- Austin Metro Area Master Community Workforce Plan (See Appendix 11)
- Business Expansion Program Guidelines – A Chapter 380 Program (See Appendix 18)
- 2016 Target Market Assessment (See Appendix 19)

Cultural Arts Division (CAD)

Staff:

- Meghan Wells, CAD Program Manager
- Jesus Pantel
- Anne-Marie McKaskle-Davis

Overview

The Cultural Arts Division manages the City's cultural arts programs and provides leadership for the economic development of Austin's creative economy. CAD oversees the Cultural Arts Funding Programs, Art in Public Places Program (AIPP), various programs to assist the development of creative industries in Austin, and initiatives designed to support the community's unique cultural identity and vitality.

Engagement Summary

The consultant had a meeting (03/21/19) with CAD to discuss the division's vision for programs and services that the chambers could contribute to, which included: a successful pilot program with the Greater Austin Asian Chamber of Commerce, identifying creative spaces for artists, and the professional development and growth of creative businesses. The consultant also interviewed (03/20/19) CAD staff to learn about CAD's Cultural Arts Grant Funding Program and the quantitative formulas that drive its funding methodology.

Documents Collected:

- GAACC Pilot Program Recommendations (See Appendix 20)
- Creative Economy Snapshot (See Appendix 12)
- Thriving in Place – Supporting Austin's Cultural Vitality Through Place-Based Economic Development
- The CAMP Report – The Cultural Asset Mapping Project

Small Business Program

Staff:

- Vicky Valdez, SBP Program Manager
- Joy Miller, Program Manager

Overview

The Small Business Program provides business training, educational events, and coaching to empower entrepreneurs. Their mission is to foster job creation and support the growth of new and existing businesses by providing capacity building information, tools, and resources.

Engagement Summary

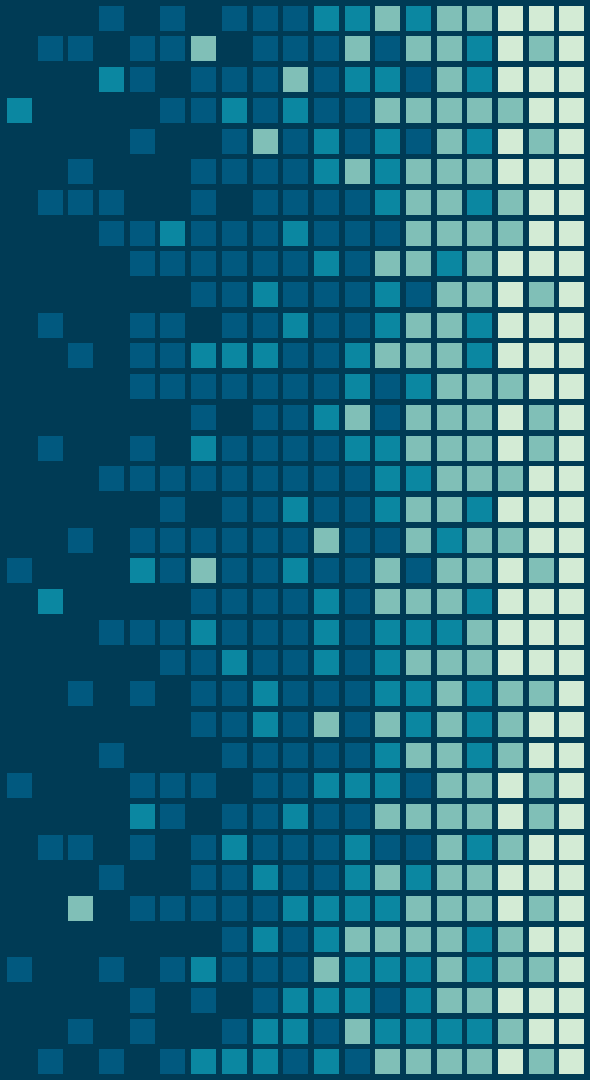
The consultant had a meeting (03/19/19) with SBP to discuss the division's vision for programs and services that the Chambers could contribute to, which centered around referring small business owners to the various small business resources that SBP provides to entrepreneurs including: classes, coaching, funding, events, and other resources.

Documents Collected:

- Small Business Program Services Overview (See Appendix 13)
- Small Business Classes
- Family Business Loan Program Overview

Appendix 6

Introduction to Equity



Vision & Mission

*The **vision** of the City of Austin is to make Austin the most livable city in the nation **for ALL**.*

*The **mission** of the City of Austin Equity Office is to provide leadership, guidance, and insight on equity to improve the quality of life for Austinites.*

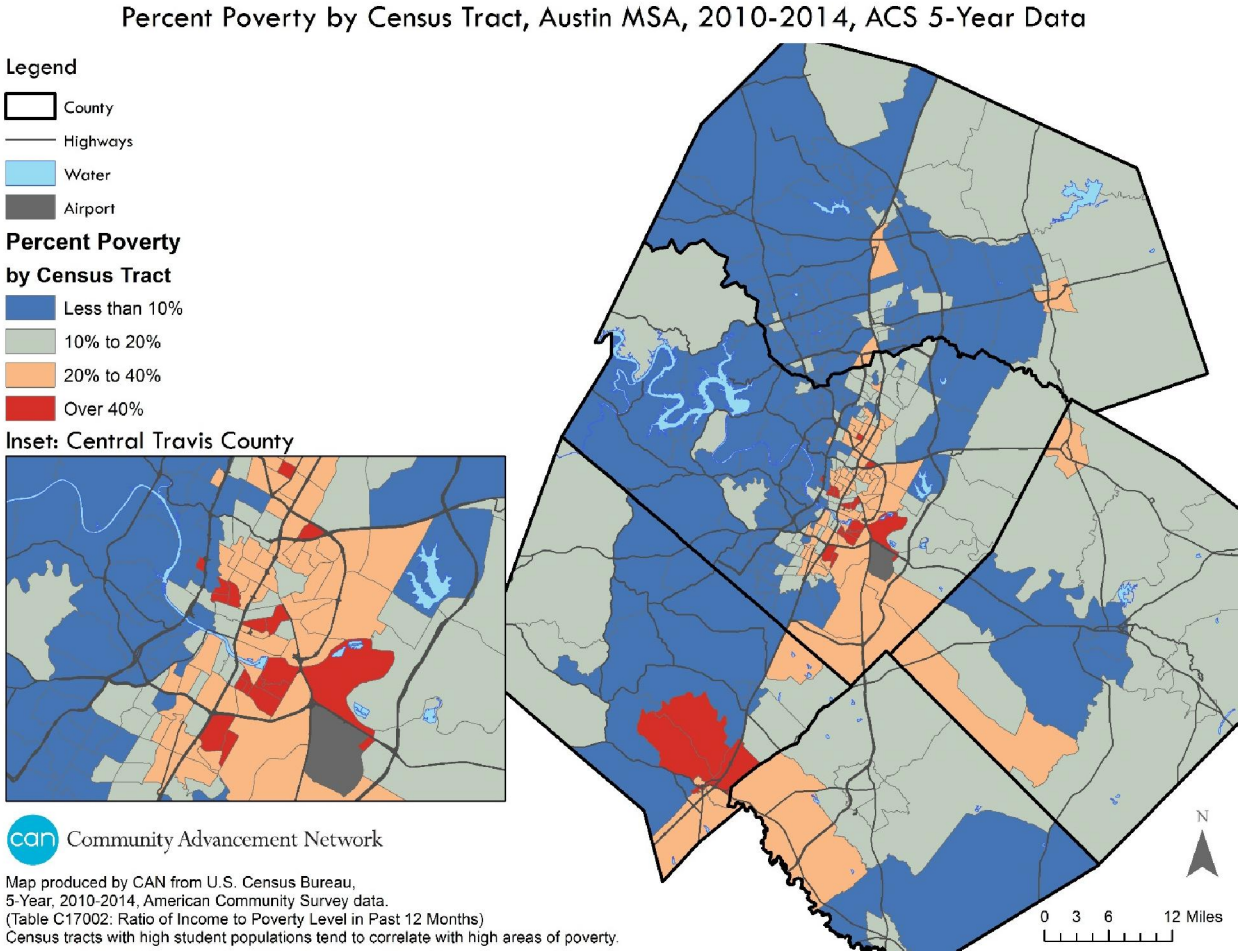
A Tale of Two Cities

Austin is the best place to live in the nation according to *U.S. News and World Report*

&

One of the most economically segregated cities in the U.S. according to the *Martin Prosperity Institute*

Areas of Concentrated Poverty



Brookings reports people living in concentrated poverty face

- higher crime rates
- poorer physical health
- low-performing schools
- higher drop out rates
- poor job-seeking networks

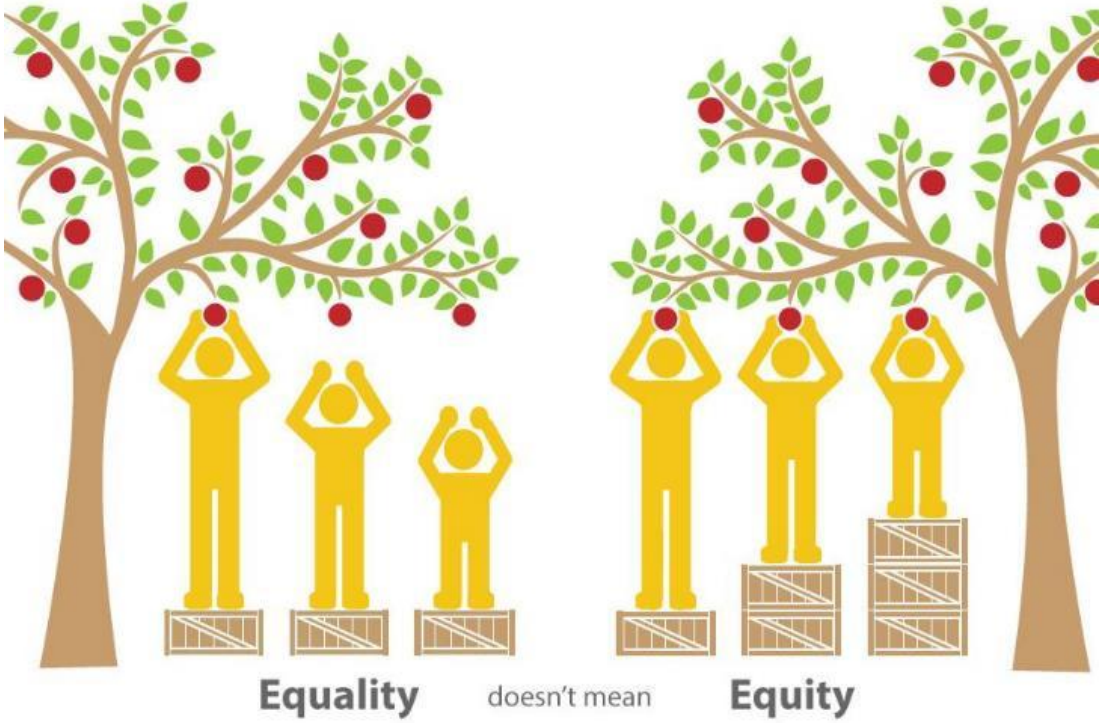
What Does Equity Look Like to You?

COA Equity Statement

Racial equity is the condition when race no longer predicts a person's quality of life outcomes in our community.

The City recognizes that race is the primary determinant of social equity and therefore we begin the journey toward social equity with this definition.

The City of Austin recognizes historical and structural disparities and a need for alleviation of these wrongs by critically transforming its institutions and creating a culture of equity.



Appendix 7

CITY OF AUSTIN
STRATEGIC DIRECTION

OUR VISION

Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its community members, and where the necessities of life are affordable and accessible to all.

OUR STRATEGIC OUTCOMES

Together we strive to create a complete community where every Austinite has choices at every stage of life that allow us to experience and contribute to all of the following 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.

