Audit Report

Demolition Permits

August 2017

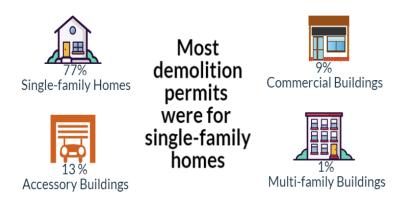


The City's demolition permitting process is not designed to efficiently or effectively meet the needs of stakeholders or City departments. Currently, two City departments accept permit applications and other departments are not fully involved in the process. Additionally, property owners are responsible for various parts of the process, but there is limited verification from the City that these tasks are accomplished. Also, safety risks are not fully considered and there is limited notification about upcoming demolitions. Lastly, documents required on the permit application are not always collected. These issues contribute to the inefficiency and ineffectiveness of the process and make it difficult to ensure the City achieves its goals.

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	Cover: Photo of home demolition, City of Austin.			
Objective	The objective of this audit was to determine if the City's demolition permitting process was effective and efficient.			
Background	The City of Austin requires property owners to get a permit before demolishing any structure on their property. ¹ According to a best p guide, demolition permits are required to ensure that the activity i carried out safely, complies with regulations, and minimizes impact	practice s		

The Historic Preservation Office reviews demolition applications for all structures (residential and commercial) that are over 40 years old. The City of Austin requires property owners to get a permit before demolishing any structure on their property.¹ According to a best practice guide, demolition permits are required to ensure that the activity is carried out safely, complies with regulations, and minimizes impacts on surrounding neighbors. In Austin, demolition permit applications are accepted, processed, and issued by two different departments depending on the type of property involved. For residential properties, the public submits an application to the Development Services Department for their review and approval. If the structure is over 40 years old, the Historic Preservation Office (a division of the Planning and Zoning Department) must also review the application. For commercial properties, the public submits an application to the Historic Preservation Office for their review and approval. After a demolition takes place, the property owner is expected to schedule an inspection by the City to close out the permit. Demolition permits are valid for two years or until closed by the inspector.

Exhibit 1: Demolition Permitting by Building Type

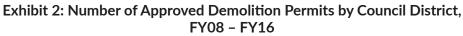


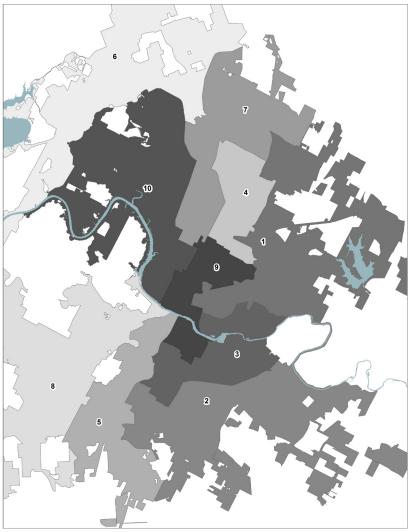
SOURCE: OCA analysis of demolition permit application data, May 2017

¹The City's demolition permit application form is in Appendix C.

Accessory buildings include structures such as sheds and carports. In fiscal year 2008, the City approved about 600 demolition permits. Over the next two years, the number of approved permits fell over 30% to about 400. Since 2010, approved demolition permits increased an average of 13% per year and numbered a little more than 800 in fiscal year 2016. In fiscal years 2015 and 2016, the City approved approximately 1,700 demolition permits. As shown in Exhibit 1, most were for residential single-family homes (77%). The rest were for accessory buildings (13%), commercial buildings (9%), and multi-family buildings (1%).

There were approved demolition permits for properties in every Council district,² with the most in district 9, followed by districts 10, and 3. Since 2008, more than half of all approved permits were for properties in those three districts (as reflected by the darker shading in Exhibit 2). For more detail about the number of approved demolition permit applications in each Council district, see Appendix B.





SOURCE: OCA analysis of demolition application data, May 2017

² See Appendix A for a map showing the density of demolition permits approved for fiscal years 2008 through 2016.

What We Found

Summary

The City's demolition permitting process is not designed to efficiently or effectively meet the needs of stakeholders or City departments. Currently, two City departments accept permit applications and other departments are not fully involved in the process. Additionally, property owners are responsible for various parts of the process, but there is limited verification from the City that these tasks are accomplished. Also, safety risks are not fully considered and there is limited notification about upcoming demolitions. Lastly, documents required on the permit application are not always collected. These issues contribute to the inefficiency and ineffectiveness of the process and make it difficult to ensure the City achieves its goals.

Finding 1

Austin's demolition permitting process is not designed to efficiently and effectively meet City or stakeholder needs.

