



CITY OF SOUTH BEND

EXCELLENCE | ACCOUNTABILITY | INNOVATION | INCLUSION | EMPOWERMENT

Department of Code Enforcement

2018 Annual Report

Pete Buttigieg
Mayor of South Bend

Tracy Skibins
Director, Code Enforcement

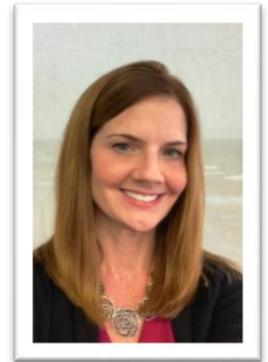
Marlaina Johns
Deputy Director, Code Enforcement

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Executive Summary

As I approach my second year with the City, I've been asked many times, "Why code enforcement?" That's easy to answer. I've always been drawn to those professions that allow me to serve my community. Being a part of code enforcement means helping to protect residents from potential hazards and health risks. We also address blight and other issues that left untouched would surely cast a dark cloud over our great city. Community cohesiveness and pride is closely linked with the look and feel of the community. Maintaining a clean community is key to a positive image of the city for both residents and visitors.



Relationships developed between code inspectors, NEAT (Neighborhood Enhancement Action Team) and community members are consistently recognized as the most vital components of good enforcement. When inspectors know and can work with community members to gain compliance, enforcement helps solve rather than create problems for the community. By attending neighborhood meetings, working with community members during neighborhood clean-ups and developing relationships with the community that we serve, we hope to reinforce our goal of ensuring that South Bend is safe, healthy, and that it shines for residents and visitors.

Code enforcement underwent a reorganization to improve efficiency and accountability. The inspectors now report to our newly promoted Chief Inspector. The Chief Inspector will spend most of his time in the field with the inspectors. We also identified a Senior Inspector for the environmental team, and a Senior Inspector for the housing team. Marlaina Johns was promoted to Deputy Director from her previous role of Operations Analyst. This was an easy transition for Marlaina, she literally hit the ground running and has the respect of our entire team. Our new Operations Analyst joined us a couple of months ago, she is an experienced research and data professional who has already automated many of our daily tasks and is also able to provide technical support to staff when needed.

Let's not forget the amazing folks at Animal Care and Control. They proudly serve our community with programs and services that improve the welfare of animals. They passionately and tirelessly work to prevent animal cruelty and abandonment by promoting responsible, caring and compassionate attitudes towards animals. The staff and officers work diligently to increase adoptions and increase the number of animals returned to owner, their numbers are truly impressive. Please take a moment to read the shelter manager's summary found later in this report for more information, including some amazing 2018 highlights.

Let's work together to make South Bend shine. I believe that residents' quality of life is closely tied to Code Enforcement doing what they do every day, and that is to ensure a safe and healthy community.

Respectfully Yours,

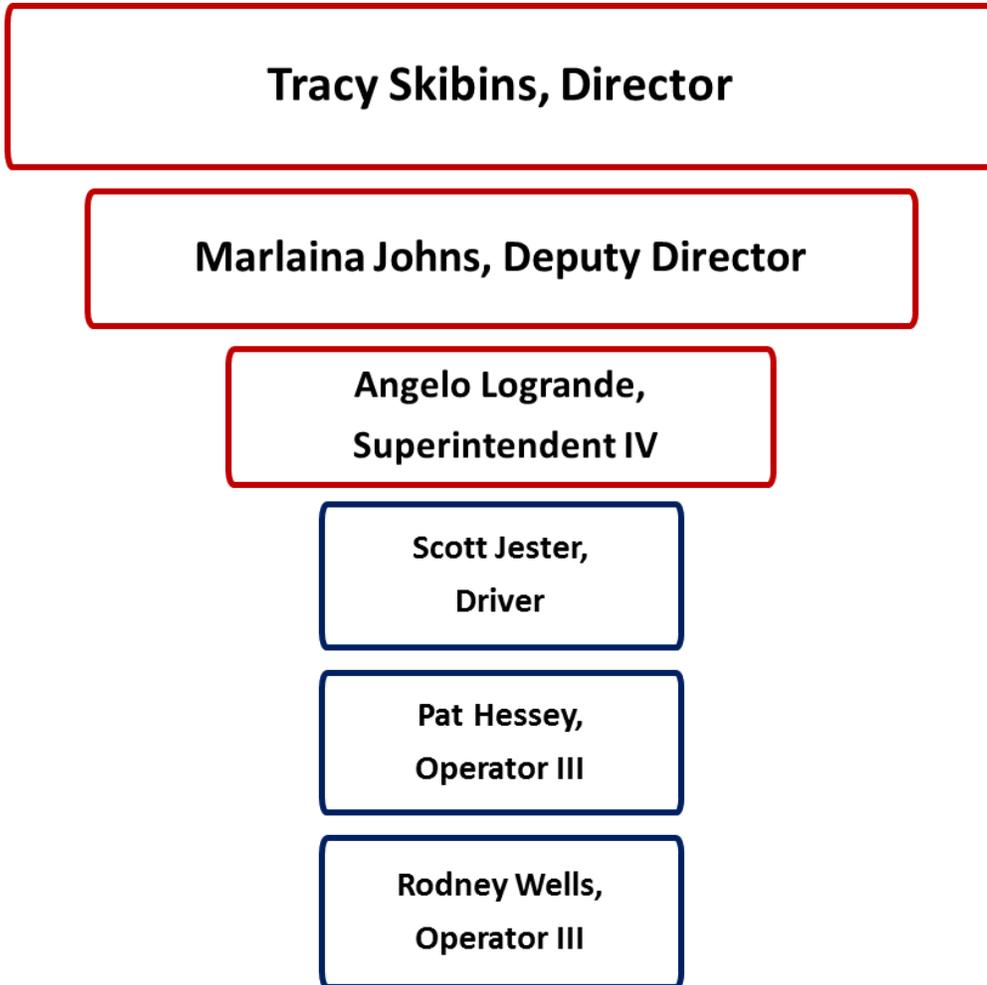


Director of Code Enforcement

2019 Code Enforcement Organizational Chart



2019 NEAT Organizational Chart



2019 South Bend Animal Care and Control Organizational Chart



Code Enforcement's Responsibilities

- Pursue citizens' complaints
- Process environmental citations such as: trash, tall grass, illegal dumping, litter, traffic obstructions, snow removal, etc.
- Cite and tow abandoned and illegally parked vehicles
- Assess substandard housing conditions such as: broken windows or doors, no heat, dilapidated flooring, vacant and abandoned properties, structural issues, etc.
- Evaluate zoning violations such as: conducting a business in a residential neighborhood, multiple families residing in a single-family structure, garage or trailer used as a residence, etc.
- Prepare and testify at Code Enforcement Hearings
- Demolition of secondary residential structures and commercial buildings
- Abatement of environmental hazards
- Facilitate the securing and boarding of open doors and windows
- Asbestos testing on demolition affirmed properties
- Review business licenses for auto service centers, towing companies, scrap metal dealers, pet shops, public parking lots and garages, and donation containers
- Testify in civil matters and contestation of ordinance violation citations involving Code Enforcement
- South Bend Animal Care and Control