CITY OF AUSTIN
STRATEGIC DIRECTION

OUR INDICATORS

City Council adopted 6 Strategic Outcomes and these Indicators on March 8, 2018.

ECONOMIC OPPORTUNITY & AFFORDABILITY

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

A. Employment/unemployment
B. Income equality
C. Cost of living compared to income
D. Housing availability and affordability
E. Homelessness
F. Training for better jobs
G. Ability to improve your income

MOBILITY

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

A. Traffic congestion
B. Transportation cost
C. Accessibility to transportation choices
D. Safety
E. Condition of transportation-related infrastructure

SAFETY

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

A. Timeliness and quality of emergency response
B. Public compliance with laws and regulations
C. Emergency preparedness and recovery
D. Fair administration of justice
E. Quality and reliability of critical infrastructure

HEALTH & ENVIRONMENT

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

A. Health conditions among the public
B. Accessibility to quality health care services, (physical and mental)
C. Accessibility to quality parks, trails, and recreational opportunities
D. Environmental quality
E. Climate change and community resilience
F. Food security and nutrition

CULTURE & LIFELONG LEARNING

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

A. Quality of cultural venues, events, programs, and resources
B. Vibrancy of the creative industry
C. Appreciation, respect, and welcoming of all people and cultures
D. Honoring and preservation of historical and ethnic heritage
E. Quality of lifelong 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.

A. Financial cost and sustainability of City government
B. Condition of City facilities and technology
C. Satisfaction with City services
D. Employee engagement among City of Austin employees
E. Public engagement and participation
F. Equity of City programs and resource allocation
G. Transparency and ethical practices

Appendix 8

CITY OF AUSTIN
STRATEGIC DIRECTION

OUR VISION

Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its community members, and where the necessities of life are affordable and accessible to all.

OUR STRATEGIC OUTCOMES

Together we strive to create a complete community where every Austinite has choices at every stage of life that allow us to experience and contribute to all of the following 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.

STRATEGIC ANCHORS

ACROSS OUR OUTCOMES

Values that Support Quality of Life in Austin.

EQUITY

To advance equitable outcomes, the City of Austin is leading with a lens of racial equity and healing. Race is the primary predictor of outcomes and it is time to recognize, understand, and address racism at its various levels: personal, institutional, structural, and systemic. Equity is the condition when every member of the community has a fair opportunity to live a long, healthy, and meaningful life. Equity embedded into Austin's values system means changing hearts and minds, transforming local government from the inside out, eradicating disparities, and ensuring all Austin community members share in the benefits of community progress.

AFFORDABILITY

Austinites deserve to experience the necessities of life as affordable and accessible. Simply put, this means a household can afford rent or mortgage, transportation, child care expenses, utilities, and taxes. This strategic direction lays out strategies to increase economic opportunities and affordable choices across Austin, so that Austinites, families, businesses, City employees, and all generations can thrive.

INNOVATION

In Austin, we define innovation as any project that is new to you with an uncertain outcome. Aimed at addressing pressing challenges that affect our community, human-centered innovation means a new approach to exercising authority and decision-making that starts with the needs, behaviors, and experiences of our community, and continues through a process of questioning assumptions, engaging with empathy, stewarding divergent thought, reflecting, and learning. Innovation is future-oriented around what outcomes could be created together, rather than an analysis of already formed alternatives.

SUSTAINABILITY AND RESILIENCY

Being a sustainable and resilient community requires proactive steps to protect Austin's quality of life now, and for future generations. A sustainable city finds a balance among three goal areas: (1) prosperity and jobs, (2) conservation and the environment, and (3) community health, equity, and cultural vitality. Resiliency is the capacity of individuals, communities, institutions, businesses, and systems to survive, adapt, and grow from difficult times. In Austin, we bounce back stronger.

PROACTIVE PREVENTION

The City of Austin embraces the dual responsibility of being responsive to emerging challenges while also dialing up efforts to prevent problems on the front end. For example, this translates into addressing social determinants of health outcomes, rather than only treating the disease. This means investing in preventative maintenance of public assets like bridges, service vehicles, and community facilities. An intentional focus on prevention today leads to a brighter future.

COMMUNITY TRUST AND RELATIONSHIPS

Austin is a place where leadership comes from the people. We believe in honoring the spirit and soul of Austin and creating opportunities for civic engagement that are easy, meaningful, and inclusive, and that lay a foundation for lasting relationships. Trust must be earned and through strengthening partnerships with the community, we will make more progress together to advance these six outcomes.

Appendix 9

Economic Opportunity & Affordability Metrics	Top 10 Indicator
Employment	
Percentage unemployment rate	
Number of small businesses per capita	
Number and percentage of commercial and mixed-use development permits that are issued in Imagine Austin Activity Centers and Corridors	
Number and percentage of commercial and mixed-use plan reviews completed on-time	
Number and percentage of City of Austin contracts meeting Small & Minority Business Resources goals	
Number of small businesses supported by City of Austin programs	
Income Equality	
Number and percentage of residents living below the poverty level (poverty rate)	
Distribution of household income (Note: This indicator can provide insights into growth/decline of middle class)	
Number and percentage of Census tracts meeting criteria for R/ECAP (Racially/Ethnically Concentrated Areas of Poverty)	
Number and percentage of Census tracts that are economically or racially segregated	
Number of jobs provided by City of Austin (regular, contract, and temporary employees) that do not pay a living wage	
Median family income	
Cost of Living Compared to Income	
Percentage of households paying more than 30 percent (and more than 50 percent) of income toward housing	
Percentage of households that are considered cost-burdened based on calculation of housing and transportation costs relative to income	
Dollars-per-hour wage that an individual must earn to support a family in Austin (self-sufficiency wage)	
Number and percentage of residential units permitted in Imagine Austin Activity Centers and Corridors	
Rates and Fees affordability metrics [Parts a, b, and c below]	
a. Rates and Fees affordability -- Austin Energy: The percentage increase in average annual system rate	
b. Rates and Fees affordability -- Austin Water: Percentage of median family income for family of 4 that would be spent on the average water bill	
c. Rates and Fees affordability -- Dollar amount and percentage increase of major rates and fees for a range of customer types	
Number and percentage of residents living in an area considered to be a “Complete Community” can be met with short trips	
Skills and Capability of our Community Workforce	
Number and percentage of students graduating from high school	X
Number and percentage of students attending schools rated as "improvement required” by the Texas Education Agency	X
Number of apprenticeship and internship positions offered by City of Austin	X
Number and percentage of people who successfully complete Workforce Development	X
Number and percentage of digital inclusion program participants who report improved digital skills	X
Number and percentage of children enrolled in quality Early Childhood Education programs (as evidenced by meeting Texas Rising Star criteria)	X

Economic Mobility

Number and percentage of residents who are working and earning less than 200 percent of the federal poverty level
Number and percentage of leased dwelling units with look-back periods meeting a local fair housing standard
Number of persons placed out of poverty into middle-skill jobs
Number of households benefitting from Customer Assistance Program (CAP)
Proposed Future Metrics: We seek to identify a methodology and dataset(s) to better understand the following - a, b, and c metrics
a. Displacement (related to Strategy #5) - METHODOLOGY TBD
b. Results of economic mobility services over multi-year period (lived experience related to Strategy #11) - METHODOLOGY TBD
c. Overall economic mobility metric for the City of Austin - METHODOLOGY TBD

Culture & Lifelong Learning Metrics

Quality, acessibility, and diversity of civic venues, events, programs, and resources

Percentage of residents who report being satisfied or very satisfied with the quality of cultural and learning services and programs
Percentage of creatives who report that they do not have access to creative space they require
Percentage of residents who report being satisfied or very satisfied with the quality of the City's cultural and learning facilities
Percentage of residents who report that they have attended a cultural event or program organized by the City in the past 6 months
Percentage of recreation program participants reporting an improvement to their quality of life as a result of the program
Percentage of available reservations filled at City-owned cultural spaces

Vibrancy and sustainability of creative industry ecosystem

Median earnings of metro-area creative sector occupations	X
Number of people employed in the creative sector	X
Austin's "score" on the Creative Vitality Suite Index	X
Number and percentage of creative-sector professionals who indicated they benefited from a City-sponsored professional development opportunity	X
Number of community members who attended performances/events arranged through cultural and music contracts	X
Number and percentage of creatives who report having access to affordable creative space	X

Appreciation, respect, and welcoming of all people and cultures

Percentage of residents who report feeling welcome in Austin
Percentage of all Austin ZIP Codes where 70 percent or more of residents are the same race
Change in percentage of Austin population that is African American
Number of attendees at City-supported multicultural activities
Percentage of participants in City-supported events or programs who report that they increased their knowledge and understanding of culture, history, and/or art
Percentage of residents who attended a City-supported cultural event who reported they have a deeper appreciation of a culture different from their own

Honoring and preservation of historic and ethnic heritage

Percentage of residents who feel that Austin is a place that honors and preserves their personal heritage (buildings, traditions, festivals, etc.)

Number of historic and/or culturally significant facilities (e.g. homes, businesses, landmarks) preserved that reflect Austin's diverse history
Number and percentage of archival requests fulfilled
Number of culturally significant homes and/or landmarks threatened or that have been lost

Lifelong learning opportunities
Percentage of residents who report participating in a lifelong learning activity in the past 3 months
Number of participants in City-offered lifelong learning events, activities, and resources
Percentage of participants satisfied with City-offered lifelong learning events, activities, and resources

Appendix 10

City of Austin Equity Assessment Tool (DRAFT)

City of Austin Equity Assessment Tool (DRAFT)

INTRODUCTION

The vision of the City of Austin is to make Austin the most livable city for ALL. The mission of the City of Austin Equity Office is to provide leadership, guidance, and insight on equity to improve the quality of life for Austinites. In order to achieve this vision, institutions need formal tools to closely examine policies, practices, budget allocations, and programs that perpetuate institutional racism and systemic inequities. The Equity Assessment Tool is a thought exercise to guide city departments in the development, implementation and evaluation of policies, practices, budget allocations, and programs to begin to address their impacts on equity.

Racial equity is the condition when race no longer predicts a person's quality of life outcomes in our community. The City recognizes that race is the primary determinant of social equity and therefore we begin the journey toward social equity with this definition. The City of Austin recognizes historical and structural disparities and a need for alleviation of these wrongs by critically transforming its institutions and creating a culture of equity.

The Equity Assessment Tool leads with race, as it is the primary predictor of access, outcomes, and opportunities for all quality of life indicators. By focusing on racial equity, this tool introduces a framework that can be applied to additional marginalized social identities which intersect with racial identity including age, religion, gender identity, sexual orientation, and ability. The Equity Assessment Tool systematically integrates purposeful consideration to ensure budget and planning decisions reduce disparities, promote service level equity, and improve community engagement.

BACKGROUND

Austin has a long history of systemic racism and racial inequity that continues today. From the city's origins, African Americans and other communities of color were excluded, marginalized and discriminated against as a result of city policies and practices. This history was reinforced by segregationist policies throughout the 20th century affecting a range of Austin venues, including schools, public parks, and commercial businesses, among others. One of the most disheartening chapters of this legacy was the City of Austin's Master Plan of 1928, which divided the City along racial lines by moving community services for African American and Hispanic/Latinx residents to East Austin. African-American and Hispanic Austinites who tried to settle in areas outside of the designated district were often denied services such as utilities and access to public schools. People of color were told that if they wanted access to essential services, they had to live in the designated areas. Despite these challenges, communities of color in Austin thrived and developed strong, close knit, and vibrant communities.

While Austin was most recently recognized by US News and World Report as "The Best Place to Live in the U.S.," (citation needed), the City consistently makes national lists as a city with severe inequality. In 1950, Austin was fourth in the country for the most income inequality. In 2015, the Martin Prosperity Institute listed Austin as the most economically segregated city in the country (citation needed). Legacies of displacement by wealthier white Austinites and lack of access to opportunity for people of color have marked the city with continued racial disparities. For more historical context, see Appendix A.

