



2014
YEAR IN REVIEW



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LETTER FROM CITY MANAGER MARC A. OTT



I think most would agree that 2014 was a year of historic change for the City of Austin. The election of a new, district-based City Council has provided an opportunity to take a fresh look at many of the things we do, and I welcome that participation from our new policymakers.

But underlying that very visible change is an undercurrent of continuous change and improvement throughout the organization. That has been consistently reflected in our annual survey of residents, which demonstrates that we're leading the way among large cities for customer service.

In our 2014 Year in Review, you'll see how our departments have embraced the opportunity to be a best-managed city and a leader in developing and applying creative solutions to our shared challenges. We are at the forefront of defining the dynamic role that cities play in 21st Century America.

I'm proud to say that we have made great progress on some of the most persistent challenges we face in Austin, especially those that deal with the long-term sustainability of our great city:

- We helped secure a more reliable water system with the opening of Water Treatment Plant No. 4, while concurrently maintaining our progressive approach toward water conservation.
- We formalized our commitment toward new and innovative partnerships with the community by launching the City's Innovation Office.
- We continued our work toward creating a more connected community, opening the Boardwalk Trail at Lady Bird Lake and creating transit priority lanes downtown.
- We shortened the distance between our residents and service providers through new and innovative 3-1-1 technology.
- We made extraordinary progress in our efforts to relocate hundreds of residents and protect future generations from the kind of disastrous flooding we saw in 2013.

- We demonstrated commitment and resolve to creating economic opportunity through strategic partnerships in transitional areas like Rundberg and Colony Park.
- We reached another milestone in the implementation of Imagine Austin by launching a comprehensive review of the City's land development code through our CodeNEXT initiative.

These are just a few of the examples of progress we saw in 2014. I think it's important to underscore that each of these strategies is part of longer-term efforts and strategies that will continue to unfold in the coming years under the leadership of our new Mayor and City Council.

This is the seventh time that I've had the privilege to present the Year in Review, and I must say that I'm still humbled and amazed with the consistent achievement of our staff and departmental leaders. We challenge our people to bring their "whole self" to work every day, and they respond with remarkable dedication and achievement.

In a fast-growing and dynamic city like Austin, it can be a challenge to meet the constant and evolving needs and expectations of our community. That can only be achieved with meaningful and thoughtful engagement between our residents, our staff and our elected officials. I welcome our new City Council's role in that community engagement process.

Please join me in congratulating our staff on another excellent year. We look forward to partnering with you to build on that success in 2015.

HOW AUSTINITES SEE AUSTIN

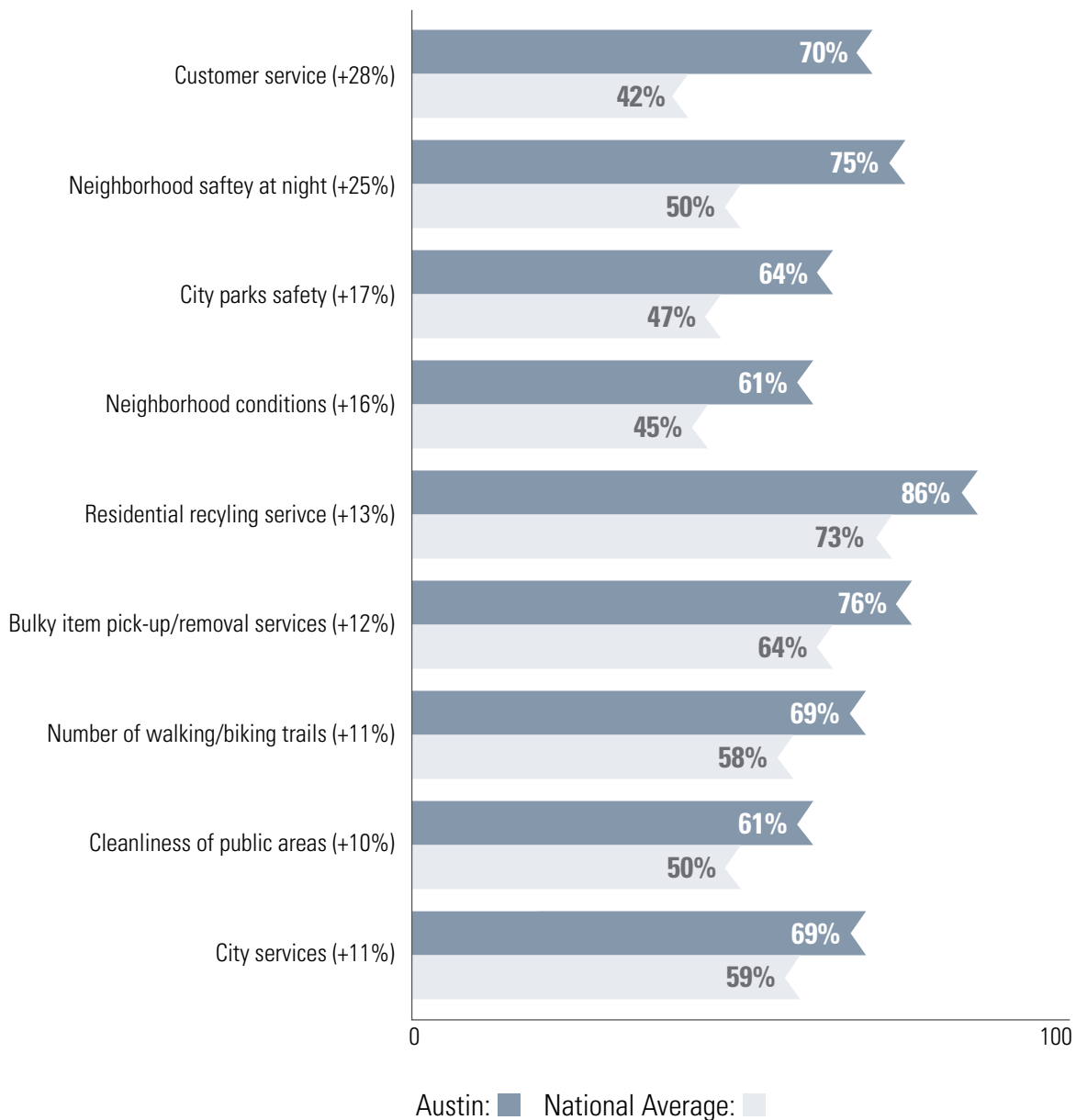
The City of Austin annually conducts a survey of its residents to assess satisfaction with the delivery of major City services and to help determine priorities for the community as part of the City's ongoing planning process.

Again in 2014, the City of Austin set a standard of customer service for large U.S. cities, with its residents' approval rating of the quality of customer service 28 percent above the national average. The City

rated at or above the national average in 31 of the 46 areas in the 2014 "Community Survey."

Residents rated Austin at least 10 percentage points above the national average in eight categories ranging from feeling safe to the cleanliness of streets and other public areas.

Graphic shows how Austin compares to other large U.S. cities in customer satisfaction in specific areas. Percentage reflects those answering 4 or 5 (very satisfied) on a scale of 1 to 5.



HOW THE WORLD SEES AUSTIN

Overall Economic Performance	#1	Brookings Institute
Next Biggest Boom Towns	#1	Forbes
Best Performing Cities	#2	Milken Institute
Safest Large U.S. Cities (Violent Crime)	#2	FBI Uniform Crime Reporting
Global City Momentum Index	#7	Jones Lang LaSalle
Best Places for Veterans	*	USAA Magazine
Best Cities for Job Seekers	#1	NerdWallet
Best Cities for Future Job Growth	#2	Forbes
Best U.S. Real Estate Markets	#2	Urban Land Institute
Best Cities for Small Businesses	#4	Thumbtack.com
America's Coolest Cities	#3	Forbes
Best Airports in America	#3	Travel+Leisure
Most Creative Cities	#4	Forbes
Cities for Fastest-Growing Companies	#4	Inc. magazine
Best Cities to Launch a Startup	#7	NerdWallet
Best Airports	#8	Condé Nast Traveler
Best Big Cities for Jobs	#3	Forbes
Best Cities for Urban Forests	*	American Forests
Best Cities for Successful Aging	#9	Milken Institute
America's Best Bike Cities	*	Bicycling Magazine
Best U.S. Metros for Military Retirees	#2	USAA/U.S. Chamber of Commerce
Fittest Cities in America	*	Sharecare
Top Places to Retire	*	Forbes
Best Cities for New College Grads	#3	Livability
Best U.S. Music Scene	#2	Travel + Leisure
America's Fastest-Growing Cities	#1	Forbes
Best U.S. Metros for Attracting Families	#2	NewGeography.com

*Austin was listed as a top-tier city by these organizations. The organizations did not rank cities in numerical order.





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ANIMAL SERVICES

Provides sheltering, enforcement and prevention services for Austin and the unincorporated areas of Travis County. In partnership with community organizations, provides a safety net for lost and homeless pets and is committed to sustaining Austin's no-kill goal of finding live outcomes for at least 90 percent of the companion animals that enter the shelter each year.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$8.6 million/95.5 FTEs | FY 2015: \$ 10.6 million/98.5 FTEs



BEST-MANAGED

Achieved a total live outcome rate of 94 percent, which outperformed 2013's rate of 93 percent and maintains Austin as the largest sustaining no-kill city in the United States.

Highlights

- Sponsored, in partnership with Emancipet Inc., 7,636 community spay/neuter surgeries through 182 free spay/neuter clinics, reducing the number of unwanted litters that might enter the shelter. The benefit of this prevention effort was most evident in the decrease of owner surrender intakes by 1,000 animals from 4,417 animals in 2013 to 3,419 animals in 2014.
- Continued to decrease companion animal intake through education and outreach programs. Shelter intake per capita in 2014 was 1.55 percent compared to 1.7 percent in 2013.
- Supported by 42,450 volunteer hours, which represents 20 FTEs worth of work. Also, volunteer-led programs including Desperate Housecats, Hard Luck Hounds, Classic Cats and Canines, and Dogs Out Loud were responsible for 400 adoptions.
- Increased the percentage of sheltered animals that were returned to owners from 17.7 percent in 2013 to 18.5 percent in 2014. ASO Field Services returned 504 animals to their owners, reducing the number of animals that needed to be reclaimed from the shelter.
- Provided temporary homes for 2,089 animals through foster parents. Many of those animals were experiencing behavior and/or medical issues that required more time and care than the shelter environment could offer. In addition to this invaluable service, foster parents also contributed by adopting out 1,126 animals.
- Responded to 28,611 calls for service in 2014, an increase of 29 percent compared to 2013. The increase in responses was not just attributed to the rise in overall call volume, but to a greater percentage of all calls that were responded to as well.
- Received a \$1.17 million grant from the Duffield Family Foundation through the Maddie's Fund Lifesaving Award program.
- Awarded a \$150,000 grant from the Stanton Foundation for the purchase of a mobile offsite adoption vehicle. This vehicle will enable ASO to extend lifesaving efforts further into the community.

AUSTIN PUBLIC LIBRARY

Provides easy access to books and information for all ages through responsive professionals, engaging programs and state-of-the-art technology in a safe and friendly environment.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$31.45 million/359.05 FTEs | FY 2015: \$37.18 million/368.05 FTEs



Highlights

- Completed installation of an integrated, night/day, exterior security camera surveillance system for all 24 facilities in the library's property inventory, thereby greatly enhancing personal protection for staff and customers along with increased property protection for the department.
- Implemented the 2014 READ Campaign "Feed Your Mind" featuring renowned chef and local celebrity Paul Qui.
- Finalized APL's three-year Strategic Plan including Marketing, Technology, Diversity and Volunteer Plans.
- Sponsored the 13th annual Mayor's Book Club in partnership with the Mayor's Office and the APL Friends Foundation featuring "Monday, Monday" by Elizabeth Crook.
- Began process to hire consultant to assist with the development of outcome measures and created a staff committee to review all statistics and assist with assuring the reliability of statistics collected.
- Earned national recognition for the Recycled Reads Used Bookstore as a model for environmental literacy by keeping 150 tons of materials out of the landfill.
- Initiated annual Innovation Award to recognize employees who make transformational suggestions that improve customer service/reduce workload/save money/promote a culture of innovation.
- Presented three exhibits at the Austin History Center: "Backwards in High Heels: Getting Women Elected, 1842-1990," "Latinas in the Shadow of the Live Music Capital of the World: Queremos Realizar Nuestra Musica Para Usted" and "Austin 175: From Cabins to Skyscrapers."
- Utilized 2,262 volunteers (20,675 hours) to supplement staffing and address workload backlogs.
- Expanded digital offerings such as databases, newspapers, magazines, e-books, audiobooks, streaming video and music, digital magazines (Zinio), digital music (Freegal), and digital films (indieflix).

Awards

- Best of the Internet (Website companion to the "Backwards in High Heels" exhibit), Scout Report

BEST-MANAGED

Oversaw the development of the New Central Library site initial excavation for the underground parking garage at the start of the year through placing of concrete on the fourth level of the building by the year's end. Every division of the library is working on making this the first "library for the future" in the United States.

Completed the conversion of the three busiest branches (Milwood, Spicewood Springs and Will Hampton Branch at Oak Hill) from an obsolete electromagnetic-based collection management and security system to more efficient and effective Radio Frequency and Identification technology thereby greatly enhancing the security of library materials. By early 2015 all branches will have completed the conversion of their collections to RFID labels in preparation for the installation of RFID machines system wide.

Created a Youth Services Outreach Team, providing story times in both English and Spanish and offering early literacy training to teachers and parents. This was part of a reorganization of the division to provide a regional approach to service delivery that increases the efficiency and effectiveness of the team members.

Employed the Lean Library strategy to analyze the APL Holds process and reduced the processing time from 18-25 minutes to process holds per item to 4-6 minutes to process holds per item.