Two different City departments accept and process demolition applications and issue demolition permits. The City's demolition permitting process involves accepting and reviewing permit applications, issuing permits, and inspecting demolition sites. However, there are issues with the City's design of the demolition permitting process. These issues are that:

- demolition permit applications are accepted by two departments;
- safety risks associated with demolishing structures are not fully considered;
- property owners are responsible for ensuring various tasks occur with limited verification that this happens;
- notification about demolitions is limited; and
- required documentation is not always collected and may be unnecessary.

These issues result in a process that is not efficient and effective. They also limit the City's ability to achieve its goals and ensure that demolitions are done safely.

Demolition permit applications are accepted by two departments

The Development Services Department (DSD) accepts permits for residential property. The Historic Preservation Office (HPO), which is part of the Planning and Zoning Department (PAZ), accepts permits for commercial property. HPO accepts commercial permit applications even if the structure to be demolished is not historic or eligible for historic designation. This reduces the amount of time HPO can spend administering the City's historic preservation program. Staff in both departments were unsure why HPO accepts and processes all commercial demolition permits. During the audit, the DSD Director stated that he was working with PAZ to change the process so that DSD would process all demolition permit applications. Consolidating this function would likely

³The Historic Preservation Program Audit, issued by the Office of the City Auditor in February 2017, found that HPO is not effectively administering the historic preservation program.

increase efficiency and allow HPO staff to focus more effort on the mission of their office. $^{\rm 3}$

Safety risks are not fully considered

The demolition process involves various safety risks. A structure could contain a hazardous material such as asbestos or lead. Also, demolition activities could result in injury to residents or damage to surrounding structures. It does not appear that the City's demolition process adequately addresses these risks.

State law requires that property owners test for asbestos before demolishing commercial structures and multi-family structures with more than five units. Even if there is no asbestos found, the test results must be submitted to the State using an asbestos notification form. The law also requires that the City verify that an asbestos test was completed by a qualified person. As a result, the City collects the notification form as part of its demolition permit application. However, the City does not appear to have a process to verify the form was completed by a qualified person as required by State law. Additionally, evidence of an asbestos test did not appear to have been collected by the City in all required permit applications. Out of 23 demolition permits tested,⁴ 8 structures required an asbestos test. Only 7 of those structures had the notification form in the demolition permit application's supporting documentation. Also, according to State staff, 3 of the 8 properties did not have the required form on file with the State. As a result, it is unclear if these properties were tested for asbestos as required by State law.

Also, the presence of lead paint in structures is a safety concern with demolitions. The United States Environmental Protection Agency (EPA) recommends lead abatement activities when fully demolishing homes built before 1978. EPA requires lead abatement activities for applicable partial demolitions. About 80% of the structures in the audit sample were built before 1978. However, the City does not appear to consider whether lead may be present when reviewing demolition permit applications. Research by DSD staff indicates that San Antonio, Dallas, and Houston also do not consider lead in their demolition processes.

Additionally, there does not appear to be a requirement that only qualified contractors can perform demolitions. Demolitions performed by unqualified parties increase the chance of an improper or unsafe demolition. Although the permit application has a section to identify the demolition contractor, this information was not included in 25% of the sampled applications. Also, even if the applicant listed a contractor, it does not appear that anyone from the City verifies this information. Although there is no State license requirement for demolition contractors, San Antonio requires a city license.

Some properties may not be tested for asbestos as required by State law.

San Antonio requires demolition contractors to have a city license.

⁴We selected a random sample of demolition permit applications from the different structure types. Five applications were selected from among the population of single-family residences, multi-family residences (<four units), commercial structures, and non-residential structures (i.e. sheds and carports) in the scope period. During the scope, there were only three applications for multi-family residences with more than four units. All three were included in the sample.

The need for additional safety measures may not be identified before a demolition happens.

Austin Energy and Austin Water did not seem to receive notice of all the demolitions that could create a safety risk or affect their equipment.

Some properties are not receiving required tree reviews prior to demolition activities. Lastly, there does not appear to be a review of whether a demolition requires safety measures. The International Building Code lists guidelines for when demolitions need safety equipment, such as barriers or covered walkways. The distance between the structure and property lines or walkways is what determines if safety equipment is required. However, this information does not appear to be included in the City review of the demolition permit application. Although DSD staff may inspect a demolition site, these inspections are scheduled after the demolition happens and serve to close the permit. As a result, even if safety measures were required, no one from the City verifies that they are in place before the demolition starts.

Property owners are responsible for ensuring certain tasks occur Multiple City departments may need to be involved in the demolition process. Austin Energy and Austin Water may need to stop electric and water service during the demolition, replace meters, and ensure the City's infrastructure is protected. The City Arborist may need to ensure that trees are protected and Austin Resource Recovery aims to reduce the amount of material sent to landfills. Lastly, DSD inspectors must inspect the site and close the permit.