In an effort to address racial inequity in Austin, City Council passed Resolution No. 20150507-027 in May of 2015, which directed the City Manager to evaluate the impact of existing city policies and practices on racial equity and develop an Equity Assessment Tool that can be used across City departments during the budget process. The Council's goal is to utilize the Equity Assessment Tool and implement new policies, practices, and programs to help identify and address the inequities that impact the quality of life for low-income communities in Austin, which are disproportionately communities of color.

When fully implemented, the Equity Assessment Tool will aid City of Austin departments in:

- Focusing on human centered design and building institutional empathy;
- Engaging residents in decision-making processes, prioritizing those adversely affected by current conditions;
- Bringing conscious attention to racial inequities and unintended consequences before decisions are made;
- Advancing opportunities for the improvement of outcomes for historically marginalized communities;
- Removing barriers to the improvement of outcomes for historically marginalized communities; and
- Affirming our commitment to equity, inclusion, and diversity.

INSTRUCTIONS

This tool should be completed annually by department leadership and financial staff as you craft your budget proposals and business plans for the following fiscal year.

Please refer to the following seven steps for building racial equity, provided by GARE, as you complete this tool:

1. **Know the History:** Consider historical events that have negatively impacted communities of color. Acknowledge them and create space for communities to share as to not repeat the same mistakes.

2. **Develop the Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?

3. **Monitor Data:** What are the data? What do the data tell us? Are they disaggregated by race?

4. **Engage the Community:** How have communities been engaged? Are there opportunities to expand engagement?

5. **Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

6. **Implementation:** What is your plan for implementation?

7. **Accountability and Communication:** How will you ensure accountability, communicate, and evaluate results?

SECTION ONE: DEPARTMENTAL ANALYSIS

1. What are your department's greatest equity priorities?

2. How does your department measure the effectiveness of its racial equity programs?

3. What strategies does your department employ to ensure departmental policies, practices, and programs do not adversely impact communities of color?

4. What is the racial breakdown of your department's client base?

5. What is the racial makeup of your department's staff? (Your HR representative can provide this information.)

6. What is the racial makeup of your department's contractors and consultants?

7. What are your department's strategies for ensuring diversity of your staff?

8. What dollar amount and percentage of your department's budget is allocated towards expanding diversity amongst your staff?

9. What dollar amount and percentage of your department's training budget is allocated towards training opportunities for staff that focus on critical issues related to equity and the elimination of institutional racism?

    a. Please list those training opportunities.

    b. In what ways are your staff on-boarded or oriented to historical and current racial inequity?

    c. How does your department measure the effectiveness of its equity and institutional racism trainings?

10. What dollar amount and percentage of your department's budget is allocated towards capturing residents' satisfaction with programming and services?

    a. Are these data broken down by race, ethnicity, gender, national origin, and income level? Please provide an attachment of your most recent resident's satisfaction report.

11. How is your department collaborating with other City departments to achieve racial equity in Austin?

SECTION TWO: BUDGET

1. Identify ways in which your department pursues racial equity throughout budget planning.

2. Identify specific realignments in your department's base budget that could advance racial equity for communities of color.

3. Describe an unmet need within your budget that inhibits your department's achievement of its greatest equity priorities.

4. What dollar amount and percentage of your budget is grant funding that supports programs or services designed to advance equity for communities of color?

5. How have you involved internal and external stakeholders, including marginalized communities of color, in your department's budget process? What amount and percentage of your department's budget is allocated towards this process?

6. Identify ways in which your department's budget may disproportionately benefit some communities over others.

7. Identify ways in which your department's budget may disproportionately burden or marginalize some communities over others.

8. What is the proportion of your department's budget in relation to the City's general fund budget?

SECTION THREE: ENGAGEMENT

1. Please list all opportunities your department offers residents to provide recommendations on programs, policies, and/or plans.

   Funds allocated for this process and percent of base budget: _____

2. Does your department translate public documents, policies, applications, notices, and hearings for persons with limited English proficiency or visual/hearing impairments? What dollar amount and percentage of your base budget is allocated towards this process? (Feel free to copy from your department's Language Access Plan.)

   - Please describe how your department determines which public documents, policies, applications, notices, and hearings are translated for persons with limited English proficiency or visual/hearing impairments.

   - List all languages into which public documents, policies, applications, notices, and hearings are translated for limited English speaking populations.

3. Please describe how your department verifies the reading level of public documents, policies, applications, notices, and hearings.

4. What dollar amount and percentage of your department's budget is allocated towards ensuring that public documents, policies, applications, notices, and hearings are concise, understandable, and readily accessible to the public?

    - Please describe your department's process for determining if public documents, policies, applications, notices, and hearings are concise, understandable, and readily accessible to the public.

    - Please describe by what means your department makes public documents, policies, applications, notices, and hearings more concise, understandable, and readily accessible to the public.

5. What dollar amount and percentage of your department's base budget is allocated towards holding public meetings for the purpose of fact-finding, receiving public comments, and conducting inquiries?

    - Please describe your department's process for determining when public meetings for the purpose of fact-finding, receiving public comments, and conducting inquiries are appropriate.

    - Please describe what accommodations are made so that community members may meaningfully participate:
        - ❑ Food is provided
        - ❑ Supervised children's activities are provided
        - ❑ ASL is provided
        - ❑ Translation or interpretation provided in (please specify languages):
            - ❑ _____
            - ❑ _____
            - ❑ _____
            - ❑ _____
        - ❑ Transportation is made available for community members with mobility issues
        - ❑ Location selected to be accessible to target community(s)
        - ❑ Other:_____

6. Please list your department's community engagement events/activities for the past fiscal year.

7. What other strategies does your department employ to ensure accountability to communities of color in its planning process? (e.g., improved leadership opportunities, advisory committees, commissions, targeted community meetings, stakeholder groups, focus groups, increased outreach, stipended participation, etc.)

8. At what stage in your decision making process do you engage the community?

9. How many community members does your department engage annually?

10. What are the demographics of the community members you engage?

11. Does your department collect feedback to evaluate the effectiveness of community engagement efforts? If so, how?

12. What are you doing to understand the lived experiences of members marginalized communities?
    - ❑ Applying for your department's services
    - ❑ Participating in simulated training experience
    - ❑ Focus groups with clients
    - ❑ Other: _____

SECTION FOUR: ALIGNMENT (with Council's Six Proposed Priority Outcomes)

Austin City Council has proposed the following six priority outcomes to guide the City:

- Economic Opportunity and Affordability: Having economic opportunities and resources that enable residents to lead sustainable lives in their communities.
- Mobility: Getting where and when they want to go safely and cost-effectively
- Safety: Being safe in our home, at work, and in their communities
- Health: Being able to maintain a healthy life both physically and mentally
- Cultural and Learning Opportunities: Being enriched by Austin's unique civic, cultural, ethnic, and learning opportunities
- Government that Works: Believing that City government works for everyone: that is fair and equitable; serves as a good, continuously improving and innovating steward of its resources; recruits and retains a high performing, ethical workforce; effectively collaborates with the public; and delivers the results people expect and an experience they welcome.

1. Please identify all the ways that your department's proposed budget and planning have the potential to positively impact racial equity in one or more of Council's six priority areas.

Appendix 11

Chamber Assessment Profiles

Austin Independent Business Alliance (AIBA) and The Local Economic Council (LEC) Profile (See Appendix 23)

Mission

The Austin Independent Business Alliance is a 501(c)(6) membership organization whose mission is to promote and support locally owned businesses through advocacy, consumer education, and services to our members.

Vision

AIBA's core values include success for the local business community; community involvement for AIBA and our members; collaboration with our members and other community organizations; diversity in our membership and our affiliations; and integrity in all that we do.

Goals

AIBA's goals include educating the public about the cultural and economic benefits of buying locally; promoting AIBA and our members to the public; growing AIBA to be recognized as the voice of local business and advocating to government on behalf of our members about issues of concern to local business.

Service Area

Greater Austin

Current Membership

A member business must be at least 51% locally owned and be based in the Greater Austin area. There are no individual or corporate memberships.
1,072 members:

- 94% located in Austin
- 332 paid and 740 unpaid (complementary via IBIZ program)
- Top industries: retail (46%) and services (48%)
- Reported member employment: 4,006 FTE and 1,920 PTE

Programs and Services

The City of Austin contractually supports two of AIBA's existing programs and services, which are described below.

IBIZ Districts

IBIZ Districts are clusters of locally owned businesses in Austin neighborhoods. Currently there are eight districts that are home to more than 690 local businesses.

Locations:

- Airport Blvd
- East Cesar Chavez
- East End
- East Sixth
- North Loop
- Lo-Burn
- North Drag
- South First

These districts are promoted via a dedicated website, AustinIBIZ.com, dedicated social media, district-wide events, seasonal promotions, and an annual IBIZ district guide. In addition to marketing, AIBA works with the City to assist with neighborhood issues such as lighting, crime, trash collection, parking and vagrancy.

Local Resource Academy

The Local Resource Academy is an all-day event that aims to connect local businesses with the various City Departments that they may need to engage with. The goal is to introduce the businesses to the various Departments and to learn about tips to effectively and efficiently engage their business with the City. At the most recent event, outreach was conducted to eight city departments to participate, and ultimately five participated: Austin Energy, Development Services, Resource Recovery, Austin Water, and Economic Development (Small Business Program). Also invited were Cultural Arts, Transportation, and the Center for Events. In addition to the program, a booklet was produced for attendees including the tips, contact information, and bios of the presenters. This book will also be distributed at all AIBA events throughout the year. The original goal was to hold three events throughout the year, but ultimately, the City paused funding for executing the program.

Additional programs and services include advocacy, member marketing, community engagement, education, national collaboration, events, promotions, IndieAustin publication, and member showcase.

2018 Budget and Contract:

- COA contract: $70,000
- COA contract budget share: 26%

Constituent Needs Statement

“Broadly, our constituents need help with marketing themselves to the larger community, with representation at City Hall and with other city departments that directly affect their business operations, and with developing strong peep groups to help grow and maintain their businesses. More specifically, according to our most recent member survey, current needs include finding employees, help with rent/lease increases and lack of affordable space and increasing property taxes for those who own their properties.”

Most Important City Services:

- Economic Development - Small business programs and resources for local businesses
- Development Services - Permits, inspections, etc.
- Austin Energy - Rates and conservation programs
- Center for Events - Rules and regulations of events
- Transportation-Road construction and closures

2018 Membership Survey Results:

- 97% of respondents found local business advocacy to be important
- Top issues in order: Property tax increases, rent/lease increases, City of Austin regulations, finding employees, and availability of funding.
- 64% have added staff in the last year and 59% anticipate adding staff in the next year
- 73% have increased business revenue in the last year and 80% anticipate revenue growth in the next year
- 98% would recommend AIBA membership to other local businesses

Equity Statement

“While AIBA does not currently execute any programs aimed exclusively at addressing Austin's racial inequity, our mission to help grow and foster small, locally owned businesses does touch this goal. Small to medium businesses trend towards local ownership and include a large (and rapidly growing) number of minority owned businesses which places many minority owned businesses under the supportive wing of AIBA.”

Equity Data

With regards to data collection broken down by race, ethnicity, gender, LGBTQ status, and/or income level, AIBA collects demographic data on its Board members, but not for membership. According to the Board data provided, seven members are Caucasian, and one member is African American.

Equity Collaboration

AIBA reported that it has conducted collaborative efforts with the MECA Chambers and the Anti-Defamation League—Austin Chapter.

Greater Austin Asian Chamber of Commerce (GAACC) Profile (See Appendix 24)

Mission

Our mission is to promote the Asian Pacific American (APA) community and community at large as a catalyst for local and global economic growth through advocacy, connections and education.