Launched the Library's "Geek the Library" awareness campaign with hundreds of Austinites sharing what the library means to them and how it has changed their lives.

HEALTH & HUMAN SERVICES

Works to promote and protect a healthy community through the use of best practices and community collaborations. Public health protects Austin and Travis County residents from infectious diseases and environmental threats and educates the public about the benefits of healthful behaviors in avoiding chronic diseases.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$66.2 million/417.75 FTEs | FY 2015: \$74.8 million/429.75 FTEs



BEST-MANAGED

Developed mobile solutions for both the HIV Outreach Program and Environmental Health Services to allow staff to complete field operations immediately without having to return to their home office. Program staff in the HIV Outreach Program can now print and access the applications over cellular hotspots.

Featured on the National American Planning Association Webinar for the model plan, "Healthy Places, Health People," incorporating public health into community planning. The HHSD plan aligns with the APA focus of creating healthy communities. Only Austin and Philadelphia were selected to highlight their programs.

Led development of an award-winning toolkit, the "Manager's Guide to Smoke-free Housing Policies" which received national recognition when it was made available to property managers on the U.S. Housing and Urban Development website. This document helped provide 8,190 smoke-free housing units for Austin/Travis County residents.

Highlights

- Effectively responded to Ebola concerns by monitoring hospital emergency data; working closely with infection control practitioners, funeral homes and first responders; conducting media interviews; and distributing information to local health care providers. HHSD continues to conduct post-arrival monitoring for 21 days of travelers from West Africa.
- Set a new benchmark for involvement of youth in the 78744 Dove Springs Community Youth Development Program. The program is keeping 100 percent of participants out of the juvenile justice system. Due to the great team of staff and partners, 1,658 unduplicated youth are being served, with a 96 percent satisfaction rate.
- Emphasized the significance of community and stakeholder engagement through Public Health Accreditation. HHSD continues efforts that align existing plans and resources in the community. In June, 48 professionals, representing 30 local entities, attended a summit to plan for the second year of the Community Health Improvement Plan.
- Hosted the "Youth Voice Community Showcase" during SXSW, drawing more than 100 youth, adults and families to a show featuring singers, bands and hip hop/rap vocalists.
- Launched a monthly radio show "Wednesday Wellness," featuring public health programs and issues on 96.3 FM KKMJ.
- Provided intensive support services to vulnerable Central Texans through Section 1115 Waiver projects enabling the delivery of support services to 31 chronically homeless individuals diagnosed with tri-morbid or co-occurring conditions, to support 90 African American women before, during, and throughout the first year of life of their child, and screen and/or vaccinate 1,562 high-risk adults.
- Developed a mother-friendly workplace initiative where moms of nursing infants have a safe, secure and private place for lactation pumping. The initiative was also incorporated into the criterion of the Mayor's Health and Fitness Council Employer Certification Standards.
- Implemented tobacco-free campus policies in locations throughout Austin and Travis County, including Travis County offices, the University of Texas, Huston-Tillotson University, Capital Metro, Samsung, National Instruments, Easter Seals and the Austin Child Guidance Center protecting nearly 1.8 million people from the effects of second-hand smoke.

Awards

- Butler (Community Health Improvement Plan/Community Health Assessment), Community Action Network
- Silver Addy, Visual/Illustration (Tobacco-Free Austin Smoke-Free Housing booklet), American Advertising Federation
- Programming, Health/Public Safety category (West Nile Watch), Texas Association of Telecommunications Officers and Advisors
- Five-Star (Vital Records Office), Texas Department of State Health Services
- Recognition plaque (Tobacco-free workplace initiative), Texas Public Health Association
- Special recognition (Shots for Tots/Big Shots clinic), St. John Neighborhood Association

PARKS AND RECREATION

Provides, protects and preserves a park system that promotes quality recreational, cultural and outdoor experiences for the Austin community

Total Dept. Budget/Full-time Equivalents

FY 2014: \$71.9 million/663.75 FTEs | FY 2015: \$83.5 million/681.75 FTEs

Highlights

- Opened the 1,857-square-foot George Washington Carver Genealogy Center to provide educational resources for members of the public interested in researching the history of Austin and their family heritage.
- Launched the Parks Web Viewer, an online resource that allows the public to research the amenities and recreational opportunities available at Austin's many parks.
- Fed more than 63,000 seniors and 80,000 youth nutritionally balanced meals at senior, recreation and cultural centers. Launched the Weekend Backpack Nutrition Program in partnership with the Capital Area Food Bank at three pilot locations in traditionally underserved areas -- Turner-Roberts, Montopolis and Dove Springs recreation centers.
- Implemented technological improvements to the playground inspection process, allowing for real-time photographs of issues, the maintenance of a digital inventory of all park sites, and a reduction of staff time and paperwork.
- Acquired the Grey Rock Golf and Tennis Club in a park-deficient area in Southwest Austin. The purchase includes a 292-acre facility with an 18-hole golf course, eight tennis courts and the potential for additional park amenities. The land is situated in an environmentally sensitive area and will remain protected from development as dedicated parkland.
- Managed 167 special or annual events, resulting in \$1.7 million in General Fund rental revenue collected and over \$501,000 in maintenance funds remitted to the department from special events and rentals which served over 1.2 million park guests
- Acquired more than 55 acres of parkland consistent with the priorities outlined in the department's Long Range Plan. In acquiring parkland along Onion Creek and infill acquisitions in park-deficient areas, staff accomplished two of the department's priorities.
- Assisted the Austin Parks Foundation in educating the community regarding the Umlauf Museum Goat Grazing project. This project supports a growing national initiative that utilizes goats as natural lawnmowers in our parks.
- Completed the Southern Walnut Creek Trail Project, consisting of 7.2 miles of 10-foot wide concrete, the first installment in the larger Walnut Creek trail network. This completed section provides a multi-use, recreation and transportation route on Austin's east side from Govalle District Park on the south end to Walnut Creek Sports Park on the north. Completed the Auditorium Shores Trailhead redevelopment project and used \$1 million in grant funding to provide ADA-accessible restrooms, improved parking, upgraded lighting and additional site upgrades to provide a safer and more enjoyable park experience.
- Completed the Bartholomew Pool Renovation and the Westenfield Pool Renovation projects. Bartholomew Pool is a state-of-the-art, family-oriented aquatics complex offering three pools, a diving well, a water slide, bathhouse and restroom buildings, and other amenities. Westenfield Pool is a neighborhood-scale aquatics facility featuring two pools, bathhouse and restroom buildings, shade structures, and landscape areas.

Awards

- Merit, Preservation of a Cultural Landscape (Wooldridge Square renovation), Preservation Austin
- Merit, Design of Public Project (Dove Springs District Park Children's Play Area), American Society of Landscape Architects -- Texas Chapter
- Arboreal Project of the Year (Barton Springs Pool General Grounds Improvement), International Society of Arboriculture -- Texas Chapter
- Honor, Design of Public Project (Republic Square Master Plan), American Society of Landscape Architects -- Texas Chapter
- Current Planning (Republic Square Master Plan), American Planning Association
- Tree City USA (22nd consecutive year) Arbor Day Foundation

BEST-MANAGED

Partnered with the community on 11 projects infusing \$517,916 in private resources into the development of Austin's parks, negotiated five partnership projects leveraging over \$4 million dollars of private funding; and worked with five nonprofit community partners to assist PARD in maintaining parks and facilities.

Reviewed and negotiated more than 200 site plans and subdivision cases, collecting almost \$4 million of Parkland Dedication dollars and more than 65 acres of parkland.

Established the City of Austin's first park district to ensure that tax dollars from new development support the continued improvement and staffing of park infrastructure in the parkland-deficient Onion Creek neighborhood.

Ensured that 203 youth received the adaptive services they needed to fully participate in and engage with Austin Parks and Recreation's summer camp programs.

Completed the Boardwalk at Lady Bird Lake in collaboration with the Public Works Department and the Trail Foundation. Provided Austinites with a unique, over-the-water trail experience to a critical one-half mile gap in the Ann and Roy Butler Hike and Bike Trail.





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CAPITAL PLANNING

Coordinates, monitors and aids in the development of the City's Capital Improvement Program for a better, safer and more livable Austin.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$961,700/8 FTEs | FY 2015: \$1.02 million/8 FTEs



BEST-MANAGED

Introduced the first Long-Range Capital Improvement Plan to improve communication about overall infrastructure needs and help achieve Imagine Austin goals through the Capital Improvement Program. Planning Commission reviewed and approved the plan.

Launched Citywide Comprehensive Infrastructure Assessment to provide framework for evaluating the condition of the City's infrastructure such as roads, water lines and playscapes. The information collected during this process is valuable for prioritizing capital needs and extending the life of the infrastructure.

Coordinated with Public Works and Communications and Technology Management an effort to enhance CIVIC (Capital Improvements Visualization, Information and Communication), an online capital projects portal where the public can get information about a variety of capital projects. Enhancements included the addition of more bond-funded projects to increase transparency and support the City's open government goals

Highlights

- Selected to present at the Congress for New Urbanism annual conference on making strategic public investments in place-making infrastructure, which leverages funds and efforts to help create great urban communities.
- Coordinated internally with the Imagine Austin Priority Program Teams to use the Long-Range CIP Strategic Plan for identifying potential strategic capital investments that could further implement Imagine Austin.

Awards

- Technology Solutions (Strategic Capital Investments GIS analysis) Public Technology Institute
- Long-Range Planning (Long-Range CIP Strategic Plan) American Planning Association, Texas Chapter

ECONOMIC DEVELOPMENT

Increases economic prosperity for all Austin residents by focusing on creating a roadmap that leads to continuous improvements throughout the community. Building on the high-performing Austin entrepreneurship, trade, creative industries, technology innovation and small business growth, plans to successfully leverage Austin's national and global profile as a science city to enhance the vitality and equity of the community in a manner that preserves Austin's character and environment.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$13.2 million/53 FTEs | FY 2015: \$14 million/56 FTEs

BEST-MANAGED

Completed and opened The Thinkery (Austin Children's Museum) along with the Town Center's 564-space district parking garage, a 112-room hotel, a 16,000 square foot medical facility and several restaurants at the Mueller development. Construction initiated for 580 apartment units and 281 single-family homes, with infrastructure for an additional 274 homes.

Won two nationally competitive grants from ArtPlace America. One for \$400,000 with community partners Fusebox/thinkEAST, allowed for creation of a pop-up mixed-use creative community during Fusebox Festival 2015 on a 24-acre former industrial site. The second for \$256,000 with community partner GO Collaborative sent artists into the 10 new Council districts to identify community cultural assets.

Obtained a \$1 million grant from the U.S. Economic Development Administration to develop the City landfill into the Austin [re] Manufacturing Hub in partnership with Austin Resource and Recovery Department

Created 51 jobs for low-to-moderate income persons through five Family Business Loan Program loans with 1.5 percent low-interest rate loans totaling \$1.6 million. The program regenerates blighted city retail areas. Launched the FBLP Micro Loan Program to help small businesses grow with \$35,000, 1.5 percent interest loans.

Partnered with the Governor's Office on the inaugural "State of Small Business in Austin" summit as part of the annual Getting Connected business resource event. Utilized economists to provide data that underscores both the growth and persistent challenges of small businesses.

Awarded three Music Venue Assistance Program loans at a low interest rate for the purpose of enhancing the sound quality of indoor and outdoor venues, while reducing sound impact to neighboring uses.

Highlights

- Completed the sale of Blocks 1 and 23 in the Green Water Treatment Plant for a combined value of more than \$27 million. Made substantial progress on the Seaholm District Plan by completing construction of the districtwide underground water detention facility, structured parking for Block 1, and infrastructure for the Second and South Nueces streets extension including expansion of the City's chilled and reclaimed water facilities.
- Made excellent progress toward substantial completion of various Seaholm elements including the underground parking deck, retaining wall, infrastructure/road improvements on Seaholm Drive/Third Street, low-rise retail/office building and power plant renovations. Completed core and shell improvement in historic power plant to allow athenahealth to start moving in the first of its 600 employees.
- Contracted more than \$6.3 million to 247 cultural vendors to anchor the \$4.3 billion creative industries of Austin. This directly impacted an estimated 7.25 million audience members, including more than one million tourists.
- Completed installation and construction of 13 public art projects and 11 temporary projects throughout Austin by the Art in Public Places program. Accepted two temporary artwork loans, one artwork donation, and repaired 11 artworks in the City's public art collection.
- Executed three economic development agreements that will create 1,247 new jobs with a cumulative average wage of \$93,274. These agreements also secure \$23.18 million of private investment that is available to local, small and minority businesses. Forecasted to generate a \$4.02 million profit for the City of Austin.
- Executed the City's first Creative Content Film/TV agreement for the production of ABC's "American Crime" series in Austin, airing March 2015.
- Increased business participation on IEDC Gold Medal Award Winner, LocallyAustin.org, the City's free marketing website for locally-owned businesses, to about 1,500 companies. Introduced a new mobile app, utilizing UT advertising students to create new business outreach strategies, and incorporated "shop zero waste" and "local farms and markets" as searchable categories into the website.
- Launched the first Music Industry Census and market research study of Austin's music industry and its workers to capture an in-depth look at Austin's music industry workers and the economic issues and opportunities.
- Expanded the unique music partnership with Austin Independent Radio (AIR) sending six Austin Music Ambassadors to perform in Toronto (NXNE Festival) and Hamburg, Germany, (Reeperbahn Festival). AIR is broadcasting Austin music into 50 countries worldwide.

