



RESTORE RUNDBERG IMPLEMENTATION AND PROCESS REPORT April 2014 - June 2015

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Restore Rundberg - Austin, Texas

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In response to the FY2012 Byrne Criminal Justice Innovation (BCJI) solicitation, the City of Austin selected the persistently distressed Rundberg neighborhood for additional resources in the hope of addressing the considerable challenges that have historically comprised a significant proportion of crime within the immediate area. Termed *Restore Rundberg*, the effort is a partnership between the community, public safety, government, researchers, and stakeholder groups to revitalize the Rundberg area.

Funding for *Restore Rundberg* came in the form of a 3-year, \$1 million Department of Justice BCJI grant – part of the Obama Administration’s Neighborhood Revitalization Initiative. Year one of the grant was the planning year, and years two and three have been the implementation years. As this report was written, we are approaching the end of year three.

Restore Rundberg

The Rundberg area is a culturally diverse collection of neighborhoods in the northern region of Austin, Texas (see map). In the seven years prior to the start of Restore Rundberg, the area experienced higher proportions of crime than would be expected for its 5% of city residents, including 11% of violent crime, 7% of property crime, 34% of prostitution incidents, and 9% of Part II crimes citywide. Criminal activity coupled with poverty, disinvestment, and unemployment within the neighborhood discourage redevelopment and economic growth. Approximately 64% of the population speaks languages other than English and a large number of those individuals are classified as refugees. Within Rundberg, 95% of those enrolled in school are considered economically disadvantaged, 59% have limited English proficiency, and 75% are identified as at-risk for dropping out. In a 2012 City of Austin survey, the Rundberg zip codes were among those with the lowest level of trust in police and feelings of safety.

This Impact and Process Report provides a detailed overview of the innovative strategies that have been initiated in the Rundberg area since the implementation period of the grant began in April of 2014. This report covers the Austin Police Department’s community policing effort, known as Operation Mobile Walking Beat, and the community’s efforts through the Restore Rundberg Revitalization Team and the Rundberg Educational Advancement District workgroup.

At the onset, Restore Rundberg set out to be mindful of its existing residents, hoping to identify strategies that do not simply displace crime to other neighborhoods or invite gentrification. Strategies to revitalize Rundberg have focused within these five areas:

- Prevent and reduce crime
- Address physical and social disorder
- Enhance community engagement
- Improve the community's relationship with police
- Positive youth development.

Purpose and Focus of the Implementation and Process Report

Part I of this report describes efforts by Austin Police Department (APD), while Part II describes the process and the work associated with the overall Restore Rundberg effort. Part III describes processes specific to the seven priority areas addressed by the Restore Rundberg Revitalization Team

It is not the intention of this report to imply cause and effect or identify final outcomes, but rather to provide an estimate of the effort put forth from the launch of APD's Operation Mobile Walking Beat in April 2014 to the end of June 2015. The report also seeks to identify considerations for future initiatives like Restore Rundberg. Additional reports after the conclusion of the Restore Rundberg initiative will evaluate effects on crime in the grant area.

Part I: Impact Report

This section of the report describes the effort and the activities initiated by the Austin Police Department (APD) as part of the Restore Rundberg initiative. **This report is focused on the time frame from the launch of Operation Mobile Walking Beat in April 2014 to the end of June 2015.**

Data for this report was gathered through review of APD records, Restore Rundberg Revitalization Team Meeting Minutes, Rundberg Educational Advancement District Meeting Minutes, and interviews with Restore Rundberg Revitalization Team Members (previous and current).

Operation Mobile Walking Beat

In April 2014, the Austin Police Department began Operation Mobile Walking Beat in the three identified crime hotspots within the Restore Rundberg grant area. The Mobile Walking Beat originally consisted of up to four officers on shifts up to six hours in length, distributing their efforts in random patterns throughout the three hotspots, Wednesday – Saturday.

Upon the launch of Operation Mobile Walking Beat, officers conducted informal, semi-structured survey discussions with residents in the hotspots to introduce themselves, listen to their concerns and address their questions. In the first month (April 9 to May 21, 2014) of the Operation, officers asked 833 residents living in the hotspots if they felt safe in their neighborhood. If the residents answered “no,” officers asked for more information about their concerns and proceeded to respond to those concerns. Approximately 62% of the residents across the three hotspots responded that they did not feel safe. Primary concerns included drug dealing and drug use, suspicious individuals in the area, overall crime, public intoxication and prostitution.

Based on the results of these initial discussions, officers in Operation Mobile Walking Beat proceeded to address specific issues. These responses ranged from targeted law enforcement responses to address an open-air drug market in one hotspot (Sam Rayburn, Hotspot 2) to discussions with city officials about trash pickup, lighting and parking. A number of additional initiatives, discussed in more detail in subsequent sections, also arose from these conversations, including community clean-ups, the launch of an apartment coalition, a mentoring program in local schools, Gang Resistance Education and Training (GREAT), and a community rebranding effort involving the local schools known as READ (Rundberg Educational Advancement District).