To call this demographic a community is a misnomer. APAs are defined only by the fact that their country of origin is located on the continent of Asia and even then, the line is arbitrary as countries west of Pakistan are excluded. Almost all the cultural traits that unite a community actually divide APAs: language, food, religion, skin color, dress, music etc. In effect, this community is a microcosm of the larger community and GAACC has to practice diversity and inclusion in order to be relevant to the diverse population that we serve. Furthermore, as a majority of this demographic are immigrants, GAACC plays an important role in helping folks who ware limited English proficient to navigate and understand the systems and regulations that are new and can be very confusing.

Service Area

Five county area, but we have a few members who are outside of this region, including as far away in Asia. We partner with several trade organizations from Asian countries and are able to host them when they visit Austin. This includes making connections to folks in Austin, hosting guests for lunch or dinner so that they can meet with local entities and prospects and hosting them to do market briefings if appropriate. We have relationships with organizations from China, Hong Kong, India, Pakistan, Taiwan, Japan, South Korea, Singapore, Malaysia, and Indonesia.

Current Membership

Membership tiers are based on benefits, and the tiers are Associate, Professional, Executive, and Premier.

390 members:

- 84% located in Austin
- Associate (79 members), Professional (278 members), Executive (21 members), Premier (12 members)
- Diverse industry segments, top industries include: Food & Beverage/Restaurants, Real Estate Services, Community Organizations, Computer Services, and Engineering Services, among others
- APA Ethnicity (if identified): 16% Indian, 14% Chinese, 10% Vietnamese, 9% Caucasian, and 8% Korean, among many others

Programs and Services

The City of Austin does not contractually support the MECA Chamber's existing programs and services, rather they have a list of deliverables which is covered in the Equitable Funding section. The additional

programs and services provided by GAACC include advocacy, connections & referrals, education, member services, and community engagement.

2018 Contract:

- COA contract: $202,500
- COA budget share: 45%

Constituent Needs Statement

This community has needs that are similar to all small businesses, but they need services to be available in linguistically and culturally appropriate ways. They respond to people that they trust, rather than institutions. In addition, because many are immigrants, they are unfamiliar with systems and what we would consider usual resources, they need consistent and high touch outreach before they will respond. They are also more likely to trust resources that are delivered in spaces that they frequent.

Most Important City Services:

- Small business loans
- Small business classes and coaching
- Creative workshops
- Space/rental support – notably the Asian American Resource Center

Equity Statement

"Our entire mission is to serve and uplift the APA community, in the area of economic growth. Our education program is free and open to the public. We host regularly scheduled workshops at the Asian American Resource Center, which is the center of activity for the APA community.

GAACC has created 4 full-time jobs in six years by leveraging the funding that we receive from the City of Austin. We grew from 1 FT 1 PT staff in 2013 to 5 FT and 1 PT staff currently. Most of these positions have been minority hires who have gone on to better positions through the training, experience and connections that they received from GAACC. To the extent that we are able, we hire staff who are from the community they serve, as they can identify with the unique challenges from the different ethnic groups and are bilingual in that language so that they can communicate effectively and provide interpretation and translation as needed.

At least once a year, we offer leadership classes for APAs. We pay for the CEO of LEAP, Inc a non-profit based in Los Angeles to do 2 to 3 workshops that are specifically designed to address the needs of APAs to address equity in leadership roles in non-profits and corporate settings.

Our partnerships with two organizations based in Washington DC; Asian/Pacific Islander American Chamber of Commerce and Entrepreneurship, and US Pan Asian American Chamber of Commerce help to address policies at the national level to ensure that immigration and other racial issues include consideration of APAs. We are strong advocates for the dis-aggregation of data to properly understand, identify needs and tailor effective programs to meet these needs. Average data

on APAs mask the gaps that exist in new immigrants from Asia, who may include refugees, undocumented immigrants, and other demographics who because their numbers are smaller, are not usually included in conversations about race.

Our mentorship program is specifically designed to match a successful entrepreneur with someone who is just starting out who can provide guidance and support in a culturally and sometimes even linguistically appropriate manner.

Our office space has 4 cubicles which we are able to rent out at affordable rates to APAs just starting their businesses, including creatives."

Equity Data

With regards to data collection broken down by race, ethnicity, gender, LGBTQ status, and/or income level, GAACC collects voluntary demographic data on its members and Board members. GAACC does not collect data on LGBTQ status.

Equity Collaboration

GAACC has participated in the Banking, Finance & Industry sub-committee of the Mayor's Taskforce Against Institutional Racism and Systemic Inequities. Worked with the Network of Asian American Organizations, the Asian American Quality of Life Commission on APA issues related to availability and access to resources and social services. Supporting Austin Community College's equity initiatives, participating in their Truth, Racial Healing and Transportation center and helping with the creation of their Asian Student center.

GAACC works on events and as a distributor of information about the MECA, Austin and Austin Young chamber. We also partner with University of Texas Division of Diversity & Community Engagement and Huston-Tillotson University on programs such as our Leadership Talks, and pitch competitions for minority startups.

GAACC partners with The New Philanthropists to provide information and encouragement for APAs to serve on boards. Within GAACC, they provide leadership opportunities through serving on our committees and then on our board.

GAACC partners with PeopleFund and Economic Growth Business Incubator (EGBI) by referring members or entrepreneurs to these organizations for funding and technical assistance as appropriate. PeopleFund borrowers and EGBI graduates can receive membership from GAACC and preferential rates for their office cubicles.

Finally, GAACC partners with as many Asian ethnic organizations as possible to offer programs and services. These organizations include: Indian American Coalition of Texas, Tamil Sangam, TiE Austin, Korean American Association of Greater Austin, Chinese Society Austin, Austin Real Estate Association, Austin Asian American Film Festival, Vietnamese American Community Austin Texas, Austin Filipino-American Association, and Bangladesh Association of Greater Austin.

Greater Austin Black Chamber of Commerce (GABC) Profile (See Appendix 25)

Mission

Inspiring, developing, promoting, Black economic success in Greater Austin.

Service Area

Five county area including Travis, Hays, Bastrop, Williamson, and Caldwell.

Current Membership

Membership tiers are based on number of employees and organization type, and the types are Small Business, Individual, Student, Nonprofit/Government, and Corporate.
502 members:

- 67% located in Austin
- Small Business (233), Individual (79), Student (18), Nonprofit/Government (68), and Corporate (104).
- Diverse industry segments, top industry segments include: Business & Professional Services, Real Estate Services, Technology, Health Care, Finance & Insurance, and Arts/Entertainment.

Programs and Services

The City of Austin does not contractually support the MECA Chamber's existing programs and services, rather they have a list of deliverables which is covered in the Equitable Funding section. The additional programs and services provided by GABCC include State of Black Business in Central Texas, Taste of Black Austin, State of Black Education, Side Hustle Saturday, Corporate Diversity Agenda Support, MBE Certification and Procurement Education, and the Black Austin Officials Reception.

2018 Contract:

- COA contract: $171,000
- COA budget share: 53%

Constituent Needs Statement

GABC constituents need "networking for revenue opportunities, efforts to make Austin more equitable and affordable, access to officials about policies that impact them, and understanding the business climate."

GABC collaborates with "the City of Austin, GABC Collegiate Chapters, Austin Area Urban League, Six Square, CapMetro, Healthcare Companies, SCORE, Huston-Tillotson, ACC, and AISD, among others. Most if not all of the work we perform is addressing economic disparity for blacks. Our partnerships exist to create better racial outcomes for Central Texas."

Most Important City Services:

- Small Business Funding
- Small Business Classes
- MBE Certification

Equity Statement

“Addressing the very complex systemic issue of racial inequity is absolutely comprehensive. Most all of our programs seek to level the playing field a bit more and address racial inequity (State of Black Business, State of Black Education in Central Texas etc.).”

Equity Data

With regards to data collection broken down by race, ethnicity, gender, LGBTQ status, and/or income level, GABC collects voluntary demographic data on its members and Board members.

Equity Collaboration

GABC collaborates on equity with the City of Austin, GABC Collegiate Chapters, Austin Area Urban League, Six Square, CapMetro, Healthcare Companies, SCORE, Huston-Tillotson, ACC, and AISD, among others. Most if not all of the work we perform is addressing economic disparity for blacks. Our partnerships exist to create better racial outcomes for Central Texas.

Greater Austin Economic Development Corporation (GAEDC)
Opportunity Austin Profile (See Appendix 26)

Mission

Opportunity Austin is a regional economic development initiative aimed at fostering job-creating investment in Central Texas' five-county region.

Service Area

Austin-Round Rock Metropolitan Statistical Area (Bastrop, Caldwell, Hays, Travis, Williamson counties).

Current Membership

Members are called investors and the tiers are based on total/annual contribution amount. The tiers are Lead, Advanced, and Investors.
337 investors:

- 100% have offices located in Austin
- Lead (99), Advanced (53), and Investor (185)

Programs and Services

The City of Austin contractually invests in GAEDC's Opportunity Austin initiative as a Lead investor, which is described below.

Opportunity Austin invests in a portfolio of initiatives that support job creation, employability, and economic opportunities for all. Opportunity Austin will serve as a catalyst in the identification, evaluation, and pursuit of opportunities that promote and support an economy that is inclusive and innovative, a workforce that is educated and employed, and communities that are affordable and accessible.

The Opportunity Austin 4.0 strategy includes the following 10 key initiatives:

1. "Connect First" Existing Business Outreach Program
2. Targeted Corporate Recruitment
3. College and Career Readiness and Placement (CCRP)
4. Mobility
5. Innovation
6. Affordability
7. Innovation Zones and Regional Employment Centers
8. Game Changers (Austin-Bergstrom International Airport; Higher Education Capacity)
9. International Economic Development
10. Opportunity Studio

2018 Revenue:

- COA contract: $350,000
- COA contract portion: 10%

Constituent Needs Statement

“Opportunity Austin investors support job creation and economic prosperity. Investors desire a vital and resilient economy that builds upon the current strengths in Central Texas while identifying opportunities for innovation and growth. In a survey of steering committee members that shaped the development of Opportunity Austin 4.0, the key words that characterize their long-term vision included: inclusive, affordable, transportation, educated, and talent.”

Most Important City Services:

- Development Services: timely review and approval of permit applications
- Inspections: timely review and approval of new construction and remodeling
- Mobility: effective multimodal transportation for people, goods, and services
- Utilities: affordable and reliable infrastructure (water, energy)
- Financial/Tax: high value for taxes and fees paid for local government services
- Economic Development: policy and programs that prioritize job creation

Equity Statement

GAEDC does not execute any programs or services specifically designed to address racial equity.

Equity Data

With regards to data collection broken down by race, ethnicity, gender, LGBTQ status, and/or income level, GAEDC does not collect this type of demographic data.

Equity Collaboration

Greater Austin Economic Board leadership participated in the Mayor's Task Force on Institutional Racism and Systemic Inequities

Greater Austin Hispanic Chamber of Commerce (GAHCC) Profile (See Appendix 27)

Mission

To be the leading resource and advocate for the Hispanic business community.

Vision

To shape a Central Texas where Hispanics thrive in business and are impactful leaders of our communities.

Service Area

Austin-Round Rock Metropolitan Statistical Area (Bastrop, Caldwell, Hays, Travis, and Williamson counties).

Current Membership

Membership is broken down into two major investment categories, small business and corporate, and each category has tiered levels based on benefits.
588 members:

- 81% located in Austin
- Diverse member industry segments, top industries include: Finance & Insurance, Government & Education, Civic Organizations, Business & Professional Services, Construction, Advertising & Media, Real Estate Services, and Restaurants and Food & Beverage.