Awards

- Excellence in Economic Development, Responding to Globalization, first place (International Strategic Plan), International Economic Development Council
- Excellence in Economic Development, Paid Advertising Campaign, first place (LocallyAustin.org), International Economic Development Council
- Graphic Design, In-house Design (Meet the Lender), USA American In-House Design
- Honor (Mueller Southwest Greenway), American Society of Landscape Architects -Texas Chapter

NEIGHBORHOOD HOUSING & COMMUNITY DEVELOPMENT

Provides housing, community and small business development services to benefit eligible residents so they can have access to livable neighborhoods and increase their opportunities for self-sufficiency.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$15.6 million/52 FTEs | FY 2015: \$17.5 million/54 FTEs



BEST-MANAGED

Succeeded in meeting the community goal of 350 new permanent supportive housing units in four years, which was followed by the creation of a new goal to create 400 units in the next four years, 200 of which are to be of the Housing First model. Partnered with Health and Human Services to release a formal solicitation and selected Austin Travis County Integral Care to develop a facility with at least 50 Housing First units to house and provide services for the chronically homeless.

Developed an Individual Development Account Program in partnership with Velocity Credit Union to enable low-income families to save toward a targeted amount. Accumulated savings through this financial literacy initiative are usually used for building assets in the form of home ownership, post-secondary education and small business ownership.

Highlights

- Collaborated with other departments to establish an inter-departmental, inter-organizational team focused around housing, transit and jobs to consider strategies to support affordable housing in tandem with jobs and transportation. The team presented its recommendations to the Comprehensive Planning and Transportation Committee and will forward them to Council in early 2015.
- Supported Low Income Housing Tax Credit Developments by providing funding commitments to support all Austin applicants in the competitive Low Income Housing Tax Credit Program. Three Austin developments were awarded tax credit allocations, with the City's contribution of \$5.7 million leveraging \$45 million in other funds to help develop 293 units of affordable rental housing at a cost to the City of approximately \$19,500 per unit, or 11 percent of the total project costs for the three developments.
- Initiated a contract with the Green and Healthy Homes Initiative for technical assistance to develop holistic approaches to produce more green, safe and healthy homes and communities that can inform changes to national, state and local housing intervention standards and funding programs.
- Completed the community planning process for a 208 acre publicly-owned Colony Park tract in Northeast Austin, including the Council adoption of the master plan and Planned United Development zoning for the site. Funded by a \$3 million Community Challenge Grant from the U.S. Department of Housing and Urban Development's Office of Sustainable Housing and Communities, the Colony Park Sustainable Community Initiative supported a three-year joint venture with national and local experts.
- Established the first interlocal agreement with Travis County to remove lead hazards from Travis County homes with children or grandchildren under the age of 6 living in the home or visiting regularly.
- Executed a contract with LCP Tracker, a customizable software application designed to collect, verify and manage the requirements of Davis-Bacon and other laws and local ordinances related to labor compliance.

Awards

- Robert C. Larson Housing Policy Leadership, Urban Land Institute

PLANNING & DEVELOPMENT REVIEW

Provides planning, preservation and design services; comprehensive development review; and inspection services to make Austin the most livable city in the country.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$35.3 million/359 FTEs | FY 2015: \$43.9 million/363 FTEs



Highlights

- Created innovative outreach and education practices to engage a large and diverse audience about Imagine Austin. Approaches included hosting six Speakers Series events where national speakers discussed best practices on topics related to walkability, jobs, innovative economies; using arts for place-making and green infrastructure; and initiating the Imagine Austin Meetup and the Imagine Austin Book Club to provide educational and networking opportunities.
- Presented the second annual report on Imagine Austin. "Imagine Austin: The Way Forward 2014" reports on the five-point implementation program that includes education/engagement, internal alignment, regulations, public investment and partnerships.
- Completed three milestone steps in the CodeNEXT process including the "Listening to the Community Report" which summarized input from a wide range of stakeholders regarding priorities for revising the City's Land Development Code; the "Code Diagnosis" which summarized major issues in the Land Development Code identified by the public; and the "Approach Alternatives Report" which identified three options for revising the Code.
- Facilitated review and approval of numerous major projects including the City's new Central Library, Seaholm Power Plant Redevelopment, and the first phase of Green Water Plant Redevelopment.
- Presented the "South Central Waterfront Interim Vision Framework Report" which was the result of a series of public engagement events that involved more than 450 participants. The report proposes that the City partner with private property owners to create a districtwide approach to the physical and economic redevelopment of the South Central Waterfront area.
- Appointed two new assistant directors to administer staff efforts in Comprehensive Planning/Urban Design and in Building Plan Review/Building Inspections.

Awards

- Sustainable Plan (Imagine Austin), American Planning Association
- Greening of America's Capitals (South Central Waterfront Initiative), U.S. Environmental Protection Agency

BEST-MANAGED

Continued the Compact and Connected Training Course to promote widespread knowledge, buy-in and ownership of Imagine Austin. The course focuses on one of the visions of Imagine Austin that development occurs in connected and pedestrian-friendly patterns supporting transit and urban lifestyles and reducing sprawl, while protecting and enhancing neighborhoods.

Initiated two technology projects that will begin implementation in 2015. The new AMANDA Portal will allow online payments via credit card or check. Additionally, staff will implement online Electronic Plan Review which will allow customers to submit plans online, and will reduce administrative costs by eliminating the need for paper plans and reducing the number of trips to PDR offices.

Implemented "visitability" requirements for residential construction. Provided training to stakeholders on the new requirements and worked with the Home Builders Association on a waiver process for the provision of a "no-step entrance."

REAL ESTATE SERVICES

Practices exceptional stewardship on behalf of the citizens of the City of Austin through exercising diligence and expertise, and ensuring that all capital matters with real estate interests are conducted with the utmost efficiency, effectiveness, and professionalism.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$3.7 million/35 FTEs | FFY 2015: \$3.9 million/35 FTEs



BEST-MANAGED

Located 20 sites on City property in collaboration with Google Fiber, for the installation of “huts” housing cable optics to establish the City’s Google Fiber network. Acted as Single Point of Contact with Google Fiber and City departments to manage License Agreements, surveys, permit signatures, and fees for the project.

Purchased 131 properties in the Onion Creek Flood Buyout area, including the closing on 82 replacement homes for displaced families to relocate. Determined eligibility for relocation benefits for 38 displaced tenants, and demolished 83 acquired homes in the buyout area.

Saved \$229,000 in lease payments by consolidating space from a number of warehouse leases into City-owned properties, as part of the Strategic Facilities Governance effort.

Purchased a number of key tracts of undeveloped open space completing the \$30 million Open Space Bond Package from 2012, protecting Austin’s natural heritage and water quality. These acquisitions, totaling more than 400 acres, closed gaps in City-owned open space, protecting karst-rich area and the water quality of Barton Springs.

Presented City research and best practices developed for valuation and insights into public-private collaboration in establishing City sites for the Google Fiber transmission network, as part of a regional education forum for right of way professionals, in coordination with Google staff.

Highlights

- Sold an underutilized 215-acre tract heavily impacted by quarrying to the City of Cedar Park for \$4.1 million in revenue to the Austin Water Utility, enabling the future economic redevelopment of the property.
- Managed the relocation of and accommodations for City Council meetings at the Travis County Commissioners Court for three months, as part of the project to renovate City Hall to accommodate four additional Council members.
- Purchased the 292-acre site known as Grey Rock Golf Course for the Parks and Recreation Department. This acquisition provided the opportunity to have a golf course within a fast-growing area and is the fifth City-owned and operated golf course.
- Acquired more than 60 acres of parkland along Onion, Slaughter and Williamson creeks, connecting existing parkland, providing trail connectivity, and abutting greenbelt, as part of the Parks and Recreation Department’s Long-Range Plan. Purchased a number of properties for urban infill parks, in line with Council priorities.
- Managed the acquisition of three flood-damaged properties in the Williamson Creek watershed, in preparation for relocation of those families to comparable and safe replacement housing.
- Resolved unsettled title issues on 16 properties incorrectly subject to tax foreclosure to protect land used for City infrastructure, in conjunction with the Law Department, Watershed Protection and the Travis Central Appraisal District

SUSTAINABILITY

Advances sustainability and climate action by providing leadership and coordination for initiatives across the City organization and the Austin community.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$1.84 million/11 FTEs | FY 2015: \$1.5 million/11 FTEs



BEST-MANAGED

Released the first “Sustainability Action Agenda Progress Report” which highlighted the measurable results achieved through sustainability projects and initiatives launched and completed across 24 City departments since 2012, as well as the tangible benefits that were realized for the community.

Worked closely with City stakeholder groups to integrate climate resilience strategies into departmental planning efforts around transportation, electric utility, water utility and drainage infrastructure; community health and wellness efforts; and disaster preparedness and emergency response management.

Reduced the annual City of Austin combined Departmental Carbon Footprint by 64 percent since the baseline established in 2007 and conducted educational meetings with department representatives to collaboratively develop strategies for improvement toward meeting the goal of carbon neutrality by 2020.

Collaborated with departments to identify key indicators of City organizational sustainability performance and collected data to identify trends, measure sustainability outcomes, and look for areas for continuous improvement.

Adopted a Sustainable Printer and Paper Policy for the City of Austin, as well as initiated a Sustainable Purchasing Pilot program, to save energy, natural resources and money, while reducing greenhouse gas emissions.

Highlights

- Achieved a four-star rating (out of a possible five stars) by working with more than 160 individuals from City departments and community partner organizations to collect data and benchmark performance against 600 measures of communitywide sustainability through the STAR Community Rating System.
- Recognized the 133rd Austin Green Business Leader. Local businesses in the program represent more than 14,000 employees and almost 11 million square feet of office space.
- Awarded 19 \$3,000 Bright Green Future Grants for elementary, middle and high school sustainability projects that promote environmental stewardship among K-12 students, as well as the broader community.
- Launched a customized sustainability mobile app called “Rethink” to engage the community in everyday, real-world actions to be more sustainable – from energy efficiency to taking alternative transportation, from water conservation to waste reduction and recycling.
- Completed the Green Alley Demonstration Project, in partnership with Public Works and other departmental support, which serves as a micro-scale model of neighborhood sustainability that integrates many Imagine Austin priority programs including compact and connected investments, green infrastructure, household affordability, sustainable water resources, and the creative economy.
- Successfully applied for the Seaholm District redevelopment to become part of the EcoDistrict Target Cities program over the next two years.
- Launched a food Web portal that provides easy-to-find Web links and educational information for those interested in learning about local and sustainable food, starting a food business, growing food, healthy eating habits, buying local food, helping with hunger, donating food, or composting.
- Held a Food Day event at City Hall in conjunction with National Food Day to provide education and resources for the community to improve the local food system.
- Participated in the Urban Sustainability Directors Network / C40 Carbon Neutral International Learning Exchange in Copenhagen, Denmark; the C40 Mayors Climate Leadership Summit in Johannesburg, South Africa; the Clinton Global Initiative North America Annual Meeting in Denver; and The Economist Urban Infrastructure Summit in London.

Awards

- Platinum (Sustainability Action Agenda infographic), Hermes Creative



WATERSHED PROTECTION

Protects lives, property and the environment of the community by reducing the impact of flooding, erosion and water pollution.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$74.1 million/272.75 FTEs | FY 2015: \$81.7million/273.75 FTEs

Highlights

- Made progress in achieving Council goals for the Waller Creek District by leading the multi-department effort to implement the design plan. In 2014, design contracts were executed for three of nine Phase Plans – the Creek Corridor Framework, the Tunnel Side Inlet and the Waterloo Interim Plan.
- Increased public safety during storms by improving the low-water crossing on David Moore Road and upgrading the culvert at Nuckols Crossing. These projects will allow drivers to safely use these roads during all but the most severe floods.
- Increased environmental protection for the Lake Austin shoreline by revising the Land Development Code relating to boat dock and shoreline development and by establishing a new Lake Austin Zoning District Overlay. These rules provide additional environmental protection for 74.5 percent of the shoreline of Austin's primary drinking water supply.
- Educated approximately 11,500 elementary through high school students about the ecosystem, how to protect water quality and why it's important with programs like Earth Camp, Earth School, Clean Creek Campus, Watershed Detectives and Hydrofiles.
- Improved water quality and protected Austinites from flooding by maintaining storm drains throughout the city, exceeding the goal of cleaning 5,000 inlets and removing 300 tons of debris from the system. As a part of the Wilson Street Project, crews installed 750 linear feet of pipe and nine curb inlets.
- Improved water quality and erosion with five projects that restored and stabilized more than 8,000 linear feet of degraded urban streams. These projects restored the ecological health of the creeks using natural design and materials and native vegetation. The projects also removed wastewater lines from the creek bed.
- Protected drivers and residents from flooding by upgrading the storm drain infrastructure in three areas near Ridgelea Drive, Oak Knoll and Wilson Street. The projects, protecting 29 structures and multiple roadways, included installation of storm drains, water and wastewater lines, and reconstruction of roadways.
- Completed the modernization of 29 water quality monitoring stations at sites throughout the city. This included new flow meters and new communications capabilities that provide near real-time data. The City of Austin now has the most advanced automated water quality monitoring system in Texas.
- Provided the public and staff with a more accurate tool to identify flood risk by revising floodplain maps for Bull, Shoal, Boggy, Tannehill, Fort Branch, Cottonmouth and Carson creeks. The Floodplain Office notified approximately 11,000 property owners and renters of the preliminary, revised maps and the appeal period.
- Protected the public from flooding by executing three public-private partnerships to construct needed infrastructure in conjunction with private developments as part of the Regional Stormwater Management Program. Deposits to the program totaled more than \$1.6 million.

