



City of Austin

P.O. Box 1088, Austin, TX 78767

Memo

AUSTINCODE DEPARTMENT

TO: Mayor and Council
FROM: Carl Smart
DATE: October 23, 2015
SUBJECT: Net Phase I Summary Report

This memorandum is accompanied by a summary report on the work performed during Phase I of the Neighborhood Enhancement Team (NET) Pilot Program, implemented in response to City of Austin Council Resolution No. 20131024-063.

This resolution focused on code compliance, health, safety, and crime at multi-family rentals, properties that have multiple code violations, and where illegal activity has adverse effects on the community. The purpose of the NET Pilot was to study the effects of a proactive approach to improve public safety within a targeted area of the city.

The pilot project focused primarily on the central region of the Restore Rundberg area known as North Lamar/Georgian Acres. The Phase I field work and analysis was implemented from February 1, 2015 through September 30, 2015. However, our work in this area is still ongoing. This report represents a summary of where we are now.

We would like to use the information in this report as the basis for a presentation to CMO, as well as a Council briefing. We look forward to input and guidance from the Council and City Manager to inform Phase II of the NET program.

Thank you.

Attachments

xc: Marc A. Ott, City Manager
Rey Arellano, Assistant City Manager
Department Directors

NEIGHBORHOOD ENHANCEMENT TEAM (NET) PILOT PROGRAM

Phase I Summary Report

Date: October 2015



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EXECUTIVE SUMMARY

Background:

The Neighborhood Enhancement Team (NET) Pilot was implemented in response to City of Austin Council Resolution No. 20131024-063. This resolution directed the City Manager to evaluate processes for addressing code compliance health and safety issues and crime at multi-family rentals, research best practices from other cities, consider greater enforcement of crime and code violations and propose options to help owners improve their properties. Our recommendation for implementing the work of this resolution was to create a program within the Austin Code Department to work with a city-wide interdepartmental team to address these issues and direct city and other resources and services in a selected neighborhood based on its need.

The purpose of the NET pilot is to study the effects of an integrated approach (public/private/community) to reducing blight within targeted areas of the City. Many times cities spend disproportionate amounts of resources in blighted areas, only to find health and safety conditions declining.

Our research identified four areas in Austin that were plagued with neighborhood issues such as multiple code violations, criminal activity, and social service needs. The Rundberg area was one of these. The framework created through the Restore Rundberg project created the opportunity to build a proactive process for identifying and organizing services and resources for that area.

The pilot project focused primarily on the central region of the Restore Rundberg area known as North Lamar/Georgian Acres. The Phase I field work and analysis was implemented from February 1, 2015 through September 30, 2015. However, our work in this area is still ongoing. This report represents a summary of where we are now.

Phase II will be initiated following a lessons learned evaluation of the Phase I, after Council and City Manager consideration and guidance.

Methodology:

Two neighborhood property condition index (PCI) blight surveys were performed by code officers in the Phase I area,

Survey 1: February 2015; establish baseline conditions

Survey 2: September 2015; determine results of Phase I efforts

At each survey, code officers performed a ‘windshield survey’ to rate conditions of each property on a scale 1-4, 4 being no violations were observed, in accordance with the International Property Management Code (IPMC).

In addition, field surveys proactively captured neighborhood information on zoning violations, work permit use, observable illegal activity, right of way blight, as well as inventory vacant and abandoned properties.

Key Findings:

Neighborhood

- **Structural condition violations** were the majority of major violations taking up 57% of the cases, followed closely by nuisance abatement with 38%. There were no major zoning violations found on single-family properties.
- **Nuisance abatement** violations made up the majority of minor violations from neighborhood properties, with 66% or two-thirds of the case share. It is followed by **zoning** violations at 19%.

Multifamily

- **Structure condition violations** made up the majority (almost three-fourths) of the major violations observed in multifamily properties. **Work without permit** featured second highest with 13% of the multifamily case load. Major **zoning** and **nuisance abatement** violations were observed as well.
- Half of the minor multifamily violations were related to **nuisance abatement**. A third of the cases were related to **structural condition violations** and the remainders were **work without permit** violations. There were no minor zoning violations observed at multifamily units.

Commercial

- All seven, or 100% of major violations observed in the Phase I commercial cases were **structural condition violations**.



- Only one minor violation related to **nuisance abatement** was found within Phase I commercial properties.

Recommendations:

Our survey and additional research provided us with solid recommendations moving forward. The recommendations include:

- A culturally conscious and collaborative public education and outreach will be a high priority through Phase II. ACD PIO will continue to work within the extensive Rundberg community network of neighborhood associations, contact teams and organizations, to make optimal use of both city and community resources throughout this effort.
- During Phase II, ACD will seek to increasingly utilize the following tools, supported where needed by the interdepartmental working groups, to manage NET cases:
 - Repeat Offenders Program;
 - Administrative Hearing Process;
 - Enhanced Case Tracking;
 - Identification of targeted services; and
 - Asset map and service inventory.
- For minor violations, NET will work with residents and the community organizations to develop sustainable ways for bringing properties into compliance, in strong partnership with the Interdepartmental Working Groups.
- New technology is being developed as part of NET, including a GIS mobile app for fully electronic field surveys, and the PCI Survey Dashboard. These tools support real-time or 'live' display of NET case status, and facilitate improved case tracking and management.





1 INTRODUCTION

1.1 BACKGROUND

The Neighborhood Enhancement Team (NET) Pilot Project (hereafter referred to as ‘the project’) has been initiated in response to City of Austin (hereafter referred to as ‘the City’) Council Resolution No. 20131024-063 addressing code compliance, health and safety issues and crime at multi-family rental properties that have multiple code violations and where illegal activity occurs have adverse effects on health, safety, and welfare.

During Phase I, Code took the opportunity to also look at single-family and commercial properties. Had we focused only on multifamily rental properties, nearly 25% of the properties would not have been included. Code thought a more holistic approach would better serve this community.

NET sets out to build a proactive process for identifying and organizing existing city and community provided resources (asset mapping) for targeted services.

The project will also focus on building effective partnerships with long-standing community leaders for the improvement of the quality of life in the Rundberg area. The project evaluates the impact and effectiveness of public/private partnerships on community performance metrics.

The pilot project focuses primarily on the central region of the Restore Rundberg program neighborhood known as North Lamar/Georgian Acres, area perimeter as shown on the next page.

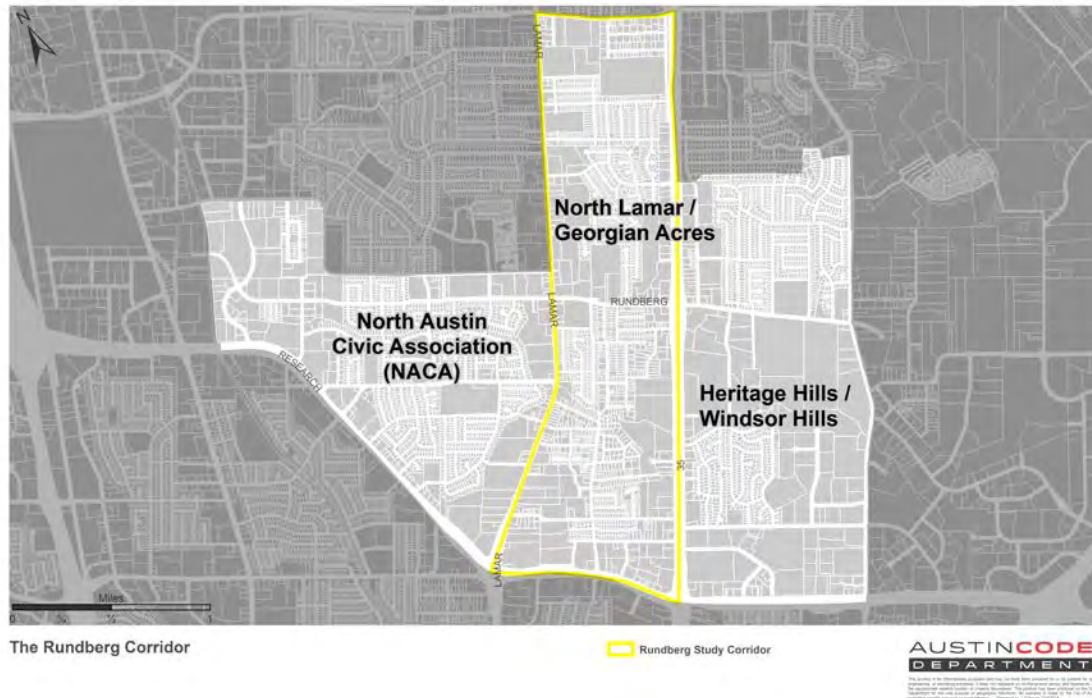


Figure 1: Rundberg Neighborhoods and NET Pilot Area

The project will be completed in four approximately 6-month phases, each covering approximately a quarter of the total study area. NET perimeter boundaries are Braker Lane to the north, I-35 to the east, 183 to the south and Lamar Boulevard to the west.

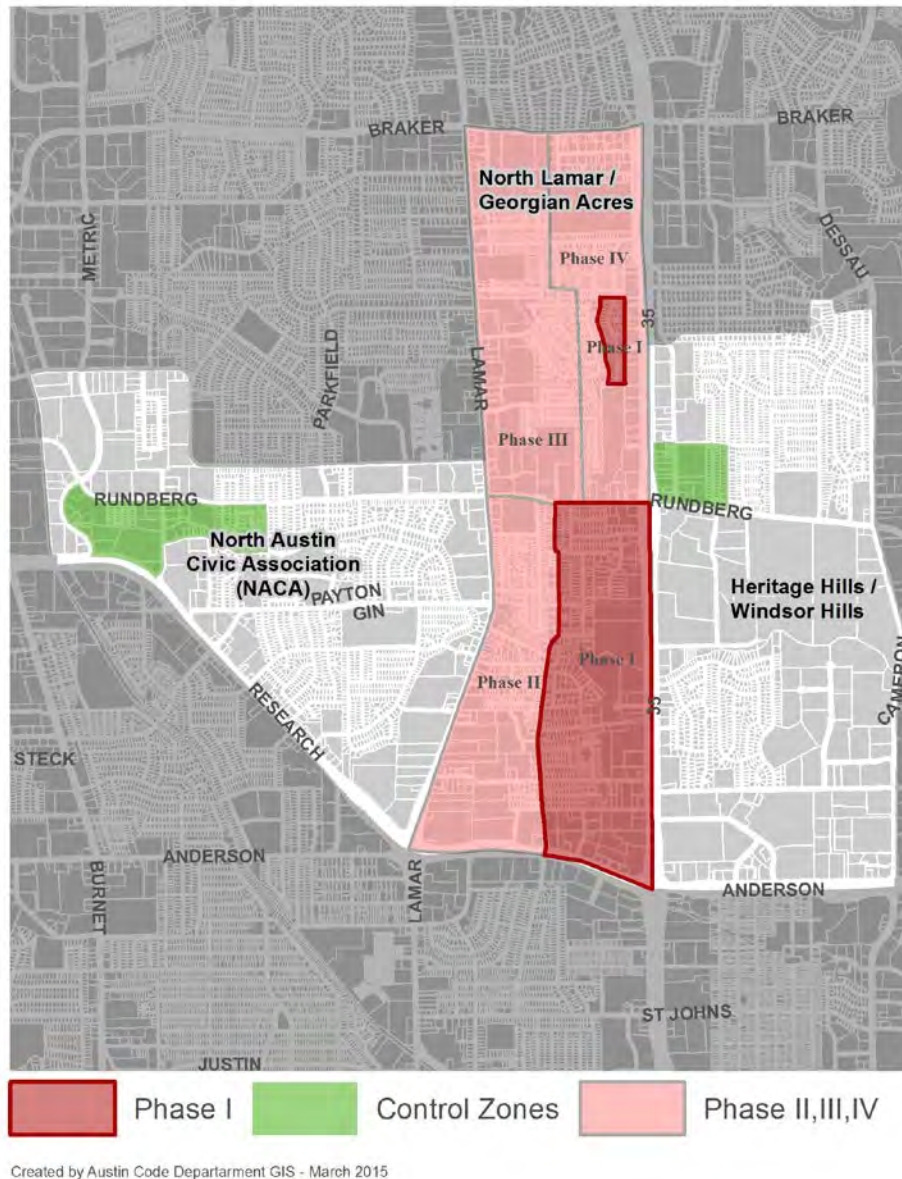


Figure 2: NET Pilot Area Boundaries

Phase I was implemented from February 1, 2015 to September 31, 2015.

Phase II will be initiated after incorporation of the Phase I recommendations.

1.2 SCOPE

This end of Phase I summary report includes:

- i. PCI 'Blight Survey' Results;
- ii. NET Case Management Summary;
- iii. Interdepartmental Working Group (IDWG) Overview;
- iv. Lessons Learned;
- v. Recommendations; and
- vi. Next Steps.

1.3 APPLICABLE DOCUMENTS

This report can be informed by the following documents, which can be found in *Appendix A: Applicable Documents*.

- i. Council Resolution
- ii. Memo to Mayor and Council
- iii. Presentation to City Manager's Office (CMO)
- iv. NET Pilot Project Plan
- v. Communications Plan





2 NEIGHBORHOOD SURVEY METHODOLOGY & RESULTS

Two neighborhood PCI blight surveys were performed by code officers in the Phase I area,

Survey 1: Baseline (February 2015)

Survey 2: Baseline + 7 months (September 2015)

2.1 SURVEY CRITERIA

At each survey, code officers performed a ‘windshield survey’ to rate conditions of each property on a scale 1-4, 4 being no violations were observed, in accordance with the IPMC.

PCI Rating	Name	Description
1	Dangerous	Open and accessible, buildings near collapse, egress issues, visible health hazards
2	Major Violation (s)	Dilapidated building, unsafe conditions, work without permits
3	Minor Violations (s)	High grass, front yard parking, weather proofing, garage sales
4	Meets Minimum Standards	Property meets minimum standards set by IPMC

Table 1: Property Condition Index Rating Criteria

In addition, field surveys proactively captured neighborhood information on zoning violations, work permit use, observable illegal activity, right of way blight, as well as inventory vacant and abandoned properties.

2.1 PERFORMANCE RATING AND PROPERTY CONDITION INDEX (PCI) TRACKING

At the end of each survey, an average PCI rating is calculated within each area surveyed.

Average PCI values from each area will be compared with previous survey results to evaluate the effectiveness of the program; where an increase will indicate improvement has been observed.

PCI values from each area will also be compared with control zone PCI values to identify any correlated effects NET may have to nearby communities.



2.2 NET CODE CASE MANAGEMENT PROTOCOL

Properties with PCI =3 or lower were further inspected by code officers to confirm presence of violations.

Cases were opened and managed based on priority; PCI=1 (dangerous) and PCI=2 (major violation) within the first three months, and PCI=3 (minor violations) approximately four months following the baseline windshield inspection.

In addition, cases were opened in the control areas for PCI=1 (dangerous) and PCI=2 (major violation) only; no minor violations were addressed in the control zones.





2.3 PROPERTY CONDITION INDEX (PCI) BLIGHT SURVEY RESULTS

2.3.1 PCI Blight Survey

PCI blight surveys were conducted in February and September 2015 and the results were compared to evaluate observable changes in Phase I properties.

Survey results showed an overall improvement in property conditions according to PCI ratings, with the exception of Brownie Drive.

Phase I PCI blight survey data source can be found in *Appendix D2: Phase I PCI Data*.

2.3.2 PCI Blight Survey Results



Figure 3: Phase I PCI Blight Survey Results

2.3.3 Phase I NET Case Management

This section sets out the process steps for NET case management, from PCI blight survey through case closeout:

1. PCI blight baseline survey;
2. Complaint cases (CC) are generated for properties PCI = 3 or lower;
3. Code officers perform property inspections to confirm presence of violations, if a violation is present, a code violation (CV) case is opened; then
4. Code officers manage cases until close.

2.3.4 Violation types

Confirmed violations are classified in four categories, defined below:

Nuisance Abatement – Tall weeds and grass, trash and debris, illegal dumping, stagnant water, overgrown tree limbs, garbage carts left at the curb

Work Without Permit – Work done without proper city permits

Zoning – Prohibited use violations such as a commercial business in a residential neighborhood, home businesses that do not comply with the land development code, improper placement or storage of RVs, boats, antique vehicles or sheds

Structural Condition Violation – Vacant, dilapidated structures, fire-damaged, dangerous structures, vacant, open and accessible structures, substandard and dangerous conditions at single-family residences, duplexes and multifamily units





2.3.5 Phase I NET Case Management Results

NET Phase I PCI Results Summary (data measured from 9/25/15)