From April 1 2014 to April 30, 2015, Operation Mobile Walking Beat made contact with 12,511 residents and provided written information about the Restore Rundberg initiative to 2,512 residents. The officers also initiated a weekly “marketplace” for residents to speak with officers and learn about community resources. Weekly marketplace topics were informed by residents in attendance. Topics raised by residents included housing, drug dealing, prostitution and

homelessness. Residents also suggested specific locations for community clean-ups. The weekly meeting provided residents with an opportunity to meet with officers and express their concerns and thoughts.

Community Clean-ups

The Austin Police Department has organized 8 community clean-ups in the grant area, with a focus on the three hotspots. Each clean-up involved 30-60 individuals, and lasted 2 to 4 hours. Locations for the clean-ups have included: Rundberg Lane, North Meadows Drive, Applegate Drive, Sam Rayburn Drive, Doc Holliday Lane, Galewood Drive, Dobie Middle School and the vacant lot at the end of Powell Lane (now known as Powell Park).

Apartment Coalition

In March of 2014, APD officers began meeting with owners, managers and staff of the apartment complexes in two groups: one focused on the Rutland area apartment complexes and the other on apartment complexes lining Rundberg Lane. In total, seven meetings have taken place at the Greater Austin Merchant Association (GAMA) with a total of 6 to 14 attendees (excluding APD officers and staff) at each meeting. As a result of these meetings:

- Two meetings with apartment complex residents and APD officers have occurred. Resources were provided at each, including information on Family Violence and Safety.
- Apartment complexes have worked with APD on targeted enforcement of parking restrictions, as illegally parked cars were identified as being locations for drug dealing and other criminal activity. For example, the Avalon Palms apartment complex worked with APD officers to request and install parking signs, and since that time 6 vehicles have been towed and 60 parking violations issued. Such initiatives may have contributed to the reduction in crime in Hotspot 3.

APD plans to continue this initiative through the remainder of the funding period, meeting with the established apartment coalitions as well as individual apartment complexes to address more specific needs. Targeted parking enforcement will also continue.

Mentoring and Gang Resistance Education and Training (GREAT)

APD Officers serving on the Mobile Walking Beat have been active in local schools conducting mentoring programs and offering the GREAT program. In the Mentoring initiative, officers have met with approximately 200 students from Dobie Middle School, Walnut Creek Elementary School, Lanier High School and the Launchpad Leadership Class. Six sessions of GREAT have been provided to 5th graders at Thompson-Guerrero Elementary School and Barrington Elementary School, and 13 sessions were provided to 7th graders at the Harmony Science Academy.

Note: GREAT is an exemplar prevention program, in use nationally, that intends to change the traits and dispositions of youth who live in a community. It is a school-based program that deters youth from joining gangs, prevents violent and criminal behavior, and encourages positive relations with police officers. Sessions are taught by uniformed police officers and cover a range of topics, such as responsibility, nonviolent conflict resolution, goal setting, cultural diversity, engaging with prosocial peers, and how one can meet one's social needs without joining a gang.

Restore Rundberg Revitalization Team Meetings

APD was responsible for pre-meeting planning and communication, room set-up, agendas and minutes for the Team Business and Community meetings, which took place on the 1st and 3rd Thursday of each month from January 2014 to June 2015. Both meetings were open to the public. The focus of the Business Team meeting was to conduct and receive updates on work from the priority areas, while the focus of the Community meeting was to provide resources and reports to the community and stakeholders. Community meetings were attended by 15-50 members of the community.

At Business meetings, the reporting Team member from each Priority Area provided an update to the Team. At Community Meetings, reports from APD, UT and/or the Team Priority Leads were provided to the community, as well as presentations from City of Austin and non-profit agency representatives that provided a community benefit. Standing agenda items for "Community Outreach" and "Research" were added to both the Team and Community agendas in mid-2014.

In addition to the regularly scheduled meetings, priority workgroups met on an ad-hoc basis, and a retreat for Revitalization Team members was held so that Team members had the opportunity to establish working relationships and identify a common agenda around their work.

Rundberg Educational Advancement District (READ)

An outgrowth of the Restore Rundberg initiative, READ, is focused on rebranding Rundberg Lane and the broader grant area. The concentration of elementary and middle schools along the Rundberg corridor and the rapidly growing child population in the region and recognized as assets, and the community expressed a desire for coordination between educational entities and a designation of the region that reflects the educational focus. The designation would provide both a focus on children and a message that the area is not a place for criminal activity, but is rather a place for nurturing positive youth development. Additionally, the READ rebranding is intended to inspire and cultivate neighborhood pride. The READ initiative has established its own workgroup, comprised of school representatives, community members, and APD officers.