Programs and Services

The City of Austin does not contractually support the MECA Chamber's existing programs and services, rather they have a list of deliverables which is covered in the Equitable Funding section. The additional programs and services provided by GAHCC include: Small Biz U, Access to Capital, Access to Procurement, Hablas Tech, Celebrando Austin, Capital of Texas Awards Recognizing Latina Industry Leaders, and Hispanic Austin Leadership.

2018 Contract:

- COA contract: $212,500
- COA budget share: 23%

Constituent Needs Statement

GAHCC constituents need, "access to capital, access to procurement opportunities, affordability for small-med-size business members who are struggling to find affordable brick and mortar space in Austin, workforce development, certification with the City of Austin, and business development."

Most Important City Services:

- Small Business Center
- Small & Minority Business Resources Certification MBE/WBE/DBE
- Development Services

Equity Statement

GAHCC advances equity through the majority of their programs and events.

"Hispanic Austin Leadership (HAL) Program - since 1999, HAL has provided our Hispanic Austin professionals an important platform to develop the much-needed business acumen, civic awareness, leadership skills needed in our community to advance and flourish in the greater Austin area. Participants who complete the HAL curriculum will have gone through sessions that help them develop a better understanding of Civic Engagement, Education, Environmental Sustainability, Financial Stability, Healthcare, Arts & Culture, and the history of Central Texas. Many who have gone through the HAL program (HALA) have received promotions at work, grown their businesses and has allowed the GAHCC to develop a pool of Hispanic Leaders ready to serve on Board and Commissions."

Equity Data

With regards to data collection broken down by race, ethnicity, gender, LGBTQ status, and/or income level, GAHCC collects voluntary demographic data on its members but not its Board members.

Equity Collaboration

GAHCC collaborates with the MECA Chambers, Leadership Austin, United Way (Austin/Travis 2-Gen Leadership Council), and the Austin Institutional Racism and Systemic Inequities (IRSI) Task Force.

Austin LGBT Chamber of Commerce (ALGBTCC) Profile (See Appendix 28)

Mission

Our mission is to empower and strengthen the LGBT business community and its allies.

Vision

We envision a fully supportive, diverse and prosperous community.

Core Values:

- Inclusivity—Promoting a community of belonging where everyone is welcome.
- Prosperity—Raising the bar in a business culture where everyone can thrive and succeed; leveraging our collective talents for the benefit of the community.
- Empowerment—Intentionally building autonomy and self-determination among LGBT businesses and their allies enabling them to represent their interests responsibly, acting on their own authority.
- Authenticity—Delivering our very best in all that we do; being genuine, trustworthy and true.
- Professional Development - Equal opportunity to build valuable work skills, improve individual performance, and enhance productivity by increasing knowledge and expertise.

Service Area

Primarily the Greater Austin including Travis and contiguous counties with a few members in the Temple/Belton/Killeen area and elsewhere out of the area.

Current Membership

Membership is broken down into several categories including: Titanium, Platinum, Gold, Silver, Business, Individual, Nonprofit, Student, and Courtesy.
387 members:

- 90% located in Austin
- Titanium (0), Platinum (2), Gold (2), Silver (22), Business (173), Individual (46), Nonprofit (127), Student (3), and Courtesy (8)
- Diverse member industry segments, top industries include: Business & Professional Services, Civic Organizations, Professional Care Services, Finance & Insurance, Real Estate Services, Advertising & Media, Arts & Entertainment, and Restaurants/Food & Beverage
- Member employment: 25,740 FTE (23,000 American Red Cross FTE) and 1,198 PTE

Programs and Services

The City of Austin does not contractually support the MECA Chamber's existing programs and services, rather they have a list of deliverables which is covered in the Equitable Funding section. The additional programs and services provided by ALGBTCC include: Ambassadors, LGBT Business Enterprise

Certification, Employee Resource Groups, Pride in Business Roundtable, networking events, advocacy, special events, and Young LGBT professionals.

2018 Contract:

- COA contract: $153,750
- COA budget share: 65%

Constituent Needs Statement

Note: LGBT (lesbian, gay, bisexual and transgender) and gay community are used interchangeably throughout the following needs assessment. LGBTQIA is another popular acronym that refers to lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual or allied. For simplicity's sake, we have chosen to use LGBT when referencing the above. (The full statement can be found in Appendix 25.)

General Demographics

Research over time providing prevalence estimates of the LGBT population is lacking, with most researchers suggesting the population is under reported.

LGBT in the Workplace

Notwithstanding advances in the social acceptance of LGBT people, the same cannot be said of LGBT in the workforce. One-in-five LGBT workers reports being treated unfairly by an employer. (Pew). According to a Williams Institute report by Sears and Mallory in 2011, numerous federal and state courts and legal scholars have concluded that sexual orientation and gender identity have no bearing on workplace performance or the ability to perform in familial relationships or any other measure of societal productivity. Despite this, high levels of discrimination against LGBT people at work is documented fact.

Following are facts and figures from Out & Equal Workplace Advocates, a nonprofit organization dedicated to achieving LGBT workplace equality:

- There is no federal law barring employment discrimination based on sexual orientation or gender identity
- In 28 states, you can get fired just for being lesbian, bisexual, or gay (Texas is one of those states)
- In 30 states, you can be fired for being transgender (Texas is one of those states)
- Most Americans (71%) support federal laws protecting LGBT people from discrimination in housing, public accommodations and jobs

In Conclusion

“While the social acceptance of LGBT people in general has improved over the last decade, the gay community continues to experience significant discrimination and harassment in the workplace including impacts on earning potential as well as physical and emotional well-being. Alienation from

family and friends and marginalization by religious organizations are commonplace. LGBT people are at increased risk for interpersonal violence including suicide, bullying at school and at work, and victimization by perpetrators of hate crimes. It is apparent to this researcher that LGBT people need a sense of community and belonging; the chance to raise a family and contribute to society; a haven for self-expression and self-actualization; and, the opportunity to work, grow and excel in their profession. In short, all the things other people need, want and desire and take for granted."

Most Important City Services:

- Assistance in navigating the permitting process for such things as sound, building, food service, etc.
- Assistance in navigating the zoning process, e.g. exemptions, building and construction
- Economic development services including small business classes and small business loan assistance
- Art in Public Places as well as other avenues for creatives

Equity Statement

"The Austin LGBT Chamber of Commerce (ALGBTCC) hosts workshops and other offerings the address challenges minority members of the LGBT community face. For example, the Chamber collaborated with Capital Factory to produce a half-day workshop that helped businesses and non-profit organizations understand the challenges Queer People of Color face in the business world. Panel topics included: diversity in the workplace, unique challenges faced by Queer People of Color in Business and how to overcome them, visibility, coming out at work, and best business practices. Following the panel, participants received specialized 1:1 attention from business owners and leaders who shared operations and organizational success best practices."

Equity Data

With regards to data collection broken down by race, ethnicity, gender, LGBTQ status, and/or income level, ALGBTCC collects demographic data on its Board members, but not for membership.

Equity Collaboration

Active collaboration with the MECA to produce two annual offerings:

1. The Multicultural Career & Opportunities Expo seeks to connect minority job seekers in the Greater Austin area with employment opportunities and serve as an avenue for employers to build diversity within their companies. The program also includes a workshop designed to build job-seeking skills such as resume development, interviewing, networking and self-promotion.
2. The Collaborative Industry Development Forum selects a different industry each year gathering thought-leaders and entrepreneurs to discuss various aspects of the industry and how one might engage.

Austin Young Chamber (AYC) Profile (See Appendix 29)

Mission

To connect and empower young professionals to create business, community, and individual success.

Service Area

Greater Austin, Five County Area

Current Membership

629 members:

- (94% located in Austin)
- 578 individual and 51 corporate members
- Diverse member industry segments, top industries include: Financial Services, Real Estate Services, Education, Marketing, Health Care, Technology, Consulting, Entertainment, Nonprofit, and Professional Services.

Programs and Services

The City of Austin does not contractually support AYC's existing programs and services, rather they have a list of deliverables which is covered in the Equitable Funding section. The additional programs and services provided by AYC include: advocacy, LEAD Summit, FAVE Awards, Austin Fast Start, Casino Social, and the Austin Young Chamber Foundation.

2018 Contract:

- COA contract: $48,500
- COA budget share: 14%

Constituent Needs Statement

Constituent needs include leadership development, professional development, community engagement, employment, business development, networking/connections, community with like-minded people, affordable housing, and connection to resources.

2018 Membership Survey Results:

- Top Local Issues: Affordability (72%), Transportation (58%), Diversity/Inclusion (38%), Population Growth (32%), and Education (31%)
- 97% of members are satisfied with AYC membership
- Respondents Ethnicity: 68% Caucasian, 2.7% Asian, 4% African American, and 12% Hispanic
- Respondent Income: $50-75k (32%), $25-50k (18%), $75-100k (16%), and $100-150k (16%)
- 18% are primary business owners
- 91% have at least a Bachelor's Degree

Most Important City Services:

- Affordable Homes
- Boards/Commissions
- Business Education
- Cap Metro / Transportation
- Workforce Development
- Arts & Culture

Equity Statement

AYC does not execute any programs or services specifically designed to address racial equity.

Equity Data

With regards to data collection broken down by race, ethnicity, gender, LGBTQ status, and/or income level, AYC collects demographic data of its Board members and on its annual benchmarking survey.

Equity Collaboration

AYC collaborates on equity with the MECA Chambers, the Mayor's Taskforce on Institutional Racism and Systemic Inequity (Member involvement), and Leadership Austin's Beyond Diversity Training (Member involvement and promotion).

Appendix 12

APPENDIX

Appendix A: List of Cities Examined for Best Practices

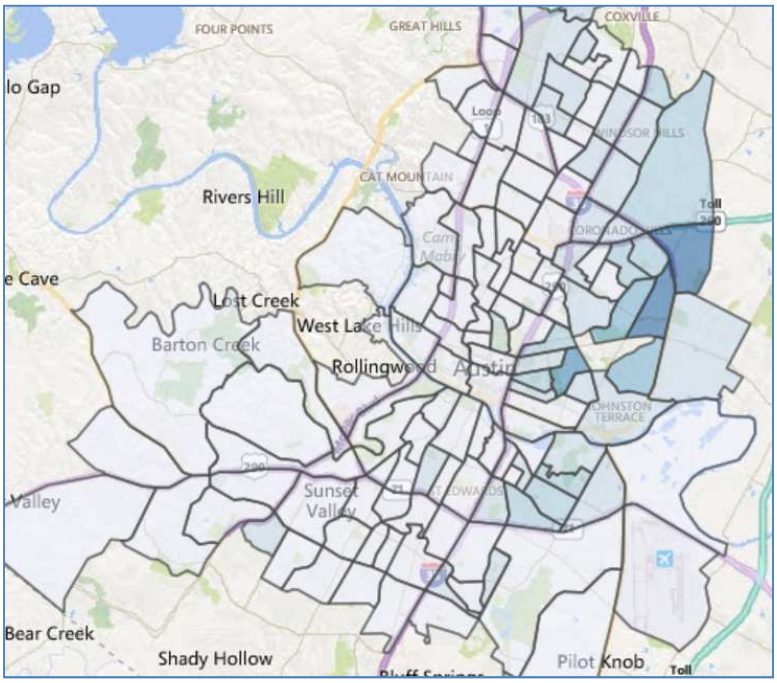
Relevant Initiatives	**No Relevant Initiatives**
• Baltimore • Buffalo • Chicago/Hazel Crest • Dallas • Denver • Detroit • Madison • Minneapolis • Louisville • New Orleans • Philadelphia • Phoenix • Portland • Rochester • San Jose • San Francisco • Seattle	• Anchorage • Albuquerque • Atlanta • Birmingham • Boston • Charlotte • Chattanooga • Cincinnati • Cleveland • Columbus • Fresno • Honolulu • Houston • Jacksonville • Las Vegas • Memphis • Miami • Milwaukee • Nashville • Oklahoma City • Pittsburgh • Sacramento • San Antonio • St. Paul • Tampa • Wichita