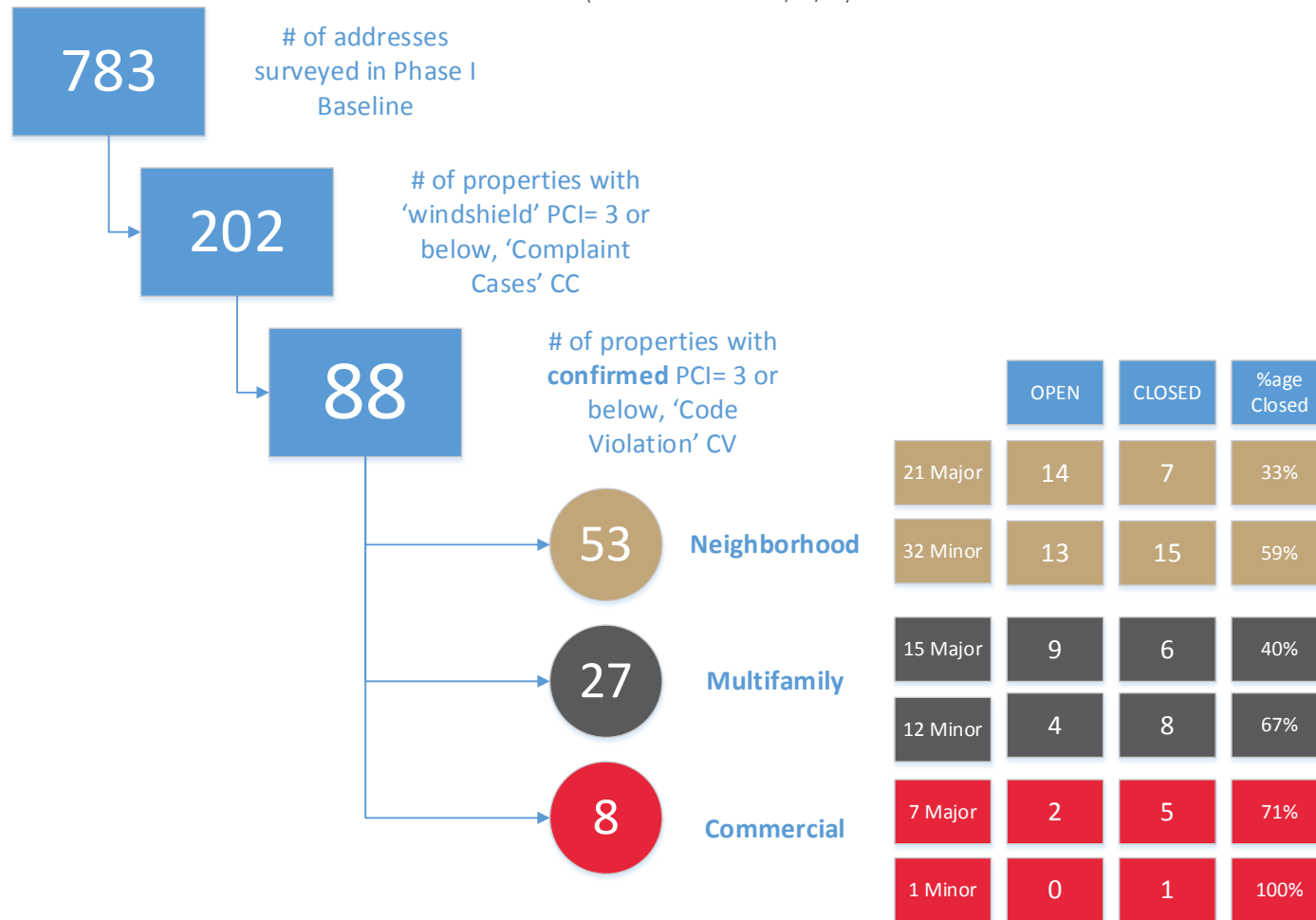


Figure 4: Phase I Case Management Results



2.3.6 Phase I Neighborhood Summary

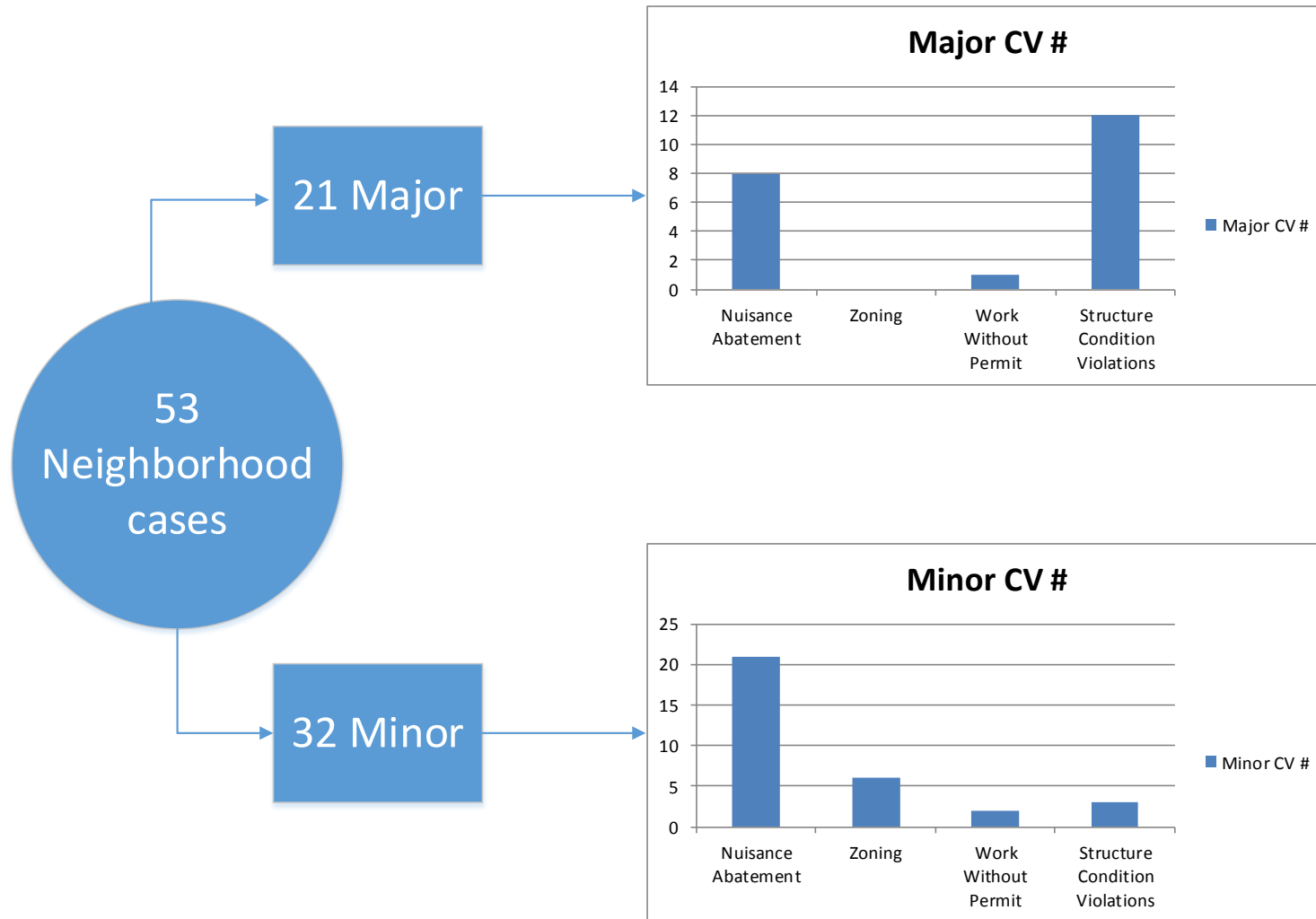
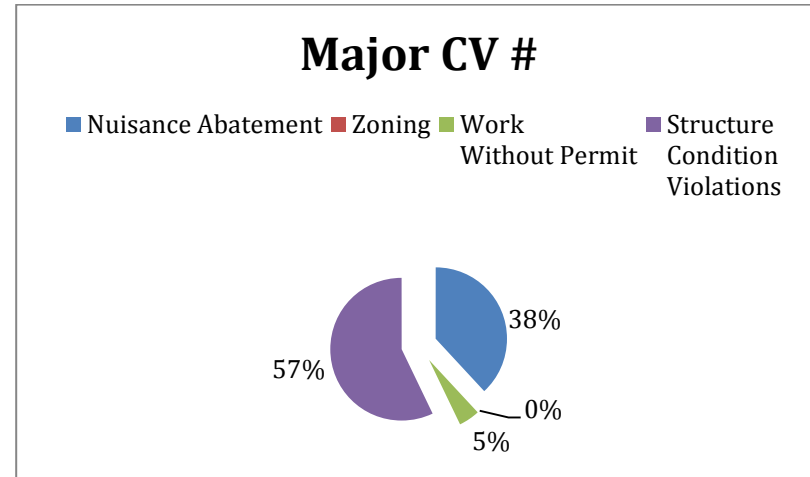


Figure 5: Phase I Neighborhood Case Summary

2.3.6.1 Neighborhood Major Violation Summary

Structural condition violations were the majority of major violations taking up 57% of the cases, followed closely by nuisance abatement with 38%.

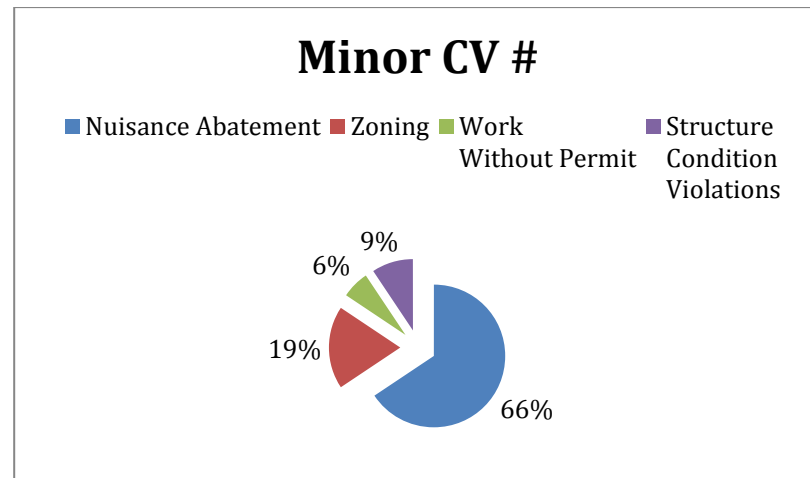
There were no major zoning violations found on single-family properties.



2.3.6.2 Neighborhood minor violation summary

Nuisance abatement violations made up the majority of minor violations from neighborhood properties, with 66% or two-thirds of the case share.

It is followed by **zoning** violations at 19%.



2.3.7 Phase I: Multifamily Summary

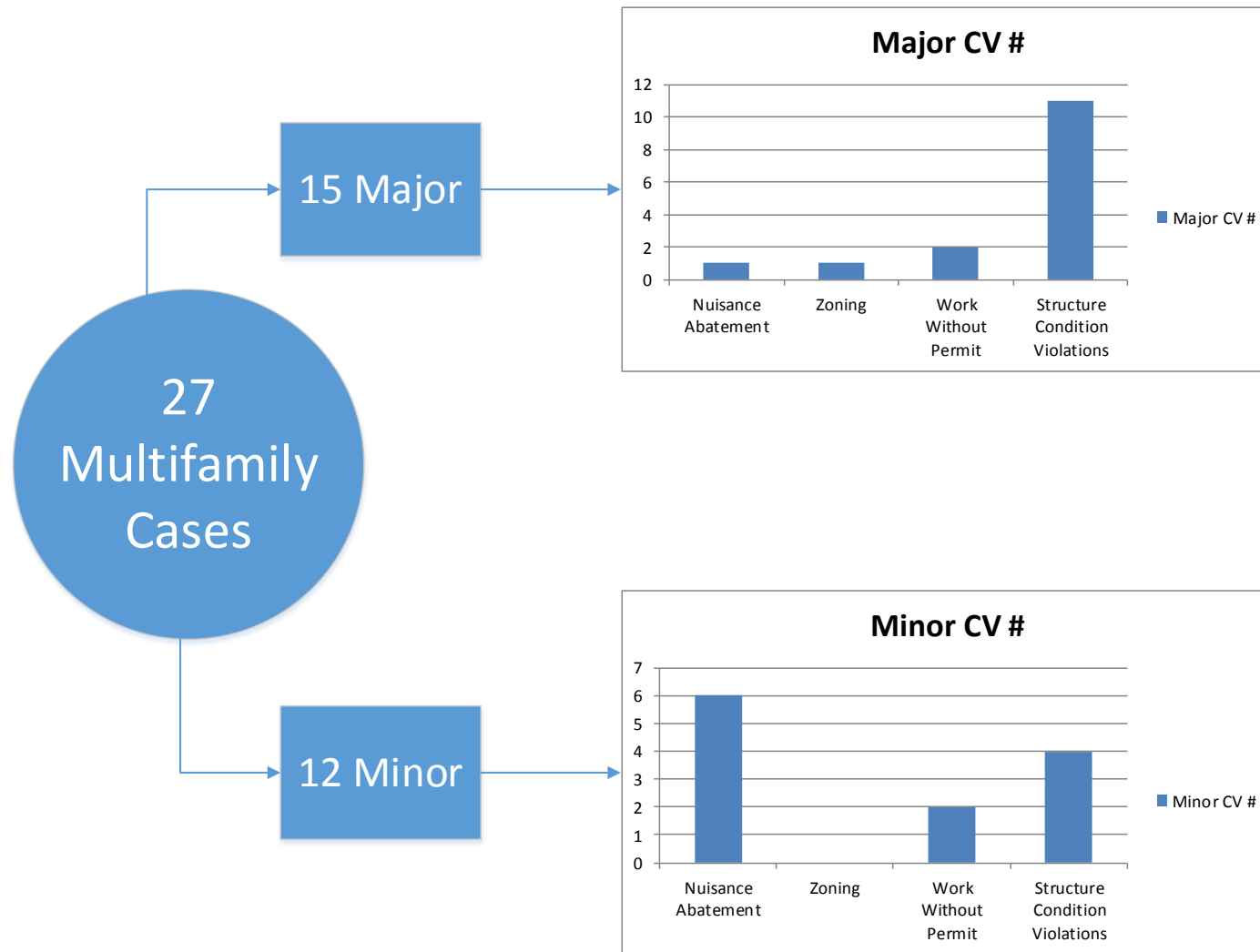


Figure 6: Phase I Multifamily Case Summary

2.3.7.1 Multifamily Major Violation Summary

Structure condition violations made up the majority (almost three-fourths) of the major violations observed in multifamily properties.

Work without permit featured second highest with 13% of the multifamily case load.

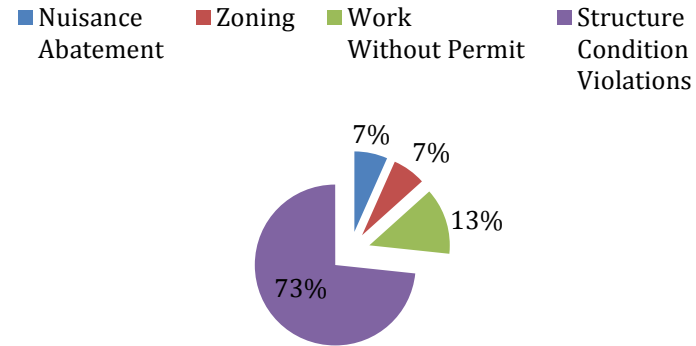
Major **zoning** and **nuisance abatement** violations were observed as well.

2.3.7.2 Multifamily minor violation summary

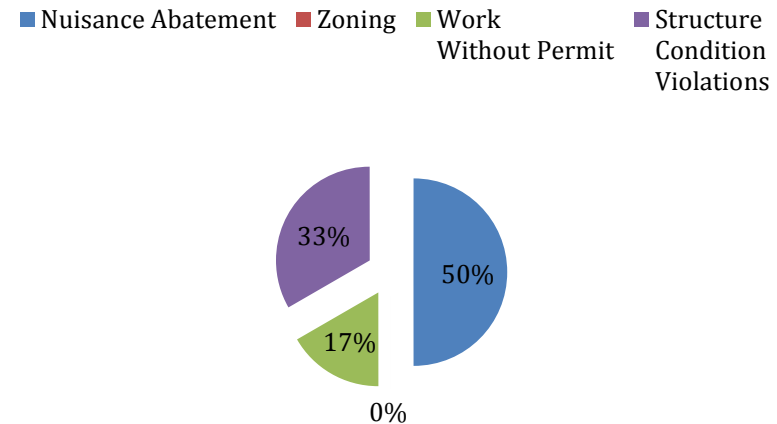
Half of the minor multifamily violations were related to **nuisance abatement**, and a third of the cases were related to **structural condition violations** and the remainders were **work without permit** violations.

There were no minor zoning violations observed at multifamily units.

Major CV



Minor CV



2.3.8 Phase I: Commercial Summary

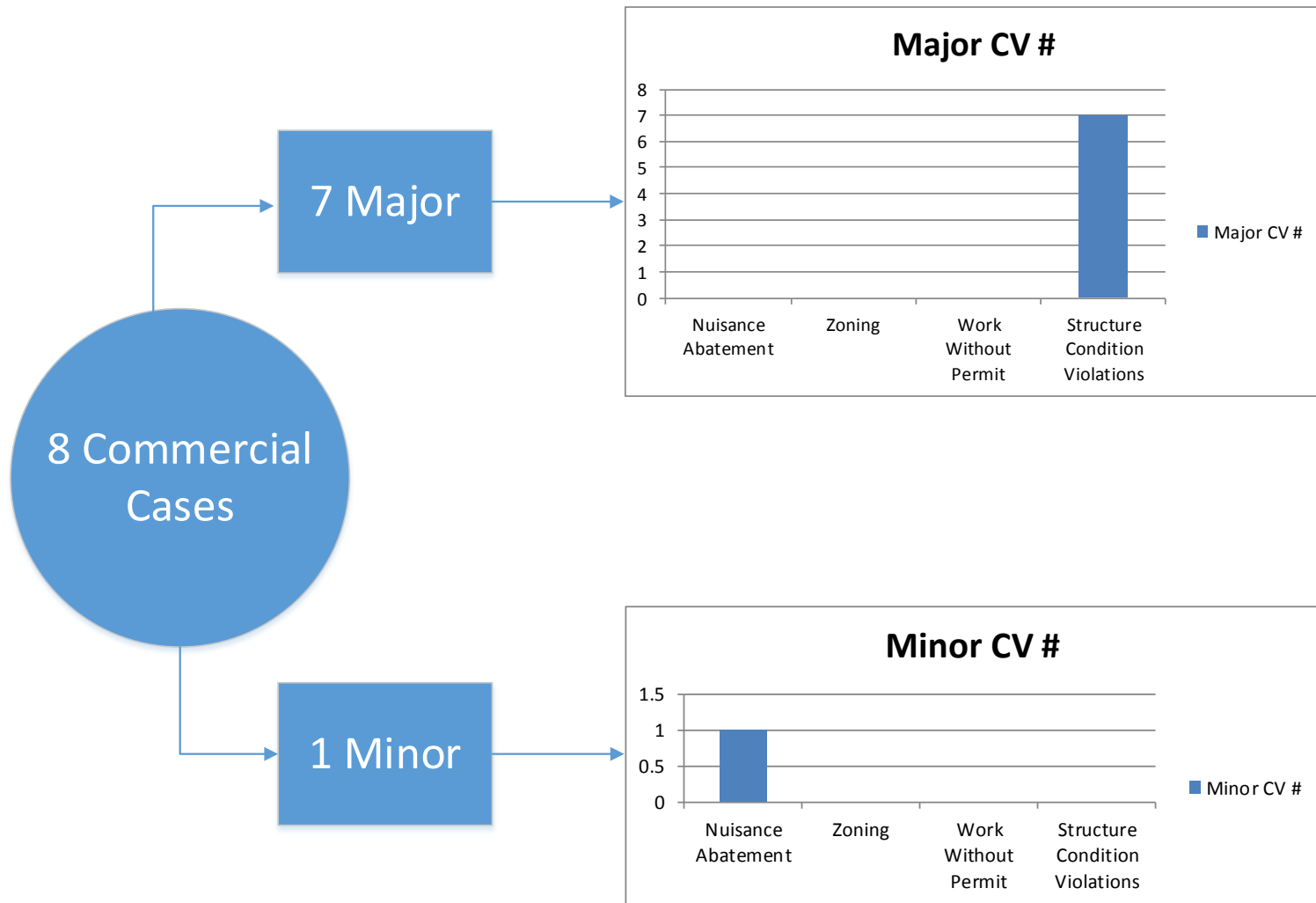
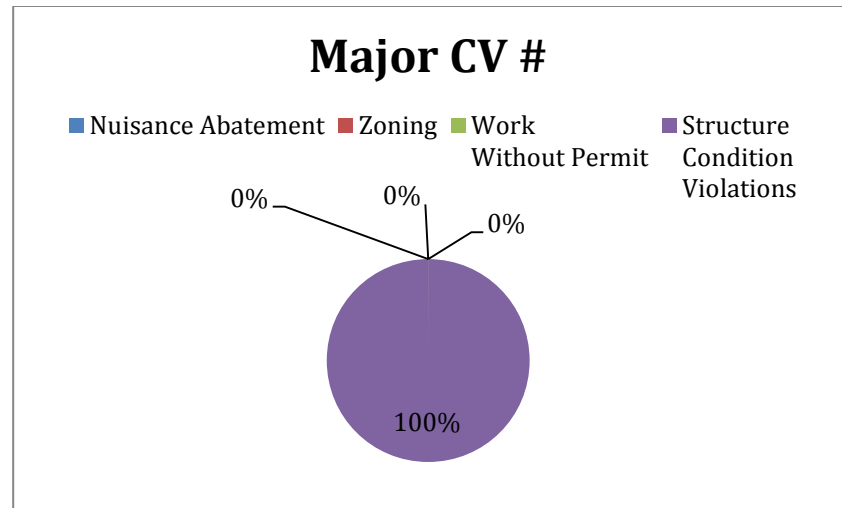


