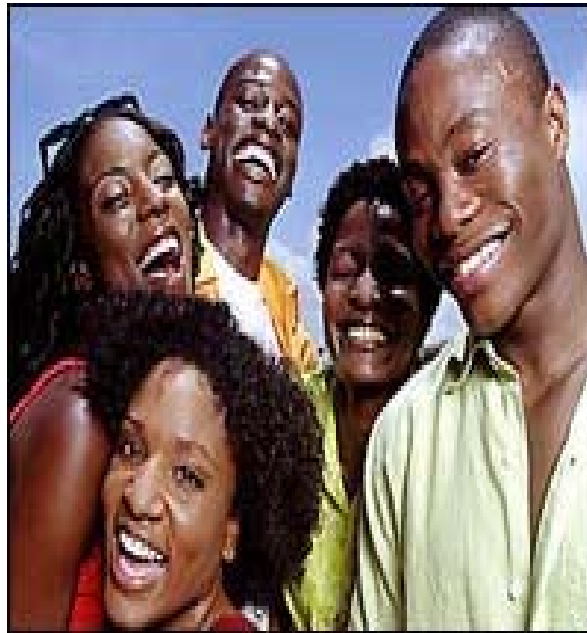


A Community Position Paper

**ON THE CITY OF AUSTIN'S STUDY
OF THE
QUALITY OF LIFE FOR AFRICAN AMERICANS**



June 23, 2005

Table of Contents

Introduction.....	(1)
One Team (Community), One Dream.....	(3)
Arts, Culture, & Entertainment.....	(3)
Business & Economic Development.....	(5)
Employment & Education.....	(7)
Health.....	(8)
Neighborhood Sustainability.....	(9)
Police & Safety.....	(11)
Developing Effective Policies and Programs	(13)
Ensure Accountability & Achieve Maximum Results.....	(14)
Conclusion.....	(15)

Introduction

The community recognizes that, while the City of Austin's support of this position paper signifies a major step, it nevertheless represents only a part of a long-term movement towards improving the quality of life for African Americans. Other important members including the African American Community, Austin Community, AISD, ACC, Travis County, Capital Metro, and LCRA will have to play a vital role as we seek to achieve sustainable quality of life changes for African Americans.

Our appearance here today is based on the important issues surrounding the Quality of Life Scorecard, the *Group Solutions RJW Report*, and what we can do in collaboration to ensure that African Americans are afforded the same opportunities as other persons in the city of Austin. But before we address the issues, we want to take this opportunity to thank all the folks who have supported the process. We are convinced that before we can build a comprehensive opportunity structure for all Austin residents, we need first to address some of the misconceptions that might only lead to further misunderstandings about the quality of life for African Americans.

Our premise for supporting the community's position paper is based on the following reports:

- 1) *The ICF-Kaiser Report*, which was submitted to the Greater Austin Chamber of Commerce, warned that this city had the greatest racial inequality of all the cities reviewed in the study. That report was submitted in 1998.
- 2) *The Schott Report* concluded that mistrust, isolation, frustration, and suspicion by African Americans was widespread and was a detriment to improving race relations. That report was issued in the year 2000.
- 3) *The Austin Equity Commission Report* argued that inequality destroys social capital. The study also addressed the need to have private and public policies that enhanced the ability of people at every income level to take advantage of market-based opportunities. The cost of inequality in this community manifests itself in an unequal educational system, a lack of affordable housing, and a lack of employment opportunities – which themselves result in even further social alienation and isolation.
- 4) *The Quality of Life Scorecard*, issued in March 2005 by City Manager Toby Futrell, cited a lack of social infrastructure and a low rate of African American business ownership. Acting Assistant City Manager Michael McDonald correctly noted that Austin does not make the list of popular places to live for African Americans.