Awards

- Keeping It Wet and Wild (Open Space Acquisition Team), Save Barton Creek Association

BEST-MANAGED

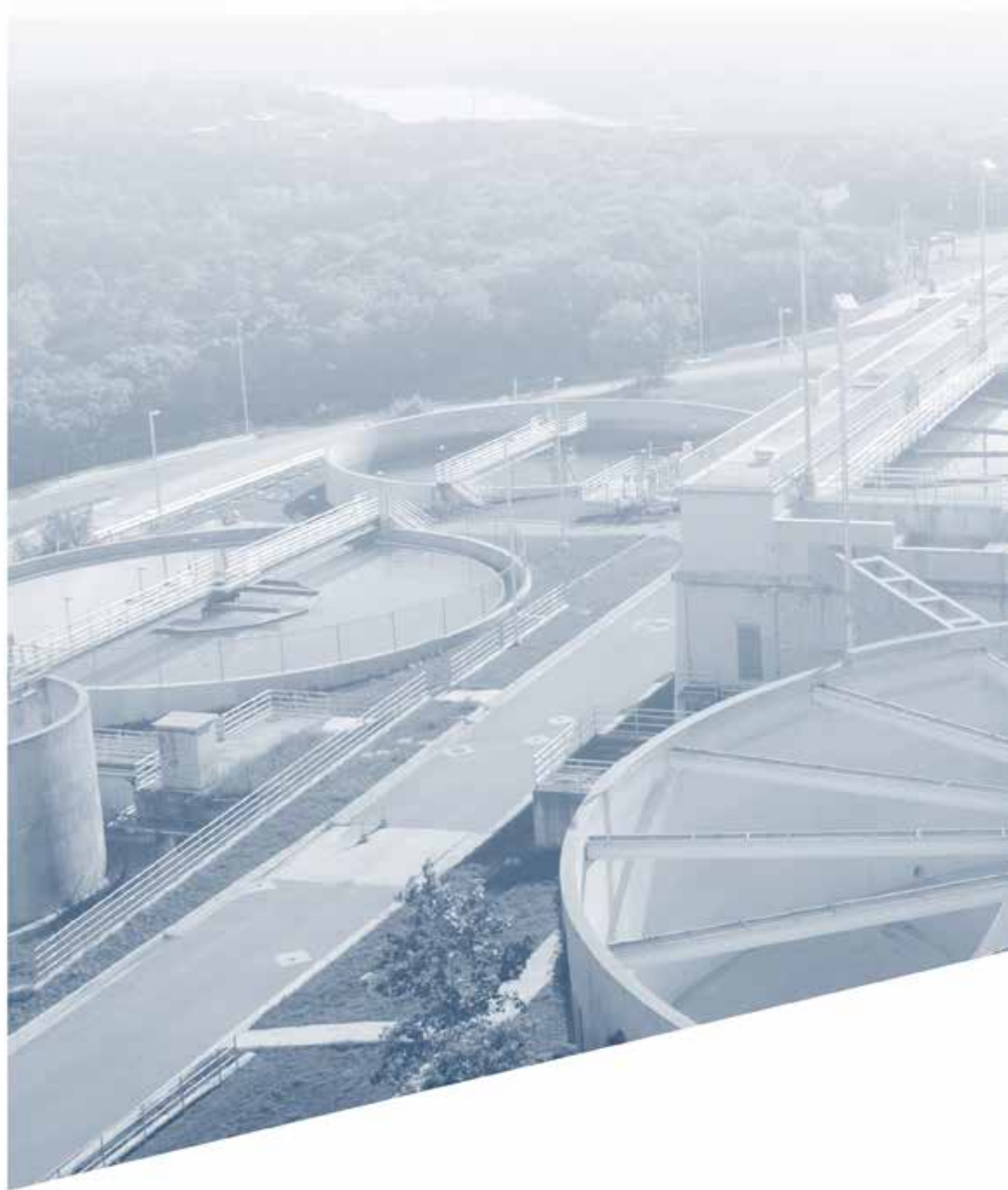
Protected the water quality in Barton Springs by purchasing Water Quality Protection Lands and completing the \$30 million bond package. Now 28,354 acres are protected in perpetuity in the recharge and contributing zones of the Barton Springs Segment of the Edwards Aquifer. Thirty percent of the recharge zone is protected.

Protected 115 families in the Onion Creek area from flooding by acquiring their properties after the Halloween Flood. This brings the total properties acquired to 438. In addition, the agreement with the U.S. Army Corps of Engineers was executed. The project encompasses acquisition of flood-prone properties, ecosystem restoration and recreational facilities.

Controlled invasive hydrilla by stocking 9,000 sterile Asian grass carp in Lake Austin. In 2012, hydrilla covered 580 acres of the lake surface, a historic high, threatening drinking water intakes, recreation and navigation. After stocking the carp, surveys have observed no hydrilla in the lake, although it will likely return.

Expanded the online public safety map, ATXfloods.com, to include Travis, Hays, Caldwell and Williamson counties, Sunset Valley, Cedar Park, Leander, Round Rock, Rollingwood and Marble Falls. Staff works with each jurisdiction to ensure that their flood-related road closures are marked on the map in real time during storms.

Responded to approximately 3,000 service requests on behalf of the public as well as inspected 20 miles of storm drain. Cleared debris from 1,300 bridges, culverts and six miles of channels and creeks; repaired erosion along 1,500 feet of channel; and removed 121 tons of debris from Lady Bird Lake.





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AUSTIN CODE

Maintains the balance between code compliance and code enforcement by implementing programs to preserve the health, safety and welfare of the community.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$17.3 million/91 FTEs | FY 2015: \$18.4 million/108 FTEs



BEST-MANAGED

Coordinated the citywide disaster recovery efforts that included comprehensive damage assessments to more than 1,000 residential structures impacted by the Onion Creek Flood.

Implemented the Repeat Offender Program to improve sub-standard and dangerous living conditions in rental properties. The program consists of more than 30 properties, approximately 365 buildings and more than 3,770 units.

Activated the Emergency Tenant Response and Relocation Program in collaboration with multiple City of Austin departments to establish response to emergencies involving tenant displacement.

Changed the department's name from Code Compliance to Austin Code to emphasize the balance between compliance and enforcement.

Hosted the Code Industry Summit for municipalities throughout the State of Texas with more than 100 attendees to share best practices and discuss challenges and innovative ideas to enhance public engagement and service delivery.

Highlights

- Responded to 18,136 complaint cases.
- Issued 6,499 Notices of Violation.
- Referred 161 cases to the Building and Standards Commission.
- Issued 56 citations and generated 316 Nuisance Abatement Orders.
- Issued 2,023 licenses, including hotel, motel, boarding house, mobile home park, private hauler and short-term rental.
- Collaborated with other City departments, stakeholders and emergency response personnel to establish an Interdepartmental Team to be launched in January 2015.
- Engaged and partnered with the community in 80 events including neighborhood association meetings, community cleanups, and City-sponsored events.
- Reached more than 5.6 million community contacts through public outreach campaigns that included digital quarterly reports, interactive maps, social media, public service announcements and the Austin Code website.
- Established a Commercial Inspection Unit and Public Information Team to increase service delivery and public awareness.
- Relocated the East, South, and Licensing operations to the Rebekah Baines Johnson Building.

AUSTIN CONVENTION CENTER

Provides state-of-the-art meeting facilities for events large and small, attracting thousands of visitors to the “Live Music Capital of the World.”

Total Dept. Budget/Full-time Equivalents

FY 2014: \$70.65 million/251 FTEs | FY 2015: \$101.13 million/250 FTEs



BEST-MANAGED

Recycled more than 69 percent of all waste at the Austin Convention Center.

Increased Internet bandwidth making the Convention Center one of the leaders in the convention industry.

Highlights

- Contracted with a long-range planning consultant to create a Long-Range Master Plan.
- Began work on the Castleman Bull House to create additional meeting space.
- Increased convention bookings in attendance by 13.5 percent and room nights by 15 percent.
- Booked more than 60,000 room nights for SXSW (up 3.8 percent over 2013).
- Increased online utility orders, with nearly one-third of all orders placed online as part of department's green initiative.
- Relocated the Austin Convention and Visitors Bureau's Visitor Center to retail space in the Fifth Street parking garage.
- Attained record parking revenue collections, increasing 14 percent above last fiscal year.
- Completed a facilitywide electrical upgrade, allowing for increased utility revenue.
- More than doubled the number of bike parking spaces around the Austin Convention Center.
- Continued upgrading technology for sustainability by reducing power consumption.
- Implemented an integrated computer-aided dispatch and report management system, as well as a mobile application software system to support the Security Operations Center.

Awards

- Readers Choice, Convention South
- National Prime Site, Facilities and Destinations
- Planner's Choice Award, Meeting News

AUSTIN ENERGY

Delivers clean, affordable, reliable energy and excellent customer service.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$1.36 billion/1,672 FTEs | FY2015: \$1.43 billion/1,672 FTEs

BEST-MANAGED

Achieved a record 67 megawatts in energy efficiency and demand-response savings. Strong year-end results for Green Building, energy code enhancements and customer demand-response participation contributed to an exceptional year.

Negotiated a 150 MW solar deal at about \$50 a megawatt-hour, a record low-price to date for utility-scale solar.

Contracted with Lincoln Renewable Energy for up to 300 MW of power over 18 years. The wind project is the least expensive wind purchase by Austin Energy since the late 1990s.

Established a 3-4 MW community solar plant to allow more customers the opportunity to invest in solar who otherwise would not be able to install solar on their roofs.

Set record for system reliability for the second year in a row with the lowest average number of power outages per customer and for the lowest average duration. The average number of times a customer's service was interrupted was 0.57 (industry average -- 1.0) with an average duration of 45.25 minutes (industry average -- 90 minutes).

Completed automation of all 56,000 Austin Energy-owned streetlights and retrofitted lights with flat glass that shines light down to make them Dark Sky compliant. More than 13,000 of the streetlights also were converted to light-emitting diode technology. The Austin metropolitan area is now one of only a few areas in the country where the streetlights are both automated and Dark Sky compliant.

Highlights

- Received City Council approval for the update of the 2014 Resource and Climate Protection Plan through 2025. The plan assures Austin Energy maintains national and international leadership in renewable energy by establishing a 55 percent renewable energy goal; building a 500 MW combined cycle plant to support retiring aging plants; and adding assets that benefit ratepayers.
- Finished FY 2014 with \$31 million in net income despite moderate weather in summer 2014 resulting in lower than forecasted electricity use. The utility's additional cash for the fiscal year will aid in replenishing reserve levels and enable investments in operational technologies and competitive generation resources to keep costs affordable for customers.
- Received reaffirmation of the utility's A1 rating and stable outlook from Moody's Investors Service in December. Fitch Ratings also gave the City of Austin's combined utilities an AA-rating and stable outlook in September with Austin Energy's rating identical to the overall rating.
- Increased overall generation fleet reliability in 2014. The turbine control system upgrades at the Sand Hill Energy Center increased starting reliability from 95.5 percent in 2013, to 99.1 percent in 2014, outperforming the General Electric fleet average of 98.6 percent. With the general goal of achieving a 95 percent availability rating, the utility's plants averaged a 97 percent commercial availability rating through the summer months.
- Completed four chilled water service connections, including the largest customer, J.W. Marriott, and executed contracts for eight new customers including the Fairmont Hotel and the New Central Library. The downtown system cools about 12 million square feet of space for 38 customers. In 2014, thermal storage elements in chilling plants contributed 20 MW toward electrical system peak reduction.
- Launched 3-1-1 smart phone app to enable the public to submit service requests on 13 different request types including graffiti removal, pothole repair and reports of wasting water. More than 1,500 customers downloaded the app during the first week of the launch.
- Launched a residential energy use Web application allowing customers access and control over their daily electricity consumption. About 9,000 customers enrolled in 2014.
- Revamped Austin Energy's social media presence to include increased engagement, analytics and alignment with marketing efforts. Austin Energy has more Twitter followers than any other electric utility in Texas either investor-owned or public power including Oncor in Dallas, CenterPoint Energy in Houston and CPS Energy in San Antonio.
- Sponsored the Formula Sun Grand Prix, the qualifying race for the American Solar Car Challenge cross-country race in support of renewable energy and innovative technologies. The event also was used to revamp sponsorship opportunities by maximizing the return for sponsorships by working closely with organizers for media opportunities and public engagement.

Awards

- EnergyStar Partner of the Year Sustained Excellence (10th consecutive year), U.S. Environmental Protection Agency
- Tree Line USA Utility (13th consecutive year), Arbor Day Foundation
- Honor Roll (Ad campaign to warn Spanish-speakers against scams), Texas Public Power Association

AUSTIN RESOURCE RECOVERY

Works toward achieving zero waste by providing excellent customer services that promote waste reduction, increase resource recovery and support the City of Austin's sustainability efforts.

Total Department Budget/Full-time equivalents

FY 2014: \$80.7 million/415 FTEs | FY 2015: \$82.6 million/414 FTEs



BEST-MANAGED

Doubled compressed natural gas fueling capacity, with support from the Fleet Services Department.

Secured storm event contracts for debris management in the event of future natural disasters.

Highlights

- Added hard and rigid plastics to the residential recycling Blue Cart Program.
- Increased overall recycling collection tonnages by 3 percent.
- Received \$1 million in grant funds from the Economic Development Administration in support of infrastructure development at the Austin [Re]Manufacturing Hub.
- Received \$400,000 in grant funds from the U.S. Environmental Protection Agency in support of brownfields site cleanup and redevelopment.
- Developed Construction and Demolition Debris Ordinance through a stakeholder process; adopted by City Council Dec. 11, 2014.
- Developed and launched the City of Austin Materials Exchange Program through a contract with the U.S. Business Council for Sustainable Development.
- Developed changes to the Universal Recycling Ordinance and Rules through a stakeholder process; adopted by City Council June 12, 2014.
- Mixed and distributed 21,000 gallons of Austin ReBlend, a 100 percent post-consumer, rebled flat paint (with low VOCs) made from paint collected at the Household Hazardous Waste Facility. Also, added a new color of Austin ReBlend, "Barton Creek Greenbelt."
- Sponsored Pharmaceutical Collection at HHW Facility April 26 and Sept. 27 in partnership with Austin Police Department and the U.S. Drug Enforcement Agency
- Initiated electronics recycling collection at the Resource Recovery Center at 3810 Todd Lane.
- Continued cleanup of debris in the Onion Creek area.
- Continued collection of residential food waste through a pilot organics program with 14,000 households. As a result, 3,567 tons of organic material were composted in 2014 rather than being sent to a landfill.
- Sponsored and supported the Texas Recycling Rate Study through the Texas Commission on Environmental Quality and State of Texas Alliance for Recycling

Awards

- Outstanding Recycling Partnership (Austin Resource Recovery/Balcones Recycling), State of Texas Alliance for Recycling

AUSTIN WATER UTILITY

Provides safe, reliable and high-quality water services to its customers.