Figure 7: Phase I Commercial Case Summary

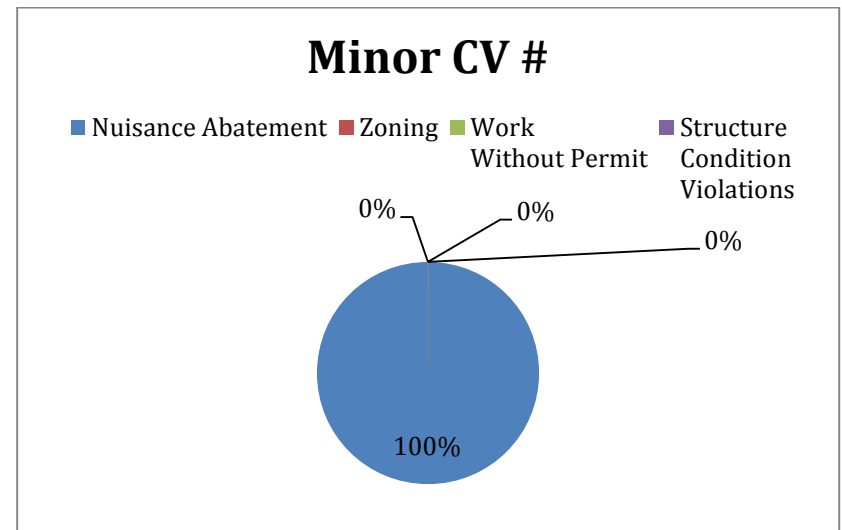
2.3.8.1 Commercial Major Violation summary

All seven, or 100% of major violations observed in the Phase I commercial cases were **structural condition violations**.



2.3.8.2 Commercial Minor violation summary

Only one minor violation related to **nuisance abatement** was found within Phase I commercial properties.





3 NET INTERDEPARTMENTAL WORKING GROUP (IDWG)

The project strategy for success is building interdepartmental teams designed to develop sustainable solutions that address neighborhood blight, crime, as well as health, safety and social needs.

The working groups will begin their work in the NET area within the next thirty to sixty days. These groups will work in conjunction with Austin Code throughout the remainder of the NET program.

Success will be measured by observable improvements from neighborhood enhancement plans jointly carried out by select city personnel, or single points of contact (SPOC), across City departments within seven working groups.

- I. Public Safety: Crime & Nuisance Abatement
- II. Public Safety: Structures & Land
- III. Capital Project Integration, Infrastructure Maintenance & Safety
- IV. Fight Blight: Trash
- V. Housing the hardest to serve
- VI. Health & Community Care
- VII. Economic Development

The seven NET working groups were identified to examine the specific determinants of quality of life of any neighborhood, and work with the community organizations to develop goals, strategies and resources to achieve them.

Initial meetings for all working groups were held during Phase I, their goals and participants can be found in *Appendix C: Interdepartmental Working Group Overview*.



4 LESSONS LEARNED

4.1 EDUCATION & OUTREACH

Public education and outreach was delayed in the NET Phase I area due to staff vacancies within Austin Code. As a result, ACD staff was unable to provide proactive communication and outreach to the Phase I area. The lack of proactive communication and outreach caused confusion and misunderstandings about the NET project. Because the community was unaware of the NET project, residents contacted their respective Council Members office to voice their concerns. As of August 2015, ACD's Public Information and Community Engagement team became fully staffed. The team met with NET Phase I residents and stakeholders to create a comprehensive education and outreach plan.

In September, ACD hosted a community clean up in the Brownie drive area as a kick-off to introduce the NET community engagement component referred to as "NET WORCS". The acronym is denoted by the following: Working on Rebuilding Community Sustainability.

Branding elements and collateral have been developed for NET WORCS to assist with a cohesive identity, consistent messaging, and enhance awareness (see *Appendix B: PIO Communication Tools*).

4.1.1 NET WORCS goals:

- To create public awareness, community education, and engagement opportunities in the NET area;
- To engage partners in NET events and projects;
- To inform NET area residents on how to engage with Code to make their neighborhood better;
- To build relationships that create a safe place for residents to report problems;
- To restore a sense of pride in the community; and
- To inform the larger community of the positive things going on in the NET neighborhoods.

Austin Code plans to achieve these goals by implementing unique plans for education and outreach in Phase I and Phase II (see *Appendix A5: Communications Plan*). Each plan takes into consideration resident feedback, desired outcome of operational goals, and diversity of each area. As the plan is implemented, ACD will work closely with internal and external stakeholders but most importantly the residents to ensure communication is clearly conveyed and resources

are available. Communication strategies for Phase I and Phase II will work in parallel with Communications and Public Information Office (CPIO).

Austin Code is about to announce a valued partnership with Univision that would feature one of our code officers in a weekly segment and highlight some of our work in the Rundberg area. This will assist in our education and outreach efforts.

4.2 PROACTIVE VERSUS REACTIVE

Historically, the code department provides a community call triggered service, by responding to complaints generated via 3-1-1. NET pilots a proactive code enforcement approach, by sweeping a geographical area and identifying code infractions, with the aim of working with the community to bring properties into compliance.

Phase I revealed that this new proactive approach necessitated additional NET specific code officer training in the field, about how to best communicate the identification and classification of infractions, and importantly working with the community to address them. This training will be evolved through Phase II.

4.3 DATA PROCESSES & CASE INITIATION

As previously mentioned, Code cases are typically initiated by 3-1-1 or other community triggered complaint call.

NET introduces a new case initiation process at Code, where code officers will manually open cases with violations based on proactive inspections, resulting from the PCI blight survey.

One of the challenges in this pilot was the introduction of a new data collection process using our existing data collection system. This resulted in the need to go back and review data manually to verify accuracy and avoid duplication. This delayed the ability to present these findings. Moving forward, we will create a new automated process that allows us to more efficiently capture and report data.

5 RECOMMENDATIONS

5.1 PUBLIC EDUCATION & OUTREACH

Public education and outreach will be a high priority through Phase II. It will be a collaborative effort with the community and partners. ACD will work closely with Council Member Greg Casar's Office to enhance and coordinate overall communication strategies. High demographic



diversity in the Rundberg area calls for a variety of communication methods and tools that are culturally conscious. Refer to *Appendix D1: Rundberg demographic data table for specific data*.

ACD PIO will continue to work within the extensive Rundberg community network of neighborhood associations, contact teams and organizations, to make optimal use of both city and community resources throughout this effort.

Further, ACD PIO will work with CPIO on developing a wider NET outreach campaign, as the interdepartmental working groups advance.

5.2 WORKING GROUPS GOALS AND SERVICES INVENTORY

Through Phase II, ACD will seek to increasingly utilize the following tools, supported where needed by the interdepartmental working groups, to manage NET cases:

- Repeat Offenders Program;
- Administrative Hearing Process;
- Enhanced Case Tracking;
- Identification of targeted services; and
- Asset map and service inventory.

5.3 MINOR VIOLATION COMPLIANCE & ENFORCEMENT

For minor violations, it is recommended that NET work with residents and the community organizations to develop sustainable ways for bringing properties into compliance, in strong partnership with the Interdepartmental Working Groups.

Further, it is recommended that upon commencement of the next phase, any outstanding PCI=3 (minor violations) from previous phases will be prioritized lower than future dangerous and major violation cases.

5.4 PROJECT HOURS COSTING

Tracking hours via timesheets will add control and cost measurement to the pilot project.

It is recommended that personnel involved in this pilot program track hours dedicated to the project to record essential project development and resource information for future phase planning.

5.5 TECHNOLOGY

5.5.1 NET PCI Blight Survey Dashboard



New technology is being developed as part of NET, including the PCI blight survey dashboard which provides a real time display of NET case status, and facilitates improved case tracking.

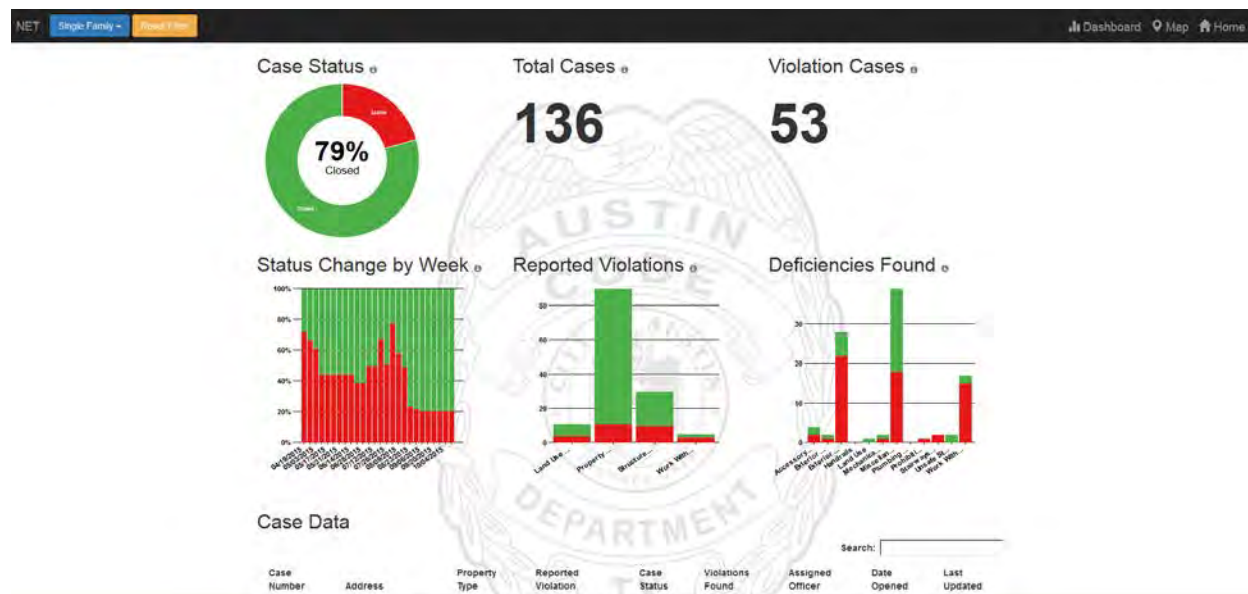


Figure 8: NET PCI Blight Survey Dashboard

This tool will be evolved through Phase II, with added functionality and information in the dashboard display.

5.5.2 PCI Blight Survey Mobile App

A mobile field app for NET has been developed in-house which allows code officers to enter PCI blight survey information electronically, while out in the field.

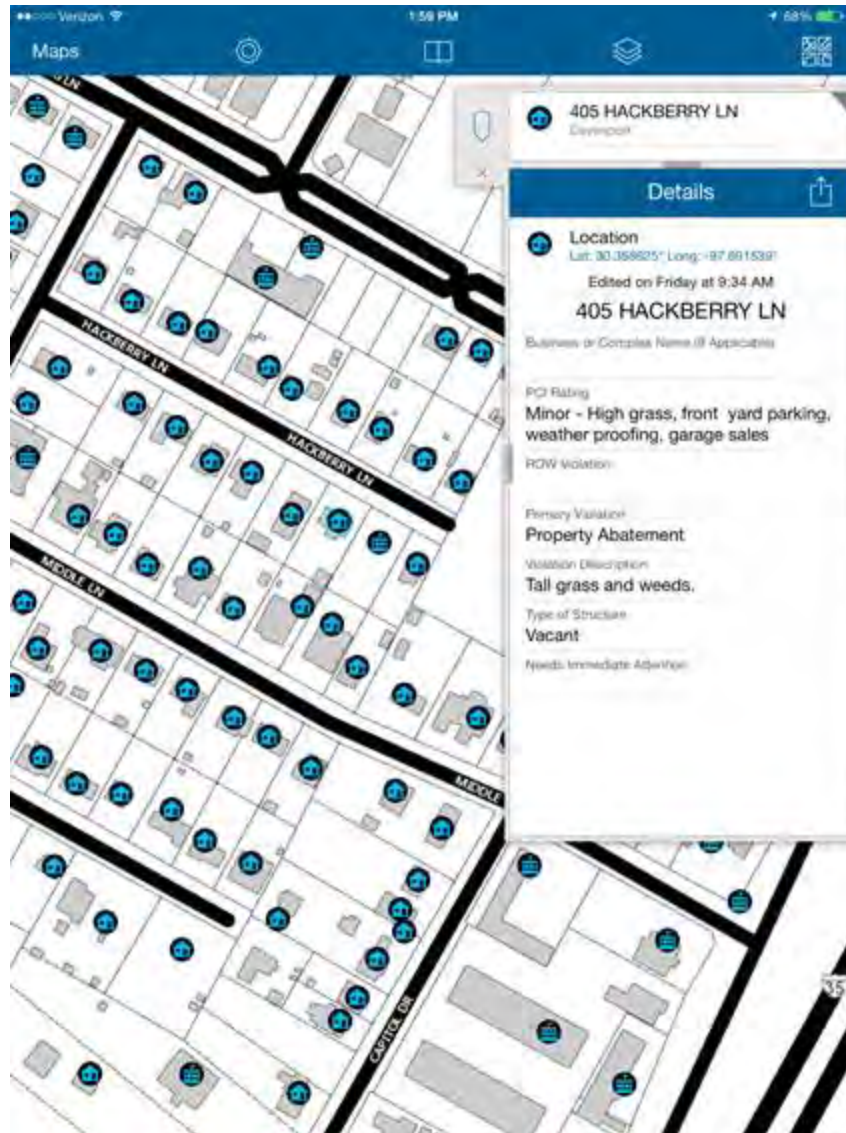


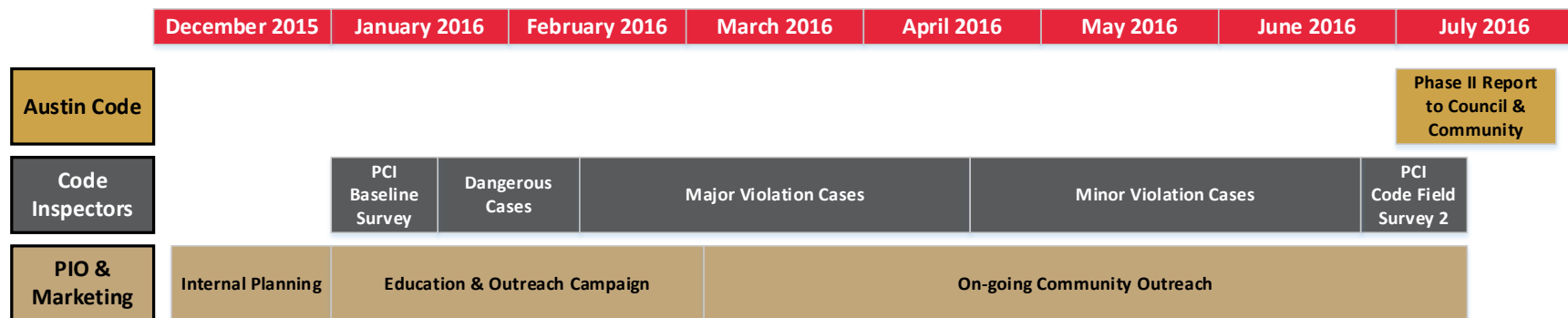
Figure 9: NET PCI Blight Survey Mobile Field App



6 NEXT STEPS

6.1 NET COMMUNITY SCHEDULE

NET Phase II Community Schedule (proposed)



Key:

Austin Code Department (ACD)

Property Condition Index (PCI) A building condition rating scale (1-4), dangerous to meeting minimum standards

Figure 10: NET Phase II Community Schedule (proposed)



6.2 NET PHASE II IMPLEMENTATION SCHEDULE

NET Phase II Implementation Schedule (proposed)

	December 2015	January 2016	February 2016	March 2016	April 2016	May 2016	June 2016	July 2016	
Project Coordinator	IDWG Goal Setting	Project Management			IDWG Goal Updates	Project Management		IDWG Final Updates	Phase II Report to Council & Community
IDWG Partners	IDWG Goal Setting		Department Support		IDWG Goal Updates	Department Support		IDWG Final Updates	
ACD Division Managers	Resource Preparation	Operations & Resource Management			Field Updates	Operations &Resource Management		Field Summary & Recommendations	
Code Inspectors		PCI Baseline Survey	Dangerous Cases	Major Violation Cases		Minor Violation Cases			PCI Code Field Survey 2
Information Technology	IT Support (GIS services, PCI tool, dashboard reporting, and NET case tracking)								
PIO & Marketing	Internal Planning	Education & Outreach Campaign			On-going Community Outreach				

Key:

Austin Code Department (ACD)

Interdepartmental Working Group (IDWG) Interdepartmental SPOC Working Group

Property Condition Index (PCI) A building condition rating scale (1-4), dangerous to meeting minimum standards

Figure 11: NET Phase II Implementation Schedule (proposed)





7 REFERENCES

7.1 ACRONYMS

ACD	Austin Code Department
AMANDA	ACD Case Management System
CC	Code Complaint
CoA	City of Austin
CPIO	Communications and Public Information Office
CV	Code Violation
IDWG	Interdepartmental Working Group
IPMC	International Property Maintenance Code
NET	Neighborhood Enhancement Team
PCI	Property Condition Index
PIO	Public Information Office
PP	Project Plan

Table 2: Program Acronyms





APPENDIX A: APPLICABLE DOCUMENTS

APPENDIX A1: RESOLUTION

APPENDIX A2: MEMO TO MAYOR AND COUNCIL

APPENDIX A3: PRESENTATION TO CMO

APPENDIX A4: PROJECT PLAN

APPENDIX A5: COMMUNICATIONS PLAN



APPENDIX B: PIO COMMUNICATION TOOLS

APPENDIX B1: FLYER FOR BROWNIE CLEAN-UP

APPENDIX B2: LETTER TO RESIDENTS WITH OUTSTANDING VIOLATIONS

APPENDIX B3: NET BRANDING ELEMENTS

APPENDIX B4: NET BROCHURE & FLYER

APPENDIX B5: PHASE I PHOTO GALLERY



APPENDIX C: INTERDEPARTMENTAL WORKING GROUP OVERVIEW

APPENDIX C1: INTERDEPARTMENTAL WORKING GROUP STRUCTURE

APPENDIX C2: INTERDEPARTMENTAL WORKING GROUP GOALS



APPENDIX D: REFERENCE MATERIAL

APPENDIX D1: RUNDBERG DEMOGRAPHIC DATA TABLE

APPENDIX D2: PHASE I PCI RESULTS DATA TABLE



RESOLUTION NO. 20131024-063

WHEREAS, the City is committed to ensuring that residential rental properties are safe and well-maintained in every area of our community; and

WHEREAS, properties that have multiple code violations and where illegal activity occurs have adverse effects on the health, safety, welfare of Austin residents; and

WHEREAS, Council adopted Resolution 20130606-049, which created a repeat offenders program of rental registration, and Resolution 20131003-100, supporting Code Compliance's goal of bringing violations to the Building and Standards Commission within 90 days; and

WHEREAS, these initiatives will aid the ongoing effort to ensure safer housing for Austin renters; and

WHEREAS, The Entrepreneurship and Community Development Clinic at University of Texas School of Law's recent report, "Addressing Problem Properties: Legal and Policy Tools for a Safer Rundberg and Safer Austin," identifies other strategies for taking more assertive enforcement action with regard to problem properties; and

WHEREAS, the report suggests that increased coordination of enforcement actions within the City has the potential to enhance effectiveness and efficiency of the actions; **NOW, THEREFORE,**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AUSTIN:

The City Manager is directed to review and evaluate the current City of Austin process for addressing code violations related to health and safety issues

and crime at the city's multi-family rental properties. After exploring code enforcement and criminal nuisance abatement practices in the cities of Dallas, Oakland, San Diego, and others, the City Manager is directed to return to Council by April 2014 with recommendations for strengthening the City's response to such situations, including a cross-departmental approach that includes public safety, legal, and housing perspectives.