Appendix 13

MECA Population Distribution

Black Population Distribution

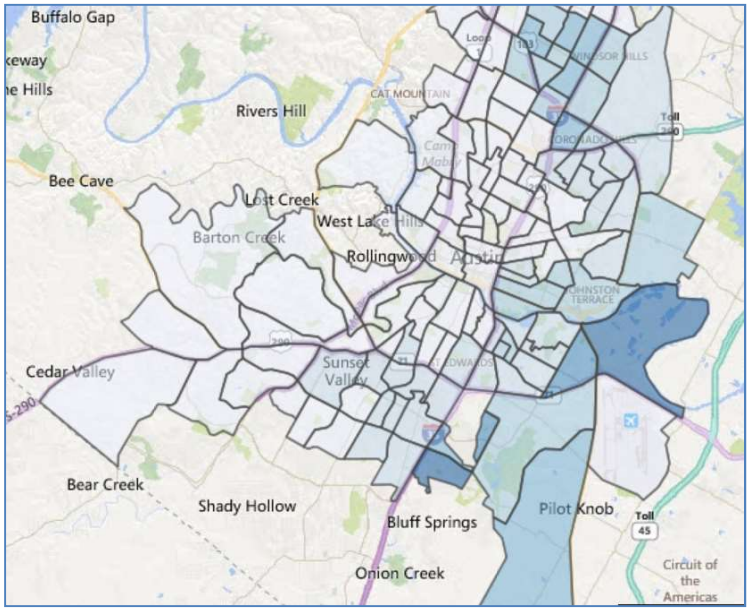
Utilizing GIS software, Austin's Black population was distributed by Census Tract. There is a clear concentration in East Austin, east of I-35, in addition to a concentration in the northeast portion of the city.



Source: Census Tract. *United States Census Bureau*

Hispanic/Latino Population Distribution

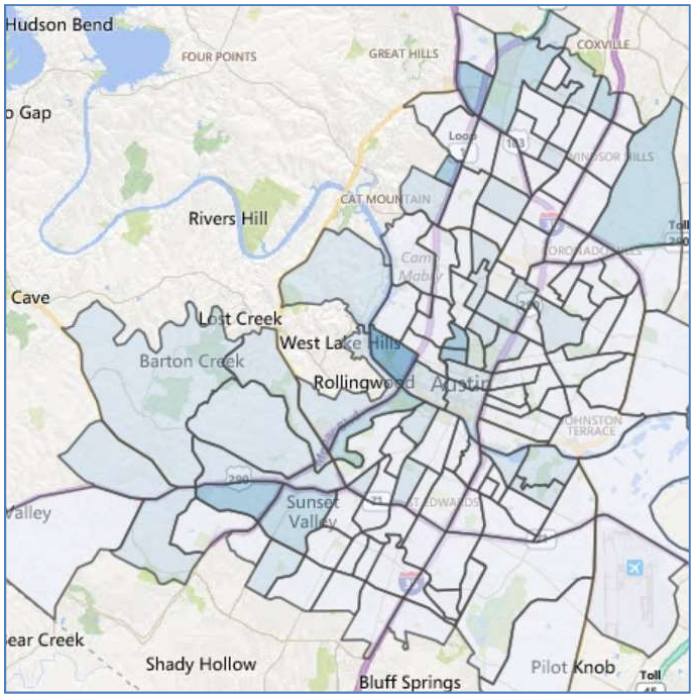
Austin's Hispanic/Latino population was distributed by Census Tract, and there is a clear concentration in East Austin, east of I-35, in addition to a concentration in the northern portion of the city, north of Route 183.



Source: Census Tract. *United States Census Bureau*

Asian Population Distribution

Austin's Asian population was distributed by Census Tract, and there is a clear concentration in West Austin, west of I-35 and Mopac Expressway Route 1.



Source: Census Tract. *United States Census Bureau*

Appendix 14

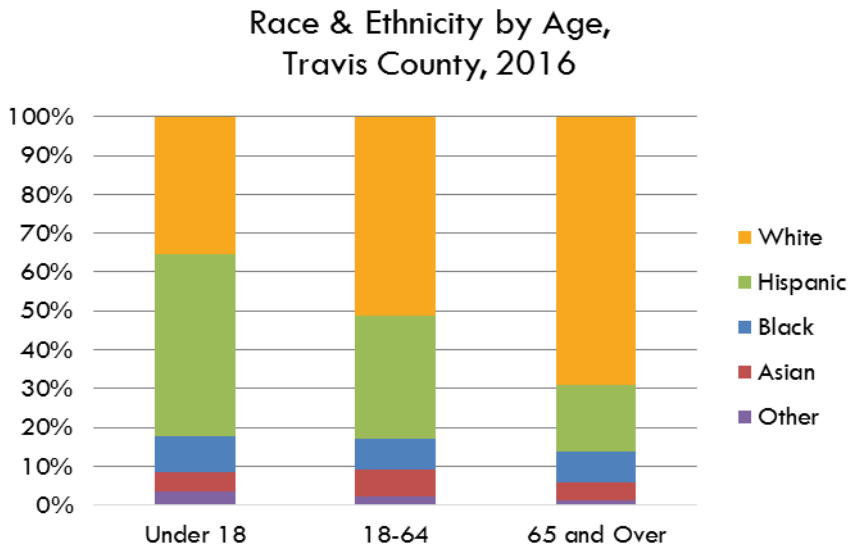
EQUITY ANALYSIS

DIVERSITY

No racial or ethnic group constitutes a majority of the Travis County population. The U.S. Census Bureau reports 49% of Travis County residents are White, 34% are Hispanic, 8% are Black and 6% are Asian.

There is a noticeable difference in the racial and ethnic composition of the child and senior populations. 47% of the child population are Hispanic, while the older population is 69% White.

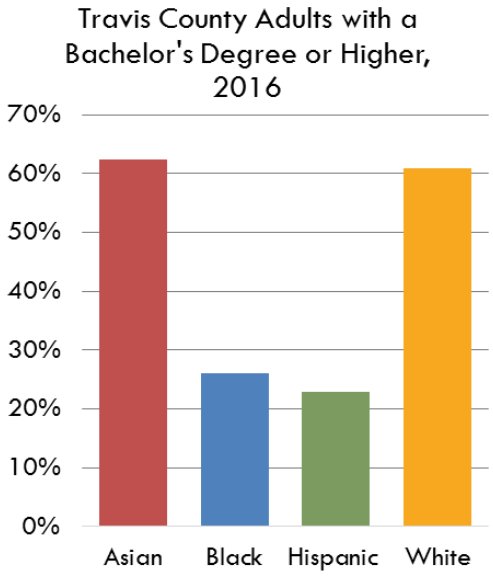
Ensuring educational success for the diverse child population is critically important to our community's economic future.

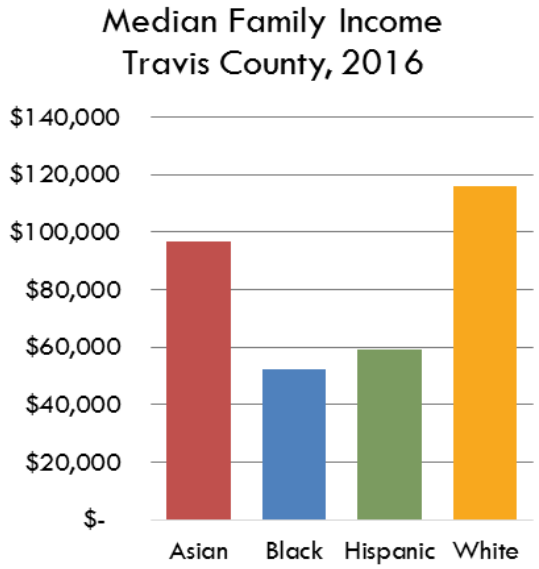


Source: American Community Survey 1-Year Estimates

EDUCATION AND INCOME

There are stark differences in educational attainment levels and median family income by race and ethnicity. The first graph below depicts the percent of people in Travis County, over the age of 25, who have a Bachelor's degree or higher. Approximately one-fourth of Black and Hispanic adults over the age of 25 have a Bachelor's degree, and this contributes to lower incomes for these groups. The second graph depicts Median Family Income by race/ethnicity. Median income for Black families was 55% lower than median income for White families, while Hispanic families earned 49% less than White families.





Source: American Community Survey 1-Year Estimates

Appendix 15

Department	Chamber of Commerce	Payment/Expense	Brief Description
Economic Development	IBIZ District Marketing	$ 55,000	The Chambers of Commerce partnerships create jobs, increase the city's tax base, diversify and strengthen the local economy by developing Austin's existing businesses and by recruiting outside businesses to relocate to or expand their business in Austin. Contracts also include training, education and networking for small businesses for $55,000.
Economic Development	Local Business Conference	$ 15,000	The Chambers of Commerce partnerships create jobs, increase the city's tax base, diversify and strengthen the local economy by developing Austin's existing businesses and by recruiting outside businesses to relocate to or expand their business in Austin. Contracts also include training, education and networking for small businesses for $15,000.
Economic Development	Austin Gay & Lesbian Chamber of Commerce	$ 161,750	The Chambers of Commerce partnerships create jobs, increase the city's tax base, diversify and strengthen the local economy by developing Austin's existing businesses and by recruiting outside businesses to relocate to or expand their business in Austin. Contracts also include training, education and networking for small businesses for a total of $153,750. Supported the Austin Gay & Lesbian Chamber of Commerce to organize a economic development mission trip to Oslo, Norway for business expansion efforts of local Austin businesses to do business during a Business Delegation for $8,000.
Economic Development	Greater Asian American Chamber of Commerce	$ 208,479	The Chambers of Commerce partnerships create jobs, increase the city's tax base, diversify and strengthen the local economy by developing Austin's existing businesses and by recruiting outside businesses to relocate to or expand their business in Austin. Contracts also include training, education and networking for small businesses $142,500. In FY 2018, the chamber received $60,000 in on-going funding for the Quality of Life Initiative. The Greater Austin Asian American Chamber organized an economic development mission trip to Pune, India. A staff person from EDD's Global Business team attended to learn about opportunities for Austin businesses to do business with Pune for $5,779. A $200 one-time Colony Park Master Developer ad.
Economic Development	Greater Black Chamber of Commerce	$ 171,000	The Chambers of Commerce partnerships create jobs, increase the city's tax base, diversify and strengthen the local economy by developing Austin's existing businesses and by recruiting outside businesses to relocate to or expand their business in Austin. Contracts also include training, education and networking for small businesses for $171,000.
Economic Development	Hispanic Chamber of Commerce	$ 217,100	The Chambers of Commerce partnerships create jobs, increase the city's tax base, diversify and strengthen the local economy by developing Austin's existing businesses and by recruiting outside businesses to relocate to or expand their business in Austin. Contracts also include training, education and networking for small businesses for $212,500. The Hispanic Chamber organized an economic development mission trip to Saltillo and Guadalajara, Mexico, in 2018. Two staff members from EDD's Small Business Program attended to learn about opportunities for Austin small businesses to do business with Mexico for a total of $4,600.