Total Dept. Budget/Full-time Equivalent

FY 2014: \$538.8 million/1,157.35 FTEs | FY 2015: \$505.9 million/1,147.35 FTEs



BEST-MANAGED

Commissioned and opened Water Treatment Plant No. 4. Completed in 54 months, the \$370 million construction project took approximately three million working hours with only one lost-time accident.

Achieved 125 total Gallons Per Capita Per Day, a 22 percent reduction in annual water use since 2006 (5-year rolling average from 2006 through 2014), and surpassing the 140 GPCD by 2020 goal set by Council.

Developed several changes to City codes and ordinances to facilitate the use of auxiliary water for council approval in December.

Repaired More than 7,000 water-related leaks, the highest recorded count for the department. More than 4,300 leaks were Priority 1 leaks and responded to within three hours 89 percent of the time.

Implemented active leak detection by introducing district metering to a customer service area. District metering involves using a permanent metering device to help target new leaks and help prioritize leak detection efforts.

Implemented sewer cleaning, inspection, smoke testing, flow monitoring, root treatment, repair and replacement programs to minimize sanitary sewer overflows and reduce inflow and infiltration.

Highlights

- Maintained accreditation from the National Environmental Laboratory for the Laboratory Services Division.
- Implemented the large-valve exercising and fire hydrant inspection programs to maintain a healthy water system.
- Developed a water leak map to track near real-time leaks to improve customer service, efficiency and transparency.
- Performed leak detection and condition assessment on critical water lines to minimize water loss.
- Provided executive and financial leadership for the completion of the Austin Travis County Community Wildfire Protection Plan.
- Increased compliance in required safety training from 68 percent to 84 percent.
- Reconvened the Joint Committee on Austin Water's Financial Plan to assist in reviewing the financial and rate forecasts for 2015. The committee recommended water rates for 2015, reviewed expenses, and proposed a drought rate surcharge during water restriction Stages 3 and 4.
- Developed advanced technical software used to analyze the Austin Water permitting data with the billing system to increase analysis capacity and revenue recovery.
- Acquired the 1,790-acre Ruby Ranch Conservation Easement, 573-acre Hudson Jeremiah Ventures fee title and the 351-acre Searcy fee title additions to the Water Quality Protection Lands in conjunction with Watershed Protection, the Real Estate Office and the Law Department

- Presented a wastewater collection system management workshop to more than 400 attendees from across the country.
- Hosted 201 educational events, educating more than 5,000, on the importance of natural resource conservation. The public provided 4,000 hours of volunteer services to support the management of habitats and watersheds.

Awards

- Director's (Ullrich/Davis Water Treatment Plants), Partnership for Safe Water
- Gold (South Austin Regional Wastewater Treatment Plant), National Association of Clean Water Agencies
- Blue Legacy (Water conservation), Texas Water Conservation Advisory Council
- Water Conservation and Reuse, American Water Works Association – Texas section
- Special Achievement in GIS, Environmental Systems Research Institute

SMALL & MINORITY BUSINESS RESOURCES

Administers the Minority-Owned Business Enterprise/Women-Owned Business Procurement Program and provides development opportunities and resources for small businesses so that they can have affirmative access to City procurement opportunities and show productive growth.

Total Department Budget /Full-time Equivalents

FY 2014: \$3.2 million/29 FTEs | FY 2015: \$3.3 million/29 FTEs



Highlights

- Found that 84 percent of solicitations reviewed meet the MBE/WBE goals and 16 percent were compliant through good-faith effort.
- Certified 127 new firms as Minority-Owned, Women-Owned and/or Disadvantaged Business Enterprises (MBE/WBE/DBE).
- Assisted 422 Plan Room visitors.
- Presented at 17 outreach workshops educating small businesses in securing contracts.
- Reviewed 1,326 documents to monitor and track post-award compliance.
- Found 96 percent of attendees surveyed reported "satisfied" with the level of service provided by SMBR.
- Assisted 34 bonding clients that received five Bonding Capacity Letters, 11 Bid Bonds and eight Payment/Performance Bonds.
- Researched the Financial and Payment Assistance Options and determined the Independent Loan, Mobilization Prompt Pay and Quick Pay programs will be implemented to assist small businesses with City of Austin projects.
- Conducted focus groups and stakeholder meetings with MBE/WBE and Veteran-owned businesses for Disparity Study analysis.





FINANCIAL & ADMINISTRATIVE SERVICES

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BUDGET

Oversees the financial and performance monitoring of both the operating and capital budgets.

Total Department Budget/Full-time Equivalents

FY 2014: \$2.9 million/24 FTEs | FY 2015: \$2.9 million/24 FTEs



BEST-MANAGED

Maintained AAA bond ratings, the highest attainable for a municipal government.

Highlights

- Responded to 138 Council budget questions during the annual budget process.
- Published a bi-lingual budget highlights flier distributed to the community via local print media.
- Published a financial forecast report to expand on the amount and level of detail of financial information provided to the public and Council.
- Implemented Microstrategy as a financial reporting tool for the annual budget and document production.
- Presented a structurally-sound budget that reflects the priorities and values of the City Council, staff and the community.
- Reached compliance with 95 of 99 City Financial Policies, two higher than the previous year.

Awards

- Distinguished Budget Presentation (27th consecutive year), Government Financial Officers Association
- Certificate of Excellence in Performance Measurement (13th consecutive year), International City/County Management Association
- Technology Solutions, IT/Telecommunications, honorable mention (eCAPRIS), Public Technology Institute (Shared with Communications and Technology Management)
- Excellence, Communications Programs (Budget-in-a-Box), Texas Municipal League

BUILDING SERVICES

Building Services supports more than 260 City facilities with a range of services including custodial, mechanical, electrical, plumbing, locksmith, maintenance, security, mail, strategic facility planning and project management.

Total Department Budget/Full-Time Equivalents

FY 2014: \$13.89 million/159.35 FTEs | FY 2015: \$14.12 million/159.35 FTEs



BEST-MANAGED

Continued aligning facility planning across City departments with the hiring of a Development Adviser to assist the City in developing solutions to major infrastructure priorities in office space and logistics as recommended by the 2012 Strategic Facility Assessment. This approach will leverage private/public partnerships to more efficiently and effectively address long-standing gaps in facility infrastructure needs

Highlights

- Developed five new key performance indicators which will be piloted in FY 2015 at key sites to enable Building Services to measure building performance as well as compare performance to industry standards in both the public and commercial sectors.
- Partnered with Emergency Medical Services to establish an informal Performance Excellence Support Group that included waste reduction and efficiency classes. Group is expected to be formalized in 2015 with an executive charter.

Awards

- EnergyStar certification (One Texas Center for sixth consecutive year), U.S. Environmental Protection Agency

COMMUNICATIONS & TECHNOLOGY MANAGEMENT

Serves the information technology needs for the City organization; provides access to information for citizens; technical support for local events; and works with regional partners to improve public safety communication throughout Central Texas.

Total Department Budget / Full-time Equivalents

FY 2014: \$75.3 million/307 FTEs | FY 2015: \$82.9 million/309 FTEs



BEST-MANAGED

Created an open government regional partnership between the City of Austin, Travis County, the State of Texas and Capital Metro to share data resources, lessons learned, and plan initiatives. This partnership launched successful public events promoting public participation including hackathons, data expos and workshops.

Expanded the Greater Austin Area Telecommunications network. GAATN provides one gigabit internet to City of Austin offices and facilities, while saving the City more than \$4 million annually in telecommunication costs.

Integrated the 3-1-1 Customer Service Request system and the Citywide work order system allowing public requests to automatically generate work orders for City staff while status updates are returned to the 3-1-1 system.

Successfully migrated the main Austin Police Department locations over to the new optical internet network, saving the City thousands of dollars a year and improving the ability of police cars to upload digital video.

Deployed cutting-edge technology for storing public safety data. This project resulted in a more secure solution that saved the City more than \$1 million in storage costs.

Highlights

- Launched a Web map in response to a City Council resolution to allow residents to determine what City Council district they are in by entering an address or street name.
- Created the knowledge base and the technical service desk. The knowledge base allows employees to access self-help articles to aid in resolving issues. The technical desk improved CTM's ability to fix issues quickly. City employees now have more than 65 percent of their technical problems resolved on their first phone call.
- Provided computer support to the new 10-One City Council renovations of City Hall. This included upgrades to ATXN's broadcasting equipment, City Council offices, Council Chambers and the Boards and Commissions Room audio and video capabilities.
- Developed a marketing brochure to introduce City departments to training offered by the CTM Training Division. This effort resulted in a 20 percent increase in business. The goal is to provide 21st century technology learning to contribute to the City of Austin mission.
- Increased mobility with the deployment of an upgraded public wireless network at City Hall. The upgraded system is more reliable, five times faster, and allows four times more users to be online.
- Demonstrated the City's commitment to innovative technology by updating more than 4,000 computers; upgrading the City's email and faxing capabilities; upgrading SharePoint; moving 3,500 phones to VoIP service; and replacing more than 1,500 PCs.
- Successfully managed and completed 17 strategic projects including the implementation of an asset management system for the Public Works Department, a Human Resource System application, and online payments for multiple City departments.
- Developed a five-year IT Infrastructure Roadmap to plan for infrastructure upgrades and enhancements.
- Implemented an Enterprise Service Bus that allows integration, sharing of data and information between complex information systems. The first use of this software connected 3-1-1's Customer Service Request system and Watershed's Asset Management application. Previously, communications required custom data processing; now, it is fully automated.

Awards

- Significant Achievement in field of Geographic Information Systems (Infrastructure Management, Mapping, Planning and Coordination Tool), Public Technology Institute
- Technology Solutions, IT/Telecommunications, honorable mention (eCAPRIS), Public Technology Institute (Shared with Budget Office)
- Special Achievement in GIS, ESRI International Conference

FLEET SERVICES

Maintains City vehicles with the goal to provide exceptional service in a safe, efficient, environmentally responsible and ethical manner.

Total Department Budget/Full-time Equivalents

FY 2014: \$48.5 million/205 FTEs | FY 2015: \$52.1 million/205 FTEs



BEST-MANAGED

Recognized and qualified as an “Industry Competitive Fleet Management Operation” by the Certified Fleet Management Operation, a national association that tested 20 critical factors of fleet management aligned with industry best practices. The City’s Fleet Services is the largest agency in the nation to reach this milestone.

Completed the year-end parts inventory with an accuracy and accountability rate of 99.9 percent. The Materials Control Division received and issued \$7.5 million of parts inventory through seven locations.

Highlights

- Implemented an internship/mentoring program with the Austin Independent School District’s automotive program to address mechanic shortages. Two students participated in the internship in summer 2014 and were subsequently hired as full-time employees.
- Partnered with Meals on Wheels to support community by employees volunteering to deliver meals on their lunch breaks to senior citizens.
- Increased the number of alternative fuel/hybrid/electric cable vehicles and equipment in the fleet from 68 percent to 71.71 percent.
- Maintained a vehicle availability rate of 94 percent on more than 6,000 units.
- Maintained an on-time preventive maintenance rate of 95 percent on the City’s more than 6,000 units.
- Prepared 41 formal solicitations, which is a 10.8 percent increase over the last fiscal year.
- Received recognition from the Controller’s Office for accurately processing payment documents.

PURCHASING

Procures quality goods and services in a timely manner at the lowest possible cost to the City with adherence to applicable federal, state and local laws, as well as corporate policy.

Total Department Budget/Full-time Equivalents

FY 2014: \$5.09 million/76 FTEs | FY 2015: \$5.46 million/76 FTEs



Highlights

- Created a contract monitoring module within eCAPRIS, in collaboration with the Budget Office, which allows departments to better manage their contracts with several new tools including setting deliverables, dates, automatic reminders, attaching documentation and access to the electronic contract file.
- Negotiated a \$2.8 million cost-saving to the new Xerox multifunction device contract. This contract will be used Citywide in its sustainability efforts to minimize paper, toner usage and associated costs.

Awards

- Annual Achievement in Excellence in Procurement, National Procurement Institute

TELECOMMUNICATIONS & REGULATORY AFFAIRS

Administers electric and gas utility franchises; the licensing of telecommunications services that use the rights of way; and several community media and technology programs under the Community Technology Initiative. Provides collection services for City departments and registers and monitors local credit access businesses, also known as payday and auto title lenders.

Total Department Budget / Full-time Equivalents

FY 2014: \$1.6 million/13 FTEs | FY 2015: \$1.7 million/14 FTEs

BEST-MANAGED

Established a standardized interdepartmental review process, working with the Planning and Development Review Department, to determine compliance with both the Credit Access Business Ordinance and the related land use/zoning ordinances.

Awarded \$200,000 to 10 Austin non-profits under the Grant for Technology Opportunities Program. Funds in 2014 helped to ensure all residents have access to affordable devices and high-quality technology training at public facilities, training centers and other community engagement gatherings.