BE IT FURTHER RESOLVED:

The City Manager is further directed to consider an enhanced process with greater enforcement for properties with a demonstrated history of criminal activity and code violations through the court system. If the process would demand additional internal or external legal resources, the proposal should be accompanied by a fiscal note.

BE IT FURTHER RESOLVED:

The City Manager is further directed to propose options such as low-interest financing to assist multifamily owners in rehabilitating properties with multiple code violations to ensure safer living environments while also preserving existing affordable housing. These options should be considered within the stakeholder and staff process responding to Resolution 20130509-031 on preservation of affordable housing and provided to Council by February 28, 2014.

BE IT FURTHER RESOLVED:

The City Manager is further directed to explore creating programs that help tenants to identify dangerous or substandard conditions related to their housing and that inform landlords about safe housing issues and crime

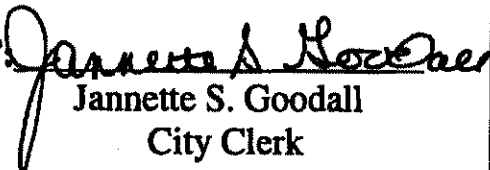
prevention strategies. The City Manager is further directed to report back by April 2014 on these programs.

BE IT FURTHER RESOLVED:

The City Manager is further directed to consider if funding from the Department of Justice "Restore Rundberg" grant may be used for any elements of the above proposals within the geographic boundaries specified in the grant application and award.

ADOPTED: October 24, 2013

ATTEST:


Jannette S. Goodall
City Clerk



City of Austin

Austin Code Department



TO: Mayor and City Council Members

FROM: Carl Smart, Director Austin Code Department

DATE: August 12, 2014

SUBJECT: Resolution 20131024-063; Full report and executive summary addressing problem properties

On October 24, 2013, City Council passed Resolution 20131024-063 directing the City Manager to evaluate processes for addressing code compliance health and safety issues and crime at multi-family rentals, research best practices from other cities, consider greater enforcement of crime and code violations through the courts system, propose options for low-interest financing to help owners rehab their properties, explore the creation of programs to inform tenants of their rights to identify substandard properties, provide prevention strategies for property owners, and determine if funding from the Restore Rundberg federal grant can be used for any of the elements in the resolution in that area.

In response, the Austin Code Department conducted extensive research and worked closely with stakeholders to fulfill the requirements of the resolution. Attached you will find a detailed report and executive summary that provides a comprehensive analysis, recommendations and next steps.

A major highlight of the report includes a recommendation supported by City Management and partners to create a project manager and attorney position within the Austin Code Department that works closely with a citywide interdepartmental team. The project manager and attorney, in collaboration with the team, will address problem properties and areas that are plagued with neighborhood issues including but not limited to: multiple code violations, criminal activity, and social service needs. The recommendation offers a multi-departmental approach that saturates City resources and services in areas of Austin that demonstrate the greatest need based on data. Thus, creating safer neighborhoods and ultimately empowering residents to improve their quality of life.

The Austin Code Department plans to begin implementation of the recommendation immediately by establishing a pilot program focusing on one of the following areas: Riverside, St. Johns, Rundberg or Gracywoods. The pilot program will launch fall 2014 utilizing existing resources within the stakeholder group. Review attached report for additional details.

For additional information or questions, contact Keith Leach at (512) 974-1979.

Attachment

cc: Marc A. Ott, City Manager
Michael McDonald, Deputy City Manager
Anthony Snipes, Assistant City Manager
Bert Lumbreras, Assistant City Manager
Sue Edwards, Assistant City Manager
Robert Good, Assistant City Manager
Rey Arellano, Assistant City Manager
Keith Leach, Assistant Director

AUSTIN **CODE** DEPARTMENT

City of Austin Interdepartmental Team

Response to Resolution No. 20131024-063

Full report and executive summary

Presented by: Austin Code Department



AGENDA

- Background
 - Statement of the problem
 - Council Resolution
 - Staff Process
- Recommendations
- Considerations
- Challenges
- Next Steps
- Discussion

PROBLEM



In recent years, The **Austin Code Department** has experienced a **rise** in housing cases that are categorized as **sub-standard or dangerous**. These properties are a **public nuisance** and **hazard** thereby **threatening** the health, safety and quality of life of Austin's residents.

RESOLUTION

- Evaluate current code process
- Research best practices
- Evaluate legal capabilities
- Explore creating education programs and options for low-interest financing.
- Determine if funding from the Restore Rundberg may be used.

PROCESS

Austin Code met with a Core group of Executives from the following Departments:

- Austin Police Department
- Austin Fire Department
- Health and Human Services Department
- Neighborhood Housing and Community Development
- Austin Resource Recovery
- Communications & Technology Mgmt.
- Communications & Public Information Office
- Austin Energy/311
- Law
- Public Works

PROCESS

Core Group of Executives determined the following as next steps:

- Create Interdepartmental Team
- Define mission, strategy and performance measures
- Develop communication strategies
- Define reporting requirements
- Prepare implementation schedule
- Begin Implementation

RECOMMENDATIONS

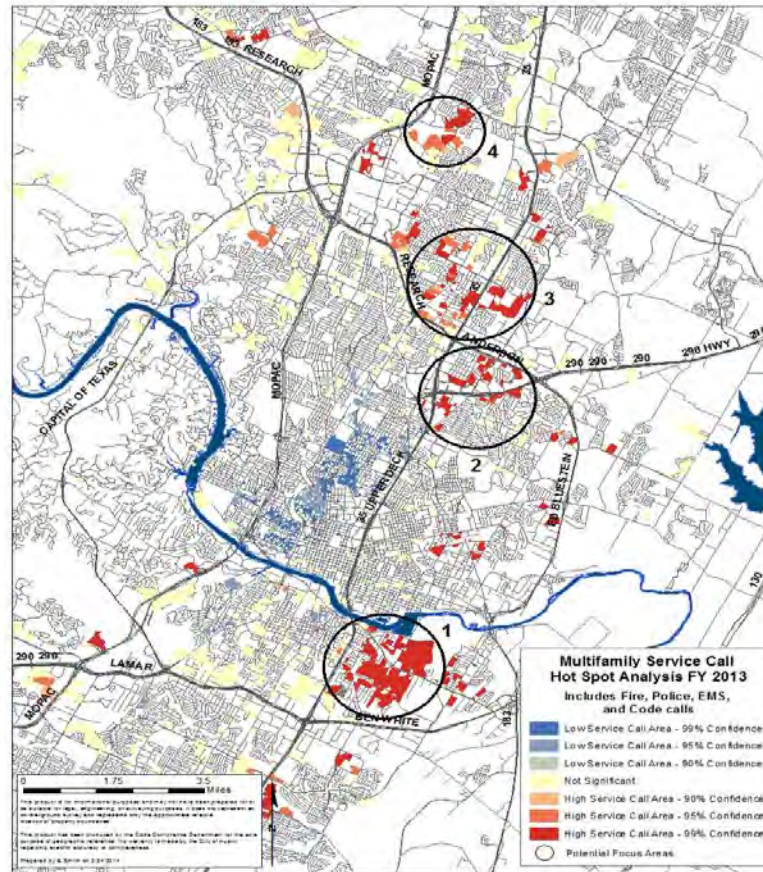
The Interdepartmental Team:

- Will meet regularly, as needed to assess problem areas and determine resolution
- Will consist of executive level staff
- Reassign a current COA employee to work as project manager
- Identify the top 4 problem areas in Austin
 - Chose 1 area
- Implement a pilot program to address the area
- Evaluate in 6 months

Volume of Public Safety Service Calls in Each Potential Focus Area

FY 2013 Service Calls: On Property or Within 50 Feet of Property

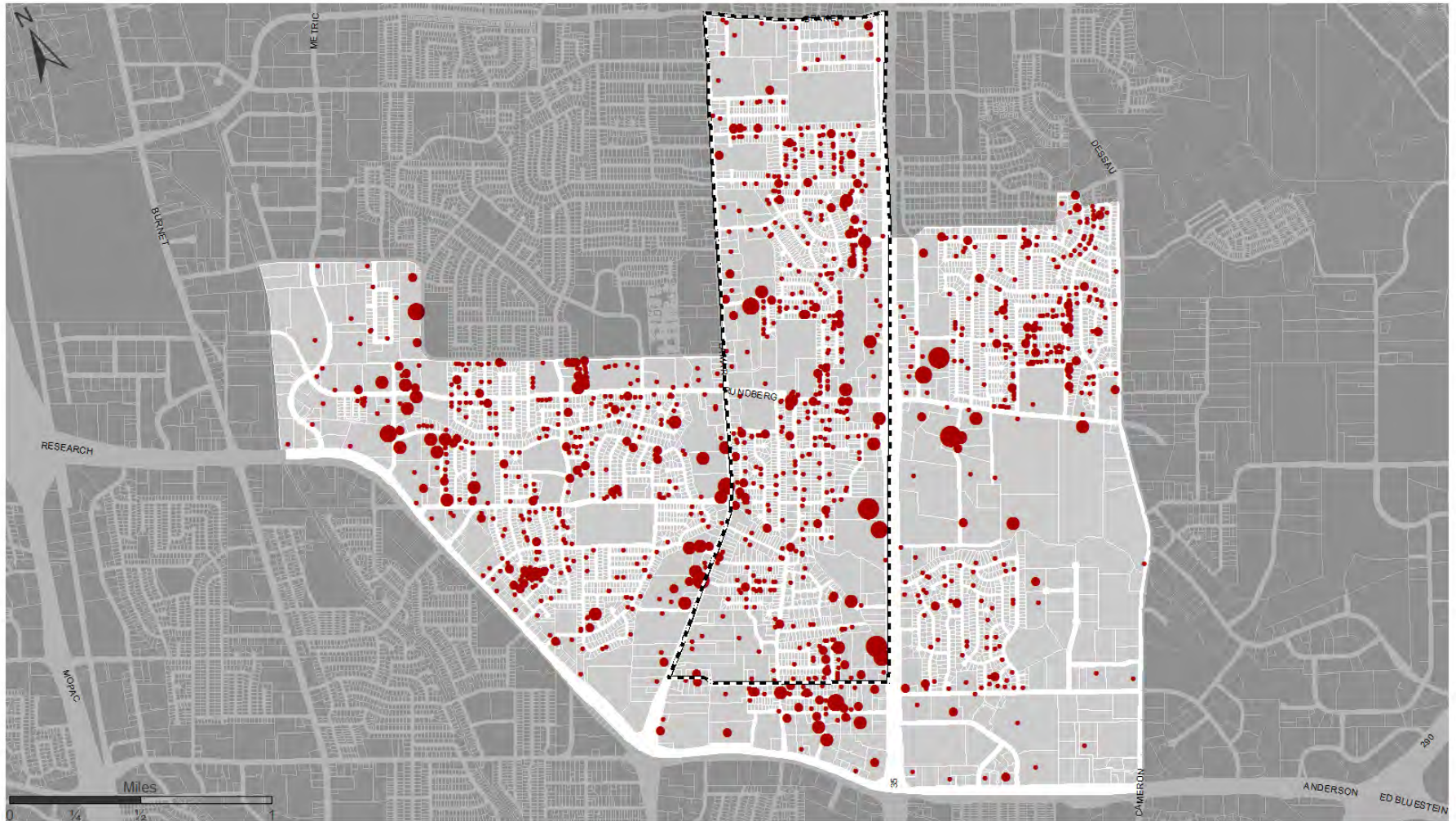
Area	Description	Number of Properties	Code	Police	Fire	Emergency	Total
1	Riverside	81	529	2,181	2,881	3,343	8,934
2	St. John's	51	211	529	1,372	1,672	3,784
3	Rundberg	104	412	1,124	1,927	2,761	6,224
4	Gracywoods	14	33	204	298	328	863



CONSIDERATIONS

- Size of the area
- Resident Impact
- Public Safety Data
- Existing city programs, plans and resources already allocated
- Fiscal Impact
 - Per Department
- Successful Implementation
- Sustainability
 - Long-term permanent staff

Restore Rundberg Area



Code Complaints in the Rundberg Corridor
10/1/2012 through 9/30/2014

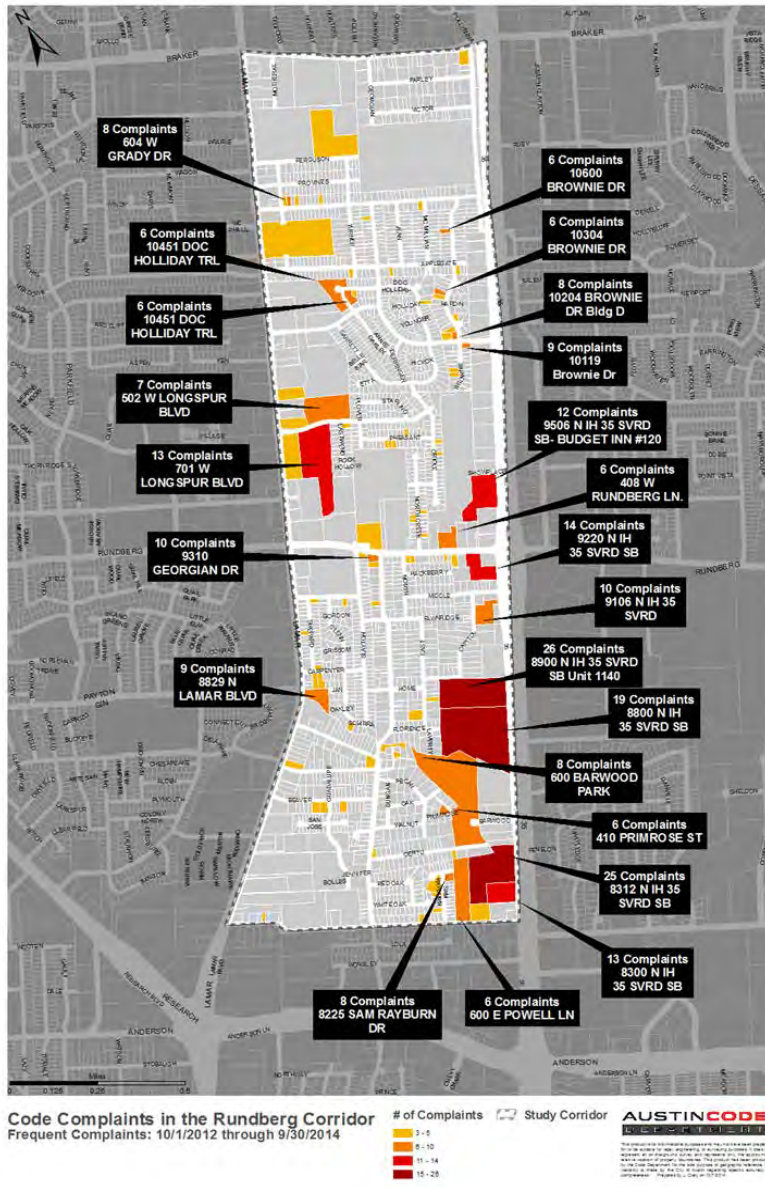
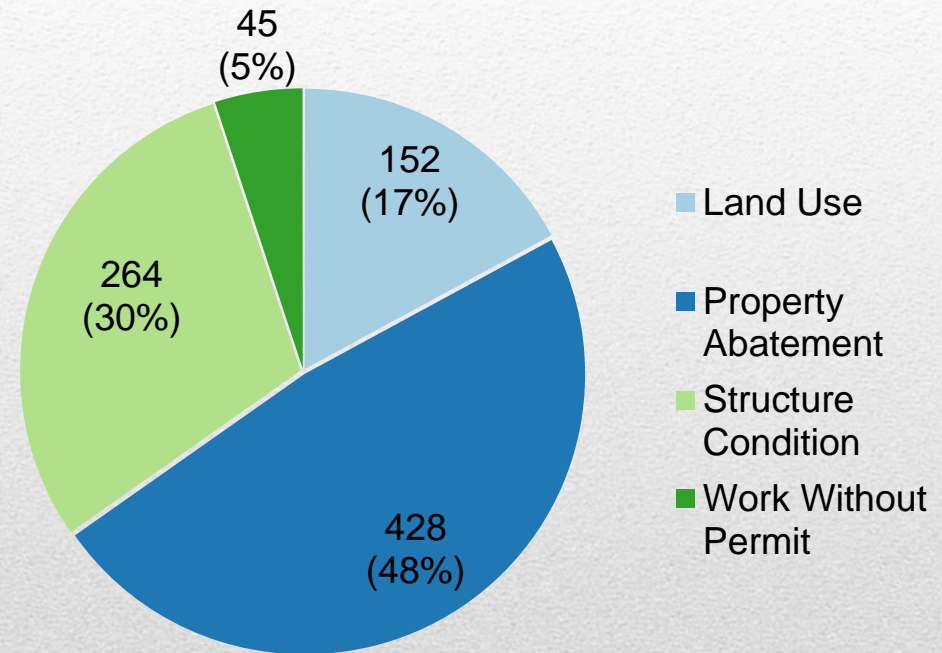


 Rundberg Study Corridor

AUSTINCODE
DEPARTMENT

This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an independent survey and represents only the approximate relative location of property boundaries. This product has been produced by the Code Department for the sole purpose of geographic reference. No warranty is made by the City of Austin regarding spatial accuracy or completeness. Prepared by J. Clay on 10/1/2014.