123 Bowman before (10/11/16)



123 Bowman After (10/5/18)

Budget Data and Analysis

Funding

Adjusted Funding Sources

Department	Fund	2016		2017		2018	
		Budget Amount	Actual Expenses	Budget Amount	Actual Expenses	Budget Amount	Actual Expenses
Code Enforcement	Civil City	1,733,372	1,387,405	1,621,569	1,482,670	1,935,662	1,712,624
	Capital Improvement	\$70,285	\$70,285	\$2	\$2	\$0	\$0
	219	\$951,497	\$770,740	\$905,479	\$789,079	\$972,413	\$684,941
SBACC	Civil City	\$729,330	\$672,209	\$851,892	\$802,876	\$976,096	\$828,180
	Capital Improvement	\$0	\$0	\$0	\$0	\$80,000	\$80,000
Rental Unit Division	Civil City					\$112,600	\$59,234
	Capital Improvement	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total		\$3,484,484	\$2,900,639	\$3,378,942	\$3,074,627	\$4,076,771	\$3,364,980
Surplus		\$583,845		\$304,315		\$431,504	

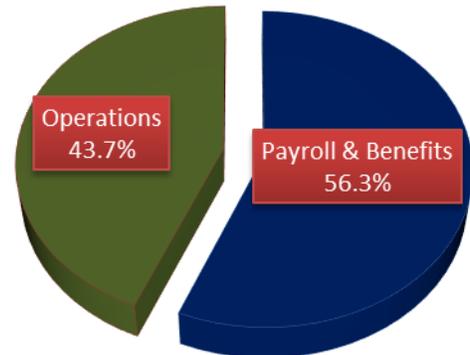
The Department of Code Enforcement’s budgeted funding increased by 21% in 2018 (compared to 2017).

South Bend Animal Care and Control used 86% of its allocated funding.

The Office of Code Enforcement used 81% of its allocated funding. The result was a surplus of \$431,504 (combined) for the year.

Payroll & Benefits decreased by 2% compared to 2017. Operations increased by 20%.

CODE ENFORCEMENT FUND ALLOCATION



Revenue

Code Enforcement

Code Enforcement’s overall revenue in 2018 decreased by 7.6% (or \$44,560) from 2017.

Percent change by category is as follows:

- Abandoned Vehicles increased by 6.2%
- Environmental Collections decreased by 28%
- Demolitions & Boardings increased by 27%
- Civil Penalties decreased by 10.4%
- Ordinance Violations increased by 13.7%
- Vacant & Abandoned Registrations decreased by 43.3%
- Landlord Registration decreased by 96%
- Miscellaneous income increased by 29.2%

Note: Due to pending litigation in another city, Landlord Registration was voluntary for 2018/2019 and fees were waived. Monies shown in 2018 were for properties registering at the beginning of 2018 prior to the litigation.

SBACC

In 2018, total revenue for SBACC increased by 25%. Since 2016, revenue has increased by 62%!

Percent change by category is as follows:

- Pet Licenses increased by 14.3%
- Pet Reclaim Fee decreased by 1%
- Pet Adoption Fee increased by 37.3%
- Pet Microchipping decreased by 10.5%
- Animal Surrenders increased by 4.2%
- Miscellaneous increased by 110.4%

Department Revenue

Code Enforcement		2016	2017	2018
Abandoned Vehicles		\$28,296	\$24,443	\$25,959
Environmental Collections		\$33,414	\$209,801	\$151,135
Substandard Housing	Demolitions & Boardings	\$184,685	\$107,844	\$137,017
	Civil Penalty	\$129,938	\$136,935	\$122,717
Ordinance Violations		\$15,950	\$68,927	\$78,376
Vacant & Abandoned Registration		\$17,171	\$18,950	\$10,750
Landlord Registration		\$1,225	\$7,500	\$310
Forfeited Cash Performance Bonds		\$0	\$0	\$0
Miscellaneous Income		\$24,675	\$12,231	\$15,807
Subtotal for Code Enforcement		\$435,354	\$586,631	\$542,071

SBACC		2016	2017	2018
Pet Licenses		\$19,375	\$25,800	\$29,492
Pet Reclaim Fee		\$4,685	\$6,375	\$6,315
Pet Adoption Fee		\$16,744	\$24,994	\$32,835
Pet Microchipping		\$3,230	\$4,100	\$3,670
Animal Surrenders		\$8,750	\$7,803	\$8,130
Pet Miscellaneous		\$5,885	\$6,895	\$14,510
Subtotal for SBACC		\$58,669	\$75,967	\$94,952

Grand Total **\$494,023** **\$662,598** **\$637,023**

Ordinance Violation Citations Issued

Both the office of Code Enforcement (CE) and South Bend Animal Care and Control (SBACC) have been issuing ordinance violation citations to encourage compliance from owners/violators.

CE increased the number of citations written by 20.7% since 2017. The average citation amount for CE decreased by 33.4%; largely due to many continuous enforcement properties naturally expiring and not receiving the second year fee.

SBACC has been working toward holding people accountable for their animals. Improved ordinance violation citation practices have become standard practice (to achieve compliance). Ordinance violation citations increased 197% over the previous year. Staff are issuing ordinance violation citations for common ordinance violations like: failure to license pets, failure to obtain rabies vaccinations, running at large, etc.

Ordinance Violation Citations Issued

Year	Count	Total Sum	Average per Ticket
2016 - CE	3,676	\$ 1,019,450	\$277.33
2017 - CE	3,317	\$ 1,335,250	\$402.55
2018 - CE	4,005	1,073,995	\$268.16
2016 - SBACC	67	\$ 8,025	\$119.78
2017 - SBACC	344	\$ 54,975	\$159.81
2018 - SBACC	1022	\$ 239,850	\$234.69

Housing Data and Analysis

New Housing Cases

Due to working between software programs and transferring cases from the old software to the new, the number of new housing cases increased by 22%. However, that will contain some duplicates since some cases were already preexisting but were now updated in the new software. A total of 515 housing cases were resolved in 2018.

We continue to monitor Vacant and Abandoned (V&A) properties and added 48 new V&A properties in 2018. 116 V&A properties were closed in 2018 with a majority of those being repaired by owners. Our goal is to continue closing more V&A cases than are added every year.