Conducted the first onsite examination of a credit access business operating in the Austin jurisdiction. The business was selected for review using data analysis and risk assessment criteria developed to indicate levels of compliance.

Co-hosted Community Connections "IdeaSpark" where technology and entrepreneurial experts connected with recipients of the Google Fiber Community Connections program for a facilitated brainstorming session about gigabit application possibilities. Innovative ideas were captured on storyboards and shared at a networking session that concluded the event.

Highlights

- Administered the development of the City's Digital Inclusion Strategic Plan to ensure that all Austin residents have the information technology capacity needed for civic and cultural participation, employment and access to essential services. The strategic plan was approved by the Austin City Council Nov. 20, 2014.
- Conducted the 2014 Austin Digital Assessment in partnership with the University of Texas Telecommunications and Information Policy Institute. The Austin Digital Assessment asked Austinites about how they use the Internet, what tools and devices they use, and what activities they perform online. The survey concluded that approximately 55,000 Austin adults do not use the Internet.
- Worked with the Community Technology and Telecommunications Commission and the Planning and Development Review Department to incorporate the Digital Inclusion Strategic Plan elements into Imagine Austin. The amendments were approved by the Austin City Council Dec. 11, 2014.
- Participated in developing Unlocking the Connection, a partnership between the Housing Authority of the City of Austin and Google Fiber, to close the digital divide for some of Austin's most vulnerable residents. All residents living in HACA public housing facilities will have access to a free Internet connection with current market speeds through Google Fiber Austin.

CONTROLLER

Provides internal controls, financial reporting and information, and payments to departments and vendors so that they may manage their financial reporting needs.

Total Department Budget / Full-time Equivalents

FY 2014: \$9.2 million/77 FTEs | FY 2015: \$9.5 million/76 FTEs

Awards

- Certificate of Achievement in Financial Reporting Government Finance Officers Association
- Leadership Circle – Platinum level Texas Comptroller of Public Accounts



TREASURY

Seeks to optimize investment income and minimize financing costs to enhance the City's overall financial position through prudent cost, investment and debt management

Total Department Budget / Full-time Equivalents

FY 2014: \$1.9 million/8 FTEs | FY 2015: \$1.9 million/8 FTEs



BEST-MANAGED

Maintained the highest possible ratings for the City of Austin General Obligation Debt – Aaa from Moody's Investors Service and AAA from both Standard & Poor's and Fitch Ratings.

Highlights

- Managed the City's investment pool in compliance with the Texas Public Funds Investment Act and the City of Austin Investment Policies, earning \$3.8 million on average portfolio balances of approximately \$1.4 billion.
- Exceeded portfolio benchmarks for the year. The average yield on the Investment Pool portfolio was 0.27 percent compared to the benchmark rate of 0.14 percent.
- Executed a municipal debt refunding transaction that resulted in net present value savings of approximately \$9.2 million.

Awards

- Certificate of Distinction, Government Treasurers' Organization of Texas





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COMMUNICATIONS & PUBLIC INFORMATION

Provides communications consultation, tools and resources that enhance the City's engagement with residents and employees so that they can make informed decisions and actively participate in City government.

Total Dept. Budget/Full-Time Equivalents

FY 2014: \$2.58 million/23 FTEs | FY 2015: \$2.69 million/24 FTEs



BEST-MANAGED

Launched a partnership with the social network Nextdoor that provides the ability to directly communicate with residents at the neighborhood level. More than 50,000 Austinites interact with their neighbors on the platform. Through the Nextdoor app and website, residents can now engage with their Austin Police Department District Representative and stay connected to other City of Austin information.

Completed a Citywide policy for language translation and interpretation, and initiated a regional, multi-agency discussion on long-term shared solutions for translation and interpretation services.

Expanded access to community engagement through a partnership with Austin 3-1-1 that now allows interested residents to call in their comments (with full language support) on active engagement initiatives.

Highlights

- Led outreach to inform the public about the transition to a district-based City Council, including social and traditional media campaigns.
- Partnered with Spanish-language news programs on Univision and Telemundo to produce weekly segments promoting City programs and opportunities for the Spanish-speaking community.
- Developed an internal users group, training program and weekly newsletter to enhance organizational skills in Web content management.
- Created a community engagement Web portal (in English and Spanish) as a central repository for community engagement principles, programs and opportunities.
- Led engagement and outreach efforts for a series of meetings with the neighbors and stakeholders affected by the Onion Creek flooding. More than 100 families attended the meetings.
- Launched Imagine Austin Meetup at SXSW 2014 in partnership with the Planning and Development Review Department. More than 250 community members have joined the meetup to participate in discussions about Austin's future.
- Coordinated public and employee input sessions to develop and finalize the City's Municipal Civil Service rules in partnership with the Human Resources Department and the Municipal Civil Service Commission.
- Developed a new capacity-building partnership for community engagement with the non-profit Dispute Resolution Center.
- Initiated a process to improve communication, engagement and dialogue with local university students and their student government representatives.
- Launched a new brand for Austin's government-access television station (ATXN.tv) and expanded programming to include features on local musicians and on the behind-the-scenes work of City employees.
- Worked in partnership with Public Works, Building Services and Communications and Technology Management to refit and expand ATXN production capacity at City Hall and at select offsite facilities.

Awards

- TAMI, Best Media Relations, first place, Texas Association for Municipal Information Officers
- TAMI, Best Social Media, first place, Texas Association for Municipal Information Officers
- Lone Star EMMY, Children/Youth/Teen – Program Feature/Special Feature/Segment ("Shattered Dreams"), The National Academy of Television Arts & Sciences
- Lone Star EMMY, Interview/Discussion – Feature/Segment ("Are You APD Strong?"), The National Academy of Television Arts & Sciences
- Lone Star EMMY, Public/Current/Community Affairs – Program/Special/Series ("122nd Cadet Class"), The National Academy of Television Arts & Science
- Lone Star EMMY, Photographer – Program/Non-news ("Uhl Be On Camera"), The National Academy of Television Arts & Sciences
- Programming Excellence ("ATXN Programming Highlights"), National Association of Telecommunications Officers and Advisors
 - Other awards: 5 firsts, 2 seconds and 4 honorable mentions
- Overall Excellence (ATXN), Texas Association of Telecommunications Officers and Advisors
 - Other awards: 3 firsts, 2 seconds and 2 thirds

CONTRACT MANAGEMENT

Administers the procurement of professional and construction services and executes/manages contracts essential for the delivery of efficient capital improvements resulting in improved quality of life for all City of Austin residents.

Total Dept. Budget/Full-Time Equivalents

FY 2014: \$4.8 million/45 FTEs | FY 2015: \$5.2 million/44 FTEs

Highlights

- Executed a total of 92 contracts for professional service, construction and alternative delivery solicitations for a total contract value of \$146,985,998.
- Continued the use of Design-Build and Construction Manager-at-Risk Alternative Project Delivery Methods on critical City Capital Improvement Program improvements, including the Austin-Bergstrom International Airport Terminal East Infill Project (\$62.2 million), New Central Library (\$118.2 million), and Water Treatment Plant No. 4 (\$374.5 million).
- Enhanced emphasis on the Prevailing Wage Program by increasing the education and compliance-monitoring components with more than 500 on-site visits, 26 random audits, and 11 federal audits conducted.
- Led the evaluation of Capital Improvement Program contractual changes through the City's Change Control Committee for all CMD-administered contracts with 46 change requests valued at \$14,866,980, in addition to conducting risk assessments of 1,047 encumbrances valued at \$122,313,917.
- Enhanced the Grants Management Program to improve CIP grants management and oversight by providing discipline expert(s), grants liaisons, training, customized grant agreement reviews, solicitation and contract assistance, requirement research and audit support.
- Worked to further enhance the professional development of CMD staff through procurement certification trainings, contract monitoring and administration classes, and additional sessions of the "Your Life's Work" series.

BEST-MANAGED

Led the development of the Capital Improvement Program Contract Monitoring Supplement in conjunction with the Capital Planning Office, Public Works, and Small and Minority Business Resources to increase the awareness of the importance of monitoring and to provide a tool for effective CIP contract monitoring.

Completed the Records Management 10-Step Plan in conjunction with the migration of City Capital Improvement Program contracts to the Enterprise Document Imaging and Management System (EDIMS).

Developed and implemented an internal Contract Debrief process to analyze the percentage of Professional Service Agreements and Alternative Delivery procurements that met the established schedule and reported 100 percent by the fourth quarter of FY 14.

Launched the Subcontractors Academy in partnership with the Austin Area Black Contractors Association, the U.S. Hispanic Contractors Association de Austin and the Asian Contractor Association, as well as the Small and Minority Business Resources and Public Works departments. The Subcontractors Academy is an educational series designed for subcontractors involved in City-funded CIP projects to enhance networking opportunities and better understand City government contracting.

GOVERNMENT RELATIONS

Communicates and promotes the interests of the City of Austin to other local governments, the State of Texas and the national government of the United States.

Total Dept. Budget/Full-Time Equivalents

FY 2014: \$1.40 million/5 FTEs | FY 2015: \$1.43 million/4 FTEs



Highlights

- Obtained funding, totaling approximately \$15.5 million, for the Onion Creek Flood Control Project in two appropriations bills approved by Congress. In December 2014, the first deposit of \$8.2 million was made by the U.S. Corps of Engineers to reimburse the City for project expenditures.
- Assisted Austin Water Utility in its successful effort to obtain an emergency order from the Texas Commission for Environmental Quality to halt release of interruptible water to the rice farmers for their spring rice crop.

HUMAN RESOURCES

The Human Resources Department attracts, engages, develops, supports and retains the best workforce in the country to serve our community.

Total Department Budget/Full-time Equivalents

FY 2014: \$13.2 million/109 FTEs | FY 2015: \$14.4 million/110 FTEs



BEST-MANAGED

Finalized Municipal Civil Service rules and deployed change-management strategy using classroom and video training for all employees and managers. Trained approximately 7,000 employees within three months.

Achieved a perfect score of 100 on the Municipal Equality Index administered by the Human Rights Campaign, the largest civil rights organization working to achieve equality for lesbian, gay, bisexual and transgender Americans. Austin was the only city in Texas with 100 points. The national average was 56 points with the average for Texas cities at 27.

Highlights

- Conducted 2014 Community Career and Resource Fair with 125 employers/ resources including City departments, drawing more than 4,000 participants.
- Continued to expand wellness programs and increase participation to reduce increases in medical claim costs. Health assessments were completed by 3,271 employees.
- Administered three written exams and three assessment centers supporting Austin Police Department promotional processes; five written exams supporting Austin Fire Department promotional processes; and eight suspension appeal hearings before a third-party administrator.
- Conducted recruitments for 11 executive positions.
- Implemented compensation market study results for Austin Energy and Information Technology (phase I) positions.
- Partnered with Travis County to hire 788 youths as part of the summer employment program.
- Hired 248 military veterans.
- Continued to invest in employee leadership development in support of succession planning with 259 participants including 110 in Supervisor Academy; 75 in Management Academy, 28 in Executive Academy, and 46 in LEAPS (Leadership, Education and Public Service).
- Awarded a six-year contract for third-party administrator for the workers' compensation program.
- Revised personnel policies to enhance the Serious Injury Supplement program for injured workers.
- Received a High Tier Performance rating from the Texas Workers' Compensation Division.
- Coordinated Austin Mayor's Committee for People with Disabilities events including the Business of Work Job Readiness Seminar, Austin Access Awards, White Cane Day, Disability Mentoring Day and the Employment and Disability Awards Program.

Awards

- Innovation Award (Wellness program), American Heart Association
- Achievement Award (Wellness program), State and Local Government Benefits Association
- Healthiest Employer in Central Texas, second place, Austin Business Journal
- Freedom, U.S. Secretary of Defense
- Pro Patria, Texas Employer Support of the Guard and Reserve, U.S. Defense Department

INNOVATION

Enables and empowers multidisciplinary teams to create unique and creative solutions to civic challenges that contribute to Austin being the best-managed and most livable city. Facilitates and coordinates with internal and external partners to develop, test, organize, and encourage innovative projects with the goal of fostering a culture of innovation within the City of Austin.

Total Dept. Budget/Full-Time Equivalents

FY14: \$418,688/2 FTEs | FY15: \$692,674/4 FTEs

Highlights

- Participated in the May 2014 ATX Hack for Change, the National Day of Civic Hacking, with ATX Floods from the Watershed Protection Department, and the Office of Sustainability.
- Offered ongoing consultations with more than 10 City departments on ways to open up opportunity in areas such as affordability, CodeNEXT, open data, digital inclusion, leveraging Google Fiber and strategic partnerships.
- Developed and facilitated a strategic co-creation process with the Telecommunications and Regulatory Affairs Office to orchestrate the ideas from members of the working group charged with developing a strategic plan for closing the digital divide. The plan was approved by City Council Nov. 20, 2014.
- Organized an “Idea Spark” event with Telecommunications and Regulatory Affairs to connect technology and entrepreneurial experts with the Google Fiber Community Connections recipients for a facilitated brainstorming session about gigabit application possibilities.
- Demonstrated the City of Austin’s commitment to Open Government by curating new City Council orientation materials in Bloomfire, a social knowledge management software, and making the information open to the public.

BEST-MANAGED

Invested in sustainable innovation capacity building through skills development and train-the-trainer workshops.

Trained 16 intrapreneurs and eight managers on strategic co-creation, a method of creative problem-solving with a multi-disciplinary team to discover opportunities for improvement.

Partnered with a local startup incubator to train 15 intrapreneurs on the business model canvas, a strategic tool used by many start-ups and entrepreneurs to uncover the interdependencies involved in making an idea viable.

Trained 30 intrapreneurs on presentation design and visual storytelling, and incorporated presentation design best practices in the new City Council orientation.