Rundberg Corridor Violations By Type



CHALLENGES

- Overcoming barriers
- Integrating data systems
- Transparency in processes
- Affordable housing challenges
- Displacement of residents
- Identifying unsafe living conditions
- Alternative and affordable housing options.
- Support from departments.
- Demand on limited resources/budgets.
- Conflicts with existing priorities.
- Support from CMO
- Sustainability

NEXT STEPS

- Obtain City Manager Support and Approval
- Provide an update to Council
- Implement Pilot Program
 - The team will develop a timeline of deliverables



AUSTIN**CODE**
DEPARTMENT

NEIGHBORHOOD ENHANCEMENT TEAM (NET) PHASE 1 PILOT [RUNDBERG]

PROJECT PLAN (PP)

Document Reference: Pilot PP - NET

Version Number: 1.0

Prepared By: Nancy Chan

Date: 19 March 2015



City of Austin Concurrence

Name	Title	Department	Signature	Date
Daniel Cardenas	Assistant Director	Austin Code		
Carl Smart	Director	Austin Code		
Larry Weis	General Manager	Austin Energy		
Rhoda Mae Kerr	Fire Chief	Austin Fire		
Art Acevedo	Police Chief	Austin Police		
Bob Gedert	Director	Austin Resource Recovery		
Robert Spillar	Director	Austin Transportation		
Greg Meszaros	Director	Austin Water Utility		
Mike Trimble	Officer	Capital Planning Office		
James Gonzales	Director	Economic Development		
Carlos Rivera	Director	Health & Human Services		
Anne Morgan	Interim City Attorney	Law Department		
Betsy Spencer	Director	Neighborhood Housing & Community Development		
Lucia Athens	Sustainability Officer	Office of Sustainability		
Sara Hensley	Director	Parks & Recreation Department		
Greg Guernsey	Director	Planning & Development Review		
Howard Lazarus	Director	Public Works		
Victoria Li	Director	Watershed Protection		



Austin Code Department Concurrence

Name	Title	Signature	Date
Nancy Chan	Process Consultant		
Jeffrey Travillion	Project Coordinator		
Paul Tomasovic	Division Manager (North & West Districts)		
Todd Wilcox	Division Manager (Commercial)		
Edgar Hinojosa	Assistant Division Manager (Legal)		
Terri Roberts	Division Manager (Administrative Operations)		
Candice Cooper	PIO and Marketing Manager		



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EXECUTIVE SUMMARY

The Neighborhood Enhancement Team (NET) Pilot Project has been initiated in response to City of Austin Council Resolution No. 20131024-063 focusing on code compliance, health and safety issues and crime at multi-family rentals and properties that have multiple code violations and where illegal activity occurs have adverse effects on health, safety, and welfare.

The project pilots a city program that aims to complement existing code compliance and enforcement practices in areas of high blight and crime. The project assembles a working group to coordinate with prime city support services in blighted areas as a way to increase education and compliance with city codes while helping to build sustainable and livable communities.

This project aims to support City of Austin departments to work in an integrated way with the sharing of information, and propose actions based on data driven decisions and assessment of financial and performance risk to shared city goals.

This plan proposes the systematic approach, processes and methodology to survey, characterize, enhance and measure the effectiveness of an interdepartmental team tasked with rehabilitating parts of the city. This plan also proposes roles and responsibilities for each department involved, as well as community institutions and stakeholders.

This pilot represents an effort to define, document, and assess resources focused on target areas to ensure the most effective deployment of those resources.

If successful, this program will be replicated in other areas of Austin indicating high levels of blight and crime.



1 INTRODUCTION

1.1 PURPOSE

The Neighborhood Enhancement Team Pilot Project (hereafter referred to as ‘the project’) has been initiated in response to City of Austin (hereafter referred to as ‘the city’) Council Resolution No. 20131024-063 addressing code compliance, health and safety issues and crime at multi-family rentals and properties that have multiple code violations and where illegal activity occurs have adverse effects on health, safety, and welfare.

The project introduces a city code education and compliance effort that aims to complement existing code compliance and enforcement practices in areas of high need. The project assembles a working group to coordinate with prime city support services in problem areas as a way to curb and reduce blight, while helping to build sustainable and livable communities.

This project aims to evaluate the effectiveness of a coordinated public/private working group in addressing city blight, criminal activity, social service needs and neighborhood problems.

The goal of this project is to formalize a systematic approach to improve the quality of life within target problem areas as well as meet continuing sustainability objectives and livability goals of Imagine Austin.

This document may also be read as a communications plan for the project containing key functional interfaces and contacts involved in this concerted city effort.

1.2 SCOPE

The project evaluates the impact and effectiveness of public/private partnerships on historical and current community performance metrics, and will compare results with other like areas of the city over the same period.

The project team will work towards formalizing a neighborhood group to future replicate project success in other parts of the city, and make recommendations on fiscal impact and resource needs for the sustainability of such a group.

The pilot project will focus primarily on the central region of the Restore Rundberg program neighborhood known as North Lamar/Georgian Acres, area perimeter as shown below.

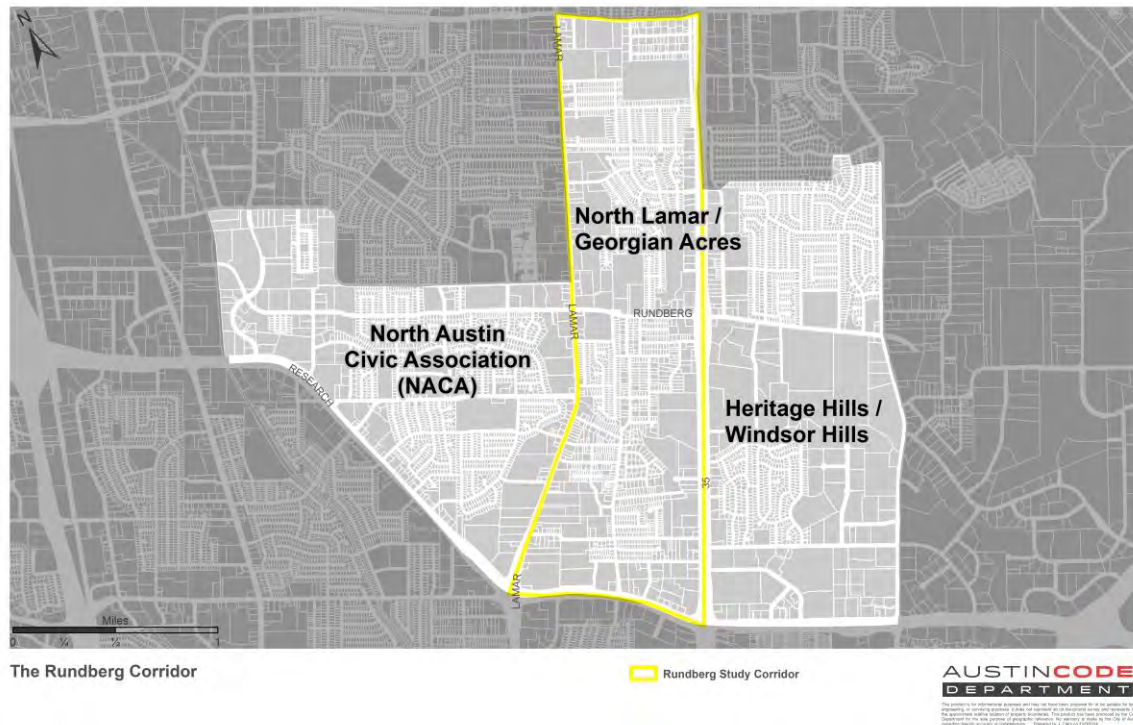


Figure 1: Rundberg Neighborhoods and NET Pilot Area

It is planned that the project will be completed in four 6-month phases, each covering approximately a quarter of the total study area.

The planned duration of the phase I pilot is from February 1, 2015 to August 31, 2015.

Phase II will be initiated following a lessons learned evaluation of the phase I pilot.

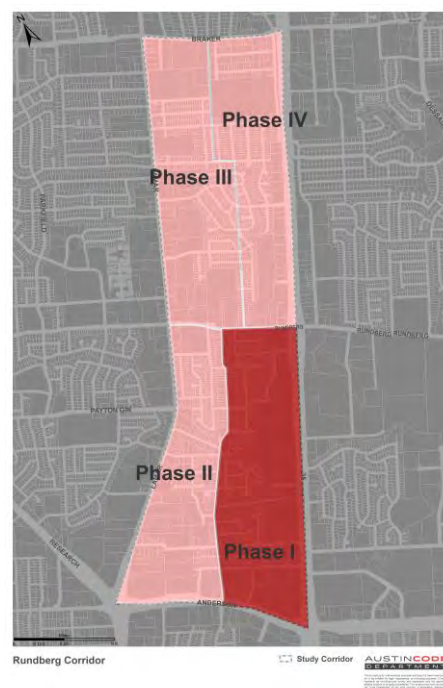


Figure 2: Phase I Area of North Lamar/Georgian Acres

1.3 BACKGROUND

Three north Austin neighborhoods make up the Rundberg project area, known as North Austin Civic Association (NACA), North Lamar/Georgian Acres and Heritage Hills/Windsor Hills.

Historical neighborhood plans for all three areas call for city action to proactively address the high number of code issues in the community, increase pedestrianized areas, 'complete streets', improve programs for educating and supporting residents' social needs, as well as tackle repeated challenges resulting from absentee landlords and illegal activity.

Though developed primarily in response to Resolution No. 20131024-063 addressing problem properties in Austin, other city council resolutions whose efforts will complement this project include:

- I. Resolution No. 20140925-089 which seeks to identify current and future initiatives and capital projects within the area bounded by I-35, Highway 183, MoPac and Walnut Creek and to ensure the responsible departments coordinate their efforts and engage with citizens and neighborhood planning area representatives and other appropriate stakeholders and integrate feedback into projects;
- II. City Ordinance/Resolution No. 20130606-049 which created a repeat offenders program, multi-family and single-family property rental registration, and multiple violation inspections; and
- III. Resolution No. 20131003-100 supporting the ACD goal of bringing violations to the Building and Standards Commission (BSC) within 90 days.





2 ROLES AND RESPONSIBILITIES

2.1 NET INTERDEPARTMENTAL WORKING GROUP (IDWG) STRUCTURE

Coordination of all NET project activities at the departmental level and beyond will be the responsibility of the ACD project coordinator.



Figure 3: NET Interdepartmental Working Group Structure



2.2 NET PROJECT TEAM STRUCTURE

Oversight of all ACD performed activities will be the responsibility of the division manager for north and west districts.

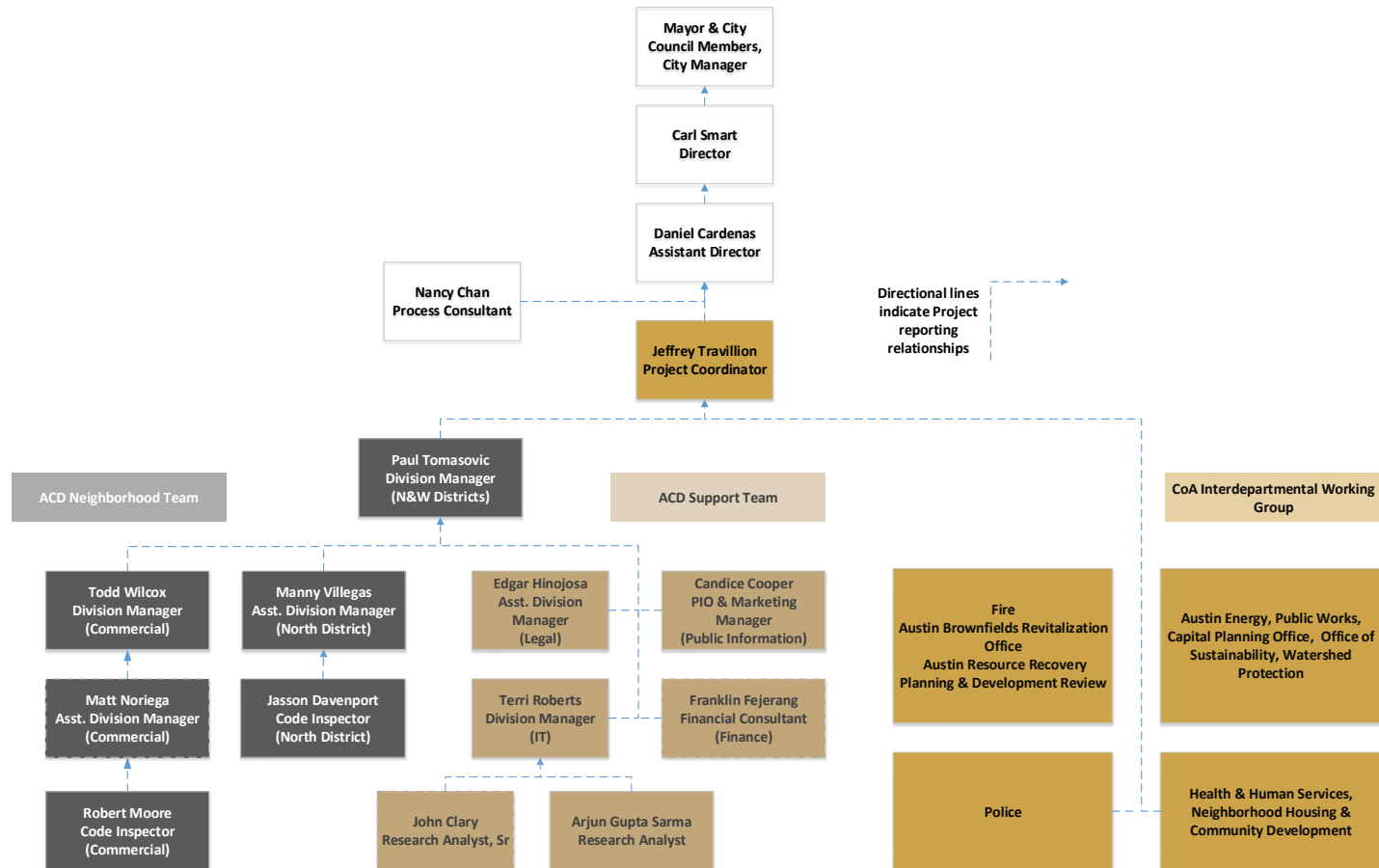


Figure 4: Neighborhood Enhancement Team Organization





2.3 ACD NEIGHBORHOOD TEAM

- 2.3.1 **Lead Division Manager** (N & W District) project management and reporting
- 2.3.2 **Division Manager** (Commercial, Multi-family, Hotel/Motel) project management and field support
- 2.3.3 **Code Inspectors** perform code compliance and enforcement duties: residential, short term rental, commercial, hotel/motel buildings inspections, neighborhood surveys, case tracking and reporting, education and outreach

2.4 ACD SUPPORT TEAM

- 2.4.1 **Public Information Office (PIO) & Marketing** will coordinate education fair and community outreach events and other NET marketing
- 2.4.2 **Legal** will support ACD administrative hearing process and enhanced BSC case tracking
- 2.4.3 **Information Technology Support** will develop a new data warehouse/BI solution for executive dashboard reporting, perform GIS mapping, AMANDA data analysis, demographic research, case performance tracking and summary reporting
- 2.4.4 **Finance** ACD finance team will track project costs and make annual recommendations on fiscal impact and resource needs for the sustainability of NET.

2.5 INTERDEPARTMENTAL WORKING GROUP

An interdepartmental working group assembled of select members of other city departments will meet monthly with the ACD project coordinator to establish and track citywide goals and support. City departments have been listed in this section by the goals they support: blight, crime, health, safety and social needs, and achieving sustainability.

2.5.1 Goal 1: Reduce Blight

AFD Fire Dept. will provide neighborhood incident data

ABRO Austin Brownfields Revitalization Office is available to provide assistance with blight tracking and tools for redevelopment

ARR Austin Resource Recovery will assist with clean-up planning, dumpster supply and encouraging recycling participation

PDRD Planning and Development Review Dept. will assist with zoning, permitting, licensing information and City Demographer support



Law Department will support the ACD administrative hearing process

2.5.2 Goal 2: Reduce Crime

APD Police Dept. will provide crime data, built environment surveys as well as data and observations from the Restore Rundberg program

2.5.3 Goal 3: Address Health, Safety and Social Community Needs

HHSD Health and Human Services Dept. will provide social statistics and assistance for transient communities

NHCD Neighborhood Housing and Community Development support will include grant assistance, management and administration of low Interest/clean-up loans to property owners.

2.5.4 Goal 4: Achieve Neighborhood Sustainability

CPO Capital Planning Office will support NET alignment with on-going and future capital projects and Imagine Austin

OoS Office of Sustainability will advise city departments on sustainability best practice, measures, and initiatives aligned with Imagine Austin

EDD Economic Development will advise on community economic need, resources, grants available and the latest City economic development initiatives

AE, ATD, AWU, PWD and WPD will ensure all on going and future work on capital projects impacting the NET study area will be made known to the project coordinator. These departments will ensure city solutions be sustainable, communicated to the community, integrated and minimize short and long term negative impact and disruption to communities.

2.6 EXTERNAL AND THIRD PARTY PARTNERS

- i. University of Texas at Austin: UT will share Restore Rundberg research data with NET via APD.
- ii. Neighborhood Community Groups: NACA; Heritage Hills & Windsor Hills; and North Lamar combined neighborhood organizations
- iii. Building Standards Commission
- iv. Texas Department of State Health Services
- v. Austin Board of Realtors (ABOR)
- vi. Austin Apartment Association (AAA)
- vii. Housing Authority of the City of Austin.





3 PROJECT STRATEGY

The project strategy for success is built around developing sustainable solutions that address neighborhood blight, crime, as well as health, safety and social needs. Success will be measured by observable improvements from neighborhood enhancement plans jointly carried out by city personnel across departments.