In the report period, the READ workgroup has been meeting monthly. Subgroups have been created within READ, including: Beautification, Communication and Youth Resources. The READ workgroup has coordinated several community events, created a youth advisory board that includes students from schools in the Restore Rundberg grant area and communicated with

area schools. In addition the READ workgroup has been in communication with other initiatives taking place in the area, including a beautification initiative by the Texas Department of Transportation and an active transportation initiative with The City of Austin.

Community Engagement Coordination

APD originally specified positions for a Community Engagement Coordinator and a Community Engagement Assistant. The positions were filled in August 2014; however, the employees only stayed a short time for various professional development related reasons (e.g., taking a full-time, permanent position at APD, returning to graduate school). The position of the community engagement coordinator was refilled in September 2015. While the positions were filled, the community engagement coordinator met with a number of agencies working in the community and provided regular updates to the Revitalization Team during Team and Community meetings.

Part II: Process Evaluation of the Overall Restore Rundberg Initiative

Background

Restore Rundberg is a partnership between the Rundberg-area community and the Austin Police Department (APD). Formal interaction between the community and APD is facilitated by the Restore Rundberg Revitalization Team, while informal interactions take place between the Mobile Walking Beat officers and the community on an ongoing basis.

This section of the report details the history of the establishment of the Revitalization Team, and describes areas of strength and future opportunities for sustainability and growth, as well as potential challenges to success for the Revitalization Team.

Establishment of the Revitalization Team

The Community Input Meeting on December 18, 2012 was the first public discussion of the Restore Rundberg Initiative. The meeting was attended by 45 community members in addition to Austin Police Department and City of Austin staff from various departments. Attendees provided open comment on issues that faced the Rundberg community. Top issues included:

- Drugs and drug dealing
- Burglary and theft (including homes, schools, cars and businesses)
- Prostitution and sex trafficking
- Problem properties and code violations
- A host of miscellaneous problems (gangs, violent crime, language and communication barriers, homelessness, public indecency, etc.)

From this list of concerns, APD designed a Revitalization Team consisting of 13 members filling designated “places” on the team. Representatives for six of those places on the team were selected by APD (the City of Austin Neighborhood Planning Representative, the Education Representative, the Hispanic Leadership Representative, The Faith-based Community Representative, the Public Safety Representative and the Economic Development Representative). The remaining seven places on the team were filled by volunteers from the community (Representatives from three neighborhood contact teams, Higher Education Representative, Immigrant Community Representative, Affordable Housing Representative, and Community Health Representative). This structure was shared with the Community in July 2013, at a meeting attended by approximately 100 members of the community.

In January of 2014 the Revitalization Team members adopted five priority areas. In subsequent meetings, an additional two priority areas were added. These seven priority areas have become the central organizational structure for the Team, and Team efforts are currently taking place in

each area. One Team member is a designated chair for each area, and they select two designees who can attend meetings and vote in their stead. The seven designated priority areas are:

1. Revitalization of Key Properties
2. Healthcare Access
3. Afterschool Programs
4. Code Compliance
5. Homelessness and Prostitution (later split into separate priorities)
6. Housing Affordability
7. Economic Development

Regular twice monthly meetings (one Revitalization Team Meeting and one Community Meeting, both open to the public) began in October of 2013 and have continued through 2015. In April 2015 the Revitalization Team voted to combine Team business with the Community Meeting. At the time of this report, the Team is meeting once monthly.

Methods: Process Evaluation Interviews

In the Spring of 2015 a series of qualitative, semi-structured interviews were conducted by The University of Texas Research Team with nearly all current and former members of the Restore Rundberg Revitalization Team (n=15). All minutes from Restore Rundberg Revitalization Team and Community meetings to date were also reviewed for process-related information.

Interview guides focused on the strengths and limitations of the development process, opportunities for the future, as well as challenges to success, community engagement and sustainability. Interviews were conducted by two members of the research team, and one additional person took detailed notes. The notes were analyzed thematically by the research team and are presented in terms of:

1. Understanding the process of the start of Restore Rundberg and the Revitalization Team;
2. Assessing the strengths and weaknesses of the process to date for the Restore Rundberg Initiative overall;
3. Forecasting the opportunities for the future of the Restore Rundberg Initiative overall and each Priority Area, with a focus on sustainability and community engagement; and
4. Identifying potential challenges to success for the Restore Rundberg Initiative overall and for each Priority Area.

Results: Process Evaluation Interviews

Process at the Start of Restore Rundberg

The Revitalization Team and Community Meetings are the primary formal pathways for the Community to work together with APD on the Restore Rundberg Initiative. Revitalization Team members were able to provide valuable insight and lessons learned about the process used to initiate Restore Rundberg activities and begin the work of the Revitalization Team.