The City's demolition permitting process is not designed to ensure that the various involved departments can accomplish these tasks. In some cases, this is because the process gives property owners the responsibility for contacting the departments and scheduling appropriate tasks (which is not always done). In other cases, the process does not address the task. These issues also make it difficult to ensure the City achieves its goals and demolitions are done safely.

Electric and water service

Austin Energy staff stated that stopping electric service during a demolition is important because live electrical equipment would create a safety risk during the demolition. Austin Water staff noted that demolitions present an opportunity to install newer, more accurate water meters. Staff with both departments asserted that the City also needs to protect utility infrastructure during demolitions.

The demolition permit application states that property owners must contact Austin Water if the structure has water service. The application does not mention contacting Austin Energy if there is electric service. There is no verification that either contact occurs before the City issues the demolition permit.

For the sample of approved demolition permits, Austin Energy staff could not find records showing that they were contacted in every case. Also, Austin Energy staff said they did not allow private contractors to remove Austin Energy property such as the electric line and meter, although local builders asserted that this happens on some demolitions. Austin Water staff also could not find records indicating they were aware of all of the demolitions in the sample.

Exhibit 3: Demolition Permitting Process May Not Ensure Trees are Protected



SOURCE: City Arborist review of sampled properties, May 2017

Tree reviews

The demolition permit application states that if demolition activities will affect trees, the owner must submit a Tree Ordinance Review Application prior to the work. During the audit, the City Arborist reviewed the sample of 23 applications and identified 13 properties that appeared to have trees requiring protection. Of the 13, the City Arborist found that only 7 had evidence of a tree review. However, 2 of the 7 tree reviews had been submitted after the demolition occurred and another was never approved.

Demolition debris

Reducing the amount of waste sent to landfills is a City goal. City Code requires diversion of demolition materials for construction projects that exceed 5,000 square feet. Because residential property owners are not required to get a building permit before they get a demolition permit, it would be difficult for Austin Resource Recovery to ensure that property owners divert demolition material for structures that meet this requirement.⁵

Inspections

DSD staff are required to conduct an inspection after a structure is demolished. The current process requires that property owners contact DSD and schedule an inspection when the demolition is complete. However, DSD inspectors reported that new structures were already built when they arrived for most demolition inspections. This was the case at all three inspections observed by auditors. At one site, the inspector noted that he had already done a plumbing inspection for the new building. Having DSD staff conduct demolition inspections on sites that already have a new building in place is not an efficient use of resources. Changes to this process would allow inspection staff to conduct more timely and meaningful inspection activities.

Some owners are scheduling City demolition inspections after new construction has started on the property.

 ⁵ City Code also requires diversion of demolition material for commercial and multi-family structures, but these requirements do not take effect until October 1, 2019.
 ⁶ City Code section 25-1-712 describes the timeliness and section 25-1-173 outlines requirements for signs.

Notification about demolitions is limited

Owners of multi-family buildings with more than five units must notify tenants prior to applying for a demolition permit. According to City Code,⁶ owners must make this notification at least 120 days prior to submitting the application and post a sign at the building's entrance until demolition begins. Additionally, neighbors are notified when demolition permits are being reviewed by the Historic Landmark Commission. However, there does not appear to be any requirements to notify neighbors or surrounding establishments about upcoming demolitions for other property types.

The lack of notification about demolitions may present an issue related to the appeal of demolition permits. City Code gives people the right to appeal demolition permits as long as they meet certain requirements and formally express an interest in the matter.⁷ One requirement is that people express their interest within a certain timeframe of the permit decision. However, staff approved most applications on the same day they reviewed them. Between fiscal years 2015 and 2016, the City approved over 90% of the approximately 1,700 applications on the same day staff reviewed them. With few notification requirements and restrictions on when permits can be appealed, a neighbor's ability to appeal a permit is limited.

DSD staff asserted that they are reviewing the costs associated with sending notifications to homes within 200 feet of a demolition. DSD also maintains the City's "Austin Build + Connect" website,⁸ which allows users to search for demolition permits by address or date.

Required documentation is not always collected and may be unnecessary The demolition permit application lists five items that applicants must submit along with the application including a survey, pictures of each side of the structure being demolished, and proof of ownership.⁹ For commercial demolitions, applicants must also submit an approved site plan and an asbestos notification form. Staff asserted that they use these documents to verify facts about the structure and property owner. However, most of the applications we reviewed did not include all of the required documents. Specifically, of the sample of 23 demolition applications, only 2 contained all of the required documents. Both of these applications were for accessory structures, such as sheds or garages.

For the 23 sampled demolition applications, about 60% were missing valid surveys. Staff sometimes accepted a hand drawn survey, such as the one shown in Exhibit 4. About 30% of the applications were missing a complete set of pictures. Some applications only included a single computer screenshot showing a street view of the structure. Also, about 60% of the applications did not include adequate verification of ownership.

Sampled applications did not always have documentation required to be included with the demolition permit application.