Department	Chamber of Commerce	Payment/Expense	Brief Description
Economic Development	Opportunity Austin/Greater Austin Chamber of Commerce	$ 350,000	The Chambers of Commerce partnerships create jobs, increase the city's tax base, diversify and strengthen the local economy by developing Austin's existing businesses and by recruiting outside businesses to relocate to or expand their business in Austin. Contracts also include training, education and networking for small businesses for $350,000.
Economic Development	Austin Young Chamber of Commerce	$ 25,000	The Austin Young Chamber was hired to organize 2 pitch completion events for small businesses: 1] Austin [Re]Verse Pitch, a competition for businesses with an idea for a marketable product or service that involves the conservation of resources, or the reuse or recycling of waste materials; 2] Austin FastStart, a pitch competition series for startup businesses, with each pitch event targeted to a specific industry for $25,000.
Management Services	CAPITAL CITY AFRICAN AMERICAN CHAMBER OF COMMERCE	$ 1,000	SPONSORSHIP - GABC TASTE OF BLACK AUSTIN 2018
Austin Code	Greater Austin Asian American	$ 5,000	Greater Austin Asian Chamber of Commerce Sponsorship
Aviation	Hispanic Chamber of Commerce	$ (175)	SUSAN CARBAJAL REIMBURSE HISPANIC CHAMBER EVENT
Aviation	Hispanic Chamber of Commerce	$ 350	GTR AUSTIN HISP CHMBER GREATER HISPANIC CHAMBER OF COMMERCE EVENT; SEPTEMBER 22, 2018 (SUSANA
Aviation	Greater Chamber of Commerce	$ 1,750	AUSTIN CHAMBER EVENT TABLE FOR 2018 FUTURE OF REGIONAL MOBILITY ON 10/1/2018
Aviation	Greater Chamber of Commerce	$ 160	GREATER AUSTIN CHAM CARBAJAL/EZZIANI - 2018 CHAMBER ANNUAL MEETING, AUSTIN, TX
Aviation	Hispanic Chamber of Commerce	$ 1,500	GTR AUSTIN HISP CHMBER JAMY KAZANOFF-GREATER AUSITN HISPANIC CHAMBER OF COMMERCE'S TRADE AND
Aviation	Greater Chamber of Commerce	$ 1,750	AUSTIN CHAMBER TABLE FOR GREATER AUSTIN BUSINESS AWARDS, 8/30/18
Aviation	Greater Chamber of Commerce	$ 6	Employee Reimbursement: PARKING CHARGES FOR MEETING WITH AUSTIN CHAMBER
Aviation	Greater Chamber of Commerce	$ 12	Employee Reimbursement: PARKING CHARGES FOR MEETING WITH AUSTIN CHAMBER
Austin Water	Capital City African American Chamber of Commerce	$ 75	GABCC MEMBERSHIP RENEWAL FOR GREG MESZAROS, EIN# 10117963
Austin Water	Greater Austin Hispanic Chamber of Commerce	$ 500	GTR AUSTIN HISP CHMBER GREATER AUSTIN HISPANIC CHAMBER OF COMMERCE CORPORATE MEMBERSHIP RENEW
Austin Energy	GREATER AUSTIN ASIAN CHAMBER OF COMMERCE	$ 10,000	Sponsorship-Corporate Partnership and Membership 2018
Austin Energy	HISPANIC CHAMBER OF COMMERCE	$ 2,500	Promotion of local economic development, education and workforce initiatives

Department	Chamber of Commerce	Payment/Expense	Brief Description
Austin Energy	GREATER AUSTIN CHAMBER OF COMMERCE	$ 2,500	2017 State of education luncheon
Austin Energy	HISPANIC CHAMBER OF COMMERCE OF AUSTIN	$ 11,500	Annual sponsorship support of GAHCC of celebrando event
Austin Energy	HISPANIC CHAMBER OF COMMERCE OF AUSTIN	$ 2,500	Sponsorship - Scholarship golf carts annual golf tournament for Austin Hispanic Chamber Foundation
Austin Energy	GREATER AUSTIN CHAMBER OF COMMERCE	$ 2,500	Sponsorship of Greater Austin business awards on 8/30/18
	HISPANIC CHAMBER OF COMMERCE	$ 3,000	Sponsorship of scholarship supported by GAHCC foundations 2018 Golf Classic 10/26/18
HRD	Petty Cash Replenishment	$ 70	2016 State of Talent Conference
HRD	Petty Cash Replenishment	$ 60	2016 State of Talent Conference
HRD	Greater Chamber of Commerce	$ 135	2018 State of Talent Conference Registration Fee
		$ 1,250,022	

Appendix 16

Current Chamber Funding

MECA Funding

The four MECA Chambers have different funding amounts but very similar contract deliverables, which are listed below.

	Black	LGBT	Asian	Hispanic
Contract Deliverables				
Industry Forum Plan	$5,000	$5,000	$5,000	$5,000
Industry Forum Report	$9,200	$9,200	$9,200	$9,200
5-Year Strategic Plan	$2,500	$2,000	$5,000	$5,000
Chamber Board Retreat	$4,100	$3,000	$5,000	$5,250
Collaborative Expo Plan	$9,000	$9,000	$9,000	$9,000
Expo Report	$7,500	$7,500	$7,500	$7,500
Chamber Assessment	$3,000	$3,000	$5,000	$5,000
Information Portal	$3,500	$3,500	$3,500	$5,000
Eco Dev Training	$3,000	$3,000	$3,000	$6,000
Creative Economy	$5,000	$5,000	$5,000	$5,000
Business Questionnaire	$5,000	$5,000	$5,000	$5,000
Untapped Biz Market	$2,600	$2,600	$5,000	$5,000
State/National Conference	$5,000	$3,000	$5,000	$6,050
Domestic Recruitment	$5,000	$4,500	$8,500	$8,500
Business Development				
Use of City Seal				
5 volunteers (Creative)				
10 FBLP referrals				
5 DBE referrals				
Monthly newsletter				
Annual Report				
Global SXSW Support				
Pre/Post Trip Reports				
Membership Status				
Attend MECA Meetings				
Reconciliation Report				
Monthly Status Report				
Business Dev Total	$95,000	$83,450	$106,800	$106,000
Business Accelerator	$6,600	$5,000	$15,000	$20,000
Total Funding	**$171,000**	**$153,750**	**$202,500**	**$212,500**
Total MECA %	**23%**	**21%**	**27%**	**29%**

Austin Independent Business Alliance (AIBA) Funding

AIBA funding is centered around the previously described IBIZ District program and the Keep Austin Local Retreat, also called the Local Resource Academy. (See Appendix 40 and Appendix 41)

IBIZ District Staff	$36,000
IBIZ District Programs & Advertising	$14,000
Armadillo Awards	$5,000
Keep Austin Local Retreat	$15,000
Total Funding	**$70,000**

Greater Austin Economic Development Corporation (GAEDC) Funding

GAEDC's funding is centered around national advertisements and public relations to recruit businesses to Austin, workforce development programming for at risk high school students, and the recruitment of clean energy technology businesses. (See Appendix 42 and Appendix 43)

National advertising/public relations and workforce development	$250,000
Clean energy business recruitment initiative	$100,000
Total Funding	**$350,000**

Austin Young Chamber (AYC) Funding

AYC's funding is centered around the creation of a series of small business competition events called Austin Fast Start, in addition to the [Re]Verse Pitch Competition, which is a social innovation program that helps turn raw waste materials into new enterprises. (See Appendix 44)

Three Austin Fast Start Pitch Events	
Prize Money	$7,500
Event Coordination	$22,500
One [Re]Verse Pitch Competition	
Marketing	$3,000
Recruiting Bonus (25 applications)	$2,500
Event Coordination	$13,000
Total Funding	**$48,500**

Appendix 17

Goal	Alignment	Action	By When	Impact	Big-Picture Metric	Department KPI	Operational Measures	KPI Current Data	Target (FY23)	Plan for Success	Internal Development	Goal Owner	Division	Contributors
In one sentence, what goal(s) do we want to pursue? Select up to 8 goals. Goal: *A definable desired result.* Group Discussion: 1. What goals do we want to pursue to advance the strategic direction? 2. What actions will close the gap between current state and desired future state? 3. What role should we play? Where will we focus our efforts?	What is driving this work? Choose 1 primary (and 1 secondary, if applicable) driver from the following options: • SD23 Indicator (preferred as part of City's improvement agenda) • SD23 Strategy (preferred as part of City's improvement agenda) • Priority directive from another source (notate the source, such as state law or Council resolution #) • Core Mission (may be selected as critical work to sustain, if not articulated in SD23) Include the SD23 ID#. For example, a strategy looks like "EOA #3" and a metric looks like "EOA.F.4"	In 1-2 sentences, in what ways will our department contribute to moving the needle with resources we have today?	We will complete this action by...FY19, FY20, FY21, FY22, or FY23.	In 1-2 sentences, state the anticipated impact on the Austin community.	Is Austin better off? Note: Refer to the Metrics Logic Model for this column, along with Department KPI and Operational Measures.	To what degree is our department contribution moving the dial?	What data informs key internal decisions? What City operation can we rapidly improve due to this data?	Provide the most recent data, if available, for each KPI.	Set a 5-year target for each KPI.	How will we succeed with or leverage our existing talent, dollars, and time? In 1-3 sentences, state the action items resulting from your group discussion. Group Discussion: 1. What strategic opportunities should we pursue? 2. What partnerships might we leverage inside and outside the department? 3. What actions, adaptations, and economic model are required?	With the resources we have today, what will we do differently to improve? In 1-3 sentences, state the action items resulting from your group discussion. List steps the Department will take toward growth and improvement. Group Discussion: 1. What skills and abilities will we need, individually and collectively, to reach this goal? 2. Outside of additional staffing/budget, how will department leadership equip the Goal Owner with tools, training, and/or support to succeed? 3. Outside of additional staffing/ budget, what is preventing us from reaching this goal? (skills gaps, process improvements, technology gaps, communication gaps?)	Who is responsible for this goal day to day?	List the lead Division responsible for this goal.	Individuals who will support the Goal Owner to be successful.
SD23 Indicators and Metrics:	https://airtable.com/shrF5xe6Pv3VHlKlK/tblAEbi6Q3pY12grr?backgroundColor=orange&viewControls=on													
SD23 Strategies	https://airtable.com/shrlNhARRnRq5MR7i/tblUxxIJkqCgUx2lH?backgroundColor=orange&viewControls=on													
Create and sustain jobs that lead to economic mobility for Austinites who are historically underrepresented	EOA #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.	The Department's most direct job creation methods are City Council-authorized Chapter 380 economic performance-based agreements with targeted industry companies, small business services, and low-interest loans for small business expansions. EDD anticipates creating at least 100 new jobs in FY 2018-19 from the Family Business Loan Program and small businesses services. In FY 2023 the number of jobs will increase to 800 from investments from the new 380 policy, cultural funding, music, international and other economic development programing being added to the methodology.	FY 2020	These services not only create jobs, they but also increase the City's tax base, diversify the local economy, provide a strong economic foundation for all residents and discourages displacement.	Unemployment rate of historically underrepresented Austinites	Number of jobs supported	The operational measure that supports this measure includes: job creation (one component of "supporting" jobs): 1337, 7926 and 8176. Additional measures will be created for each divisions contribution.	FY 2019 100 FY 2018 274.5	FY 2020 30,000 FY 2021 30,000 FY 2022 30,000 FY 2023 30,000	This summer, between May and August, migration of records of participates of EDD programming from siloed spreadsheets to unified department-wide Customer Relationship Management tool built for economic development organizations, called CloudNine.	*Redevelopment City Property Disposition measure through the Institute of Transporatation Engineers and the ESRi Community Analyst based on geographic boundaries of businesses in Souly Districts; Global Business Expansion Division will measure jobs supported through contract compliance management of Chapter 380 new and existing agreements, Workforce Development contracts and Business Engagement tracked in CloudNine CRM; Small Business Program will track jobs supported through coaching sessions via CloudNine CRM as well as contract compliance management of Family Business Loan Program agreements; Cultural Arts Division and Music Division will track jobs supported from contract compliance of Cultural Arts Funding agreements and Art in Public Places agreements, and Sound Permit Ombudsman coaching.*	Interim Assistant Director - David Colligan	Global Business - Interim Julia Campbell	Data working group - Team Lead Melissa Alverado will manage the KPI Each division rep on the data working group will manager their operation measure.
Provide support services and funding for businesses to thrive in Austin	EOA #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.	EDD supports Austin's small businesses, including artists and creative businesses, by providing business training, one-on-one technical assistance, special informational events, assistance navigating the City permitting process, and low-interest family business and micro loans that help qualified small businesses expand and create new jobs. EDD-facilitates the redevelopment of activity centers and corridors with multi-family apartment building, mixed-use office building, and additional small and local businesses and restaurants.	FY 2020	Leads to job creation, new private investment, and the potential for a complete community where all Austinites can live, work and play.	Gross Metropolitan Product	Percent of businesses who (responded) report growing year to year	Percent of businesses who (responded) report growing year to year	FY 19 25%	FY 2020 65 businesses or 25% FY 2021 65 businesses or 25% FY 2022 65 businesses or 25% FY 2023 65 businesses or 25%	Currently only the Small Business Program Division collects this feedback. Upon migration of participant contact info into the CloudNine CRM, a department-wide survey will be distributed to collect and analyze the number of businesses who report they are growing (defined as increase in square footage, increase in staff, or increase in revenue).	*A Department-Wide survey will be created and distributed twice per year to entire list of EDD program participants. Responses will be tracked through CloudNine CRM survey tool.*	Interim Deputy Director - Sylnovia Holt-Rabb	Small Business Program - Vicky Valdez	Data working group - Team Lead Melissa Alverado will manage the KPI Each division rep on the data working group will manager their operation measure.
Cultivate and invest in workforce development programming that matches employers' skill needs and successfully prepares economically disadvantaged residents for family-sustaining careers	EOA #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.	Economic Development will continue to provide funding to workforce development training providers who train adults in careers that impact the Regional Master Community Workforce Plan.	FY 2021	The efforts will help lift working adults out of poverty and into living wage careers through training and education as a collaborative effort in the Regional Master Community Workforce Plan.	EOA.G.3 Number of persons placed out of poverty into middle skill jobs (the movement from poverty to employment paying Austin's living wage of all who participate in Workforce Development training)	EOA.F.4 Number and percentage of people who successfully complete Workforce Development training	EOA.F.4 Number and percentage of people who successfully complete Workforce Development training	FY 2016 588 or 86%	FY 2021 10,000 or 85%	The Global Business Expansion Division will track both the Big Picture Metric and Key Performance Indicators, both community indicators, through the Workforce Solutions Regional Workforce Master Plan annual reporting periods	*methodology already defined in SharePoint (contracted through Regional Workforce Master Plan)*	Interim Assistant Director - David Colligan	Global Business - Interim Julia Campbell	Global Business - Preston Stewart
Ensure all Austinites have access to cultural amenities	CLL #1 Regularly inventory and evaluate culture and lifelong learning programs and facilities provided by the City and our community partners, with a focus on identifying gaps, shortcomings, and opportunities that may have an impact on equity and quality.	Provide City-offered culture and lifelong learning events, activities, and resources include current agreements that support artistic and creative industries that honor and preserve all people and cultures, in all districts.	FY 2020	City-offered culture and lifelong learning events, activities, and resources stimulate tourism and economic development. This measure serves to illustrate the community benefit received from these contracts.	CLL.B.3 Austin's Score on the CV Index	CLL.E.3 Percentage of participants satisfied with City-offered *culture and* lifelong learning events, activities, and resources (Segmented by department, program, and participant demographics)*	CLL.E.3 Percentage of participants satisfied with City-offered *culture and* lifelong learning events, activities, and resources (Segmented by department, program, and participant demographics)*	FY 19 95%	FY 2020 80% FY 2021 85% FY 2022 90% FY 2023 95%	Currently only the Cultural Arts Division collects similiar feedback. Last year, the Cultural Arts Division saw a 95% satisfaction rate of public arts related events. This is a slightly different question and to a bigger audience, but we believe we will see similar outcomes over the five year period.Upon migration of participant contact info into the CloudNine CRM, a department-wide survey will be distributed two times per year to several divisions participants to collect and analyze the satisfaction rate of culture and life long learning events, activities, and resources across the department.	*A Department-Wide survey will be created and distributed twice per year to entire list of EDD program participants. Responses will be tracked through CloudNine CRM survey tool.*	Interim Deputy Director - Sylnovia Holt-Rabb	Cultural Arts - Megan Wells	Data working group - Team Lead Melissa Alverado will manage the KPI Each division rep on the data working group will manager their operation measure.