Interviewees recognized early missteps in the process of starting the Revitalization Team and collaborating with the Rundberg community. Key process points identified by the interviewees included:

1. Structures for the Revitalization Team (e.g., team composition, leadership, focus, rules of order, meeting logistics) were not clearly laid out at the beginning of the initiative, resulting in tension and disagreements between stakeholders. This initial conflict may have resulted in community members deciding not to continue participation, potentially mitigating community engagement.
2. In early meetings for Restore Rundberg the procedures and processes for participation, as well as requirements related to the grant funding, were unclear. Some Team members were appointed and others elected by the appointed members, creating concerns about representativeness. These concerns are detailed further in the section below entitled “Sustainability and Community Engagement.”
3. Interview responses reflected that community members and the police department had differing conceptualizations of the role of the Revitalization Team at the start of the Initiative. Once the Team was established, some interviewees believed that the Revitalization Team did not have an adequate voice in decision making. Many members of the Team expected more decision-making ability within their roles. APD later clarified that the role of the Team was to connect the community with resources and information, as City-related decisions and plans for neighborhoods are made through previously existing Neighborhood Contact Teams. This clarification of role appeared to smooth interactions between the Team and APD, although the Team generally feels as if they could handle more decision-making authority.
4. Difficulty filling and retaining employees for administrative and community engagement positions at APD created lag time with meeting minutes and agendas, and hampered progress with community engagement efforts. Frustration with these delays often disrupted progress at Community and Team Meetings.
5. The decision by APD to change the Principal Investigator for The University of Texas at Austin research team mid-way through year one of the grant created confusion within the Team about the role of the research partner.

Members of the Team generally recognized these issues to be a lack of community organizing resources at the Police Department rather than intentional missteps.

The launch of Restore Rundberg coincided with Austin's first-ever City Council election with district representation. Six individuals involved with Restore Rundberg were running for the same Council seat. This created some tension that would likely not affect other similar initiatives or neighborhoods, although local politics may always play a role in such initiatives.

Process Moving into Year Two

Interviewees stated that business was becoming easier to conduct at Restore Rundberg Team Meetings as APD worked towards more open and timely communication and clarified the role of the team. In Year 2 of the initiative interviewees generally believed the Team was operating more smoothly, with conflict now at a minimum. Beneficial changes included: hiring community organizing staff within the police department, creating a clearer process for serving on the Team, and defining specific priorities for the Team. Use of an online project collaboration tool (Basecamp) for communication was also identified as helpful. Concerns around representativeness of the community at-large and some specific processes within Team operations remain.

Team members also wanted to see more interaction from the research partnership and the University as a whole. Some were comfortable with the role of the research partner, and others felt the research partner was not meeting their expectations in terms of data presentation or direction for the initiative. As with the Team meetings, these interactions were seen to be improving in Year 2.

A change in leadership on the Initiative at APD that brought the project under Commander Donald Baker and Lieutenant Allan McClure was seen as a significant strength, as was the work of the District Representatives for the area. According to team members, APD officers from the Mobile Walking Beat were, and continue to be, accessible and responsive to concerns and questions from the Team and community.

Recommendations for Future Initiatives on Start-up Process:

- Roles and structures for the community partnership should be clearly identified at the start of the initiative, and should be developed with input from the community.
- Community-research partnerships should be grounded using an action research framework.
- Any restrictions in place due to the structure of funding or other rules and structures should be clearly communicated at the start of the partnership.
- Staff support positions should be filled at the start of the initiative.

- Orientations and training for the neighborhood team, community organizing staff, and the police department on effective communication, community building, rules of order, etc. would be beneficial to the process. Along those same lines, early agreements on rules for communication may help avoid unneeded conflicts.
- Informal or formal job descriptions for community team members would be helpful for clarification of roles. An accountability process would help ensure priority groups meet regularly and that team members remain actively involved.
- Frequent and open communication with the community, best conducted through an employee with dedicated time and resources, reduces conflict and improves effectiveness.
- Officers asked to serve in leadership and support roles should be interested and engaged in the principles of community policing, and evaluated on metrics that support that role.

Sustainability and Community Engagement

A primary concern with sustainability of the initiative focused on the limited power of the Team to create meaningful change. Many of the issues faced by the Revitalization Team branch out into other city departments or are truly city-wide issues (e.g., homelessness and prostitution). A lack of services for mental health, physical health, drug and alcohol addiction, housing affordability, and sworn law enforcement officers citywide make the work of the Revitalization Team exceedingly difficult.

At a minimum, Team members expressed desire for better coordination between City departments, but many identified a need for a permanent, full-time coordinator for Restore Rundberg efforts within a City department, trained in the business of community organizing and civic engagement (e.g., in models such as Asset-Based Community Development).

Without a permanently funded, full-time coordinator and an assurance that the Mobile Walking Beat could continue to work in the neighborhood after the grant funding ended, interviewees were concerned about losing the momentum generated by Restore Rundberg.

