



CITY OF SOUTH BEND

EXCELLENCE | ACCOUNTABILITY | INNOVATION | INCLUSION | EMPOWERMENT

Department of Code Enforcement

2019 Annual Report

Pete Buttigieg
Former Mayor of South Bend

James Mueller
Current Mayor of South Bend

Marlaina Johns
Interim Director, Code Enforcement

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Adopt from Us!

Featured throughout this report are animals who were available for adoption in 2019.

Think of us when you’re ready to adopt a new furry friend! <https://southbendin.gov/resident-resources/pet-adoption/#dogs>

Many photos by volunteer Tami Barbour

Executive Summary

As I approach my sixth year with Code Enforcement I continue to be more thankful for and proud of our Code Enforcement and South Bend Animal Resource Center teams. I have never worked alongside a more dedicated group of individuals who truly care about our community.

2019 was a big year for Code Enforcement. It was the year that the Rental Safety Verification Program (RSVP) ordinance was passed and implemented. Our whole team came together to quickly map out policies, procedures and process maps. We have had to troubleshoot along the way and continue to innovate ways to improve. Performing over a thousand inspections in that first year further solidified the need for RSVP in our community. Tenants are often very happy to see us. We have formed some great relationships along the way!



In order to manage the workload of RSVP we had to get creative and reorganize the department. We have separated the inspectors into three specialties: RSVP, Environmental and Housing (for owner-occupied and commercial properties). We also redrew the inspector areas in the city; reducing the number of areas from 8 to 6. We also transferred over 1 of our office staff members to be the full-time Program Coordinator for RSVP. Making these changes not only allowed us to inspect all those rental units, but it also resulted in improved efficiencies. By having inspectors specialize in certain areas they are able to focus more on the task at hand. What we saw in 2019 was a 40% increase in the number of environmental cases initiated.

Efficiencies were further achieved by contracting out the towing of abandoned vehicles starting in July of 2019. Towing, auctioning and reclaiming cars were a large burden on the department and didn't bring in much revenue to cover the personnel and equipment costs. The contracted company is doing a wonderful job of coordinating tows with our inspectors. Our inspectors are excited to no longer be in the towing business, too!

South Bend Animal Resource Center (SBARC) has been doing an outstanding job changing the perception of SBARC. The rebranding/renaming of SBARC was a big accomplishment in 2019. The team at SBARC works hard every day to continually increase the number of animals that are transferred to rescues, adopted, or returned to owner. Amazingly, the number of animals transferred to rescues increased by 33% in 2019! As a result of their hard work, their euthanasia rate decreased to 8.9%! Not only are they working hard to get animals into homes, they continue to increase capacity for enforcing ordinances. In 2019 they investigated 17% more complaints than in 2018.

Please take a look at the data in this Annual Report to see what we've been up to this past year. What we do directly impacts the quality of life for our residents, both the four-legged and two-legged variety, and we are proud to answer the call.

Respectfully Yours,

A handwritten signature in blue ink that reads "Marlaina Johns".