Goal	Problem Description	CoA Departments	NET Strategy
Reduce Blight	Urban blight refers to the deterioration of buildings and communities due to neglect, crime or lack of economic support	ACD, ABRO, AFD, ARR, EDD, PDRD	Neighborhood NET Survey – include blight survey elements e.g. count of abandoned/vacant properties, signs of trespassing and vandalism, abandoned vehicles, Property Condition Index 1-4 (dangerous to International Property Maintenance Code (IPMC) compliant), count of properties not meeting minimum standards, introduce neighborhood condition rating, proactive code compliance and enforcement against IPMC , # of warnings issued (active and closed), identification of repeat offenders, community outreach/blight education 3-1-1 call volume/code case volume/AFD incident e.g. arson tracking PDRD to ensure permit use; tracking # of permits issued, active, closed ARR to increase recycling participation EDD to share city economic plans and forecasts related to NET scope



Reduce Crime	Elevated levels of crime, violent crime and Illegal activity	APD	<p>Learning from experience: review police successes and statistics e.g. from programs under way 'Mobile Walking Beat', Restore Rundberg with UT etc.</p> <p>Property and violent crime rate data analyses</p>
Address community Health, Safety & Social needs	High transient/homeless population, community needs, poor sociodemographic indicators	ACD, HHSD, NHCD, PDRD	<p>Enhanced legal support with ACD administrative hearings, Repeat Offenders and Short Term Rentals programs</p> <p>Community Support: administering low interest housing assistance loans, properties receiving funding/assistance</p> <p>Transient population count and assessment (including homeless)</p> <p>Work with neighborhood organizations on defining community needs</p>
Achieve Neighborhood Sustainability	Ensure the neighborhood is a thriving, equitable and ecologically resilient community	ACD, AE, ATD, CPO, EDD, OoS, PARD, PWD, WPD	<p>Neighborhood Survey and action for food options, community gardens, green spaces, low income housing and affordability, public spaces, improved transportation options, jobs e.g. may be based on Complete Streets, Compact and Connected and STAR Communities surveys</p> <p>Address poverty, health and other demographic needs e.g. economy, jobs, education and obesity</p> <p>Improve coordination and integration of city programs and resources to focus on plans that serve communities now and in the future</p>

Table 1: Project Goals and Strategy





4 PROJECT DESCRIPTION

The project implementation phase is made up of 5 processes which are described in detail in this section:

- I. Area Selection
- II. Neighborhood Survey
- III. Performance Rating and Property Condition Index Tracking
- IV. Neighborhood Enhancement Plan
- V. End of Phase Reporting

4.1 AREA SELECTION: RUNDBERG

4.1.1 Neighborhood Scan (desktop study)

Austin Code prioritizes neighborhoods for focus based on demonstrated need from code inspector cases and desktop analysis of city district and demographic data.

	Rundberg	City of Austin	State of Texas	United States
Population	12,776	885,415	26,448,193	316,128,839
% Minority*	83.96%	50.30%	56.2%	37.6%
Poverty Rate	36.30%	17.8%	17.5%	15.8%
Per Capita Income	\$12,325	\$32,297	\$26,327	\$28,184
Median Income	\$27,447	\$56,351	\$51,704	\$52,250
< High School Graduate	41.7%	12.5%	18.1%	13.4%
Owner Occupied	23.3%	45.1%	61.8%	63.5%
Unemployment	8.05%	4.3%	4.5%	8.4%
Under 18 years	29.5%	21.8%	26.6%	23.3%
Under 5 years	10.15%	6.8%	7.3%	6.3%

Data is from the 2013 U.S. Census data at <http://www.census.gov/>

Rundberg is defined as the population within census tracts 18.06 and 18.23

*Percent Minority is proportion of population that is non White as a single race including Hispanic/ Latino

Table 2: Desktop Demographic Study





4.1.2 Desktop presentation of existing neighborhood data:

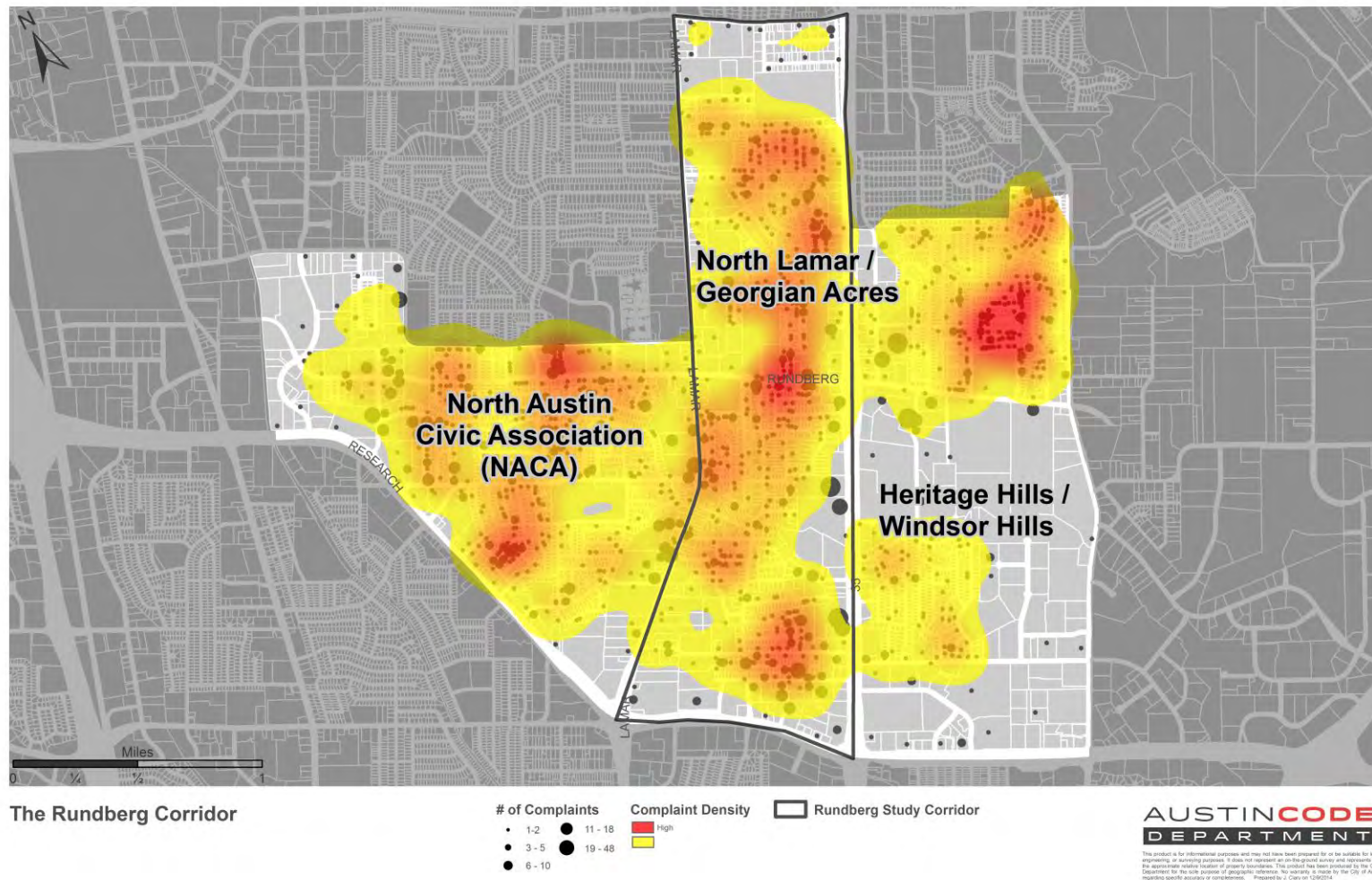


Figure 5: Rundberg Neighborhoods and Project Area



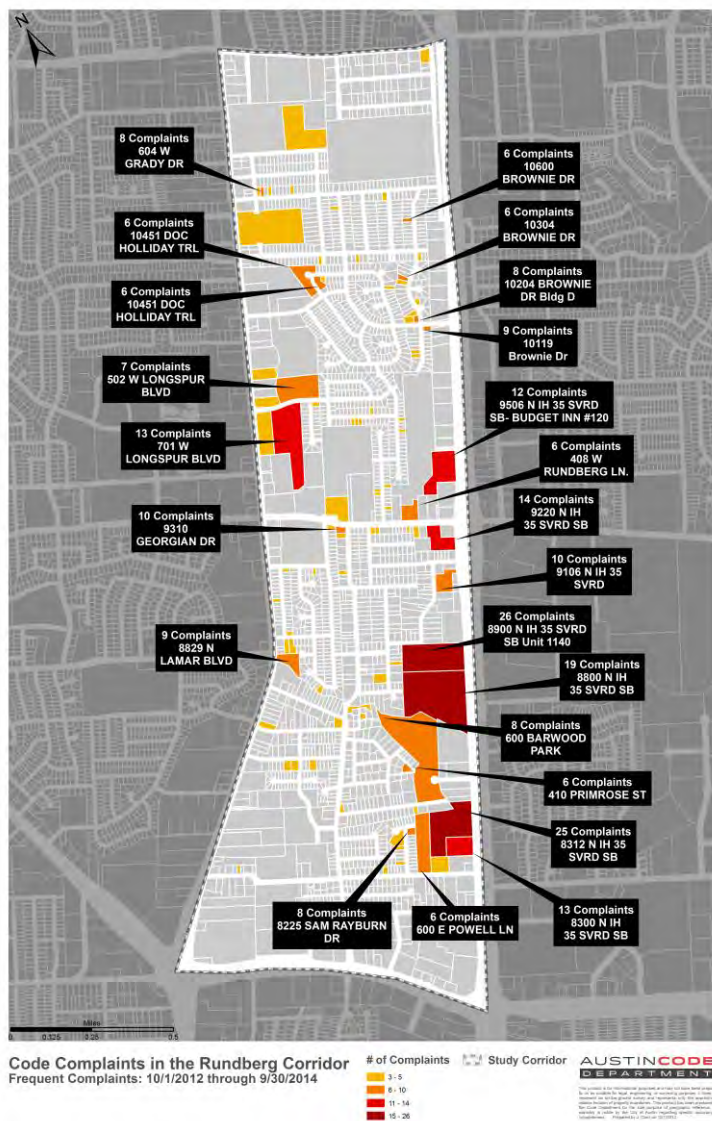


Figure 6: Rundberg Code Complaints

ACD | DOC: Pilot PP-NET 1.0

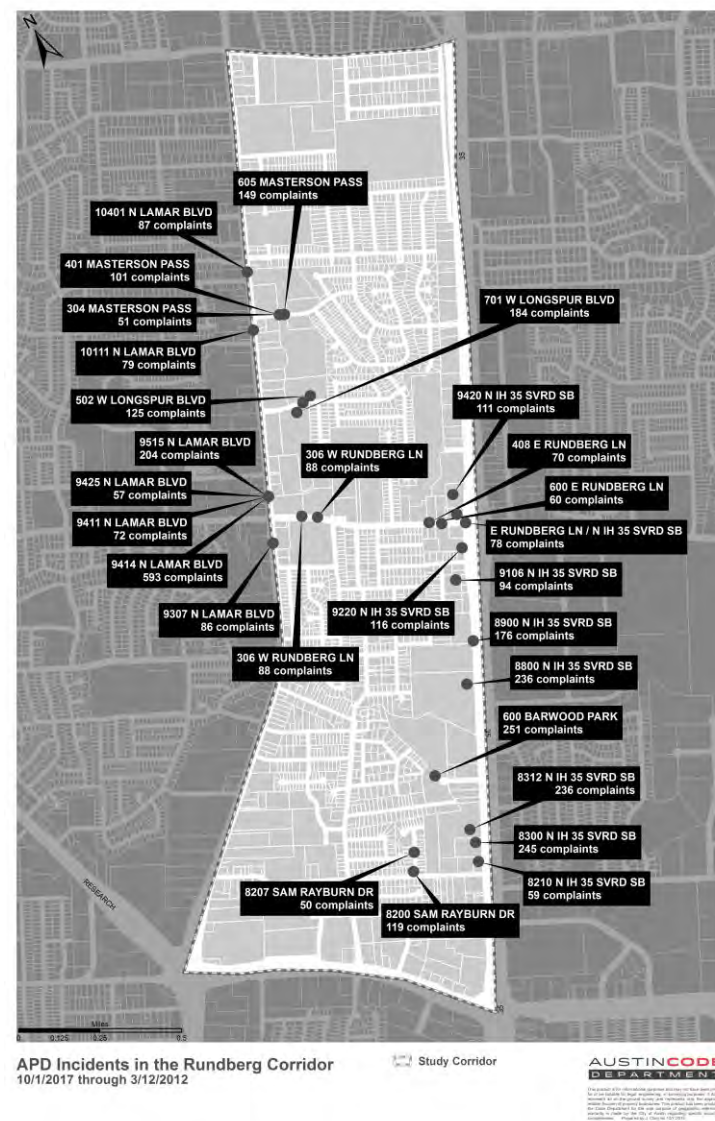


Figure 7: Rundberg APD Incidents

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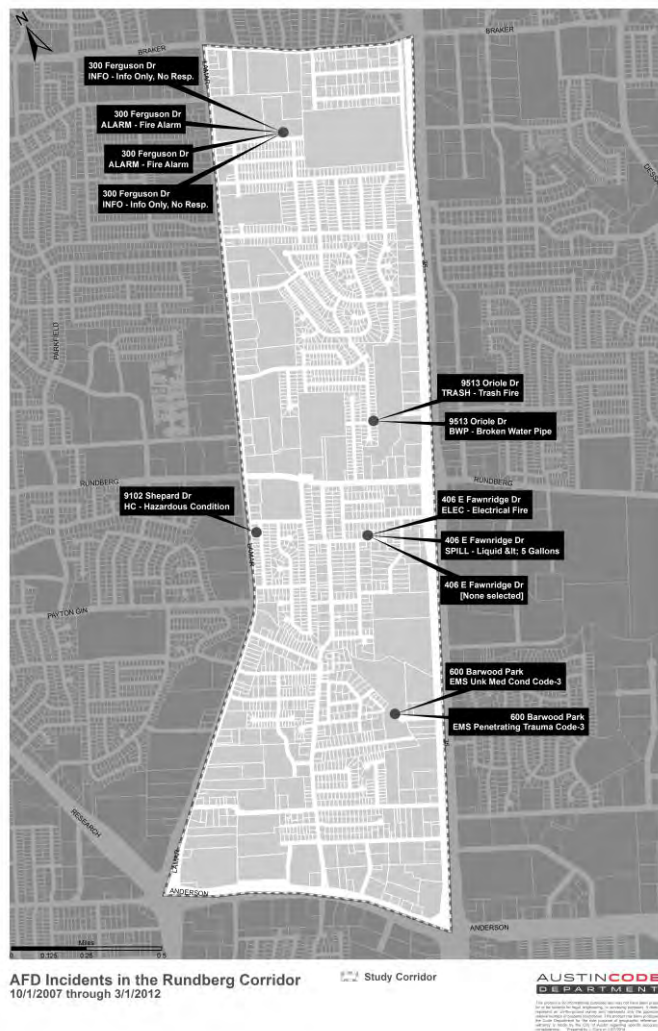


Figure 8: Rundberg AFD Incidents



Figure 9: Rundberg Potential Brownfields

4.1.3 Pilot Selection Area

The size and area of focus for Phase I: Residential and single family properties has been selected based on resources and data driven needs, and is indicated in Figure 10: NET Phase 1 Study area and Control Zones.

The size and area of focus for Phase I: Commercial, multi-family and hotel/motels properties will be the entire Rundberg area, where properties will be prioritized by analysis of historical code violation data.

Analysis of the study area is complemented by information collected by current city programs including Restore Rundberg (APD grant funded study 2013-present) and Capital Planning Office Resolution No. 20140925-089 Response (2013-present).

4.1.4 Control Zone Selection

Our analysis will compare survey data with two adjacent neighborhoods as ‘control zones’ to evaluate any observable impact or influence on communities close to the study area.

The control zones will be located in the NACA neighborhood to the west and Heritage Hills/Windsor Hills to the east.

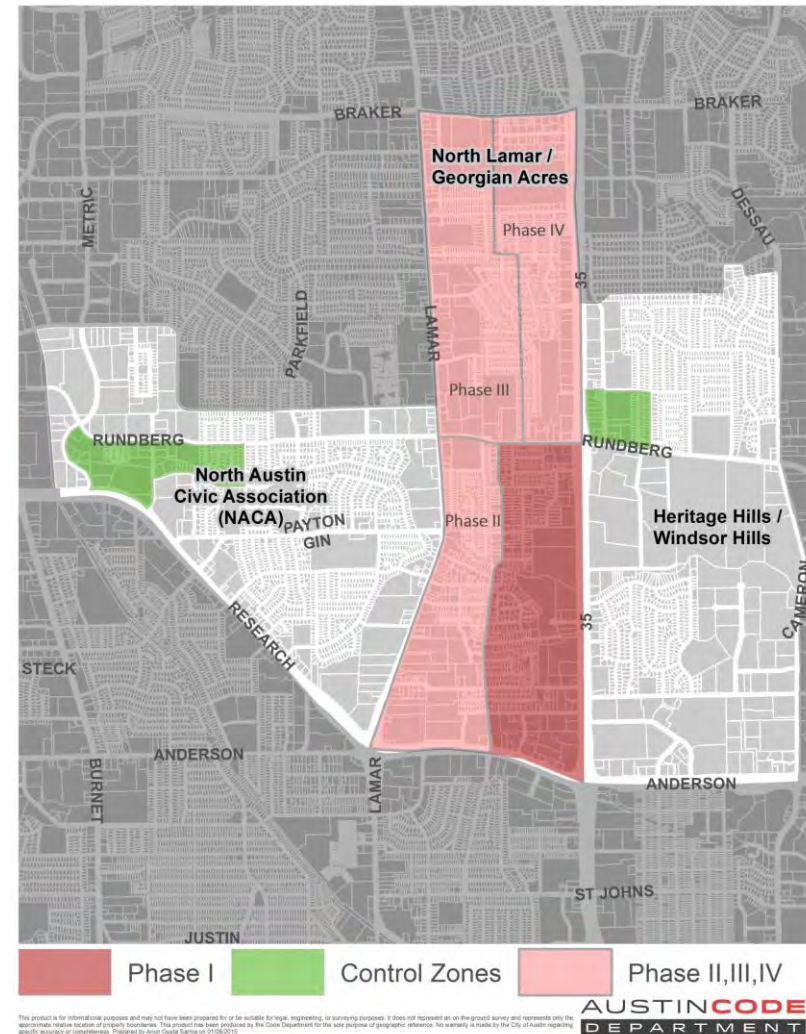


Figure 10: NET Phase I Study Area and Control Zones





4.2 NEIGHBORHOOD SURVEY

Two neighborhood surveys will be performed by code inspectors in the Phase I area,

Survey 1: Baseline

Survey 2: Baseline + 5 months

4.2.1 Survey Criteria

At each survey, code inspectors will perform a ‘windshield survey’ to rate conditions of each property on a scale 1-4, 4 being the highest, in accordance with the IPMC.