 ⁷ City Code section 25-1-181 states that a person has standing to appeal a decision if they are an interested party. Section 25-1-131 defines who can qualify as an interested party.
 ⁸ <u>https://abc.austintexas.gov/web/permit/public-search-other</u>

⁹ In 2017, City Council passed a resolution directing the City Manager to collect additional information on demolition permit applications. This included the number of units on the property, the rent or unit prices, and certain demographic information about the most recent tenants/owners. As the start date for these changes was outside the scope of our audit, we did not review these requirements.

In most cases, this was because a company owned the property and there was nothing proving the applicant had signature authority for that company.

In addition, a DSD manager stated that staff could waive requirements if the applicant would have difficulty getting the required documents or did not understand what was needed. However, this did not appear to be documented in any department policy and there did not seem to be any oversight when requirements were waived. This practice may limit the ability of staff to effectively review the application. It also creates an issue of inequality for residents applying for demolition permits and may indicate that some of the required documents are not necessary.

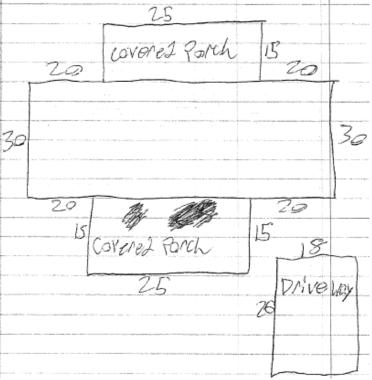


Exhibit 4: Survey Accepted as Support for a Demolition Permit

SOURCE: OCA review of permit application documentation, May 2017

One specific document that may not be necessary is a certified tax certificate. This is one of the required documents and both DSD and HPO staff asserted that the other department used the form. However, none of the staff we interviewed reported needing the form. Also, according to DSD staff, property owners cannot submit demolition permit applications online because an original version of the tax certificate document is required. As a result, applicants must physically go to City offices during specific times to apply for a demolition permit. Since neither department appears to need the form, the City may be missing an opportunity to accept demolition permits online. This could increase efficiency and make it easier for property owners to apply for a demolition permit.

Recommendations and Management Response

The Development Services Department Director should organize and hold meetings with stakeholders in the City's demolition process in order to identify what the demolition permitting process should accomplish. Stakeholders should include, but not be limited to:

- 1
- Property owners and tenants;
- Neighborhood, real estate, and historic landmark groups;
- Building and demolition contractors; and
- City staff from the Development Services Department, Planning and Zoning Department (including the Historic Preservation Office), Austin Resource Recovery, Austin Energy, Austin Water, and the City Arborist.

Management Response: Agree

Proposed Implementation Plan: Stakeholder meetings will be conducted between now and April 2018.

Proposed Implementation Date: April 2018

The Development Services Department Director should redesign the demolition permitting process based on outcomes of stakeholder meetings and ensure it is implemented and working as intended. At a minimum, the new process should ensure that:

- Appropriate reviews take place prior to demolition activities,
- Appropriate safety measures are in place prior to demolition activities, and
- Adequate and appropriate notice is given to interested parties.

Management Response: Agree

Proposed Implementation Plan: The redesign proposal will be developed by June 2018 following the stakeholder meetings. A redesign that involves providing a greater level of service will involve either (1) reprogramming existing resources away from current duties/functions, or (2) adding new resources. Proposals for new resources will be submitted as part of the FY 2018-19 Proposed Budget process, which will conclude in mid-September 2018.

Proposed Implementation Date: mid-September 2018

Management Response





Dunung A Deuer Austin Together

505 Barton Springs Road Austin, TX 78704 | 512-978-4000 | DevelopmentATX.com

To: Corrie Stokes, City Auditor, Office of the City Auditor

From: Rodney Gonzales, Director, Development Services Depa

Date: August 17, 2017

Subject: Management Response – Demolitions Permit Audit

The purpose of this memorandum is to provide a management response to the Audit of the Demolitions Permit process. The Development Services Department staff, including myself, have reviewed the audit and appreciate the deliberative work that you and your team put forth. DSD concurs with the two recommendations contained within the audit report.

Recommendation 1

The Development Services Department Director should organize and hold meetings with stakeholders in the City's demolition process in order to identify what the demolition permitting process should accomplish.

Management response: Concur

Proposed Implementation Plan: Stakeholder meetings will be conducted between now and April 2018.