Housing Data

	2016	2017	2018
New Housing Cases	682	612	747
Secure Orders Issued	128	98	135
Closed Housing Cases	889	1,181	515
Housing Hearings	893	963	1,009

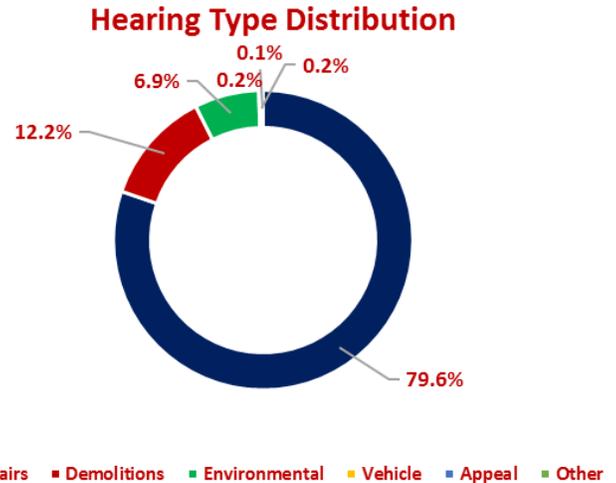
Vacant & Abandoned Activity

	2016	2017	2018
New V&A Properties	83	68	48
V&A Cases Closed	187	79	116
Demolished by City	110	4	32
Demolished by Private	0	2	4
Repaired by Private	77	73	80

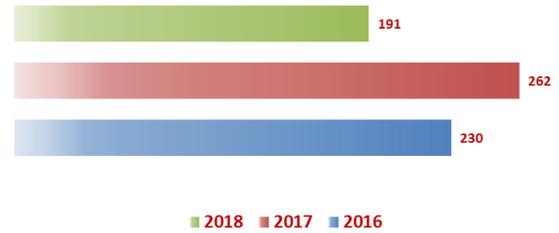
Hearing Process

In 2018, 1,099 cases went through the hearing process. The breakdown is as follows:

- 875 Repairs (79.6%)
 - 32.8% were affirmed
 - 41.5% were modified to repair orders
 - 16.1% were repaired by owner
- 134 Demolitions (12.2%)
 - 63.4% were affirmed
 - 21.6% were modified to repair orders
 - 4.5% were demolished by owner
 - 2.2% were repaired by owner
- 76 Environmental (6.9%)
 - 30.3% were affirmed
 - 18.4% were modified to establish a deadline
 - 63.2% were cleaned by owner
- 2 Vehicle (0.2%)
 - 100% removed by owner
- 2 Appeal (0.2%)
 - 100% were denied



Civil Penalties Imposed per Year



Environmental Data and Analysis

Code Enforcement spends a majority of its time, energy and resources addressing environmental violations. Tall grass and weeds, trash and debris on properties, in alleys, and along walkways continues to be a problem for the City of South Bend.

Total violations cited in 2018 was 2% less than in 2017. We would like to see this number continue to decrease as people continue to realize we are holding them accountable.

The total number of environmental hearings decreased by 58% between 2017 and 2018. This change is largely due to utilizing different methods to obtain compliance due to the high cost of sending a property to a hearing. The inspectors are more frequently using green tags in addition to sending a letter.

Environmental Records

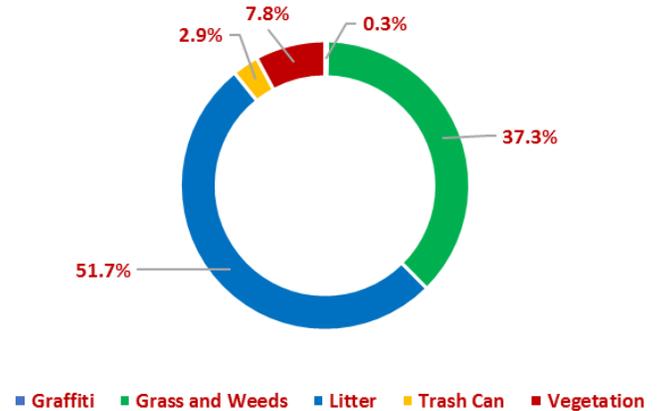
	2016	2017	2018
Cases Initiated (per Record #)*	13,494	13,063	12,764
Properties Sent to Crew for Abatement (per Record #)*	4,599	3,192	3,784
Abatements Completed (per Record #)	3,969	3,229**	4,201**
Environmental Hearings	193	181	76

* Does not include Continuous Enforcement properties
 **Higher number than those sent to crew for abatement due to Continuous Enforcement properties

Environmental citations can be grouped into 4 primary categories (in order of prevalence):

1. Litter - appliances, furniture, trash/debris, demolition remains
2. Tall grass or weeds
3. Vegetation - removal or clean-up
4. Graffiti

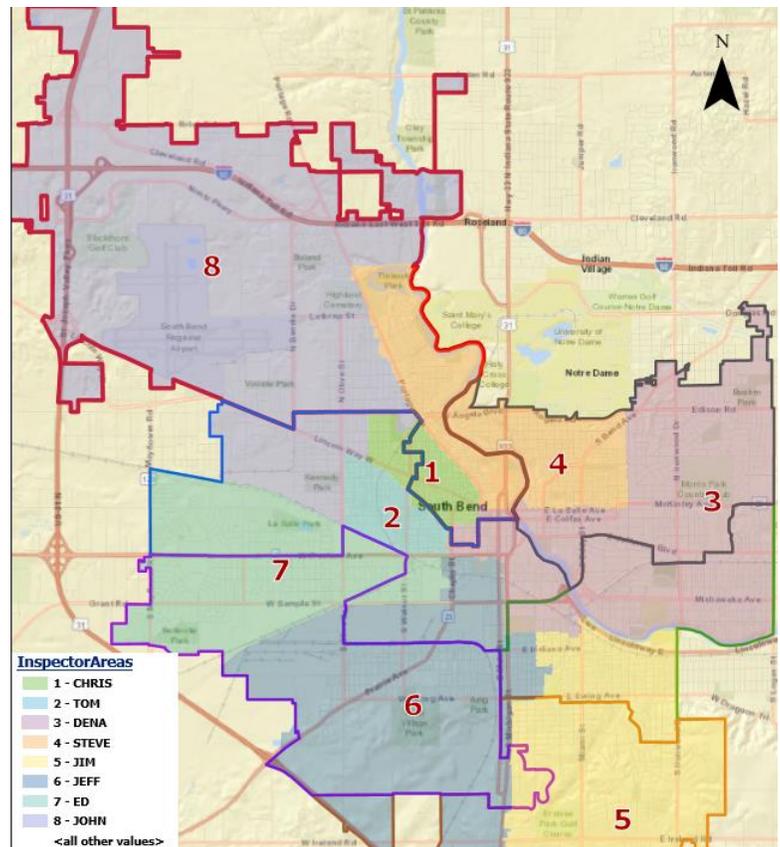
Environmental Citations by Category



The most common type of environmental citations (at 51.7%) involve litter, discarded appliances, bags of trash, furniture, and demolition remains. Second most common (at 37.3%) are citations for grass and weeds over nine inches tall. Vegetation is the third most prevalent (at 7.8%) for violations such as tree limbs or branches, yard waste, vegetation overgrowth, etc. Graffiti comprises 0.3% of overall violations.