More important is where African Americans are migrating to and why. Atlanta, Georgia is most popular because of business opportunities, individual earning potential, and cultural activities. The prospects for future job growth also make

that region a major attraction. Dallas is also a popular destination because of its cultural activities, future job growth and high school graduation rate. Washington, D.C. offers high salaries, a low unemployment rate and cultural activities. Nashville, Memphis and Houston have lower costs of living and, of course, more affordable housing. All these cities have one major thing in common. They have created an environment that is inclusive and is hospitable to African Americans. They have created and maintained a social infrastructure.

The solutions and actions outlined in this community position paper represent the ideas and concerns of a cross-section of our community. For possibly the very first time, you are being offered a comprehensive agenda that encompasses the aspirations and ideas of a collective community, which for too long has experienced our city as second-class citizens.

The good news is that the City of Austin now has the information, the cooperation and opportunity to implement policies and procedures – and will seek tangible and sustainable outcomes --that will move this city from tepid co-existence to rich *inclusiveness* for African Americans.

Tonight, the Mayor and Council have been given an opportunity and the enormous task of beginning to implement the type of sustainable change that previous Councils, for whatever the reason, have not been willing to create. We trust that you will have the commitment and the vision that will be required for the solutions and actions this work represents.

The fundamental simplicity of it all, however, is that our lives regardless of race or gender *are* intertwined. Prosperity in one quadrant could indeed “spill over,” to other quadrants; but why not be intentional and deliberate about it instead of hoping it might happen? Likewise, suffering in another quadrant of the city cannot be completely limited to that quadrant. Indeed, as you deliberate and evaluate the community’s position paper, we pause also to ask that each of you keep the family of Daniel Rocha in your prayers. Peace without justice is hollow; and prosperity without peace is only a temporary illusion.

The African American community recognizes that a long-term commitment will be necessary from the City in order to demonstrate the leadership that will set the example of how to protect, and celebrate the rich diversity African Americans bring to the City of Austin.

ONE TEAM (COMMUNITY), ONE DREAM

On June 11, 2005, the Austin Area Urban League (AAUL), Capital City African American Chamber of Commerce (CCAACC), National Association for the Advancement of Colored People (NAACP), and other community organizations and stakeholders invited the African American Community to participate in a Community Town Hall meeting. Through a collaborative effort the following three goals were created:

- 1. One Team One Dream,**
- 2. Develop Effective Policies and Programs, and**
- 3. Ensure Accountability to Achieve Maximum results.**

The purpose of the Town Hall meeting was to begin accomplishing the “**One Team One Dream**” goal through providing the community with an opportunity to have open dialog regarding recommendations in the *RJW Group Solutions* report. Our mission was to develop community consensus around each recommended solution and action defined under the original five key categories. In addition, to support the mission the community has placed each recommended solution and action has been categorized as being able to be realized within a short (*within six months*) or intermediate term (*between six months and two years*). The African American Community recognized the impact that Health related issues and challenges have on the quality of life in our community, and therefore included Health thus expanding the categories to six.

The solutions and actions **highlighted in blue** or *italicized* are from the *RJW Group Solutions* report; and in some cases, have been edited for clarification and/or combined with related recommendations within the report. In essence, the presence of the *RJW Group Solutions* report’s recommendations in our position paper suggests that the community’s Town Hall Meeting accepted these recommendations as a foundation for building additional recommended solutions and actions. The non-highlighted recommended solutions and actions were developed during the community’s Town Hall Meeting. The following is an outline of each “One Team One Dream” solution and action:

ARTS, CULTURE, & ENTERTAINMENT

The recommended solutions and actions for supporting Arts, Culture, and Entertainment are as follows:

Short Term Solution & Actions

- 1. Effectively and consistently promote Austin’s African American culture, history, restaurants, and events on the Austin Convention and Visitor’s Bureau (ACVB)*

website and in the Austin Official Visitors Guide and the Austin Newcomer Guide, the latter of which is published by the Greater Austin Chamber.