Recommendation 2

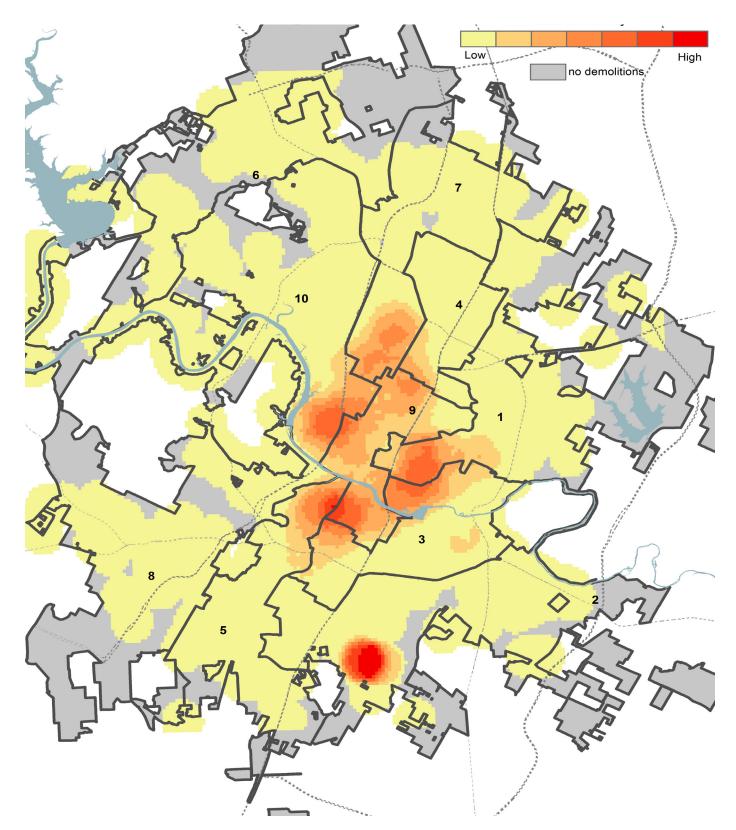
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Management response: Concur

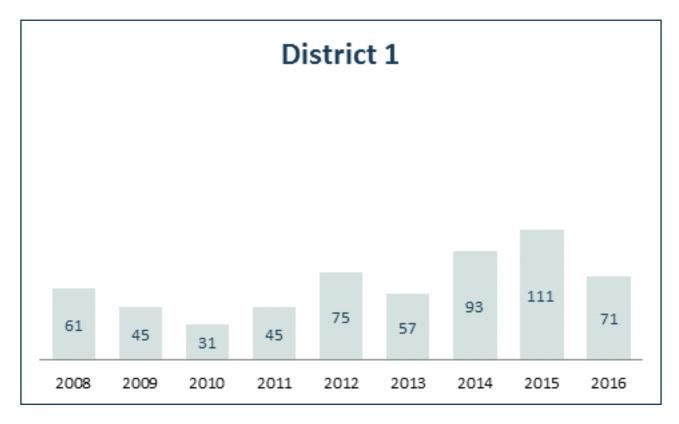
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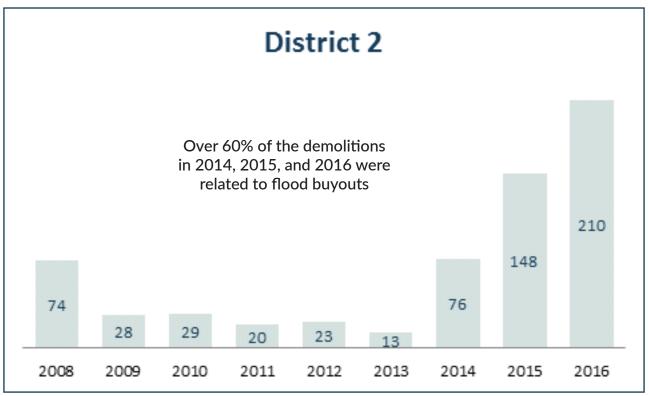
Copy: Joe Pantalion, Assistant City Manager

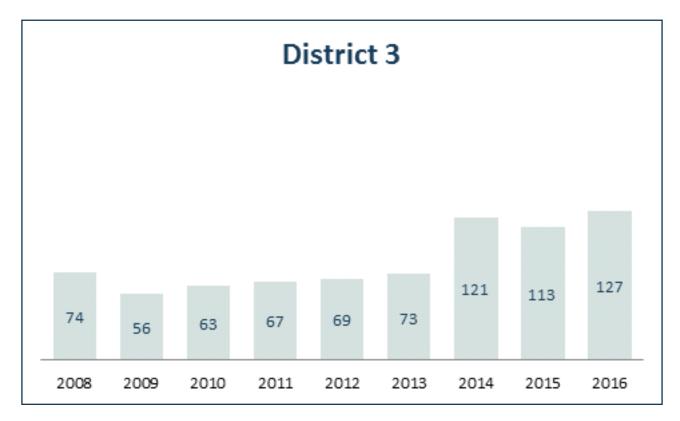
Appendix A - Density Map of Property Locations for Approved Demolition Permits, FY08 to FY16