Grass Violations

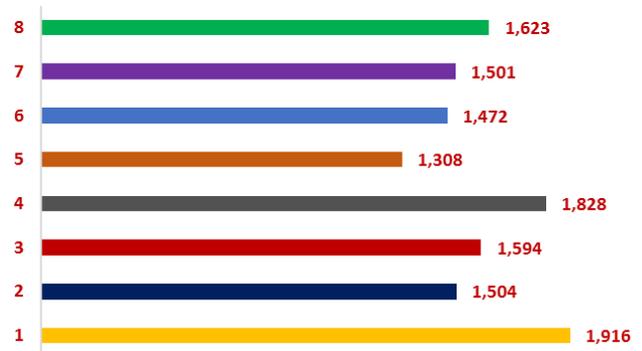
We had another busy grass season. We initiated 4,761 new records for tall grass and/or weed violations. Of those, 64% (3,049) were mowed by the owner – up from 29% in 2017! Including Continuous Enforcement properties, the Parks Crew completed 2,644 cuts for the Department of Code Enforcement. Time between citation and abatement averaged 10 days.



Inspector Area Violation Count

In 2018, our department split South Bend into 8 inspector areas. One inspector is assigned to monitor each area. To the right is the number of cases/records opened in each inspector’s area.

Records per Inspector Area



NEAT Crew

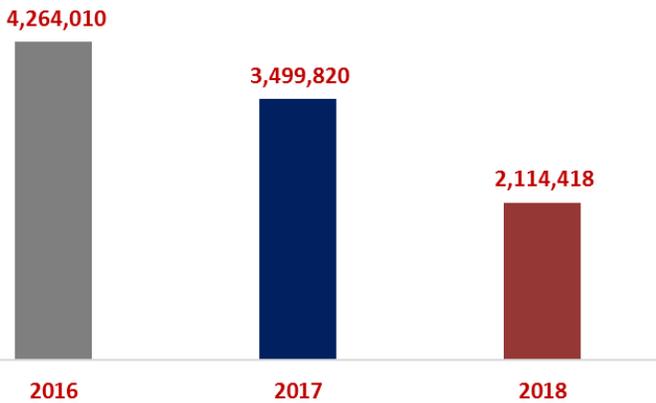
Code Enforcement is responsible for the abatement of environmental violations. The Neighborhood Enforcement Action Team (NEAT) is the division of Code Enforcement that is tasked with this responsibility. NEAT consists of one supervisor and three employees.

In 2018, NEAT cleaned 2,014 properties that were cited by the inspectors. NEAT removed 2.1 million pounds of litter/debris as well as 7,455 tires total! They also cleared 336 illegal dumping sites with a total of 95,817 pounds removed.

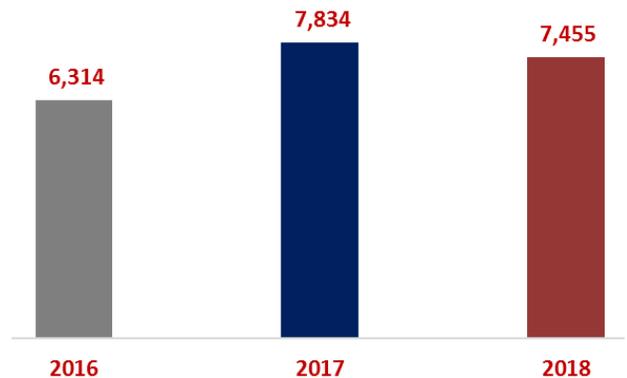
Also in 2018, NEAT demolished 7 substandard garages, sheds, fences that went through the hearing process and were affirmed for demolition. Having NEAT demolish substandard secondary structures allows for us to speed up their removal, keep costs lower and allows us to better serve our residents.

NEAT assists with every neighborhood cleanup that the Department participates in. They arrange for the trucks, loaders and supplies, and their crew. In 2018, the Department participated in 12 cleanups. The positive feedback from residents has been amazing.