2. Establish position at ACVB that will serve as a liaison between ACVB staff and the African American producers/promoters focusing on promoting signature events in the Austin community.
3. Include African American signature events (i.e., Texas Relays, Juneteenth Celebration, Black History Month celebration, Battle of the Bands, Martin Luther King Day, Jr. events, Heman Sweatt Symposium on Civil Rights, Barbara Jordan forum, KAZI Summer Fest) in ACVB promotional materials and on the ACVB website as a means of promoting the city and recruiting tourists.
4. Create an African American cultural fund which is charged with providing marketing and production support to organizations (for-profit and non-profit) that produce signature events and arts and culture activities targeting the African American community (i.e., Texas Relays, Juneteenth celebration, Black History Month celebration, Battle of the Bands, Martin Luther King Day events, Heman Sweatt Symposium on Civil Rights, Barbara Jordan forum, KAZI Summer Fest). The intent would be to involve support similar to that provided for other events such as Boat Fest or SXSW. Establish a staff position within city government that is tasked with identifying resources (funding) for African American cultural events and programs. This type of support would be in addition to City sponsorships for fee waivers, permit fees, etc.
5. *Create an African American Cultural Arts District(s) in Austin that will formally preserve areas where there is a concentration of existing African American landmarks (businesses, churches, Carver Museum and Library, Huston-Tillotson University, etc.)*
6. *Name the theatre at the Carver Museum after the late Boyd Vance and create a plaque at the theatre that captures his contributions to the arts and theatre.*

Intermediate Term Solution/Actions

1. *Contract with a marketing firm to assist the ACVB/City with developing a campaign to effectively market Austin's African American culture, history, landmarks, and other resources to African American's inside and outside Austin (i.e. advertise in Black Enterprise, Essence, and other major African American media outlets).*
2. *Ensure that African American artists, musicians, film makers, and others are included in events that the City co-sponsors, funds, owns the facility, or supports (e.g., SXSW, Austin City Limits Festival, Austin Museum of Art, local venues,*

etc.), and that events are publicized in the African American press and on community organizations websites.

3. Create and implement programs with area museums that highlight African American history in Austin, by documenting historical sites, and fund programs developed by African American organizations/museums that publicly celebrate relevant historical moments.
4. Establish a goal to retain African American artists to create art in the “Art in Public” places program.

BUSINESS & ECONOMIC DEVELOPMENT

The recommended solutions/actions for supporting Business and Economic Development are as follows:

Short-term Solutions/Actions

1. Partner with the African American Chamber of Commerce to recruit businesses with a focus on African American businesses to locate, start-up, or expand in Austin, through using incentive packages. The City should facilitate a partnership between the CCAACC and the Greater Austin Chamber to collaborate on selective recruitment initiatives. Recruiting efforts should include but not be limited to, businesses that can create and retain jobs with advancement opportunities for low tech, semiskilled and non-technical workers. The incentives from the City of Austin should include, but need not be limited to:
 - a. Reduction in development fees (i.e. site plans);
 - b. Reduction in the cost for basic services like electricity, energy saving initiatives, water, and tax abatements when jobs are created;
 - c. Exploration (by the CCAACC on behalf of the businesses) of other incentives from AISD, the State, and Federal government; and
 - d. Consideration of additional incentives for businesses that develop in the Federally designated HUB Zone areas.
2. Establish a program that allows M/WBEs to leverage executed contracts with a public entity either to obtain a working capital loan from an existing lending program or to obtain an advance from any banking institution(s) with which the City of Austin currently does business.