Initiated training in open innovation with Austin 3-1-1.

LABOR RELATIONS

Negotiates, administers and ensures compliance of the labor contracts for the City with its various public employee associations. Provides ombudsperson process for employment/management issues.

Total Department Budget/Full-time Equivalents

FY 2014: \$981,686/7 FTEs | FY 2015: \$944,989/6 FTEs

Highlights

- Commenced and engaged in negotiations with the Austin Firefighters Association.
- Facilitated the implementation of contract provisions for the Austin Police Association and the Austin/Travis County Emergency Medical Services Employee Association.
- Resolved numerous Civil Service grievances without costly arbitrations.
- Assisted the Human Resources Department with finalizing the Municipal Civil Service rules and their implementation.
- Continued the ombudsperson process to resolve grievances.
- Recognized by the Emergency Medical Services Department with an appreciation plaque.
- Presented at the Texas Municipal League Conference and Texas Public Employer Labor Relations Association.

BEST-MANAGED

Met regularly with leadership from all three public safety unions and in the process resolved numerous issues that would otherwise have resulted in costly grievances. In addition, these regular meetings helped build a trusting relationship that has greatly contributed to the bargaining environment.

LAW

Provides timely, effective and affordable legal counsel to the City and its officials.



Highlights

- Completed the codification of the City's vested rights policy, in conjunction with the Planning and Development Review Department, through a comprehensive amendment of the Land Development Code. Work involved legal research of the City's authority to regulate; extensive and complex legal drafting work; substantial legal counseling to City management; and numerous Council briefings and other public presentations. Council approved the vested rights ordinance in June 2014.
- Resolved the ongoing investigation by the U.S. Department of Justice centered on past hiring practices at the Austin Fire Department. Work involved managing a lengthy investigation by the Department of Justice and leading complex settlement negotiations with that department, extending over a seven-month period.
- Helped prepared the City for Ebola response by legal counsel to City management on current emergency response and quarantine laws; analysis and drafts of emergency response procedures; and advise on the City's responsibilities and authority in the event of a regional health emergency.
- Advised the Human Resources Department, City management and the City Council on the formation of the Municipal Civil Service Commission and appointment of Commissioners; researched and drafted proposed MCS rules governing Commission hearings, hiring rules, and disciplinary rules; made numerous presentations to the Commission and the Council; and provided extensive training to management and HR professionals.
- Worked closely with the Economic Development Department in developing an economic incentive program for film, television and digital media. Counsel included interpreting and applying state law; meetings with stakeholder groups; and drafting a complex set of program requirements to ensure economic benefit to the City. In addition, also provided substantial legal advice and drafting support for the proper use of bond funds to support economic development of the film industry in Austin through a public-private partnership with the Austin Film Society.
- Created a public-private partnership for managing the Umlauf Sculpture Garden in conjunction with the Parks and Recreation Department. Provided legal advice and counsel on potential public-private partnership options; met with numerous community stakeholder groups; conducted briefings with the Council; and drafted a complex, long-term management agreement that has the support of all key stakeholder groups.

POLICE MONITOR

Promotes mutual respect between the Austin Police Department and the community it serves by engaging in honest dialogue about issues and incidents that impact the community and law enforcement.

Total Department Budget/Full-time Equivalents

FY14: \$1.08 million/9 FTEs | FY15: \$1.12 million/9 FTEs



BEST-MANAGED

Streamlined telephone intake process so complainants can speak to a Complaint Specialist sooner in the process.

Put in place a process for a more active role in investigations by directly questioning subject officers and witnesses.

Began public release of recommendation memos issued by the Citizen Review Panel to bring greater transparency to the oversight process

Highlights

- Expanded services for non-English speaking complainants. Established procedures for staff to use a telephone translation service which allows the office to take complaints in hundreds of languages. Also, hired a Spanish- speaking Complaint Specialist.
- Recruited two new members for the Citizen Review Panel, a civilian panel which reviews police complaints.





PUBLIC SAFETY SERVICES

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AUSTIN FIRE

Committed to creating safer communities through prevention, preparedness, and effective emergency response.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$142.4 million/1,129 non-sworn; 83 civilian FTEs | FY 2015: \$166.3 million/1,129 non-sworn; 94 civilian FTEs



BEST-MANAGED

Created and launched the Community Wildfire Protection Plan with other City of Austin departments and Travis County to provide the foundation for effective community wildfire preparedness.

Accomplished all deliverables required of a Federal Emergency Management Agency grant including installing 1,046 smoke alarms in 397 homes, purchasing a state-of-the-art model Fire Safety Trailer for community and public education events, conducting 40 fire safety training demonstrations reaching more than 12,225 people, and hosting four events targeting hearing-impaired individuals.

Became the sole provider of hazardous material emergency response to all of Travis County after executing a contract with Travis County.

Expanded the Pass the Torch Academy to seven sessions giving participants added insight into fire and other emergency response services, as well as insight into whether these might be career options.

Created a departmental Human Resources dashboard in Qlikview for access to Civil Service vacancies and status of promotions to Command staff, allowing more timely information and eliminating the need for weekly e-mail distribution.

Improved the payroll process after recommendations by an internal team concerning productivity and sustainability within the Payroll Division.

Highlights

- Increased the total number of inspections by 33 percent, from 1,800 to more than 2,400. Assisted in the creation of a single online joint application utilized by all Austin Center for Events (ACE) agencies, helping streamline the event permit process.
- Doubled the amount of hydrant flow tests from 250 annually to more than 500 to comply with new residential flow requirements for plan approval.
- Conducted 323 arson investigations, which culminated in 122 arrests. For fires determined to be arson, clearance rate (by arrest or exception) was 52 percent compared to the national average of 18 percent.
- Identified 82 juveniles who had been involved with an intentionally set fire. Of those, 45 participated in AFD's Juvenile Firesetter Intervention Program. No child that has completed the program has been identified in a second fire-setting incident.
- Received two Accelerant Detection Canines through an agreement with the United States Air Force and the Austin Police Department.
- Dedicated more hours to the "Ready, Set, Go!" wildfire preparedness effort than any agency in the nation. The department is also the national pilot for the RSG en Español campaign.
- Increased Wellness Program's patient base by performing medical exams on emergency medical services medics based on Texas Department of Transportation guidelines for those who drive large apparatus as part of their job.
- Selected as one 10 areas nationwide in partnership with Travis County to be a pilot Fire Adapted Community. Also, Austin/Travis County leads the state with 12 nationally recognized Firewise Communities.
- Established partnership with Texas A&M University to explore the possibilities and capabilities of using rescue robotics in emergency situations.
- Conducted StreetSmart Firefighter Training Days where participants learn firefighter rescue, high-rise firefighting, hose deployment and advancement, ground ladder deployment, forcible entry, fire ground dynamics, "mayday" incidents, and ventilation. More than 300 students attended the sessions throughout the year; representing 12 fire departments across Texas.
- Shared radio template with Hays and Williamson counties so all three counties can now operate on the same radio channels during a large-scale emergency. This will ensure more efficient operations across county lines and better service to Central Texas residents.
- Expanded formal aid commitments to include a seventh Emergency Services District (ESD No. 8).
- Continued to implement recommendations from the after-action report regarding the Halloween floods of 2013, including the creation of a standard model and template for ad hoc "demand" resources for severe weather.
- Created the AFD Chaplain Program with a focus of a larger Public Safety Chaplain partnership with APD and EMS. The Chaplain Program became operational in 2014 with four new fire department chaplains visiting personnel at their worksites and chaplains participating in special events.

AUSTIN POLICE

Keeping you, your family and our community safe.

Total Dept. Budget/Full-Time Equivalent

FY 2014: \$290.92 million/1,787 sworn; 645.25 non-sworn FTEs (excludes grant-funded)

FY 2015: \$354.94 million/1,846 sworn; 683.25 non-sworn FTEs (excludes grant-funded)



BEST-MANAGED

Improved Part I clearance rate, the rate at which the department apprehends suspects in violent and property crimes, for the fifth year in a row, to 16.2 percent in FY 2014. APD cleared 57 percent of Part 1 Violent Crimes in 2013, which is much higher than the 39 percent average rate for large U.S. cities.

Retained rank of No. 2 safest U.S. city for violent crime and improved property crime rank from No. 26 to No. 21 according to the FBI Uniform Crime Reporting for the 33 largest U.S. cities.

Reduced property crime rate per 1,000 residents by 6 percent from 48.50 in 2013 to 45.80 in FY 2014 (the FBI released official 2013 crime counts in November 2014).

Reduced Part II crime rate by 9 percent from 102 in FY 2013 to 93 in FY 2014. Part II crimes include drug offenses, fraud, gambling, public intoxication and prostitution – crimes often considered to be “quality of life” measures.

Reduced Austin’s traffic fatality rate per 100,000 residents by 26 percent from 10.17 in FY 2013 to 7.55 in FY 2014.

Highlights

- Responded to severe weather conditions that impacted Austin and surrounding communities, using social media to alert the public about the dangers.
- Cleared older unsolved burglary cases through new DNA testing. The Undercover Metro-Tactical Unit received additional personnel that provided the team with the resources needed to begin utilizing time-intensive forensic investigations to connect the dots on past property crime.
- Began training for K-9 Unit to familiarize animals with transport by helicopter for faster response to search-and-rescue situations.
- Implemented Operation Safe Passage which placed officers in high-visible areas outside the normal congregation of people visiting Sixth Street. The officers deterred and/or quickly responded to any incidents that required police intervention. This operation was a contributing factor to the overall decrease in violent crime numbers for the Downtown Area Command.
- Provided immediate Incident Command during the SXSW tragedy. Worked closely with other public safety agencies by quickly identifying all those injured/deceased and ensured the suspect was in custody.
- Worked with various agencies, including the FBI and the U.S. Marshals Service, to make significant arrests in high-profile cases including serial bank robber Randall Reed; Gary Calvin Whiteis, responsible for multiple residential burglaries in South Austin; and three suspects who were part of the crime group called the Felony Lane Gang, based out of Florida and linked to 24 cases in Austin.
- Worked with Austin-Travis County Emergency Medical Services to respond to dozens of K2 (synthetic marijuana) overdose cases in the downtown sector. Due to the increased public safety concern regarding K2, APD stepped up its patrol efforts and made arrests, disrupting narcotics distribution.
- Concluded a three-month investigation targeting property crime offenders in the East Austin Corridor with the arrest of 30 suspects. Operation Clean Sweep targeted suspects considered habitual criminals, committing crimes such as felony theft, organized criminal activity, theft of service, false statement to obtain credit, burglary of vehicle and criminal mischief.
- Hosted a Traffic Safety Symposium, along with community partners, to collaborate with state and local agencies and advocacy groups about ways to create safer roadways in Austin

Awards

- Silver Circle, Special Events One-time Event category (“Are You APD Strong” campaign), City-County Communications and Marketing Association
- National (National Night Out), National Association of Town Watch

AUSTIN/TRAVIS COUNTY EMERGENCY MEDICAL SERVICES

Committed to responding to the changing needs of an expanding service area and being a recognized leader innovative, cost-effective and clinically sophisticated delivery of comprehensive medical services.

Total Dept. Budget/Full-Time Equivalents

FY 2014: \$62.2 million/479 sworn; 72.50 non-sworn FTEs | FY 2015: \$74.1 million/489 sworn; 74.50 non-sworn FTEs



BEST-MANAGED

Deployed a Web portal to display EMS performance data including tables, charts, definition documents, links to strategic documents, and descriptions of how the measure is relevant to the EMS strategic plan and the community. The open data portal provides a rich user experience allowing visitors to manipulate charts in real time and download data in various formats.

Implemented a Patient Callback Program which assesses the professional quality of service provided by EMS. EMS has contacted more than 5,000 patients by phone with an overall Customer Satisfaction Rating of 4.78 out of a possible 5.0.

Established a real-time Safety Management System for reporting safety issues and concerns. This allows each concern to quickly be addressed through real-time notification to the EMS executive team and Safety Commander and tracked online through its resolution.

Highlights

- Implemented new Cardiac Monitors that provide real-time audio and visual CPR feedback to medics and first responders, improving survival from cardiac arrest. Other clinical parameters such as patient oxygenation can also be monitored to guide and improve patient care.
- Distributed more than 1,700 child safety seats and trained more than 5,000 in TAKE-10 hands-only CPR. Impacted more than 15,000 members of the public, a 209 percent increase from 2013, with EMS public education/outreach efforts
- Increased community awareness by actively tweeting breaking news related to incident responses. Increased EMS engagement with the community by generating original awareness, safety, educational, wellness, instructional and entertaining content through Facebook and YouTube.
- Launched PULSE magazine, an EMS monthly publication as an organizational and stakeholder communication tool.
- Collaborated on the internationally viewed EMS "Keep it Safe in Our City" Austin public safety music video.

Awards

- Silver Level EMS Agency (Quality of care for heart attack patients), American Heart Association Mission Lifeline Program
- Higgins and Langley for Outstanding Achievement in the Field of Swiftwater Rescue (2013 Halloween Flood), National Association for Search and Rescue
- Lone Star EMMY ("Shattered Dreams"), The National Academy of Television Arts & Sciences (Shared with Communications and Public Information Office)

DOWNTOWN AUSTIN COMMUNITY COURT

Works to improve the community's quality of life and public order through effective and creative sentencing of misdemeanor offenders.



BEST-MANAGED

Implemented the Edgar Fincher III Program Garden as part of the Community Service Restitution Program. Probationers, defendants and CSR Crew Leaders will grow and maintain small food crops that will be donated to social service and non-profit agencies that provide meals to Austin's homeless population. The garden was named after the late Edgar Fincher III, DACC's first Community Service Restitution Coordinator.