Total Pounds Removed by NEAT

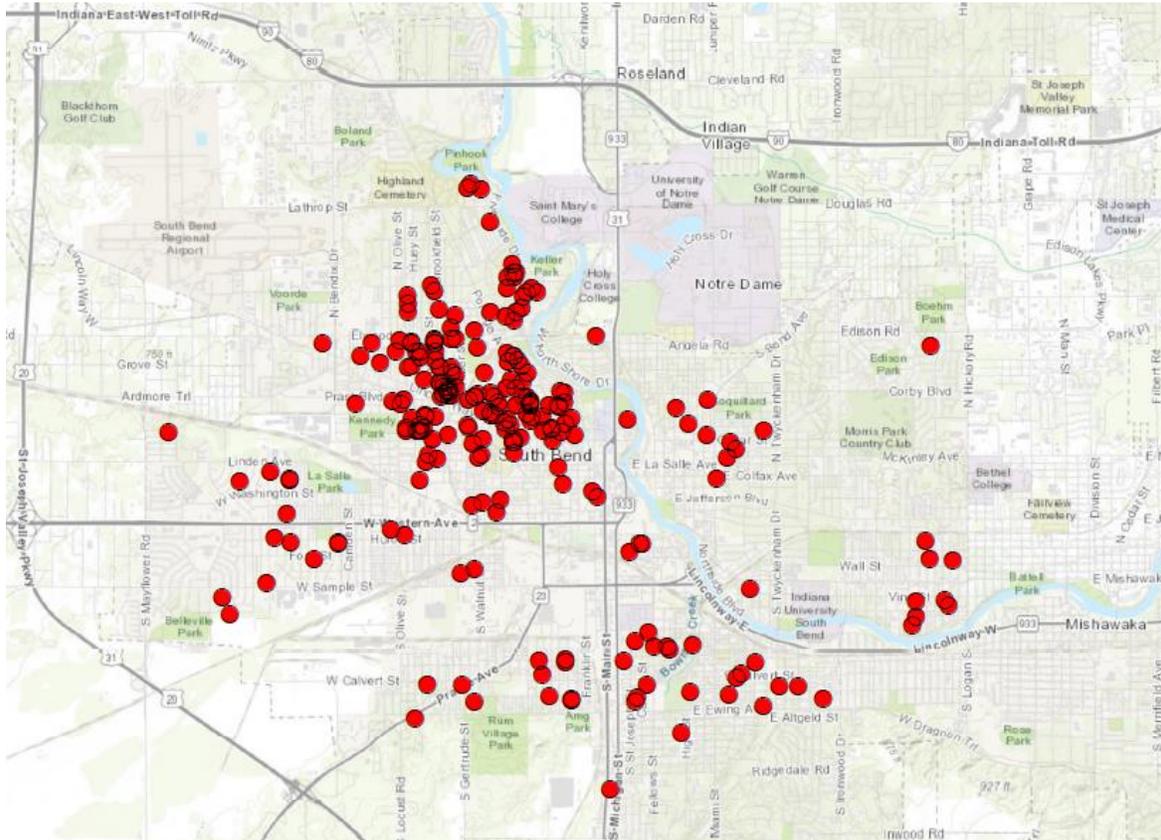


Tires Collected by NEAT

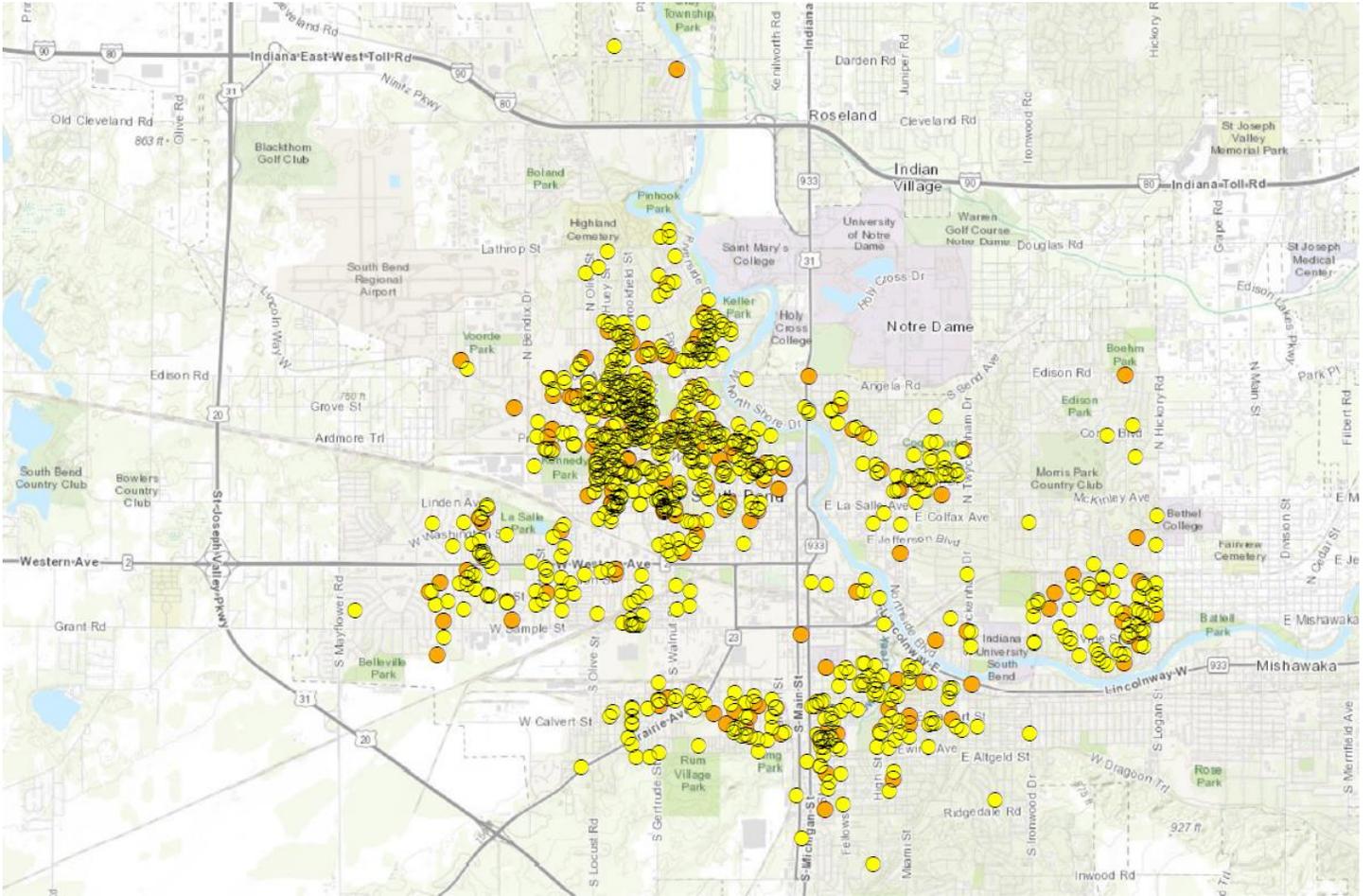


Environmental Violations GIS Representations

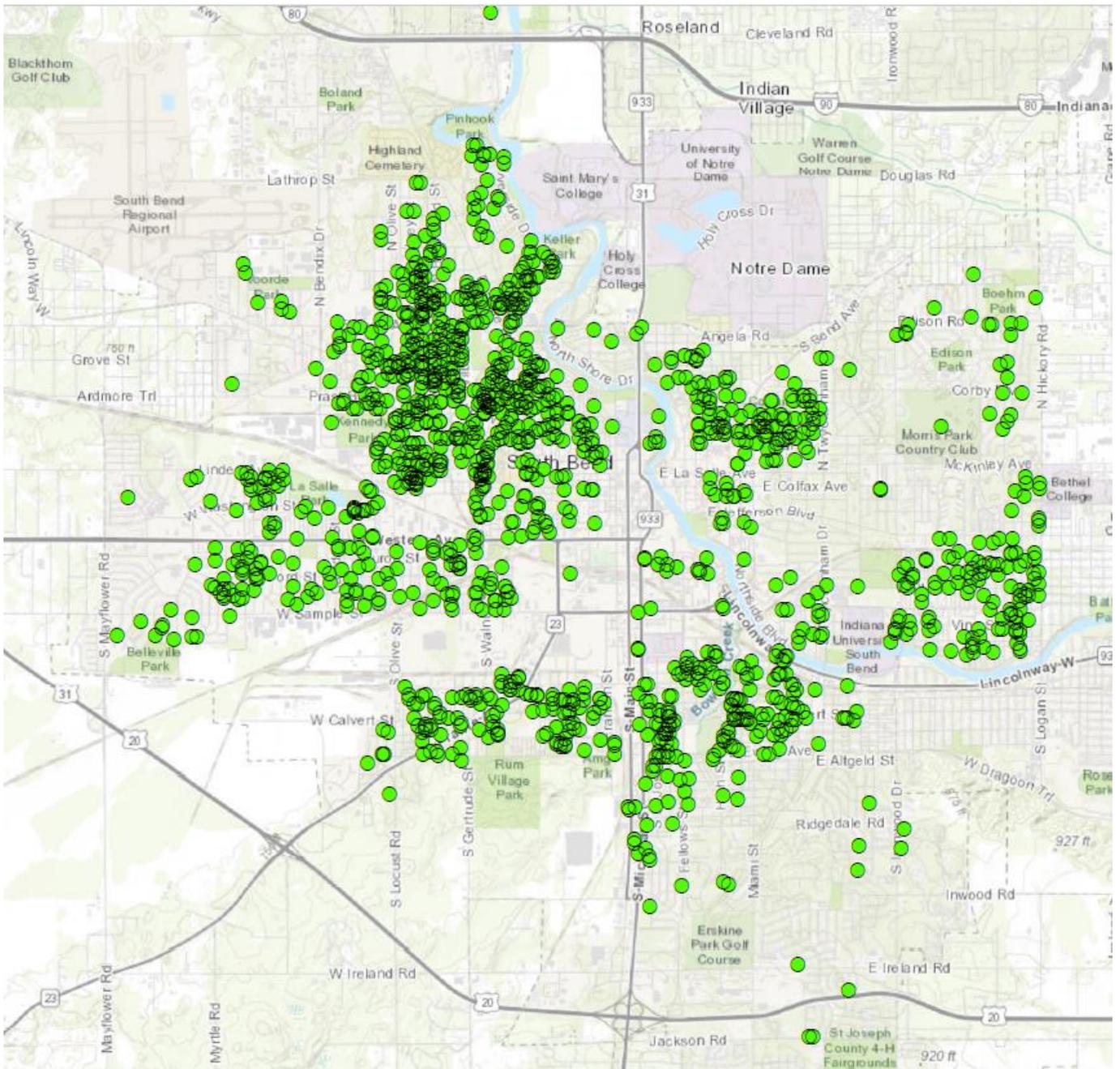
5+ Environmental Violations per Address



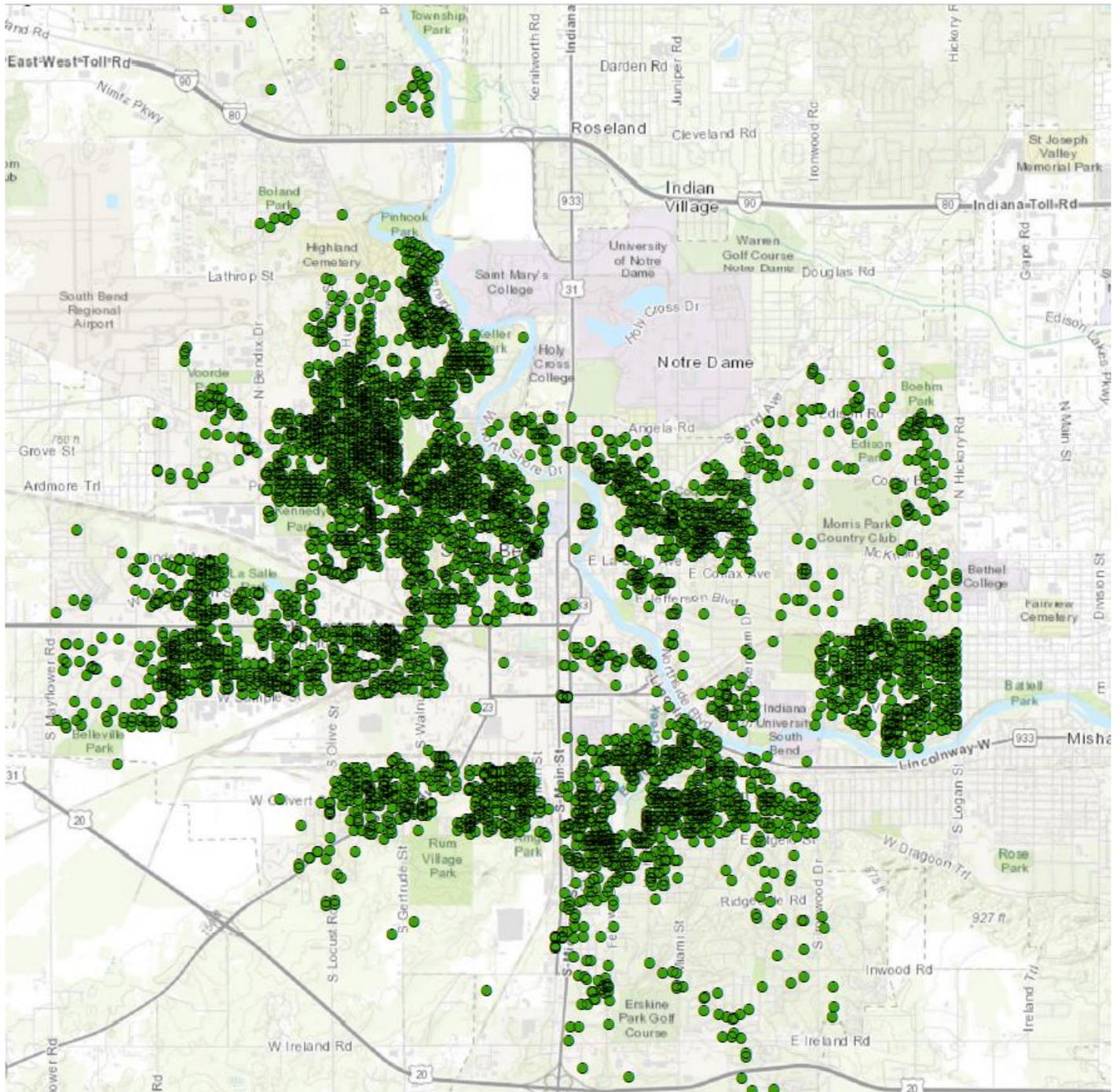
3-4 Environmental Violations per Address



2 Environmental Violations per Address



1 Environmental Violation per Address



Abandoned Vehicles

In 2018, the number of tagged vehicles continued to decrease (a 8% decrease since 2017). The number of auctioned vehicles increased by a count of 3. The number of vehicles scrapped in 2018 decreased by 24.6%.

Abandoned Vehicles

	2016	2017	2018
Tagged	1070	831	762
Auctioned	50	33	36
Reclaimed	11	11	7
Scrapped	56	57	43
Revenue	\$28,296	\$24,811	\$25,959

Vacant & Abandoned Initiative

Outcome Numbers

In 2018, we added 48 properties to our Vacant & Abandoned (V&A) list bringing the total number of V&A properties since 2013 to 1,566. We also resulted 116 V&A properties this year. Of those, 32 were demolished by the City, 4 were demolished by the owners and 80 properties were repaired by private individuals.