3. Enforce the City's M/WBE ordinances and monitor contracts for compliance. Ensure adequate resources are being applied and being used for making informed decisions towards setting M/WBE participation subcontracting goals for general and professional service solicitations. Use incentives and consequences to encourage compliance with not only meeting but also exceeding M/WBE goals. Reward businesses that promote diversity by including M/WBE subcontractor(s) in their proposal when goals have not been required or set in a City Solicitation.
4. Reestablish and market the Office of Ombudsman for M/WBEs within the City of Austin to ensure access exists to resources (funds, information, etc.) and to hear issues or complaints from the referenced business owners.
5. *Adjust insurance and bonding requirements on advertised municipal solicitations to be based on the risk to the City of Austin and the value of the solicitations. For instance, the same insurance should not be required for a solicitation under \$100,000 that would be required for a solicitation above \$500,000.*
6. Ensure that input is solicited from African American businesses and organizations within an appropriate time regarding the use of funds devoted to business and economic development.
7. *Increase access to business and economic development information via the city of Austin's website including but not limited to:*
 - a. *Small business technical assistance programs*
 - b. *Lending programs*
 - c. *Links to African American Business organizations*
 - d. *NHCD Consolidated Action Plan*

Intermediate-term Solutions/Actions

8. *Require corporations to do business with M/WBEs, with a focus on African American businesses, if those corporations receive tax incentives/abatements. This program would require the City of Austin to ensure that corporations formally agree to develop and implement programs to ensure that contracts and procurement opportunities are awarded to M/WBEs. African American business organizations (i.e., CCAACC, Black Contractors Association) should have an opportunity to participate in the negotiation process between the City of Austin, the Greater Austin Chamber of Commerce, and the targeted corporation. All agreements should have strict repercussions for non-compliance.*
9. *Establish a capital investment fund program (matching dollars from non- profits and private sources should be allowed) that provides 0% to 5% loans for*

M/WBEs, with a focus on African American businesses, for the purpose of start-up or expansion capital. The City should evaluate available venture capital opportunities and existing lending programs for taking calculated risks to relax some of the underwriting standards and establishing criteria for issuing higher risk loans. Maximum lending flexibility including deferred payment loans should be considered for businesses developing in the Federal designated HUB Zone areas.

EMPLOYMENT & EDUCATION

The recommended solutions/actions for supporting Employment and Education are as follows:

Short-term Solutions/Actions

- 1. Review the City's own hiring and compensation practices to ensure that African Americans are hired in appropriate numbers throughout city government and in decision making management positions that impact areas outlined in this report.*
2. Use existing funds (First Step Program) and identify additional funds to help make attending HTU possible for lower-income students; provide employment opportunities while they are in school.
3. Create an education advisory council made of experienced educators and community education advocates for the purpose of exploring how AISD (and other area school districts in the long-term) are supporting challenges and failures African American children. Further, this advisory council will provide recommendations for correcting any identified inefficiencies.
4. Foster an Education Attainment Goal Committee for 2015 (create evaluation sub-committees and tools for performing annual reviews to determine if the school systems are meeting standards/goals for global competitiveness).
5. Encourage and provide incentives to businesses and other organizations as leverage, so that they would offer ex-offenders life skills, job skills training, and job opportunities.
6. Develop a page on City's website that is dedicated to African American educational issues and resources (e.g., a message board for parents to discuss issues, scholarship opportunities).

Intermediate-term Solutions/Actions

7. *Increase collaborations with the Austin Independent School District, including joint-use facilities, after school programs, mentoring in low-performing schools, and other efforts that improve ineffective programs/curriculum.*
8. Link corporate recruitment incentives to specific hiring opportunities for African Americans. Specify hiring goals that reflect the African American population in Austin. Tie corporate performance and compliance to incentives and penalties. Established African American organizations (i.e. Austin Area Urban League) should be a part of this negotiation process with the City and the Greater Austin Chamber of Commerce. Require corporations that are given tax incentives to provide educational training to African American students through existing institutions.
9. Partner with community organizations (i.e. Austin Area Urban League, Skill Point Alliance) to create trade training for African Americans interested in plumbing, electrical wiring, masonry, roofing, etc.

HEALTH

The recommended solutions/actions for supporting Health are as follows:

Short-term Solutions/Actions

1. Encourage representatives on the Travis County Hospital District Board to present and seek support for motions seeking federal funding to operate an expansion clinic, similar to the Montopolis Clinic, in the African American community.