To be certain, concerns were also raised about continuation of efforts once federal funding for the initiative came to an end. While continuation of the Mobile Walking Beat has been discussed publically by APD, interviewees were concerned they might lose the Mobile Walking Beat and crime would return to baseline levels.

In terms of Community Engagement, respondents concerns generally fell into two categories: 1) representativeness of the neighborhood on the Revitalization Team, and 2) the ability of community members to engage with the Restore Rundberg Initiative.

In terms of representativeness on the Team, some respondents felt that appointments to the Revitalization Team did not adequately represent the neighborhood. Some interviewees reflected that even volunteers for the Team may not adequately represent the neighborhood.

Neighborhood representatives on the Team are chosen by their Neighborhood Association and/or Contact Team; however, even they may not truly be representative of the neighborhood residents, as participants in those groups do not reflect the demographic make-up of the neighborhood. Specifically, membership on both the Team and Neighborhood groups is primarily (not completely) comprised of homeowners and English speakers, while the majority of the neighborhood residents are renting housing and speak primarily Spanish. Some interviewees recognized difficulty in creating a truly representative team when subject matter expertise was needed for certain positions (such as leadership of some of the Priority Areas) recognizing that these subject matter experts might not always be found within the neighborhood.

In terms of community members engaging with Restore Rundberg, interviewees cited inherent challenges for working families with limited transportation options, which limit their ability to attend meetings in order to engage civically. Additional barriers to engagement, including language barriers, include a general lack of trust in the police and possible concerns over immigration status.

Recommendations for Future Initiatives on Sustainability and Engagement:

- In the case of Restore Rundberg, the community suffers a disproportionate burden of certain city-wide issues, including homelessness, prostitution, mental health problems, drug and alcohol addiction, and lack of affordable housing.. The neighborhood cannot reasonably be expected to solve those issues in isolation. A permanently funded coordinator for the neighborhood, funded by the City of Austin, who can elevate their experience to the city-level, as well as coordinate across city departments, would be very beneficial to the sustainability of such initiatives.
- Whenever possible, Restore Rundberg information and activities should be taken to the community, rather than expecting the community to attend Restore Rundberg activities. This could involve the Community Engagement coordinator taking information out to apartment complexes, public housing, libraries and community centers, and recruiting additional input and participation from lay leaders in the community. Resources in languages used in the communities are essential.
- Community policing should be a permanent, not time-limited, strategy employed by the City and Police Department. The purpose of a community policing initiative is both to address crime in the short-term and prevent crime over the long-term. Community policing should be supported at the highest administrative levels, including City Council, and officers who are dedicated to the community policing framework should be recruited to serve. Moreover, officers should be evaluated on metrics that are congruent with community policing; for instance, instead of numbers of citations or arrests, the quality of community relationships, crime rates, and community perceptions of police and safety should be regularly monitored and assessed.

Part III – Process Evaluation for Specific Priority Areas

This portion of the Process Evaluation followed the same methods as Part IIa, but for ease of use, presents information specific to each of the seven priority areas established by the Restore Rundberg Revitalization Team.

Priority #1 – Revitalization of Key Properties

This priority area originally focused on the revitalization of four key properties in the Restore Rundberg grant area. These properties included:

- Sam Rayburn/John Gardner
- Brownie Drive behind the former Showplace Lanes
- Galewood Drive along Walnut Creek
- Area Behind Thomas Buffet at 9710 N. Lamar

As these properties were addressed through a combination of code enforcement, community clean-ups, landscaping maintenance and homeless camp removal (see Priority 5) the focus on these specific properties decreased. Additionally, the leader of this priority area stepped down and was not replaced for some time. By the middle of 2014, the focus of this priority area shifted more generally to revitalization in the grant area, with some special initiatives falling under this priority area. Among those initiatives is *The Project*, a day of service with over 2,000 volunteers sponsored by The University of Texas at Austin's Division of Diversity and Community Engagement. The priority is currently being led by the Chair of the Revitalization Team, who is also overseeing *The Project* in her role at UT Austin.

Questions for the future of the priority area:

- Is this still a necessary priority area for the Revitalization Team? If so, should its focus be redefined to fit current initiatives and/or needs?

Priority #2 - Healthcare Access

The goal of this priority area is to improve the community's access to health care services. Workgroup activities at the start of the initiative included interviewing clinics in the community, discussions with the Capital Metro transit authority to discuss transportation challenges and opportunities, and outreach to local businesses and faith communities. The workgroup has also been communicating and partnering with the Latino Health Care Forum, who raised funds for and conducted an area-wide health care needs assessment, with a focus on the Latino community (report available here: <http://www.lhcf.org/rhwi/Rundberg-Final-Summary-Report-6.15.2015%20LS.pdf>). The workgroup is also supporting the Latino Health Care Forum in their desire to create a community health improvement plan. Additionally, the Latino Health Care Forum is working to create a Community Innovation Zone in the geographic region from the

YMCA to Gus Garcia Recreation Center. They have support from Council Member Gregorio Casar and continue to seek funding.