Highlights

- Created and filed more than 14,000 cases and docketed 99,713 cases in Fiscal 2014.
- Completed third full fiscal year of the Intensive Case Management Program which focuses on serving frequent offenders and homeless individuals. The program includes housing location, housing stability, intensive, outreach and generalist case managers.
- Continued in the Partnership Housing Program, a community collaborative. Since March 2013, DACC has been successful in housing 55 individuals utilizing the services provided by its housing location case managers and providing intensive support to 20 repeat offenders
- Completed 11.47 million square feet of clean-up work for Austin Resource Recovery, Austin Code, Parks and Recreation Department and other City of Austin departments and from public requests through the Community Service Restitution Unit.

MEDICAL DIRECTOR

Responsible for comprehensive medical oversight of all out-of-hospital emergency care provided in the Austin/Travis County Emergency Medical Services System. The EMS System is comprised of 37 organizations with more than 2,000 individual providers. The System also interfaces with 18 medical receiving facilities within the EMS service area.

Total Department Budget/Full-time Equivalents

FY 2014: \$1.4 million/8 FTEs | FY 2015: \$1.5 million/8 FTEs

BEST-MANAGED

Provided continuous review of 9-1-1 call types received by EMS to determine the best medical resources to be sent to the patient to best serve the public's needs.

Highlights

- Completed two out-of-hospital research initiatives in collaboration with EMS and the University of Texas at the Austin Medical School Emergency Medicine Program and presented findings via research posters at the National Association of EMS Physicians conference.

Awards

- Outstanding Achievement in Local Government Innovation (Community-centered approach to CPR Training and Action), Alliance for Innovation

HOMELAND SECURITY & EMERGENCY MANAGEMENT

Plans and prepares for emergencies; educates the public about preparedness; develops volunteers; manages grant funding to improve homeland security and public safety capabilities; coordinates emergency response and recovery; supports planned events; and works with public and partner organizations to protect the whole community when most needed.

Total Dept. Budget/Full-Time Equivalents

FY 2014: \$1.2 million/12 FTEs | FY 2015: \$1.3 million/14 FTEs

BEST-MANAGED

Coordinated more than 40 departments and agencies to develop "After Action Report" and Corrective Action Plan following the 2013 Halloween floods. Achieved 95 percent completion of the 173 Corrective Action Plan items by year-end.

Maintained standing as one of only two Texas cities and just seven cities nationwide that are accredited by the Emergency Management Accreditation Program after an evaluation of 64 nationally-recognized standards.

Coordinated response for 11 Austin/Travis County Emergency Operations Center activations, in addition to adopting 24/7 readiness posture in response to special events, dignitary visits and severe weather events.

Planned and coordinated logistics for a delegation of more than 70 local partners to attend federal Integrated Emergency Management training in Emmitsburg, Md. The delegation was led by City Manager Marc Ott and included representatives from various City departments, Travis County, the State of Texas, the University of Texas, the American Red Cross, hospitals and more.

Implemented FirstCall, an enhanced regional notification system available to users throughout the region, to alert response personnel and the public to emergency and non-emergency situations. HSEM partnered with agencies to not only implement FirstCall within Austin, but also create public awareness across the region.

Highlights

- Managed about 40 projects for infrastructure, emergency protective measures and debris removal submitted for federal reimbursement following the 2013 Halloween floods.
- Implemented public information plans to reach the whole community during emergencies and disasters with more than 300 public information messages, including Spanish-language severe weather alerts.
- Inventoried approximately 3,000 grant-funded items purchased to improve homeland security and public safety capabilities.
- Established SXSW Event Operations Center at backup Emergency Operations Center for public safety and permitting partners, which became a critical multi-agency cooperative following a mass-casualty incident March 13, 2014.
- Managed Area Command at the Austin/Travis County Emergency Operations Center during the 2014 Formula One United States Grand Prix.
- Led application process resulting in competitive federal grant award given to the City of Austin for economic resilience, in conjunction with the Economic Development Department.
- Partnered with 14 agencies to take a lead role planning and executing a full-scale plane crash exercise at Austin-Bergstrom International Airport, evaluated as successful by the Federal Aviation Administration.
- Maintained a vibrant and active Community Emergency Response Team (CERT) program with training provided throughout the year for more than 400 community members.
- Maintained hurricane season readiness and training that allows the Capital region to house up to 25,000 coastal evacuees in 75 shelters, 30 percent of which would be in Austin







TRANSPORTATION
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SERVICES

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AVIATION

Connects our community to the world with an Austin-style experience.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$66.47 million/ 362 FTEs | FY 2015: \$73.36 million/379 FTEs



BEST-MANAGED

Replaced Letter of Credit on outstanding "swap bonds" for savings of \$1.3 million for the first year. Letter of credit extends through 2018, for a total savings of \$5.8 million for the four years.

Passed rigorous Federal Aviation Administration Part 139 inspection of airport operations to ensure air transportation safety.

Surpassed the national standard for airport operations for lost time due to injuries. ABIA had a lost-time injury rate of 0.33 compared to the industry standard of 1.20

Highlights

- Celebrated 15th anniversary of the opening of Austin-Bergstrom International Airport.
- Served a record 10.7 million passengers in 2014, up 7 percent over 2013. Rated No. 2 fastest-growing medium-hub airport in the United States in terms of passenger percentage increase in seats.
- Launched first transatlantic air service, a British Airways 787 nonstop from Austin to London Heathrow. Other air service enhancements were by Air Canada, Southwest Airlines, American Airlines, Texas Sky, Allegiant Air, Delta Air Lines, Branson Air Express and Virgin America.
- Continued massive construction projects, opening a new customs facility and new employee parking lot. Projects underway include a passenger security screening checkpoint with 10 lanes, the Consolidated Rent-a-Car facility and expansion of Taxiway A.
- Revealed the world's larger holographic imagery, "Time Lines" by artist Mikyoung Kim, as part of the Art In Public Places program. The 1,672 square-foot work in the customs area mimics time zones.
- Completed sale of Airport System Revenue Bonds of \$244.5 million. Bonds were rated A1 by Moody's and A by Standard & Poors. Investor orders for the bonds amounted to approximately \$1.9 billion, oversubscribed by nearly 800 percent.
- Received environmental clearance from the Federal Aviation Administration for airport expansion.
- Enhanced non-airline revenue over 2013 including food/beverage concessions (up 31 percent) and advertising (up 32 percent). Added two venues – Hoover's and Vino Volo.
- Completed photo data base of all on-airport Department of Aviation buildings to ease opportunities.
- Established kiosks for Global Entry and Automated Passport customer convenience programs.
- Improved customer loyalty programs.
- Took several environmental initiatives including providing GreenChoice electricity to aircraft service vehicles; installing water bottle-filling stations in the concourse; and establishing an employee rideshare program.
- Hosted a full-scale emergency preparedness exercise with the largest participation for such an event. Also conducted an active-shooter drill in the terminal.

Awards

- Marketing/Communications Excellence, Second place, PR Campaign ("We're Tuning Up!"), Airports Council International-North America
- Marketing/Communications Excellence, Third place, Print Ad Campaign ("Fly In..."), Airports Council International-North America
- Occupational Excellence Achievement, National Safety Council

PUBLIC WORKS

Designs, manages and inspects capital improvement projects; promotes active transportation, plans and builds sidewalks and urban trails; partners with communities to bring improvements to neighborhoods; and maintains the City's network of trails, roadways, sidewalks and bridges.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$84.06 million/523 FTEs, 217 Non-FTE Crossing Guards | FY 2015: \$85.01 million/505 FTEs, 216 Non-FTE Crossing Guards



BEST-MANAGED

Awarded funding to 13 neighborhood cost-share projects in nine ZIP codes, representing a total value of \$1.095 million.

Completed the Barton Springs Ground Renovation Project resulting in improved accessibility by adding an ADA-compliant path on south side of Barton Springs Pool. The project also included a new entrance gate, landscaping and safeguards for the health of existing vegetation and trees.

Built The Boardwalk Trail at Lady Bird Lake, a collaborative public-private partnership, overcoming numerous challenges including acquisition of numerous property easements, stringent environmental regulations and construction issues including the installation of dozens of underwater piers and approximately a mile of concrete decking.

Highlights

- Completed construction of several noteworthy projects, including the Boardwalk Trail, Water Treatment Plant No. 4, the Southern Walnut Creek Trail, Barton Springs Grounds Improvements, City Hall renovations and Bartholomew Pool renovations.
- Made significant construction progress on the New Central Library and Waller Creek Tunnel projects.
- Prepared the Urban Trails Master Plan for Council approval.
- Constructed more than 10 miles of new urban trails.
- Launched a pilot Bike to School program at Hart Elementary, providing 102 participating children with cycling safety training and new bikes.
- Cleaned more than 2 million square feet (almost 40 football fields) of downtown sidewalks.
- Trained 49,627 school-aged children in safe street-crossing, bicycle safety, safe bus riding fundamentals and safe rail/train procedures.
- Installed 70,179 linear feet (approximately 13 miles) of Americans with Disabilities Act-compliant sidewalks.
- Built 519 ADA-compliant curb ramps.
- Recovered 42.6 percent of water used in cleaning operations

Awards

- Arboricultural Project of the Year (Barton Springs General Grounds Improvements), International Society of Arboriculture-Texas Chapter (Shared with Parks and Recreation Department)

TRANSPORTATION

Committed to providing the safest and most efficient, cost-effective and sustainable roadway, bikeway, walkway and transit system for our community.

Total Dept. Budget/Full-time Equivalents

FY 2014: \$24.5 million/181.5 FTEs | FY 2015: \$33.2 million/198.5 FTEs

BEST-MANAGED

Spearheaded the City's participation in the first Austin Mobility Week, leading regional efforts to promote alternative forms of commuting such as biking, walking, transit, car-pool, flex-schedules and telecommuting as a way to reduce peak-hour traffic congestion in Austin.

Advanced mobility and safety improvements on major highways around the region through partnerships with the Texas Department of Transportation, Travis County and the Central Texas Regional Mobility Authority. Projects and proposals along MoPac/Loop 1, Interstate 35, Texas 71, U.S. 290, U.S. 183, the Y at Oak Hill and Loop 360 are moving ahead with the City of Austin as a key partner.

Developed the Active Transportation Division in an effort to support the City's goal of increased use of active modes of transportation through bicycle and pedestrian infrastructure and programs. The program was previously part of Public Works. Additionally, ATD drafted the 2014 Bicycle Master Plan for Council adoption.

Deployed Transit Priority Lanes and transit signal prioritization in support of Capital Metro's launch of MetroRapid bus service. MetroRapid is a high-frequency service featuring advanced technology with two routes running along Burnet Road, North and South Lamar Boulevard, South Congress Avenue and through Downtown on Guadalupe and Lavaca streets.

Coordinated Austin's Complete Streets Policy and presented for adoption to the Austin City Council. The policy outlines the City's plans to make streets safe and comfortable to accommodate all people and modes of transportation. Upon Council adoption, Austin joined hundreds of state, local and regional entities that have Complete Streets policies.

Highlights

- Continued development of High-Capacity Transit and Roadway Plan via the 2014 Austin Strategic Mobility Plan; adopted by the Austin City Council and Capital Metro Board of Directors in June 2014.
- Continued integration of the Advanced Transportation Management System to better manage mobility and safety with traffic signals, dynamic message signs and traffic monitoring. The ATMS system, once fully deployed, will bring Austin into a new era of transportation management.
- Completed and published four Corridor Improvement Programs for key Austin arterials. ATD uses these programs to plan for a corridor's changing multimodal environment and prepare specific fundable projects. ATD completed the Airport Boulevard, Martin Luther King Jr. Boulevard, East Riverside Drive and North Lamar/Burnet corridor programs and initiated the South Lamar and Guadalupe Street programs.
- Drafted the hands-free law in conjunction with the Austin Police and Law departments, and the Communications and Public Information Office, and educated the community on the changes. The hands-free law demonstrates the progressiveness of our community by incorporating bicycles into the ordinance and aims to keep all roadway users safe.
- Facilitated the installation of fiber networks in the City's rights of way while minimizing construction impact to the traveling public. Fiber networks will help reduce traffic congestion by providing faster connection speed, thereby allowing more people to telework and conduct business from home rather than driving to a destination to conduct such actions.
- Coordinated with Austin B-Cycle to deploy 43 additional stations, enabling the bike share system to set a national record for usage with 2,774 checkouts for an average of 10.1 checkouts per bike/day during South by Southwest in March 2014.
- Initiated an extensive community and stakeholder process to develop standards for Transportation Network Companies like Uber and Lyft, that provide an online-enabled platform to connect passengers with drivers using their personal, non-commercial vehicles.
- Promoted ATD's "Get Home Safe" campaign to Austin residents and visitors. The site provides resources for drivers to legally leave their vehicles overnight, contacts for sober driver services and links to Capital Metro's late-night schedule. The "Get Home Safe" campaign page is a valuable resource in the community's conversation about drinking and driving.
- Implemented a Quiet Zone for five rail crossings in South Austin at the request of neighbors along the tracks. Quiet Zones were requested to reduce the noise from train horns, which can be a nuisance for residents.
- Coordinated 150 special events in Austin including monitoring safety and overseeing coordination between multiple departments. Special events contribute to Austin's uniqueness and the Transportation Department worked together with event planners and the community to enhance safety and mobility during events.

Awards

- Silver Quill, Communication Management (2013 Annual Report), International Association of Business Communicators
- Engineering Excellence Silver Medal, American Council of Engineering Companies of Texas
- Regulator of the Year (Ground Transportation Manager Carlton Thomas), International Association of Transportation Regulators
- Clean Air Excellence, U.S. Environmental Protection Agency (Awarded to the Central Texas Clean Air Coalition led by Austin Transportation Department)
- Agency of the Year, Conference of Minority Transportation Officials





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