Intermediate-term Solutions/Actions

1. Create a prevention team to direct focused services in African American communities to improve health status and access to primary and preventive care services.
2. Create a panel to review and make recommendations to simplify the eligibility/service process for the Medical Assistance Program (MAP).
3. Develop a program to recruit more African American health care professionals – including physicians, physician assistants, nurse practitioners, nurses, complementary professionals and others - to allow opportunity for greater face-to-face patient consultation and education.

4. Develop a prevention education plan containing culturally appropriate materials targeting the leading causes of death and disease in the African American community utilizing media outlets – radio, television, newspapers and billboards.
5. Establish a panel comprised of representatives from other health care services sources (Seton, St. David’s, etc.) to develop a strategy for increasing availability of services to African Americans.
6. Develop a mental health strategy that works to improve access to services and physician level treatment; provides support to families; minimizes abuse and exploitation of the mentally ill; and addresses the disparity of care for African Americans in this population.
7. Establish a Community Wellness and Prevention Consortium, consisting of representatives from all segments of community to advocate for prevention programs and funding that will target the health disparity with African American and other minority populations.
8. Adopt a Neighborhood-Based Education Screening Model, which targets prevention health, services in neighborhoods experiencing health disparities.

NEIGHBORHOOD SUSTAINABILITY

The recommended solutions/actions for supporting Neighborhood Sustainability are as follows:

Short-term Solutions/Actions

1. Provide educational seminars to teach people how to buy homes, how to file tax protests (e.g., Travis Central Appraisal District) and to educate people how to protect their properties from tax foreclosure.
2. Identify those who are falling in arrears with their taxes and assist homeowners in repairing homes, catching up on taxes and acting as first right of refusal in the event that homes are foreclosed upon and then use as affordable homeownership units. Develop fund to assist minorities that own historical properties in paying taxes and preventing foreclosures.
3. Adopt the Austin Equity report as a City policy. Further, create a policy that requires the City to complete and publish an economic impact study prior to wholesale designation of any minority neighborhood area as a “desired development zone.”

Intermediate-term Solutions/Actions

1. *Develop a comprehensive approach to address the City's role in tax related foreclosures, encouraging more housing options in East Austin, and related housing issues. Minimize gentrification by creating property tax exemptions/abatements for residents over a certain age, residents who have lived in the East Austin community for a certain period of time, or families with a certain median income.*
2. Identify parcels of city-owned land in the City and develop a land bank. Then donate or provide long-term, low cost leases (e.g. 50-99 years for \$1) on city-owned land to community based, non-profit community developers for the development of affordable housing and small businesses as a part of a sustainable, mixed income neighborhood strategy.
3. *Bring the physical environment of East Austin up to the level of the physical environment in other areas using the arsenal of tools available to the City. Encourage mixed use development in East Austin by improving streetscapes along commercial corridors, developing city financed parking, improving necessary infrastructure, and enhancing and expanding the existing façade improvement program.*
4. Assist neighborhood organizations in building their capacity by having AHFC and NHCD staff work in collaboration versus competing with each other in areas like the development of affordable housing and mixed -use projects which are designed to help make neighborhoods more sustainable. Staff resources currently assigned to actually building/developing housing should instead be assigned to providing technical assistance to Community Housing Development Corporations dedicated to creating mixed income, multi-generational, culturally diverse neighborhoods. This assistance would include acting as advocates and guides in navigating City regulatory, public policy and political processes, identifying resources in other City departments that can be utilized to assist development (e.g., targeted police patrols, improved street lighting, targeted code enforcement for overgrown lots and dilapidated structures; development incentives, etc...) and providing expert advice on subjects such as creation of project pro forma, acquiring interim and permanent financing, or management of construction projects.
5. Identify and designate areas that could serve as an economic empowerment zone that benefits African Americans and redistribute funds back into the community (i.e., tax-increment financing); seniors and others would become tax exempt within this area.
6. Create joint City/County committee to create a comprehensive plan:

- a. To support affordable and middle income housing;
 - b. To review housing patterns and history of Section 8 voucher placement process in Austin;
 - c. To consist of a collaboration between the City/County and also be comprised of other interested or impacted entities such as: the Texas Department of Housing and Community Affairs, Austin Housing Authority, the Travis County Housing Authority, Austin Housing Finance Corporation, Cap Metro, Envision Central Texas, Community Housing Development Corporations (CHDO's); non-profit corporations; lending institutions, including Fannie Mae and Freddie Mac; and representatives from federal government such as HUD, Commerce, Health and Human Services and the federal Department of Transportation to create a comprehensive plan for attracting African Americans to Austin.;
 - d. To review housing patterns and the history of the Section 8 voucher placement process in Austin to improve the voucher allocation results and to use the vouchers as a tool for creating true mixed income neighborhoods and for decentralizing poverty.
7. *Create incentives for private developers to build or finance the construction of affordable housing by developing "Inclusionary Zoning" policies and offering "density bonuses" which allow them to build developments of greater density than currently allowed by Code in exchange for their inclusion of some number or percentage of permanently affordable units onsite and/ or payment into a fund to be utilized by community based, non –profit housing developers an amount equal to the incremental cost of their providing onsite permanently affordable units. The city should assist the in finding lenders to leverage the fund 4:1 so that the fees (grants) from the for-profit developer can help to create more housing and strengthen the capacity of CHDO's and other CDC's.*

POLICE & SAFETY

The recommended solutions/actions for supporting Police and Safety are as follows:

Short-term Solutions/Actions

1. Develop and implement an official City of Austin police policy of disablement, and not deadly force.
2. *Enhance police training and provide clear directions by policy. Develop clear policies and training on de-escalation techniques and the use of steps in the continuum of force. Offer cultural sensitivity training and partner with African American organizations to identify community members willing to participate in training scenarios. The same type of training should be provided to City*

employees involved in providing contracting opportunities to African American businesses.

3. *Identify problem officers, document in personnel files patterns of inappropriate officer behavior, and appropriately discipline officers who behave inappropriately.*
4. Evaluate the effectiveness of the current sensitivity training (and ensure accountability when there are acts of insensitivity).
5. Develop a positive interaction program to allow police/community interaction to facilitate better understanding of African American culture.
6. Immediate review of early warning systems designed to monitor excessive use of force by police officers.

Intermediate-term Solutions/Actions

1. Bring in an outside resource (i.e., NAACP) to teach the City of Austin police departments life skills in order to facilitate police officers that community supports.
2. Evaluate the effectiveness and publicize the results of existing community policing and substation locations. Establish programs within community to allow officers to interact with community and understand the African American culture.
3. Examine psychological screening to ensure that the City of Austin police department is not hiring individuals with a pattern of racist tendencies.
4. Promote more African Americans into decision-making roles.

IMPLEMENTATION STRATEGIES

Developing Effective Policies and Programs

Several of the recommended solutions/actions, the City of Austin will be able to implement policies or programs without further community input. Other more complex solutions and actions will require additional dialogue and collaboration with community implementation teams. To support our second goal “**Developing Effective Policies and Programs**” through collaborating with the City of Austin during the development and implementation of the City’s action plan, the community recommends the following:

- Establish six community implementation teams to support each of the key categories.
- Ensure the community implementation teams include at least the same individuals (reference **Table 1**) who participated in the *Group Solutions* model (break-out teams), based on areas of expertise and interest.
- Add other African American community experts where there are gaps in expertise. The implementation teams ideally might include 6-7 community experts and each group should work with the City of Austin’s project manager assigned to developing and implementing a specific category within the City’s action plan.