Strengths. This priority area is bolstered by other events creating momentum around health care access in the Rundberg area, including the work of the Latino Health Care Forum, the expansion of the CommUnity Care clinic and the relocation of People's Community Clinic to the St. Johns' area. The workgroup members are very dedicated and the group has expertise in health care and public health.

Weaknesses and Challenges. The workgroup identifies that the primary threat to their success is a lack of health care resources for people in poverty, especially the homeless. There are also very few resources for alcohol and drug addiction and for mental health care. These problems are often exacerbated by the lack of housing for people with limited resources. As with many of the other priority area workgroups, this priority area would benefit from more involvement from the community and additional volunteers. The workgroup believes that some of the issues they need to address are outside the scope and expertise of the Austin Police Department, and could be better addressed with other City or County offices. While the workgroup did attempt to work with Capital Metro to add transportation services to the area, they were not successful. Transportation to health care services (and public transportation in general) remains a significant challenge for members of the Rundberg area community.

Considerations for Sustainability. There are a number of health care organizations in the Rundberg area that could better work together to serve the community. Collaborative coordination between these entities is needed for sustainability of this priority area.

Questions for the future of the priority area:

- Does the recent needs assessment conducted by the Latino Health Care Forum provide some areas of need that could steer the future plans of this workgroup?
- How can the workgroup better coordinate with area health care agencies to create a collective impact on local priorities?
- Is there a need to revisit transportation / route needs with Capital Metro?
- What resources are needed for the workgroup to be successful in improving health care access?
- The newly established Dell Medical School at UT Austin, given their emphasis on community-based health care, may be an asset worth exploring.

Priority #3 - Afterschool Programs

The focus of this priority area includes supporting current youth program efforts, identifying resources and sharing information with the community. Leadership of the priority area changed in the January 2015 election, and is currently held by the Executive Director of the local non-

profit Launchpad, based at Dobie Middle School. The workgroup meets on an ad-hoc basis and gathers for informal discussions weekly at a local restaurant. The group has supported a number of opportunities for youth in the Rundberg area, including a CEO-for-a-day program and building community gardens at local schools.

Strengths. Collaboration with local schools and the school district, as well as APD, has been useful to the priority. Additionally, collaboration with faith-based groups has been a strength.

Weaknesses and Challenges. Lack of funding and volunteer time has hampered progress in this priority area. Opportunities to support activities in the area have occasionally been declined due to lack of human resources. The workgroup has had difficulty promoting programs and sharing resources with the community, relying primarily on neighborhood organizations and family resource centers.

Considerations for Sustainability. Engagement in this priority area is fairly low. It is currently unclear how this workgroup may coordinate with the work being conducted by the Rundberg Educational Advancement District, which has grown substantially in 2015. Many of the community groups the priority area would like to partner with are involved with READ. There are likely areas of duplication and/or areas in which the two groups can better support each other.

Questions for the future of the priority area:

- Is there an opportunity to collaborate or combine with READ? If so, what form should the relationship between this workgroup and READ take?
- Is there a need or desire for an assessment of current resources/needs in the Rundberg community? Is it clear what gaps need to be filled, or what the community needs currently are?
- Where should the priority area focus on over the next 1 to 3 years?

Priority #4 - Code Compliance

The Code Compliance workgroup began with a focus on identification of properties that could meet the criteria for the City of Austin Code's Frequent Offender program. Properties in this program have repeated and/or multiple code violations that qualify them for monitoring and sanctions, including monetary penalties and eventual legal action. The workgroup made an open records request every 4 to 8 weeks for new code complaints and reports, which were only available as .PDF documents, as Austin Code does not currently have a database system that can be queried. Some of the workgroup members abstracted data from the Austin Code reports and entered it into spreadsheets, where code violations could be organized by property and tallied. This system of data analysis was found to be quite labor intensive by the workgroup, but using this process they were able to identify a number of properties that qualified for Frequent Offender program. The workgroup presented these results to the Revitalization Team on a regular basis (approximately quarterly) through 2014.

In the spring of 2015, leadership of this priority area as well as the focus of the workgroup shifted. The group is now focused on monitoring the effectiveness of the Code department. The workgroup plans to use evaluation of Austin Code's process conducted by the UT Entrepreneurship and Community Development Clinic (requested by the North Austin Civic Association), and the quarterly reports from Austin Code to City Council, as a starting point for this review. They hope to have a functional and collegial relationship between the workgroup and Austin Code.

Strengths. The original process was clear and focused, and did identify some properties in need of increased attention from Austin Code and the community. However, the process generally validated Austin Code's existing work, and was labor intensive for both Austin Code and the workgroup. The new focus for the workgroup appears to be more workable over the long term, and is likely to contribute to a positive working relationship with Austin Code.