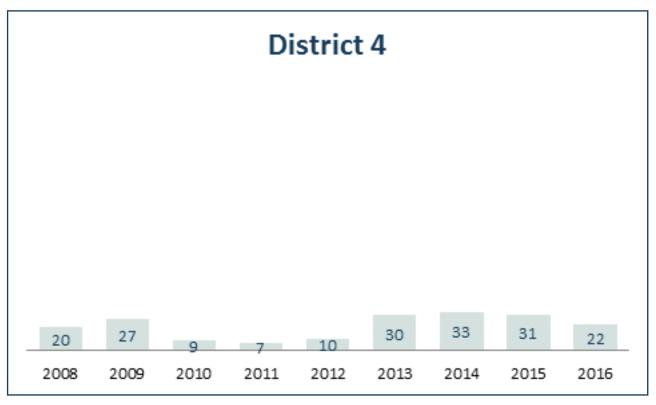


SOURCE: OCA analysis of demolition application data, May 2017

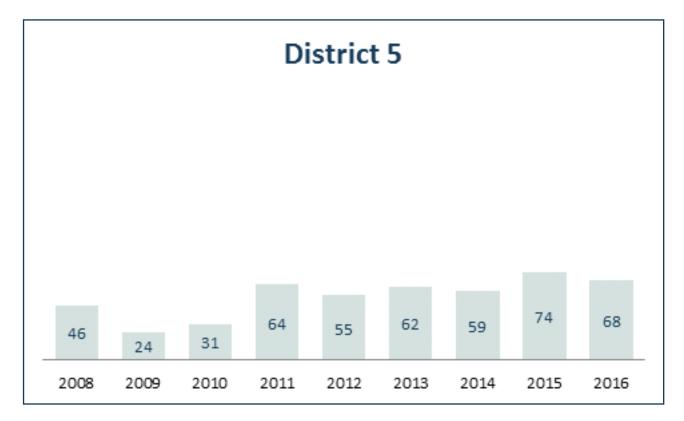


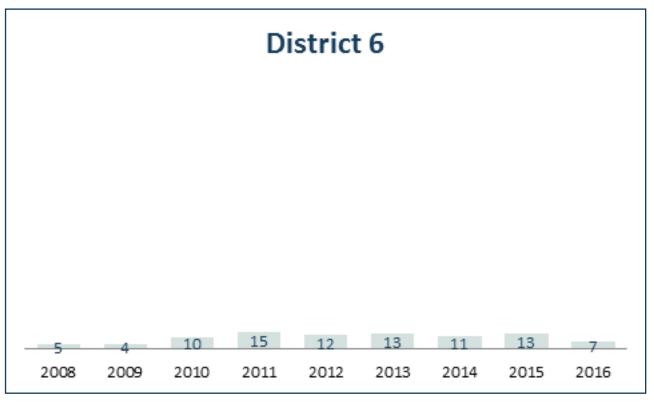


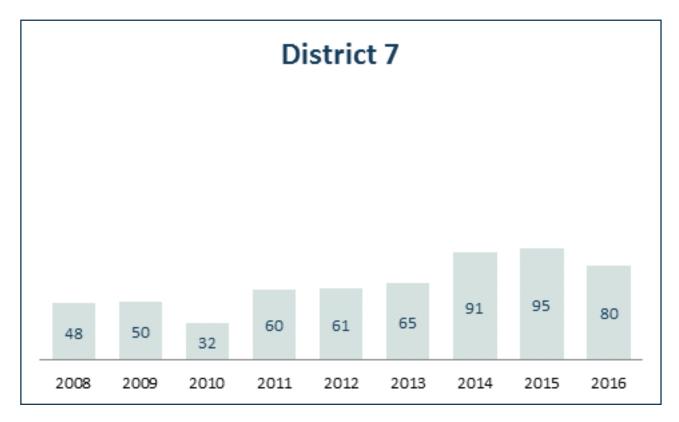


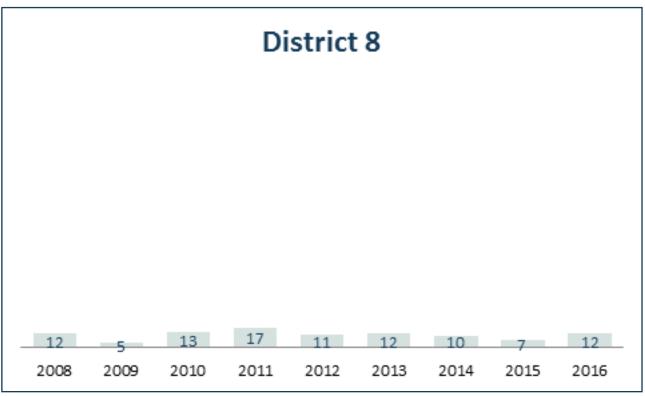


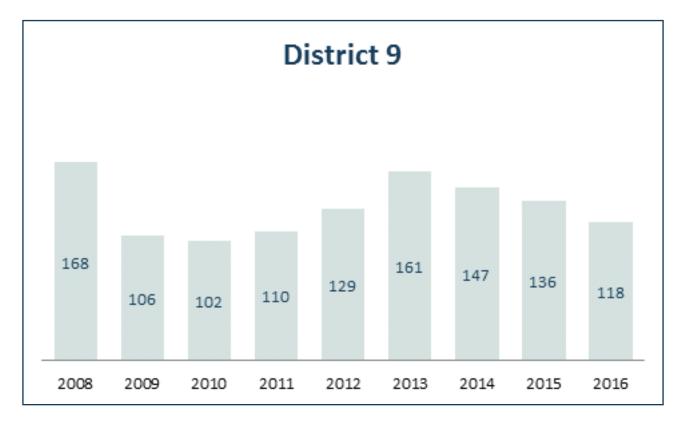
Demolition Permits Audit

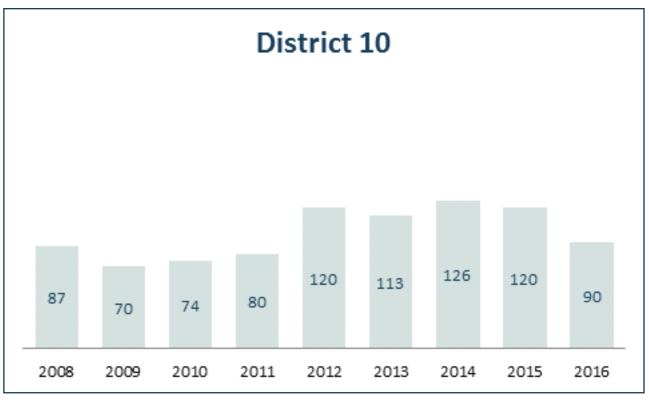












SOURCE: OCA analysis of demolition application data, May 2017

Development SERVICES DEPARTMENT	Demolition Permit Application Application Type: Commercial Residential			
One Texas Center 505 Barton Springs Road, Austin, TX 78704; (512) 978-4000	Fee Paid: \$ Submission Date:			
For Office Use Only – Permit Information				
BP PR	LHD_NRD_HDP Ca			
Referred By:	NRHD/LHD:			
Release Permit Do Not Release Permit	HLC Review-			
Historic Preservation Office	Date			
expire after twelve (12) months from the time of applying for th an applicant will be required to submit a NEW application for t DO NOT LET YOUR PERMIT EXPIRE!!!! HISTORIC LANDMARKS AND DISTRICTS: If this property is National Register Historic District, additional applications and Preservation Office (see <u>http://www.austintexas.gov/departme</u>)	the project and all fees will be assessed again. s a Historic Landmark or is within a Local Historic District or fees will apply. For more information, contact the City Historic			
Submittal Requirements				
 1. Owner authorization/signature, NOTARIZED at the bot OR a NOTARIZED letter of authorization from the owner 2. Dimensioned Site Plan or Survey that shows all existin 3. Certified tax certificate(s) from the Travis County Tax A 4. Photos of each side of structure; the front photo needs that is visible from the street 5. Review Fee (see <u>fee schedule</u> for applicable fees) 	er giving the applicant permission to apply g structures and what is being demolished ssessor's Office (5501 Airport Boulevard, 512-854-9473)			
 Additional requirements for <u>Commercial</u> Demolitions: 6. Approved/Red-stamped Site Plan OR an approved Site 7. Completed Texas Department of Health Asbestos Notif contractor 				
Property Information	Demolition Type			
Address: City:	Total Partial – identify the exterior wall(s), roof, or portion of wall(s) and roof to be demolished:			
Current Use:				
Demolition Contractor Information	Structural Information			
Company:	# Structures: Square Feet:			
Address:	Building Materials:			
City: Zip:	Foundation Type:			
Phone:	Estimated Cost of Demolition:			
City of Austin Demolition Permit Application	rev 05/30/2017 Page 1 of 4			