Community Implementation Teams

TABLE 1

1	2	3	4	5	6
Arts, Culture, & Ent.	Business & Eco. Dev.	Employment & Education	Health	Neighborhood Sustainability	Police & Safety
Aaron Demerson	Carol Hadnot	Jeffrey Richard	Brandi Smith	Byron Marshall	Gary Bledsoe
Donell Creech	Darrell Pierce	Larry Jackson	Joe Barnes	Melvin Wrenn	Rev. Frank Garrett Jr.
Harold McMillian	Doeyne Valentine	Penny McConnell	TBD	TBD	Nelson Linder
Lisa Byrd	Greg Marshall	Rosetta Santana	TBD	TBD	Robert Muhammad
Trayce McDaniel	Hopeton Hay	TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD	TBD

Ensure Accountability & Achieve Maximum Results

To our third goal “**Ensure Accountability and Maximum Results**” it is vital for the action plan that will be developed by the City of Austin to have timelines, targeted outcomes and performance indicators that measure the success of the implemented policies and programs. The following recommended solutions and actions are designed to ensure effective and sustainable change towards improving the quality of life for African Americans.

- Defined outcomes and performance indicators (reference **Table 2** for some suggested performance indicators) should be established to support the approved solutions/actions and incorporated into the City of Austin’s action plan to ensure maximum results towards improving the quality of life for African Americans.
- Conduct an annual public review meeting (with report to Council) for at least the next five years to evaluate the City’s progress and impact on improving the quality of life African Americans in the City of Austin. This review process should be used as an opportunity to ensure accountability, and adjust or completely modify policies and programs that are not achieving the defined outcomes.

Suggested and Illustrative Performance Indicators For Measuring Progress

TABLE 2

Business & Economic Development	
Recommendation(s)	Performance Indicator(s)
1. Partner with the African American Chamber of Commerce...	<ul style="list-style-type: none"> • Number of African American businesses recruited • Number of new jobs created by recruited business • Number of new jobs created for African Americans
2. Establish a program that allows M/WBEs to use their contracts...	<ul style="list-style-type: none"> • Number and dollar value of loans to M/WBEs from banking institution(s) or lending program(s) supported by the City
3. Enforce City’s M/WBE ordinances and monitor contacts...	<ul style="list-style-type: none"> • Track businesses that promote diversity by including M/WBE subcontractor(s) in their proposal when goals have not been required or set in a City Solicitation.

	<ul style="list-style-type: none"> Report businesses that are in noncompliance with the City’s M/WBE ordinance. Less than 10% should be the targeted noncompliance goal.
Continued, Business & Economic Development	
Recommendation(s)	Performance Indicator(s)
5. Adjust insurance and bonding requirements on advertised...	<ul style="list-style-type: none"> Monitor and report solicitations that do not comply with this policy. Less than 5% should be the noncompliance target goal.
8. Require corporations receiving tax incentives/abatements...	<ul style="list-style-type: none"> Number and dollar volume of contracts awarded Number and dollar volume of purchasing opportunities awarded Action taken against agreements not in compliance
9. Establish a capital investment fund program that provided loans...	<ul style="list-style-type: none"> Number and dollar value of loans issued to M/WBEs

Employment and Education	
Recommendation(s)	Performance Indicator(s)
1. Review the City’s own hiring/compensation practices . . .	<ul style="list-style-type: none"> Report showing the practice and trend Other cities’ benchmark policies, practices and data
2. Use existing funds (FirstStep) to identify additional funds for HTU . . .	<ul style="list-style-type: none"> Year-over-year comparison of financial aid leveraged, over time

The community implementation teams in collaboration with city staff can develop other performance indicators, and build further on indicators suggested in **Table 2**.

Conclusion

We appreciate the time of the Mayor and Council in hearing the concerns we have represented. Most especially, we thank the community for the opportunity to convey and expand upon its sense of these matters in writing; and we have a fervent hope that

tomorrow will be measurably better than today. Again, the community recognizes that any work that the City of Austin's leaders accomplish in this regard is a necessary component of the overall intent, which is to improve the quality of life for African Americans.