Marlaina Johns,
Interim Director of Code Enforcement

2020 Department of Code Enforcement Organizational Chart

Director

Deputy Director

NCE

RSVP

NEAT

SBARC

1 Inspector Supervisor

3 Inspectors

1 Crew Supervisor

2 Managers

8.5 Inspectors

1 Office Staff

3 Crew Members

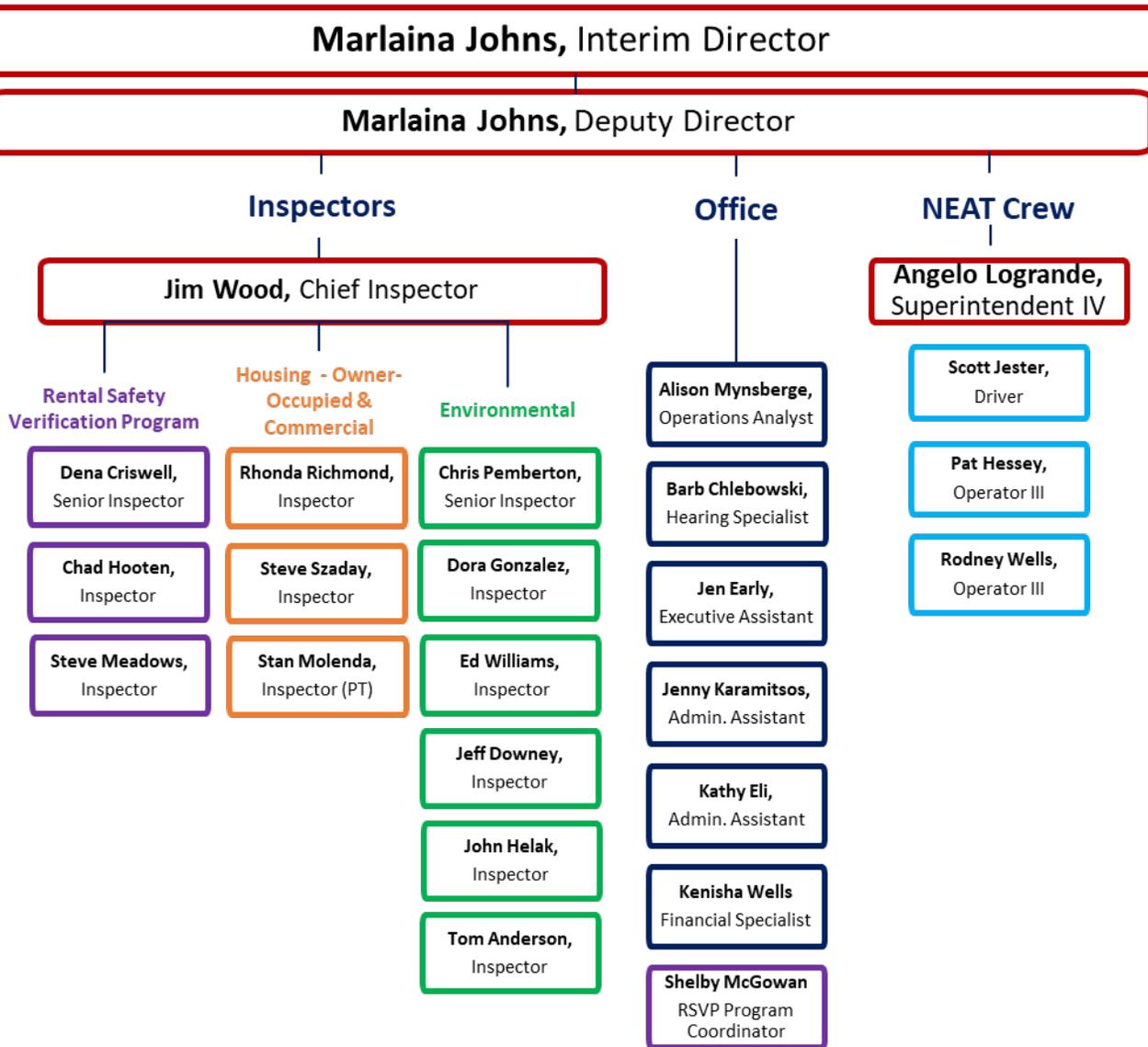
4 Officers

6 Office Staff

3.5 Office Staff

.5 Kennel Staff

2020 Code Enforcement Organizational Chart



2020 South Bend Animal Resource Center Organizational Chart

Marlaina Johns, Interim Director

Marlaina Johns, Deputy Director

Jenn Gobel, Shelter Manager

Stasia Orłowski, Assistant Manager

Diana Hostetler,
Animal Control Assistant

Alayna Goheen,
Animal Welfare Officer

Jamie Ealy,
Animal Control Assistant

April Michaels,
Animal Welfare Officer

Sara Kaszas,
Animal Control Assistant

Grace Fuller,
Animal Welfare Officer

Sue Durski,
Volunteer Coordinator (PT)

Maria Schau,
Animal Welfare Officer

Michelle Landess,
Kennel Assistant (PT)

Code Enforcement's Responsibilities

- Rental Safety Verification Program (RSVP) Inspections
- Pursue citizens' complaints
- Process environmental citations such as: trash, tall grass, illegal dumping, litter, traffic obstructions, snow removal, etc.
- Tag 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: parking issues, conducting a business in a residential neighborhood, 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 Resource Center (see page 22)