Initiate and deliver effective programming to retain and grow local businesses	EOA #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 Development will continue to providing services that retain business big and small providing access to training, coaching, networking, loans, incentives and grants.	FY 2020	Leads to sustained workforce, investment in research and develop and capital improvements.	Average years of businesses in operation	Percent of businesses supported who (responded) EDD programming strengthened operations	Internally track the number of businesses assisted that demonstrate growth in one or more growth indicators through a survey.	FY 19 25%	FY 2020 25% FY 2021 30% FY 2022 40% FY 2023 50%	Currently only the Small Business Program Division collects similiar feedback. Last year, Small Business Program Division saw a 95% satisfaction rate of whether the event or class delivered upon its stated objective or goal. This is a slightly different question, but we believe we will see similar outcomes.Upon migration of participant contact info into the CloudNine CRM, a department-wide survey will be distributed two times per year to collect and analyze the number of businesses who report EDD's programs strengthened their operations.	*A Department-Wide survey will be created and distributed twice per year to entire list of EDD program participants. Responses will be tracked through CloudNine CRM survey tool.*	Interim Assistant Director - David Colligan	Music - Erica Shamaly	Data working group - Team Lead Melissa Alverado will manage the KPI Each division rep on the data working group will manager their operation measure.
Grow Austin's creative industry through retention and expansion programming for local artists, musicians, and creatives	CLL #7 Assist artists and creatives in all disciplines in developing a road map to secure capital, patronage, and build capacity to ensure their long-term prosperity.	Economic Development provides grants to support non-profits facing permanent displacement, those previously displaced, or those facing lease renewals at substantially higher rates amidst a volatile real estate market through monitoring.	FY 2020	Economic Development is continuing efforts to monitor and impact Art Space Assistant which offers much-needed relief to nonprofit arts groups being displaced. Observations made through monitoring will result in development of additional programming opportunities.	CLL.B.1 Median earnings of metro-area creative sector occupations (as defined by specific Bureau of Labor Statistics Standard Occupational Classifications System [SOC] codes)*	CLL B.6 Number and percentage of creatives who report having access to affordable creative space	CLL B.6 Number and percentage of creatives who report having access to affordable creative space	FY 2018 140 or 28%	FY 2020 30% FY 2021 30% FY 2022 30% FY 2023 30%	This summer, between May and August, migration of records of participates of EDD programming from siloed spreadsheets to unified department-wide Customer Relationship Managerment tool built for economic development organizations, called CloudNine. The Creative Space Survey will be delivered and tracked through CloudNine to all creative businesses involved in EDD programming in Cultural Arts Division, Music & Entertainment Division, the Small Business Program Division, and the Global Business Expansion Division.	*A Department-Wide survey will be created and distributed twice per year to entire list of EDD program participants. Responses will be tracked through CloudNine CRM survey tool.*	Director - Rebecca Giello	Redevelopment Christine Maguire	Data working group - Team Lead Melissa Alverado will manage the KPI Each division rep on the data working group will manager their operation measure.

Appendix 18

Strategic Direction 2023 (SD23) Alignment Details

SD23 Vision: Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its community members, and where the necessities of life are affordable and accessible to all.

Chamber SD23 Alignment

Based on information provided by the EDD in their Final Compass delivered to OPM (see Appendix 45), and the results of the Chamber stakeholder engagement process, the chambers best aligned with the Economic Opportunity & Affordability and the Culture & Lifelong Learning outcomes.



Economic Opportunity & Affordability (EOA)

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

EOA Indicators:

- Employment/unemployment
- Income equality
- Training for better jobs
- Economic mobility and the ability to improve your income

Culture & Lifelong Learning (CLL)

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

CLL Indicators:

- Quality of cultural venues, events, programs, and resources
- Vibrancy of the creative industry
- Appreciation, respect, and welcoming of all people and cultures

Chamber SD23 Funding Formula

Step 1. Base equity budget is distributed equally amongst target SD23 Outcomes and Indicators and the Corresponding EDD Division

Division	SD23 Outcome	SD23 Indicator or EDD Activity	Equity Budget
GBE	EOA	Skills & Capability of Workforce	$105,679
CAD	CLL	Sustainability of Creative Ecosystem	$105,679
SBP	EOA	Employment	$105,679
GBE	EOA	Recruitment	$105,679
CAD	CLL	Civic & cultural venues, events, programs, resources	$105,679
Shared	EOA	Income Equality/Economic Mobility	$105,679
Shared	CLL	Appreciation and respect for all	$105,679
		Total	**$739,750**

Step 2. Equity budget by SD23 Indicator and EDD Activity is distributed amongst equity-based organizations based on their equity percentage

		Black	Hispanic	Asian	LGBT
SD23 Indicator and EDD Activity	**Equity Budget**	**31%**	**35%**	**21%**	**14%**
Skills & Capability of Workforce	$105,679	$32,900	$36,306	$22,086	$14,387
Sustainability of Creative Ecosystem	$105,679	$32,900	$36,306	$22,086	$14,387
Employment	$105,679	$32,900	$36,306	$22,086	$14,387
BRE & Recruitment	$105,679	$32,900	$36,306	$22,086	$14,387
Civic & cultural venues, events, programs, resources	$105,679	$32,900	$36,306	$22,086	$14,387
Income Equality/Economic Mobility	$105,679	$32,900	$36,306	$22,086	$14,387
Appreciation and respect for all	$105,679	$32,900	$36,306	$22,086	$14,387
Total	**$739,750**	**$230,297**	**$254,143**	**$154,603**	**$100,707**

Step 3. Equity budget by SD23 Indicator and EDD Activity can be redistributed based on unique population needs and organizational capacity

During the Assessment process, GALGBTCC noted that recruitment and travel were not a priority activity for their community, therefore, the chart below displays their funds allocated for recruitment being redistributed to appreciation and respect for all, as an example to redistribute resources to address more important needs that fit within SD23.

		Black	Hispanic	Asian	LGBT
SD23 Indicator and EDD Activity	**Equity Budget**	**31%**	**35%**	**21%**	**13%**
Skills and Capability of Workforce	$105,679	$32,900	$36,306	$22,086	$14,387
Sustainability of Creative Ecosystem	$105,679	$32,900	$36,306	$22,086	$14,387
Employment	$105,679	$32,900	$36,306	$22,086	$14,387
BRE & Recruitment	$105,679	$32,900	$36,306	$22,086	-$14,387
Civic & cultural venues, events, programs, resources	$105,679	$32,900	$36,306	$22,086	$14,387
Income Equality/Economic Mobility	$105,679	$32,900	$36,306	$22,086	$14,387
Appreciation and respect for all	$105,679	$32,900	$36,306	$22,086	$28,774
Total	**$739,750**	**$230,297**	**$254,143**	**$154,603**	**$100,707**

Step 4. Non-Equity Organization SD23 Indicator Budget Allocation

Greater Austin Economic Development Corporation

Skills & Capability of Workforce	$175,000
BRE & Recruitment	$175,000
Total	**$350,000**

Austin Independent Business Alliance

Employment & Entrepreneurship	$70,000
Total	**$70,000**

Austin Young Chamber

Employment & Entrepreneurship	$70,000
Total	**$70,000**

Step 5. Calculate EDD SD23 Outcome Budget Allocation

Economic Opportunity & Affordability	$891,214
Culture & Lifelong Learning	$317,036
Total	**$1,208,250**

Step 6. Calculate EDD Division Budget Allocation

Global Business Expansion	$561,357
Cultural Arts Division	$211,357
Small Business Program	$224,179
Shared Among Divisions	$211,357
Total	**$1,208,250**