Weaknesses and Challenges. While the workgroup focus originally did not appeal to all potential volunteers interested in this area, the current focus casts a wider net in terms of engagement. The workgroup, as with many of the other priority area workgroups, is limited by the number of volunteers and by a lack of diversity in the group. There is little ability for the workgroup to communicate with community members in Spanish.

The nature of code enforcement is also a limiting factor. Property owners with repeated or severe code violations are rarely faced with legal action by the City of Austin's legal department. While the Rundberg area has a relatively high number of code violations, other areas of the city compete for attention. Community members who rent their homes are often afraid to report code violations because retaliation and/or rent hikes may result. They may also be afraid to interact with Code and/or APD officers.

Considerations for Sustainability. An educational initiative to teach Rundberg-area residents how to effectively interact with the 311 system to report violations is needed. A community organizer or campaign through APD might help with this, but due to high resident mobility the campaign must be ongoing. Materials and educational initiatives must be provided in Spanish and other languages. The Austin Code office has become substantially more involved with this priority area in 2015, and that involvement should be encouraged and continued. Improvements and resources at Austin Code could be very useful to the sustainability of this effort, such as a user-friendly database that can be queried and involvement in educational outreach. Members of this workgroup also expressed a desire to see a permanently funded outreach coordinator, housed within the City of Austin, for the Restore Rundberg effort.

Questions for the future of the priority area:

- How can the workgroup continue to advocate for easier access to code compliance data reflecting current issues in the neighborhood?
- How can the workgroup conduct outreach to non-English speaking members of the community?

Priority #5: Homelessness and Prostitution¹

The priority workgroup addressing Homelessness and Prostitution was chaired by an employee of the non-profit, Goodwill Industries of Austin. The chair was recruited by the original Primary Investigator of The University of Texas Research Team because of his expertise and professional affiliation. There is currently a vacancy in the chair position.

The workgroup soon began meeting as a “Care Team” designed to bring resources and information to the homeless population in the grant area. The Care Team consisted of members of Restore Rundberg, APD officers, professionals in social and medical services, and volunteers from non-profit agencies serving the homeless. The Care Team coordinated and carried out counts of homeless individuals in the area and provided resources for homeless individuals.

The Care Team became particularly important as specific circumstances necessitated the removal of homeless individuals who lived on the properties in outdoor camps. In one case, the event leading up to the relocation of individuals was a request for enforcement of trespassing ordinances by a property owner. In another case, individuals were asked to remove their belongings and relocate due to redevelopment of a property that was transitioning to a charter school. In both cases the Care Team arrived before enforcement of the relocation and offered resources. In many cases, the offers for housing assistance were declined.

Strengths. This priority area has the benefit of support and collaboration from several nonprofit agencies in Austin, as well as an excellent working relationship with APD officers serving the Rundberg area. A newly developed community led by Mobile Loaves and Fishes may provide additional housing options in the near future for individuals willing to relocate. Creation of the Care Team and positive partnership with APD has generated a compassionate approach to homelessness, rather than a punitive one.

Weaknesses and Challenges. Progress in this priority area is hampered by a lack of resources city wide. Demand for housing severely outweighs options, and there is not yet a “housing first” solution available. Interviewees describe the lack of services for the homeless in Austin as a “social service desert.” In addition, there is a known deficit in care for mental health and addiction, especially for individuals with no financial resources. City policies regarding homelessness are seen as inadequate.

¹ After the interviews were conducted for purposes of this report, this Priority area separated into two distinct priorities: one on homelessness and one on prostitution.

Similar issues face individuals involved in prostitution. Complexities created by mental health, substance abuse, interpersonal violence, coercion by pimps and a dire lack of resources for exiting the profession make addressing prostitution especially challenging. Although not the preferred strategy, enforcement of prostitution-related laws is also exceedingly difficult and requires “sting” operations.

The leader of this priority area has retired from his position at Goodwill and the vacancy has not yet been filled. The future of the Care Team is not clear at the time of this report.

Prostitution was originally considered part of this priority area, but has not yet been addressed. Over the summer of 2015 the Revitalization Team began to discuss creating a new priority area to address prostitution specifically.

Considerations for Sustainability. A new leader for the priority area is needed. The area would benefit from dedicated attention from Austin-area nonprofits, who have staff with expertise on issues affecting the homeless, as well as ability to coordinate efforts with APD. Targeted law enforcement with individuals who were persistently creating dangerous situations for others has been beneficial to the community, but ongoing efforts will need to include more than arresting and/or relocating homeless individuals. These ongoing efforts will require a city-wide approach.

Regarding prostitution, a promising development community-wide is the pilot testing of a diversion court for prostitution. While in very early stages, this alternative to prosecution may be part of a long-term solution for the community.