PCI Rating	Name	Description
1	Dangerous	Open and accessible, buildings near collapse, egress issues, visible health hazards
2	Major Violation (s)	Dilapidated building, unsafe conditions, work without permits
3	Minor Violations (s)	High grass, front yard parking, weather proofing, garage sales
4	Meets Minimum Standards	Property meets minimum standards set by IPMC

Table 3: Property Condition Index Rating Criteria

In addition, field surveys will proactively capture neighborhood information on zoning violations, work permit use, observable illegal activity, right of way blight, as well as inventory vacant and abandoned properties.

4.3 PERFORMANCE RATING AND PROPERTY CONDITION INDEX (PCI) TRACKING

At the end of each survey, research analysts will analyze field ratings and calculate an average PCI for all the properties within each area surveyed.

Following the initial baseline survey, PCI values from each area will be compared with previous survey results to evaluate the effectiveness of the program; where an increase will indicate improvement has been observed.

PCI values from each area will also be compared with control zone PCI values to identify any correlated effects NET may have to nearby communities.

4.4 NEIGHBORHOOD ENHANCEMENT PLAN



ACD will combine a community NET education and outreach campaign with each neighborhood enhancement plan that may utilize any combination of the following tools, supported where needed by the Interdepartmental Working Group:

- Repeat Offenders Program
- Administrative Hearing Process
- Short Term Rental Contracts
- Enhanced BSC Case Tracking
- Social and Housing Assistance (e.g. low interest loans).

4.5 END OF PHASE REPORTING

At the end of Phase I, research analysts will prepare a comprehensive report summarizing project performance based on comparisons and observable influence on:

1. Historical data over the same period in phase I, where available e.g. for survey 1 include comparisons to crime statistics from APD Restore Rundberg program;
2. Historical data over the same period in control zones identified within NACA, Heritage Hills/Windsor Hills for survey 2; and
3. PCI changes in pilot, compared with two control areas.





5 PLANNING AND IMPLEMENTATION

	February 2015	March 2015	April 2015	May 2015	June 2015	July 2015	August 2015
Project Coordinator	Project Kick-Off	IDWG Goal Setting	Project Management	IDWG Goal Updates	Project Management	IDWG Final Updates	Prepare Report to Council & Community
IDWG Partners	Project Kick-Off	IDWG Goal Setting	Department Support	IDWG Goal Updates	Department Support	IDWG Final Updates	
ACD Division Managers	Project Kick-Off	ACD Goal Setting	Project Management	ACD Goal Updates	Project Management	Field Performance Report	
Code Inspectors	PCI Code Field Survey 1	Neighborhood Enhancement Planning Support & Implementation					PCI Code Field Survey 2
Information Technology	Desktop Study	IT Support & Field Data Entry	Data Analysis & Area Baseline Ranking	IT Support			Area Ranking
PIO & Marketing	Community Outreach		NET Education & Outreach Event	Community Outreach			

Figure 11: NET Implementation Schedule





6 DOCUMENT CONTROL

Document control addresses document management, access, change, numbering and version control needs.

The ACD project coordinator will manage the project document management system, made of the following parts:

- I. Document control: change and version
- II. Records management and archive

6.1 DOCUMENT TYPES

Most technical documents, SOPs, and all actual program deliverables are subject to document control.

Name	Description
Project Plan	This plan
Code Inspector Field Survey	Template
Neighborhood Enhancement Plan	Template
Monthly Report	Template
Legal	BSC case tracking sheet
Finance	Budget tracking
Data Analysis Report	End of Phase report by research analysts
Field Performance Report	End of Phase report by senior business process consultant
Final Report	End of Phase report by project coordinator

Table 4: Project Controlled Documentation



7 COMPUTER HARDWARE AND SOFTWARE

7.1 AMANDA

AMANDA is the city software used for ACD case management, tracking of cases (e.g. type, durations) and reporting.

7.2 GIS MAPPING

A suite of in-house GIS maps will be designed for the project to facilitate visual information display for desktop studies, public education, outreach, marketing, and performance tracking.

7.3 PROJECT REPORTING DASHBOARD

A new project reporting dashboard will be designed for ACD executive team review and beyond.

7.4 BUSINESS INTELLIGENCE SOLUTION

A BI compatible mobile field app for surveys will be developed for the program to facilitate real-time electronic data entry, analysis and information sharing.



8 RECOMMENDATIONS AND NEXT STEPS

8.1 LEARNING FROM EXPERIENCE

A **Lessons Learned** exercise will be completed at final stage of this project to review the knowledge gained from project events with the purpose of improving future performance, prior to advancing to the next Phase.

8.2 FINAL REPORT TO CITY COUNCIL

Phase I Final Report to City Council expected end August 2015.

8.3 SUSTAINABILITY OF PROGRAM

Identification of NET required resources and financial impact for consideration in ACD FY16 budget.

8.4 IMPLEMENTATION OF PHASE II

Commencement of Phase II is planned for August 2015.



9 REFERENCES

9.1 ACRONYMS

AAA	Austin Apartment Association
ABOR	Austin Board of Realtors
ABRO	Austin Brownfields Revitalization Office
ACD	Austin Code Department
AE	Austin Energy
AFD	Austin Fire Department
AMANDA	ACD Case Management System
APD	Austin Police Department
ARR	Austin Resource Recovery
ATD	Austin Transportation Department
AWU	Austin Water Utility
BI	Business Intelligence (Solution)
BSC	Buildings & Standards Commission
CoA	City of Austin
CPO	Capital Planning Office
EDD	Economic Development Department
ESRI	Environmental Systems Research Institute
GIS	Geographic Information System
HHSD	Health & Human Services Department
IDWG	Interdepartmental Working Group
IPMC	International Property Maintenance Code

NACA	North Austin Civic Association
NET	Neighborhood Enhancement Team
NHCD	Neighborhood Housing & Community Development
OoS	Office of Sustainability
PARD	Parks & Recreation Department
PCI	Property Condition Index
PDRD	Planning & Development Review Department
PIO	Public Information Office
PP	Project Plan
PWD	Public Works Department
SOP	Standard Operating Procedure
STAR	Sustainability Tools for Assessing & Rating Communities
UT	University of Texas at Austin
WPD	Watershed Protection Department

Table 5: Program Acronyms





AUSTIN**CODE** DEPARTMENT

APPENDICES

APPENDIX A: NET LARGE SCALE MAPS

APPENDIX B: NET PRESENTATION

APPENDIX C: AUSTIN CITY COUNCIL RESOLUTION No. 20131024-063



NET COMMUNICATIONS PLAN (Proposed)

Target Audiences:		Communication Objectives:	
Rundberg area residents Community partners Elected officials Media/community at large		<ul style="list-style-type: none">• To inform members of event and importance of participation• To gain support and develop relationships• To inform and engage• To get exposure and educate the community about our work	
Key Communication Tools			
1. Outreach via internal channels: City of Austin, Travis County, AISD, KAB (and other partners) websites and email groups. 2. E-flyers for email communications and website postings to announce news, events. 3. Social media: Facebook postings, Twitter, Periscope, etc. to announce events, news. 4. Overview brochure/event flyers 5. Media outreach: News releases, guest op-ed, pitch calls, etc.			
	NET - PHASE I Ongoing		
Date	Action Item - Internal		
Sept. 12	Brownie Clean-up—NET WORCS soft Launch		
Sept. 23	Letter sent to Homeowners with Outstanding Code Violations		
Ongoing	Attend Neighborhood Association Meetings and meet with other stakeholders		
Oct. 6	Event: National Night Out		
Oct. 15	Report dissemination to CMO, CM Casar, MAC & directors, and public		
(TBD)	Event: NET WORCS Neighborhood gathering—survey residents, identify needs, etc...		
Ongoing	Work with Interdepartmental working group to provide resources, cleanups, help bring outstanding cases into compliance and offer individual assistance.		
	NET - PHASE II		
Date	Action Item – Internal		
(TBD)	Internal planning, discussion and training based on lessons learned from Phase I		
(TBD)	Set goals/expected outcomes/metrics for Phase II		
(TBD)	Determine how to solicit community input to inform Phase II		
(TBD)	Creating deliverables (logo, brochure, door hanger, webpage and other communication tools)		
(Ongoing)	Neighborhood cleanups, events and other activities		
(Upon request)	Individual assistance		
	Action Item - External Communication		
(TBD)	Develop key messages for different stakeholder groups		
(TBD)	Meet with neighborhood associations and leaders to discuss timeline and goals		
(TBD)	Create generic door hanger to notify residents when Code will be in area		

NET COMMUNICATIONS PLAN (Proposed)

(TBD)	Windshield surveys conducted
	Letter to all residents of findings/dates of neighborhood meetings
(TBD)	Stop and knock at properties identified with violations
(TBD)	Targeted follow up stop and knock
(TBD)	Workshops (with partners) to provide assistance
(TBD)	NOVs issued and enforced
	Communication to Media
(TBD)	PSAs, media advisories/other notices to media
(TBD)	Updated PSAs, media advisories/other notices to media
(TBD)	Arrange for media interviews, placement of guest op-eds
	Webpage
	Social Media Effort
(TBD)	Post report, events, photos, etc. to social media sites
(TBD)	Look for opportunities to use Periscope for NET activities



HELP CLEAN UP BROWNIE DRIVE

WHEN: Saturday, September 12, 2015

TIME: 9AM – 12N, during this time bring any trash, debris, or unwanted bulky items to the curb for pick-up.

WHERE: The clean-up will begin at Brownie Pocket Park and end at East Applegate Drive. All trailers and cars must be moved from the dead end at Brownie Drive, next to the park. [\(map on back\)](#)

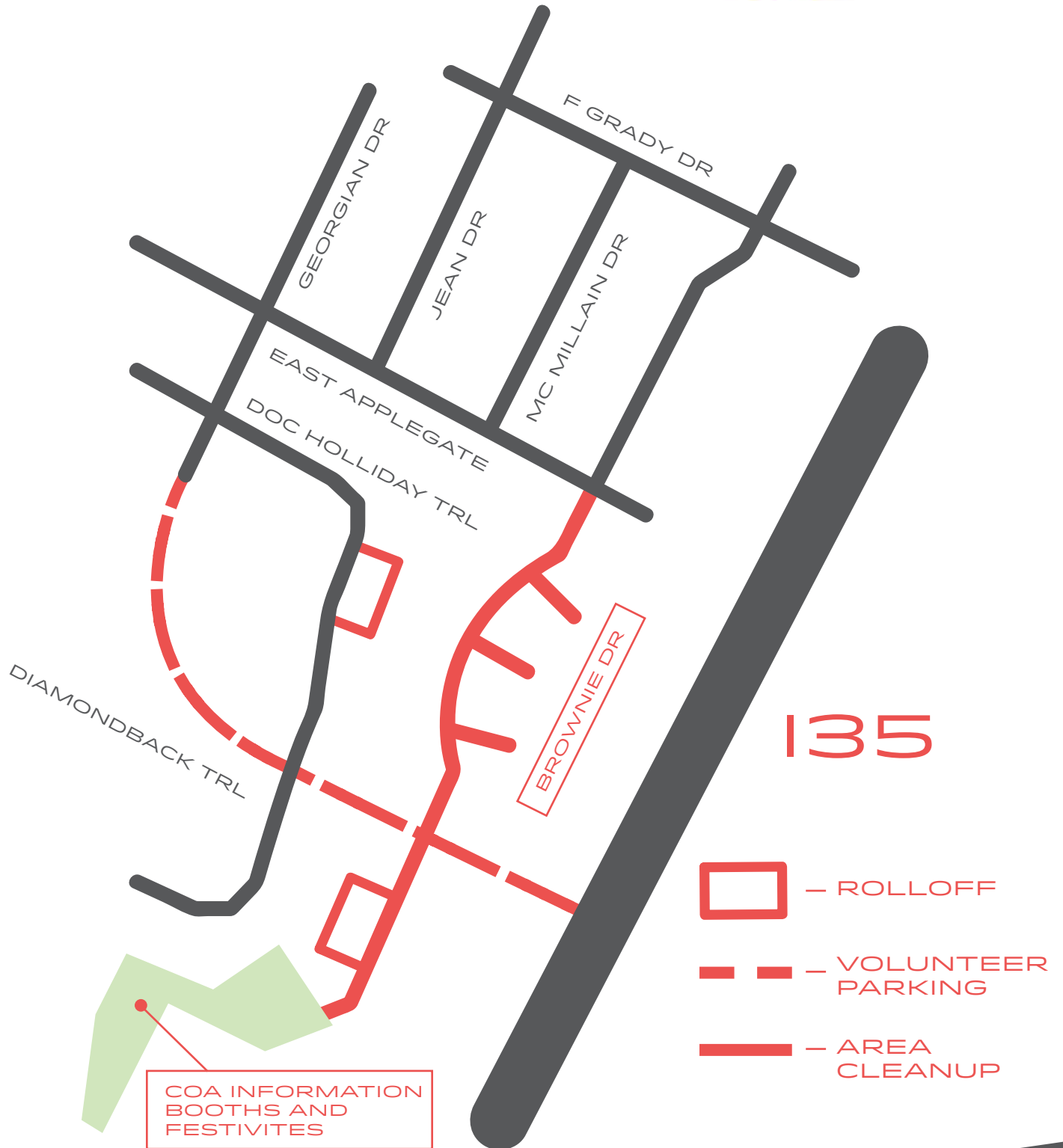
Keep Austin Beautiful will be providing safety gloves and vests.

Along with the cleanup, there will be free giveaways, festivities, and plenty of fun. Come join your community and City to clean up Brownie Drive!

If you see a possible Code problem in your neighborhood, like illegal dumping, broken glass, or falling structures, [call 3-1-1](#), and remember, you can do so anonymously!



AUSTINCODE
DEPARTMENT





City of Austin

P.O. Box 1088, Austin, TX, 78767

Memo

AUSTINCODE DEPARTMENT

September 23, 2015

Dear Resident:

The Austin Code Department, directed by the City Manager through council resolution, created a pilot program, the Neighborhood Enhancement Team, (NET) to develop a plan for addressing the safety and maintenance of residential properties in our community, including properties with multiple code violations that could have adverse effects on the health, safety, and welfare of Austin residents.

Code Inspectors recently completed surveys in February to examine properties in your neighborhood. We inspected both residential and commercial properties, because we know that all properties contribute to the character of a neighborhood.

Your property has been identified as one with an outstanding minor code violation. The Austin Code Department would like to work with you to bring your property into compliance. If you need any assistance to correct the violation, need more time to correct the violation, or if you have any questions regarding the process, please contact Acting Division Manager, John Christophe at 512-974-9038.

Also, our Neighborhood Liaison, Tasha Rhodes, will be glad to help connect you to low-income assistance programs to help bring your property into compliance, if needed. She can be reached at 512-974-1925.

Although our first visits focused on dangerous and serious violations, we also issued notices of violations for minor infractions. Minor infractions still need to be corrected to avoid their becoming major violations when left unaddressed, and to help protect your family, your property and your property value.

Thank you for your help in getting this matter resolved. Please contact us if you have any questions or need assistance.

Sincerely,

Carl Smart, Director
Austin Code Department

NET IDENTITY SYSTEM

LOGO

The NET logo is the sign-off to everything we say. It embodies the strength and the commitment the department has to the community.



FONT

We've selected Idlewild font to be used in our communications. This is the same typeface used in other code communications and gives a strong sense of continuity.

AA BB CC DD EE FF GG HH II
JJ KK LL MM NN OO PP QQ
RR SS TT UU VW XX YY ZZ

COLOR PALETTE

We've selected two fonts to be used in our communications. These represent growth, stability, harmony and hope.



Net Green
C40 M0 Y100 K0
R166 G206 B57



Net Gray
C40 M0 Y100 K0
R166 G206 B57

NET PILOT PROJECT AREA

COMMUNITY PARTNERS



Phase I Control Zones Phase II, III, IV

Created by Austin Code Department GIS - March 2015

Austin Code Department
Austin Police Department
Austin Fire Department
Austin Brownfields
Revitalization Office
Austin Resource Recovery
Austin Planning and Zoning
Department
Austin Development Services
Department
Austin Law Department
Austin Watershed Protection
Department
Downtown Austin
Community Court
Austin Health and Human
Services Department
Austin Neighborhood Housing
and Community Development
Austin Public Library
Austin Parks & Recreation
Department
Austin Transportation
Department
Austin Office of Sustainability
Austin Capital Planning Office
Austin Office of Economic
Development
Austin Energy
Austin Public Works
Department
Austin Human Resources
Department
Austin Communications and
Technology Management
Austin Water Utility
Keep Austin Beautiful
University of Texas at Austin

Restore Rundberg
Revitalization Team
Austin Independent
School District
Austin Food Bank
CapMetro
Ending Community
Homelessness Organization
Latino Healthcare Forum
Austin City Council
North Austin Civic Association
Heritage Hills Neighborhood
Association
Windsor Hills Neighborhood
Association
North Lamar Combined
Neighborhood Association
Georgian Acres Neighborhood
Association
Building Standards
Commission
Texas Department of State
Health Services
Austin Board of Realtors
Austin Apartment Association
Housing Authority of the City
of Austin
And more.....



AUSTINCODE
DEPARTMENT



PROJECT GOALS

The Neighborhood Enhancement Team (NET) project assembles an interdepartmental working group to coordinate prime city support services to increase education and compliance with city codes while helping to build sustainable and livable communities.

This project will also focus on building effective partnerships with long-standing community leaders for the improvement of the quality of life in the Rundberg area.

NET GOALS

PUBLIC SAFETY

Reduce crime rates, abate nuisance properties, manage abandoned, vacant and dangerous structures, maintain infrastructure and address missing infrastructure

REDUCE BLIGHT

Reduce trash/debris, tackle illegal dumping, identify bad actors using the repeat offenders program (ROP), systematically help the community to bring properties into compliance

HEALTH & COMMUNITY CARE

House the hardest to serve (including homeless and impaired), address affordable housing crisis, ensure healthcare services, fresh food options and green spaces, address public health concerns, Increase afterschool programs and cultural activities

SUSTAINABILITY

Spur economic development and jobs, create an asset map of city resources, build proactive processes for identifying and organizing existing community resources for targeted services.