Vacant & Abandoned Activity

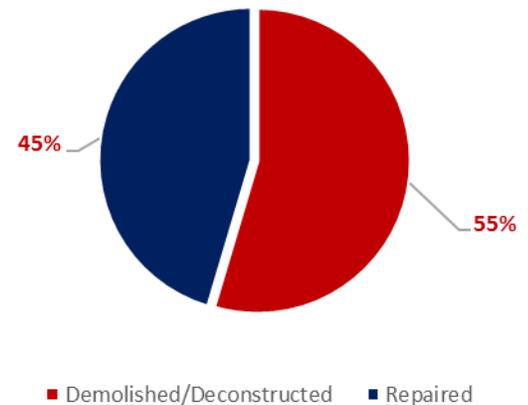
	2016	2017	2018
New V&A Properties	83	68	48
V&A Cases Closed	187	79	116
Demolished by City	110	4	32
Demolished by Private	0	2	4
Repaired by Private	77	73	80

At the close of 2018, the cumulative total of resulted V&A properties addressed since 2013 was 1,447.

The breakdown is as follows:

- 757 Demolished
- 10 Deconstructed
- 657 Repaired
- 23 Pending Demolition

Overall V&A Outcomes



Remaining V&A Properties

In 2016 we began designating qualified commercial structures as vacant and abandoned. To date, we have added 15 commercial structures to the V&A list and anticipate adding more.

At year end, we had 151 remaining V&A properties. Of those, 83 properties are affirmed for demolition. Another 34 V&A properties are under a repair order/agreement.

The remaining 34 properties are currently being monitored by our inspection staff and will be set for Code Enforcement Hearings as needed in hopes of reaching an outcome.

Key Performance Indicators

	Target	December	November	October	September	August	July	June	May	April	March	February	January
% 311 Calls Resolved in 24 Hours	0.9	1	1	1	1	1	1	1	1	1	1	1	1
% of Billable Abatements	0.9	0.92	0.83	0.87	0.85	0.85	0.89	0.82	0.8	0.86	0.92	0.97	0.9
Average # Days from Request to Abatement	14	14	14	14	14	14	14	14	14	14	14	14	14
Housing Cases Closed	12	26	45	52	16	31	43	85	45	46	64	48	30
% of Environmental Issues Cleaned by Owner	0.46	0.64	0.64	0.62	0.62	0.62	0.61	0.6	0.62	0.57	0.51	0.56	0.5
Adoptions	32	74	61	61	67	53	52	43	35	51	58	45	56
Bite cases serviced by SBACC (cats,dogs,wildlife)	16	5	20	15	25	22	22	31	24	21	8	12	13
% of Animals Returned to Owner	0.147	0.188	0.185	0.173	0.1	0.118	0.16	0.216	0.162	0.233	0.166	0.109	0.143
% of Animals Sent to Rescue/Rehab	0.342	0.299	0.143	0.384	0.318	0.26	0.31	0.2097	0.363	0.332	0.178	0.292	0.25
Volunteer hours	186	158.5	241	194	171	230.25	170.5	234	259	244.5	222.5	222	185.25

Environmental citations cleaned by owner continues to increase over the past two years and to surpass the target set for 2018. The average percentage of environmental violations cleaned by owner was 60% (up from 56% in 2017 and 54% in 2016).

The number of closed housing cases per month consistently surpassed our goal. This is a result of improved policies and procedures when it comes to addressing substandard housing. Additionally, we continue to work on auditing older

The average percent of animals returned to owner for the year (1.63%) surpassed our goal for the year (1.47%). Our average of animals sent to rescues or rehabs this year (2.8%) was lower than our goal of 3.4%. In 2019 we will be hiring a part-time volunteer coordinator to improve the number of volunteer hours.

Staff Changes

We had a few changes to our staff in 2018.

- Tracy Skibins became Director
- Marlaina Johns became Deputy Director
- Chad Hooten was hired as an Inspector
- Rhonda Richmond was hired as an inspector
- Alison Mynsberge was hired as an operations analyst

SBACC Manager's Summary

2018 has further cemented my belief that I work with an extraordinary group of people! Many don't realize that shelter work is not completed only during shelter hours. SBACC staff take it upon themselves to work outside of the shelter to care for scared and sick animals. They return e-mails to rescues in the middle of the night and even sleep at the shelter during snow storms to be able to respond to emergencies. SBACC staff and volunteers are some of the most heartfelt and dedicated people I have ever had the honor of working alongside.

2018 was a very challenging year for us. We saw an overall increase of approximately 10% in domestic animals. For a shelter facility that maintains 20 kennels for adoptable animals and 15 kennels in the stray hold area, that is exceptionally challenging when trying to lower our euthanasia rates. Thankfully we welcomed a new part-time staff member, Sara Kaszas, who increased our adoption numbers an amazing 44% over 2017. Her success coupled with the dedication of our rescue coordinator, Jamie Ealy, allowed us to move over half of our intakes to either rescue placement or new homes!

With the help of social media, SBACC was able to increase the number of animals returned to their owners by 5%. Diane Hostetler was a great asset in matching up found reports with lost reports to help animals find their way back home.

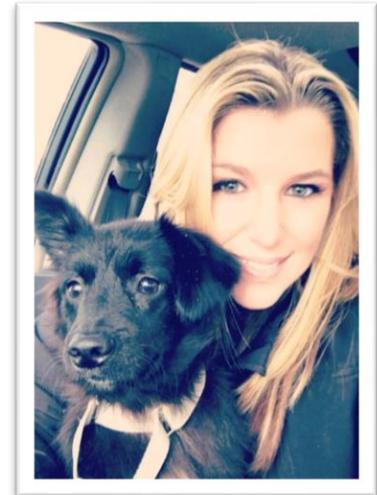
SBACC Officers also did an amazing job enforcing South Bend's animal ordinances and state animal laws this year. Citations issued for animal offenses increased exponentially over 2017! We were also able to help residents find necessary resources for their animals, from low cost spay and neuters to vaccinations and even trainers that could help with bad behaviors. Officers will often carry an extra bag of food in their vehicles to help those that may be struggling and need a little help. understand that we are here to help, it helps keep their pet out of the shelter and in their home.

We look forward to another challenging and rewarding year in 2019. Remember that everyone has a choice; choose compassion. We are and will always be the voice of helpless animals!

Sincerely,

Jenn Gobel

Shelter Manager



Mission Statement

It will be the mission of South Bend Animal Care and Control to: prevent animal cruelty and abandonment by promoting responsible, caring and compassionate attitudes towards animals. SBACC provides shelter for orphaned animals and delivers programs for their adoption. SBACC encourages responsible ownership through public education and enforcement of legislation. SBACC strives to reduce unwanted pet population by advocating the neutering of companion animals.

Vision Statement

SBACC serves our community with programs and services that improve the welfare of animals. With the attitude of "Open Door ~ Open Heart", SBACC offers resources for our community by offering a range of services and programs for care, supplies, education, leisure and training. The animals under the care of SBACC become happy, healthy, well socialized and highly adoptable.