Questions for the future of the priority area:

- Where can the Revitalization Team look for new leadership for the priority area? What recruitment efforts are needed?
- What is the future of the Care Team? Is there a desire for the Care Team to continue meeting and to interact with homeless individuals in the Rundberg area?
- Where have individuals formerly living in the Rundberg area homeless camps gone? Is there a need to identify resources for the new camps?
- How can city-wide resources and local nonprofits for homelessness be better focused on the Rundberg area?
- How can Restore Rundberg better advocate for resources to address homelessness and prostitution in the Rundberg area?

Priority #6: Housing Affordability

The workgroup for Housing Affordability has focused on bringing education and awareness of the issue to the community (e.g., coordinating presentations on “A Tale of Two Cities”), providing support for affordability initiatives (e.g., promoting and supporting the National Church Residences Housing First Application), and assessing rehabilitation needs for specific properties through collaboration with Master’s students at the UT School of Social Work and Austin Code.

The workgroup has identified that their primary goal is to identify properties in need of rehabilitation and partner with property owners to find resources to assist with rehabilitation.

Strengths. This workgroup has a clear focus and meets regularly. They have leveraged resources from outside agencies and drawn the attention of the District’s City Council Representative to the issue of housing affordability.

Weaknesses and Challenges. Like many of the Restore Rundberg priority areas, this workgroup is concerned about limited participation and involvement from the community at large, as well as limited resources to address this complicated issue. Lack of participation may be due to lack of outreach from Restore Rundberg, lack of trust between the community and APD, and/or the inability of working families with limited resources to attend or participate in these efforts. With only a few individuals participating in this effort, time and energy are limiting factors.

Housing affordability in the area may become further undermined by gentrification, as Austin continues to grow and housing availability continues to diminish.

Considerations for Sustainability. The workgroup feels strongly that a designated salaried person within a City of Austin department is needed for the efforts around this priority area, and Restore Rundberg as a whole, to continue past the funded grant period. They see potential partnerships on the horizon with the Economic Development workgroup and Austin Code as a help to future efforts. The workgroup would like to see additional and ongoing partnerships with both The University of Texas and APD.

Questions for the Future of the Priority Area:

- The workgroup has identified the need for a coordinator within a City of Austin department to support the initiative past the funding period. What skills and training does this individual need to have? What activities / priority areas should they support (i.e., Restore Rundberg overall, or just select priority areas)?

Priority #7: Economic Development

This workgroup is primarily focused on the identification and development of scalable initiatives related to economic and workforce development. The priority area is supported primarily by the Executive Director of the Greater Austin Crime Commission.

Strengths. The workgroup hosted an Economic Development forum in November 2014, and plans to do so annually or semi-annually in the future. This well attended event included representatives from the private sector, economic development department at the city, developers, title companies, neighborhood businesses, and neighborhood advocates. The forum served as a catalyst for discussion around the Restore Rundberg area and economic and workforce development. Other activities in Economic Development include participation in the Austin Promise Zone Application, digital inclusion, and “Brown Fields” program through the EPA. The digital inclusion project seeks to connect underserved communities with broadband Internet connections and the “Brown Fields” project is a property revitalization project that focuses on properties that have environmental issues. The work group has also been involved in the Capital Metro North Lamar Transit Center, beautification projects funded through the Crime Commission, and education initiatives sponsored by UT Austin.

Weaknesses and Challenges. The workgroup currently has no regular meetings. The workgroup conducts most of their work through e-mail or phone calls. While this format appears to serve the workgroup currently, it may also limit participation from Revitalization Team and Community members.

The biggest challenge may be the size of the grant area. There is a great deal of economic and workforce development taking place in the area in need of coordination.

Considerations for Sustainability. The workgroup’s primary concern around sustainability after the grant funding closes is continued coordination of efforts. Unless there is a coordinator, there will be duplication and inefficiency in the different initiatives because of lack of communication between them.

The workgroup primarily relies on one individual rather than a group. This may not be sustainable in the long term.

Questions for the future of the Priority Area:

- Is there a need for additional individuals to become involved, or is the current model adequate for the needs of the community? If additional members are needed, how can they be recruited?
- Is there a need for coordination of economic development activities? If so, what format should this take and where should it be housed?

Conclusion

This Implementation and Process Report summarizes the activities and process undertaken by the Austin Police Department and the Rundberg Community as part of the Restore Rundberg Initiative, from the start of APD's Operation Mobile Walking Beat in April 2014 to the end of June 2015. The results of the current report provide the strengths and challenges of the process to date, as well as recommendations for ongoing efforts in both the Rundberg community and other communities seeking to reduce crime through police-community partnerships. This report cannot capture all of the worthwhile work conducted in the Rundberg area by residents and agencies, which are vital and important contributions to revitalization of the area. Efforts to revitalize the Rundberg community are having a measureable impact on crime in the area. Ongoing results of the Restore Rundberg revitalization efforts on crime are to be presented in future reports.