STAKEHOLDERS

NETWORKS:

WORKING ON REBUILDING COMMUNITY SUSTAINABILITY

NETWORKS GOALS

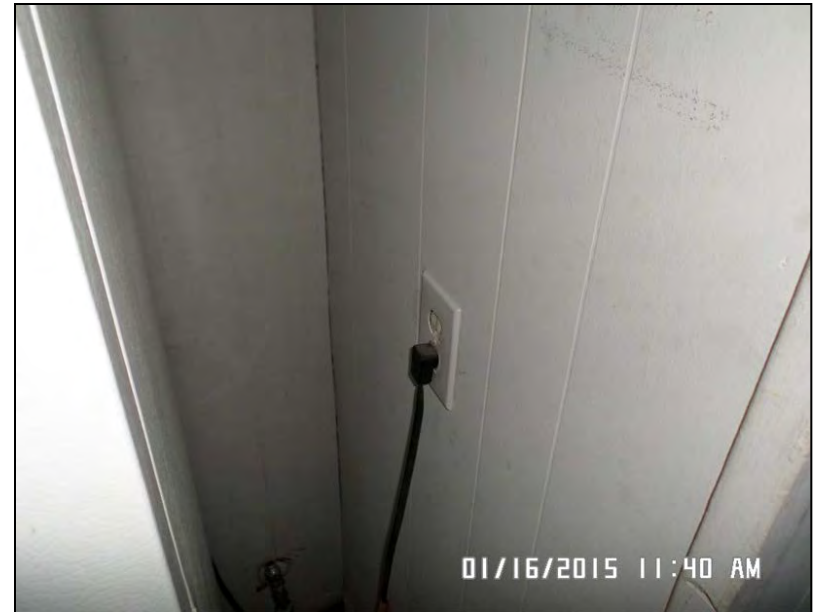
- To create public awareness, community education, and engagement opportunities in the NET area
- To engage partners in NET events and projects
- To inform NET area residents on how to engage with Code to make their neighborhood better
- To build relationships that create a safe place for residents to report problems
- To restore a sense of pride in the community
- To inform the larger community of the positive things going on in the NET neighborhoods

Phase I Photo Gallery

Initial Rating of 1 (Dangerous)



Closeout Rating of 4 (Meets Code)



Initial Rating of 2 (Major Violation)



Initial Rating of 3 (Minor Violation)



Closeout Rating of 4 (Meets Code)



Brownie Drive Clean-up

Sept. 12, 2015













APPENDIX C1: NET INTERDEPARTMENTAL WORKING GROUP (IDWG) STRUCTURE

The project strategy for success is building interdepartmental teams designed to develop sustainable solutions that address neighborhood blight, crime, as well as health, safety and social needs.

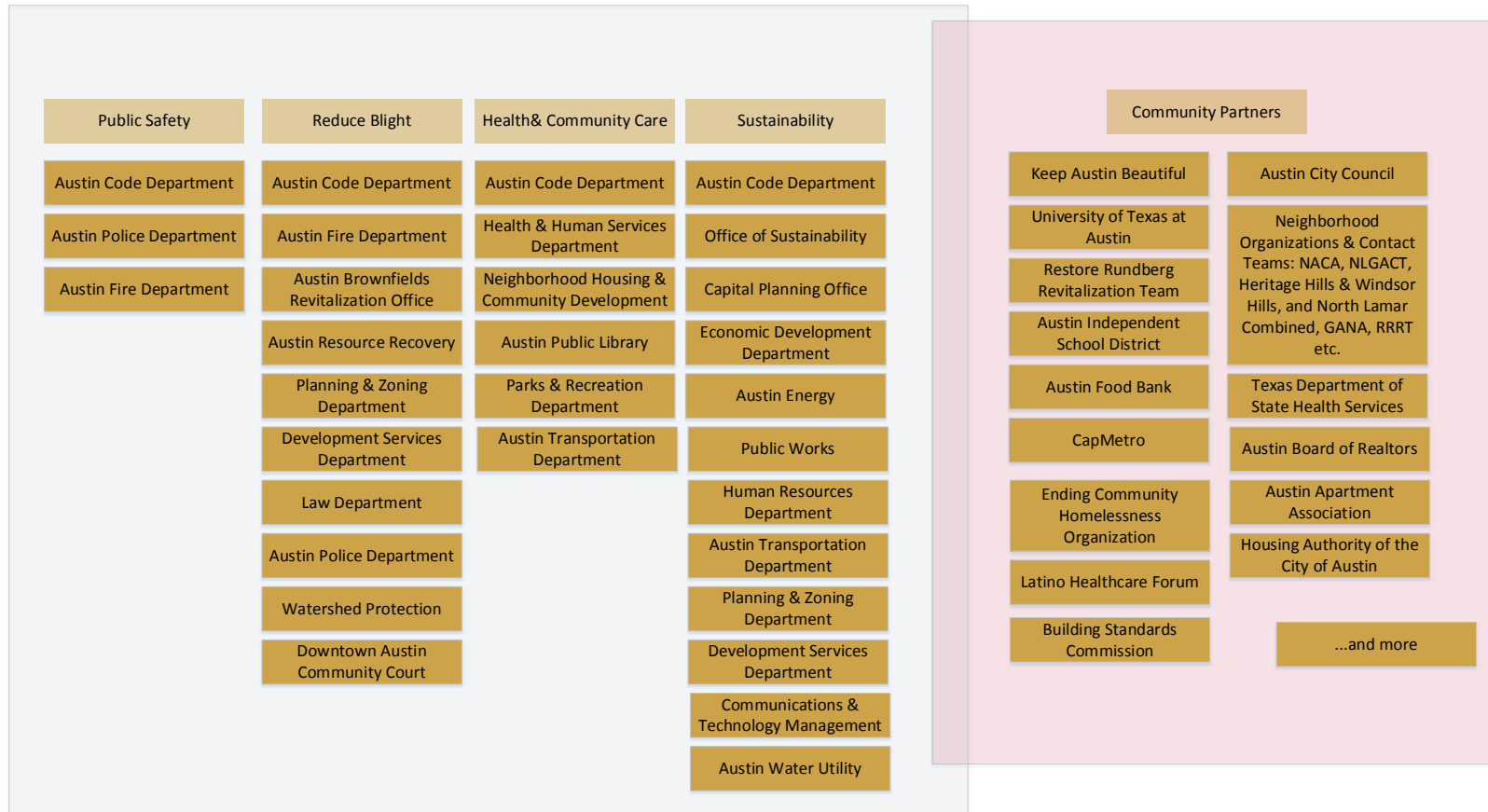


Figure 1: NET Interdepartmental Working Group Structure





NET WORKING GROUPS

Success will be measured by observable improvements from neighborhood enhancement plans jointly carried out by city personnel across departments within 7 working groups:

- I. Public Safety: Crime & Nuisance Abatement
- II. Public Safety: Structures & Land
- III. Capital Project Integration, Infrastructure Maintenance & Safety
- IV. Fight Blight: Trash
- V. Housing the hardest to serve
- VI. Health & Community Care
- VII. Economic Development

Neighborhood Enhancement Team (NET): Goals & Working Groups

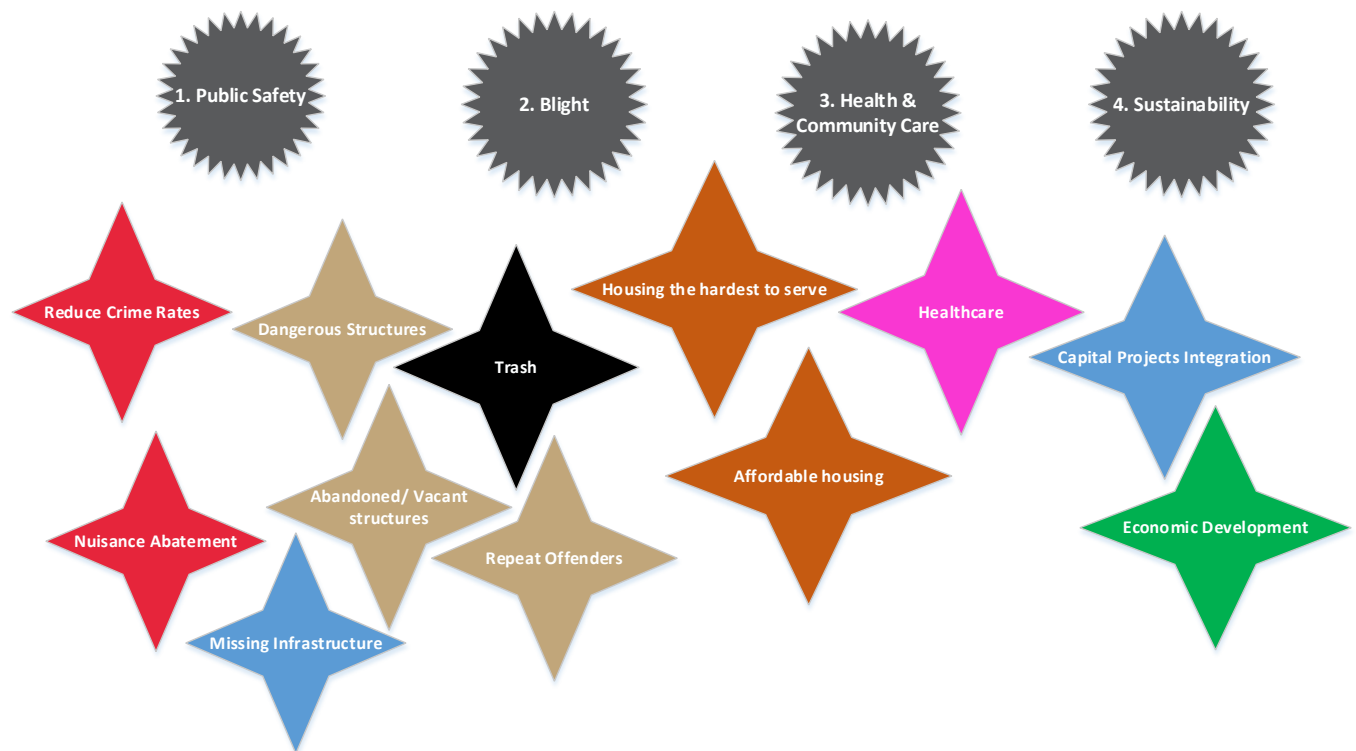


Figure 2: 7 Interdepartmental Working Groups



APPENDIX C2: INTERDEPARTMENTAL WORKING GROUP GOALS

WORKING GROUP 1: PUBLIC SAFETY: CRIME & NUISANCE ABATEMENT GOALS

This working group is assembled to address the crime elements of a neighborhood.

Goal ID	Goal Description	CoA Departments	Community Partners	Targeted assets and initiatives
1.1	Reduce Crime Rates	APD, AFD, ACD	Restore Rundberg Priority #5: Homelessness & Prostitution Intervention, UT	What the helicopter, mobile walking beat
1.2	Nuisance Abatement (drugs, gang activity, and prostitution intervention)	APD, AFD, HHSD, ACD	Restore Rundberg Priority #5: Homelessness & Prostitution Intervention, UT	

Table 1: WG#1 Crime and Nuisance Abatement goals





WORKING GROUP 2: PUBLIC SAFETY, STRUCTURES & LAND GOALS

This working group is focused mitigating community health and safety concerns and hazards ranging from unsafe structures and properties, land use and vacant properties.

Goal ID	Goal Description	CoA Departments	Community Partners	Targeted assets and initiatives
2.1	Dangerous structures, Major and Minor Violations	AFD, ACD	Restore Rundberg Priority #4: Code Compliance	Repeat offenders program NET Property Condition Index (PCI) Survey Property Abatement Easter Seals
2.2	Abandoned/Vacant Structures	ABRO, AFD, ACD, SAFE		

Table 2: WG#2 Structures & Land goals



WORKING GROUP 3: CAPITAL PROJECT INTEGRATION, INFRASTRUCTURE MAINTENANCE & SAFETY GOALS

This working group is assembled to ensure City projects are performed in an integrated way, city infrastructure is complete and maintained as well as the public safety of individuals using the infrastructure.

Goal ID	Goal Description	CoA Departments	Community Partners	Targeted assets and initiatives
3.1	Missing Infrastructure	PWD, ATD, ACD		Prioritize infrastructure improvement recommendations
3.2	Capital Projects Integration	ALL, CTM, CPO		GIS Repository
3.3	Pedestrian Safety	PWD		

Table 3: WG#3 Capital Projects Integration, Maintenance and Pedestrian Safety goals



WORKING GROUP 4: FIGHT BLIGHT GOALS

This working group focusses on reducing blighted areas, covering correct use of trash services, illegal dumping, and right of way blight

Goal ID	Goal Description	CoA Departments	Community Partners	Targeted assets and initiatives
4.1	Brownie Drive Pilot: Carts Dumpster Hybrid	ARR, HHSD, ACD		
4.2	Brownie Drive Pilot: Illegal Dumping	ARR, HHSD, ACD		
4.3	Brownie Drive Pilot: Out-of-cycle Bulk Collection	ARR, HHSD, ACD		
4.4	Neighborhood 'Fight Blight' Clean-Up Event	ARR, ABRO, HHSD, AFD, APD, CPIO, Community Court, ACD		
4.5	Community Health & Safety (from prevalent illegal dumping/trash)	HHSD		
4.6	Junk Vehicles	APD, ACD		

Table 4: WG#4 Fight Blight goals



WORKING GROUP 5: HOUSING THE HARDEST TO SERVE GOALS

This working group covers impediments to affordable housing and housing the hardest to serve.

Goal ID	Goal Description	CoA Departments	Community Partners	Targeted assets and initiatives
5.1	Tenant Support Services	NHCD, PAZ, ACD, HHSD	ECHO, Housing Authority, AAA	Emergency Tenant Response and Relocation Plan (ETRP)
5.2	Identify the city incentives, if any, to incentivize participation from landlords to accept Vouchers e.g. expedited permitting can be offered [ACD & PAZ]			Housing Stock Analysis, Affordable Housing Stock Quality (repair options), Rental Assistance Loans, Housing Stock Preservation (how to prioritize)
5.3	Homeless	NHCD, HHSD, OoS, ACD	Restore Rundberg Priority #5: Homelessness & Prostitution Intervention, ECHO, Housing Authority	

Table 5: WG#5 Housing the hardest to serve goals

WORKING GROUP 6: HEALTH & COMMUNITY CARE GOALS

Working closely with HHSD Rundberg Alignment initiative

Goal ID	Goal Description	CoA Departments	Community Partners	Targeted assets and initiatives
6.1	Healthcare Facilities: Inventory of various healthcare facilities e.g. comparing demand vs. supply. (LHCF may be useful to get a picture of healthcare demand?)	HHSD, ACD, OoS, ATD, PARD	Restore Rundberg priority #2: Healthcare, Cap Metro, AISD, LHCF, CommUnity Care center	
6.2	Healthcare Access: Transport to healthcare facilities, Access to healthy food and physical activity, ADA	ATD, HHSD, ACD	Cap Metro, AISD, LHCF	
6.3	Fresh food availability Inventory fresh food options e.g. Plan4Health initiatives - what are they, can we itemize the efforts?	HHSD, OoS	Cap Metro, AISD, LHCF, Austin Food Bank	



6.4	Afterschool Programs: Increase afterschool program options, can we make use of existing city facilities e.g. AARC	AARC, PWD, APL, PARD	Restore Rundberg priority #3: Afterschool programs, AISD	
6.5	Transport Options: Bike Lanes, Bus Access, pedestrian friendly areas (e.g. covered or treelined), Complete Streets	ATD, PWD	Neighborhood organizations, Cap Metro, LHCF	
6.6	Green Spaces: Improve access to community recreational spaces, imagine Austin + neighborhood plans	PARD, ACD		
6.7	Education & Outreach: Increase community healthcare education e.g. events, outreach days	All		

Table 6: WG#6 Health & Community Care





ECONOMIC DEVELOPMENT GOALS

Working with Economic Development and SMBR

Goal ID	Goal Description	CoA Departments	Community Partners	Targeted assets and initiatives
7.1	Existing and planned projects and services			
7.2	Relocate to Rundberg			
7.3	Economic Development: Jobs			
7.4	Economy Improvement Opportunities			
7.5	Education & Outreach Event			
7.6	Job training			

Table 7: WG#7 Economic Development Goals





APPENDIX D1: RUNDBERG DEMOGRAPHIC DATA TABLE

Neighborhood Scan (desktop study)

Austin Code prioritizes neighborhoods for focus based on demonstrated need from code inspector cases and desktop analysis of city district and demographic data.

	Rundberg	City of Austin	State of Texas	United States
Population	12,776	885,415	26,448,193	316,128,839
% Minority*	83.96%	50.30%	56.2%	37.6%
Poverty Rate	36.30%	17.8%	17.5%	15.8%
Per Capita Income	\$12,325	\$32,297	\$26,327	\$28,184
Median Income	\$27,447	\$56,351	\$51,704	\$52,250
< High School Graduate	41.7%	12.5%	18.1%	13.4%
Owner Occupied	23.3%	45.1%	61.8%	63.5%
Unemployment	8.05%	4.3%	4.5%	8.4%
Under 18 years	29.5%	21.8%	26.6%	23.3%
Under 5 years	10.15%	6.8%	7.3%	6.3%
<p>Data is from the 2013 U.S. Census data at http://www.census.gov/</p> <p>Rundberg is defined as the population within census tracts 18.06 and 18.23</p> <p>*Percent Minority is proportion of population that is non White as a single race including Hispanic/ Latino</p>				

Appendix D1: Rundberg Demographic Data Table





APPENDIX D2: PHASE 1 PCI RESULTS DATA TABLE

Feb-15		Sep-15		Feb-15		Sep-15		Phase PCI Changes (%)	
#	Property count*	NET Zone	PCI Index	C/MF	N	C/MF	N	Comm+MF	Neighborhood
18	25	Control East	Commercial/MF	3.72222		3.92		5%	
51	53	Control East	Neighborhood		3.82353		3.88679		2%
70	75	Control West	Commercial/MF	3.8		3.89333		2%	
83	101	Control West	Neighborhood		3.85542		3.90099		1%
		All Control		3.78409	3.84328	3.9	3.8961	3%	1%
6	8	P1 Central	Commercial/MF	4		4		0%	
134	145	P1 Central	Neighborhood		3.76596		3.88966		3%
17	23	P1 North	Commercial/MF	3.52941		4		13%	
154	158	P1 North	Neighborhood		3.59091		3.78481		5%
49	61	P1 South	Commercial/MF	3.59184		3.85246		7%	
130	135	P1 South	Neighborhood		3.83846		3.95556		3%
		Phase 1 Area		3.61111	3.7201	3.90217	3.87215	8%	4%
49	55	Brownie	Commercial/MF	3.57143		3.36364		-6%	

Appendix D2: Rundberg Demographic Data Table

*A property count discrepancy for Baseline Phase I and survey 2 exists. This was due to a necessary survey IT tool change mid-phase, which affected survey area boundaries slightly, and impacts PCI average results. This discrepancy will be eliminated in Phase II, when the same in-house PCI Survey tool will be used throughout.