Core Values

-  Accountability
-  Empathy
-  Vision

SBACC's Responsibilities

- Respond to animal-related complaints such as: animal running-at-large, animal nuisance complaints, injured wildlife, animal-related public safety hazards, etc.
- Enforce animal welfare laws regarding animal cruelty and neglect per city, state and federal regulations
- Investigate bite cases throughout the city
- Manage a fully-functioning animal adoption center and animal shelter
- Facilitate the adoption of animals
- Work to alleviate euthanasia in the city animal shelter
- Participate and organize outreach events with the community to promote and educate the public on animal welfare issues
- License domestic animals within city limits
- Utilize social media to further the goals of SBACC

SBACC's Data & Analysis

When examining SBACC data in 2017 (and going forward), it is important to note that management at the shelter changed in the fall of 2016 and along with it procedures and classifications in recording data changed slightly.

SBACC continues to license more pets every year. SBACC's Animal Control Officers (ACOs) have been working hard to hold people accountable for their pets. To encourage compliance, more ordinance violation citations are being issued for failure to license than in previous years. ACOs are also more cognizant of performing follow-ups on addresses of which we receive complaints. More frequent follow-ups and personal contact with citizens helps to encourage compliance and more responsible pet ownership.

Complaints investigated continued to slightly increase. Domestic Animal Intake increase 10% in 2018. Long-term, we would like to see these two numbers decrease as the community becomes more educated about proper animal care and ownership.

Pets adopted continued to increase in 2018, by 44%. SBACC staff and volunteers have been working diligently to promote available animals on social media and have used some very creative ways of drawing in attention, including videos and humorous adoption posts. If you haven't already, you should like the SBACC Facebook page (along with the

South Bend Animal Care & Control

	2016	2017	2018
Pet Licenses Sold	700	1,533	1,671
Complaints Investigated	2,437	2,752	2,768
After Hours Emergency	213	113	315
Domestic Animal Intake	2,144	2,250	2,485
Wildlife Picked Up	150	266	165
Commission Hearings	10	4	5
Pets Reclaimed by Owner	304	352	370
Pets Adopted	261	453	652
Bite Cases	215	227	256
Chicken Permits	29	30	23
Owner Surrenders	428	612	567
Animals to Rescues	590	779	753

other 10,000 fans) to have a look! Adoption events have been expanded to include events at the Michigan City PetSmart as well as having cats available for adoption at our local PetSmart on a regular, rotating basis.

Pets reclaimed by owners continues to slowly increase when looked at as a percentage of total animal intake. Percent of animals returned to owner remains stable over the past 3 years. The consistent push for microchipping animals should cause this percentage to increase in the future.

Domestic animal intake increased by 10% in 2018. We hope to see this number decrease as owners are made more aware of the importance of proper restraint practices, limiting the amount of time animals are tethered outside and increasing the number of animals spayed and neutered.

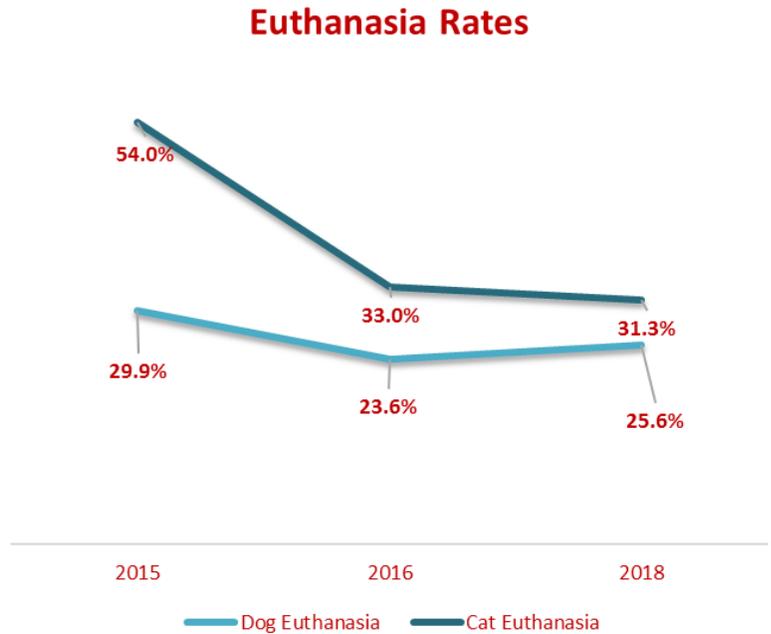
The number of owner surrenders decreased 7.4% in 2018. Through community education and outreach, we hope to see this number continue to decrease in the future.

Euthanasia Rates

SBACC continued to work towards decreasing euthanasia rates for both cats and dogs. In 2014, 71.9% of cats that came into SBACC were euthanized. In 2018, that number dropped to 31%!

In 2014, 31.2% of dogs that entered SBACC were euthanized. In 2018, the euthanasia rate was 25.6%. We are euthanizing less than the national average of 31% for dogs.

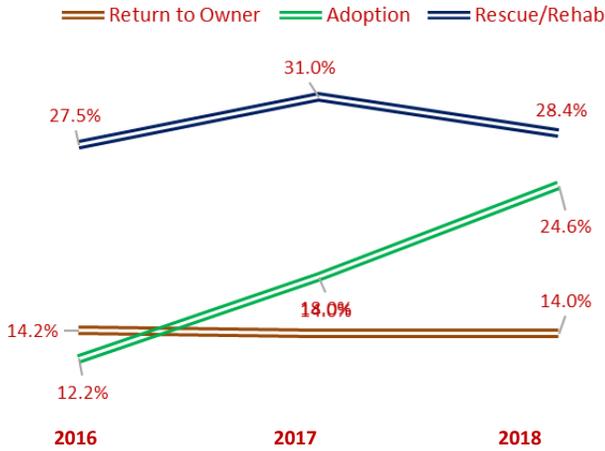
These numbers reflect all total euthanasias (including owner requested euthanasia). SBACC offers euthanasia services for our residents at little cost to them for animals that may be sick or injured beyond medical help or have behavioral issues beyond rehabilitation and are a danger to the community.



Distribution of Animal Outcomes

As mentioned above, our hope is that, through marketing and community outreach, we will see the number of strays decrease, the number of owner surrenders decrease, the number of animals transferred to rescues and rehabs increase, and the number of adoptions increase (as a percent of total intake).

Distribution of Animal Outcomes



Animal Distribution

Dog	2016	2017	2018
Intake	1,132	1,215	1,330
Returned to Owner	288	338	349
Adoption	179	281	328
Rescue/Rehab	285	276	311
Euthanasia	338	287	340

Cat	2016	2017	2018
Intake	961	997	1,118
Returned to Owner	16	14	17
Adoption	66	162	283
Rescue/Rehab	305	468	412
Euthanasia	519	329	350



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