Applicant	Owner					
Name:	Name:					
Address:	Address:					
City: Zip:	City: Zip:					
Phone:	Phone:					
Email:	Email:					
If the structure was used for housing, please con	mplete the following:					
Total Number of Housing Units to be Demolished for this						
Was the structure inhabited within last 12 months?	Yes No					
Current Tenant Notification						
How many currently occupied residential units will be den	nolished?					
If 5 or more, tenant notification may be required and a certifie	ed form may be required with your application (LDC 25-1-712).					
Consent, Authorizations, and Signatures						
I understand and will adhere to the following rules or regulati						
1. No work may begin prior to issuance of this permi	t.					
It is important to verify with the Development Assistan on the property at this location PRIOR to filing this appresent.						
 If the structure to be demolished is currently tied into water and/or sewer services provided by the City of Austin, you must contact Austin Water Utility at 512-494-9400 to obtain specific water and sewer service information. 						
 Erosion and Sedimentation Controls are required Development Code. Failure to comply with this required action by the City of Austin including criminal charges 4a. Inspection of erosion, sedimentation contron before construction begins (25-1-288.A & 25-1- environmental.inspections@austintexas.gov. 	rement may result in a Stop Work Order and/or legal and fines of up to \$2,000.00 per day. Is, and tree protection shall be requested by the owner					
 If the proposed work will require the removal of ar critical root zone, or prune more than 25% of tree Manual (3.5.2.A), a Tree Ordinance Review Applica Note: root zone protection measures (e.g. fencing, bo prior to work commencing. For information please em at <u>cityarborist@austintexas.gov</u> or visit the website at 	canopy as defined by the Environmental Criteria ation is required prior to any such activity. ards attached to the trunk, mulch) are required ail the City Arborist Program					
 If the proposed work will require use of City right-of-way, a Right of Way Application must be approved prior to any such activity. Applications may be obtained from the City of Austin Transportation Department (512-974-7180) or on the website at <u>https://austintexas.gov/rowman.</u> 						
7. The Historic Preservation Office will review this application to determine if the structure that is subject of this application is potentially historic as defined by Section 25-11-214 of the City of Austin Land Development Code. Additional review by the Historic Landmark Commission may be required and additional fees may be assessed.						
 Once this review is complete and approved, the permadditional fees will be assessed at that time. 	t may be obtained from the Permit Center and					
City of Austin Demolition Permit Application	rev 05/30/2017 Page 2 of 4					

I, the undersigned, hereby swear or affirm that the information provided in this ap of my knowledge and is an accurate reflection of my intentions for the above struc that any omission or incorrect information herein will render this application and a	cture and/or property. I understand ny permit obtained invalid.	
As owner(s) of the property described in this application, I/we hereby au on this application to act on my/our behalf during the processing and pr They shall be the principal contact with the City in processing this appli	esentation of this request.	
Signature of Applicant (if different than owner):	Date:	
Signature of Owner:	Date:	
Sworn and subscribed before me this day of , 20		
Signature of Public Notary:	My commission expires:	
City of Austin Demolition Permit Application	rev 05/30/2017 Page 3 of 4	

Deve SERV	CITY OF AUSTIN IOPMENT ICES DEPARTMENT]	Demolitio Applic	
One Texas 505 Barton Springs Road, Aus				
OPTION	AL DEMOGRAPHIC IN	IFORMATIC	ON OF LAST TEN	JANTS
Property Address:				
If structure was Multi-family,	please list number of units	to be demolis	hed by bedroom co	ount:
Efficiency: 1 bdrm:	2 bdrm:	3 bdrm:	4 bdrm:	_ Other:
If the structure was inhabited Single Family: \$		please provid	le the average mon	thly rent for each unit:
Efficiency:\$ 1 bdrm: \$	2 bdrm: \$	3 bdrm: \$	4 bdrm: \$	Other: \$
If the structure was inhabited <18 yrs 18-30 yrs 3 Please provide an approxima White Hispanic/Latino Number of units with annual < \$15,000 \$15,001 - \$25,000 \$25,001 - \$45,000 \$45,001 - \$55,000 \$55,001 - \$70,000 \$70,001 or greater Total Number of Families with	te number of tenants by ra Black/African American household income of:	_ 51-60 yrs ce/origin:	>65 yrs	
	Please separate this p	F INSTRUCI age from the a in for internal u	pplication Record Se	t.

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Scope

Methodology

The audit scope included demolition activities between FY15 and FY16 with additional analysis of trends since FY08.

To accomplish our audit objective, we performed the following steps:

- interviewed staff with the Development Services Department, Planning and Zoning Department, Austin Energy, Austin Water, Austin Code, and Austin Resource Recovery;
- interviewed local stakeholders;
- interviewed employees with San Antonio's Development Services Department;
- observed Austin's demolition permit application intake process;
- observed Austin's demolition inspection process;
- analyzed data related to demolition inspections between FY08 and FY16;
- selected a random sample of 23 demolition permit applications and evaluated the supporting documentation and database information for these applications;
- evaluated IT controls related to demolition permitting in the AMANDA database; and
- evaluated internal controls related to the City's demolition permitting process.

Audit Standards

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. The Office of the City Auditor was created by the Austin City Charter as an independent office reporting to City Council to help establish accountability and improve City services. We conduct performance audits to review aspects of a City service or program and provide recommendations for improvement.

Audit Team

Patrick Johnson, Audit Manager Andrew Keegan, Auditor-in-Charge Kathie Harrison Adam Materne Christa Walikonis

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