Before and After Home Repair



Before and After Cleanup by NEAT Crew



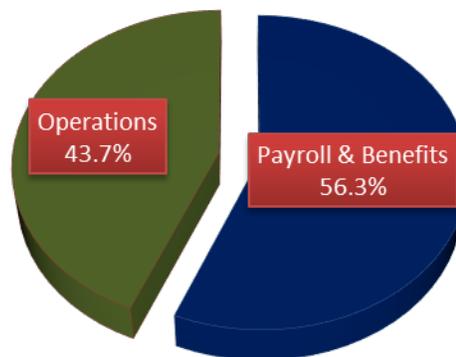
Budget Data and Analysis

Funding

Adjusted Funding Sources

Department	Fund	2017		2018		2019	
		Budget Amount	Actual Expenses	Budget Amount	Actual Expenses	Budget Amount	Actual Expenses
Code Enforcement	Civil City	1,733,372	1,387,405	1,935,662	1,712,624	2,324,579	1,923,446
	Capital Improvement	\$70,285	\$70,285	\$0	\$0	\$0	\$0
	219	\$951,497	\$770,740	\$972,413	\$684,941	\$1,043,437	\$592,547
SBARC	Civil City	\$729,330	\$672,209	\$976,096	\$828,180	\$1,026,627	\$901,355
	Capital Improvement	\$0	\$0	\$80,000	\$80,000	\$32,000	\$31,987
Rental Unit Division	Civil City			\$112,600	\$59,234	\$180,974	\$144,603
	Capital Improvement	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total		\$3,484,484	\$2,900,639	\$4,076,771	\$3,364,980	\$4,607,617	\$3,593,937

CODE ENFORCEMENT FUND ALLOCATION



The Department of Code Enforcement’s budgeted funding increased by 13% in 2019.

South Bend Animal Resource Center used 88% of its allocated funding.

The Office of Code Enforcement used 84% of its allocated funding.

The result was a surplus of \$698,242 (combined) for the year (with year-end encumbrances deducted).

Payroll & Benefits decreased by 4.3%.

Operations increased by 10%.

Revenue

Code Enforcement

Code Enforcement’s overall revenue in 2019 increased by 5%.

Percent change by category is as follows:

- Abandoned Vehicles decreased by 72%
 - decrease due to outsourcing towing and auction activities to a private towing company July of 2019
- Environmental Collections increased by 10%
- Demolitions & Boardings decreased by 10%
- Civil Penalties increased by 6%
- Ordinance Violations increased by 14%
- Miscellaneous income increased by 186%

SBARC

In 2019, total revenue for SBARC decreased by 3%.

Percent change by category is as follows:

- Pet Licenses increased by 10%
- Pet Reclaim Fee increased by 9%
- Pet Adoption Fee decreased by 1%
- Pet Microchipping increased by 3%
- Animal Surrenders increased by 2%
- Miscellaneous decreased by 43%

Department Revenue

Code Enforcement		2017	2018	2019
Abandoned Vehicles		\$24,443	\$25,959	\$7,327
Environmental Collections		\$209,801	\$151,135	\$165,813
Substandard Housing	Demolitions & Boardings	\$107,844	\$137,017	\$123,906
	Civil Penalty	\$136,935	\$122,717	\$129,818
Ordinance Violations		\$68,927	\$78,376	\$89,644
SBARC		\$18,950	\$10,750	\$7,516
Landlord Registration		\$7,500	\$310	\$250
Forfeited Cash Performance Bonds		\$0	\$9,000	\$0
Miscellaneous Income		\$12,231	\$15,807	\$45,252
Subtotal for Code Enforcement		\$586,631	\$551,071	\$569,526

SBARC		2017	2018	2019
Pet Licenses		\$25,800	\$29,492	\$32,497
Pet Reclaim Fee		\$6,375	\$6,315	\$6,910
Pet Adoption Fee		\$24,994	\$32,835	\$32,473
Pet Microchipping		\$4,100	\$3,670	\$3,770
Animal Surrenders		\$7,803	\$8,130	\$8,316
Pet Miscellaneous		\$6,895	\$14,510	\$8,307
Subtotal for SBACC		\$75,967	\$94,952	\$92,273

Grand Total \$662,598 \$646,023 \$661,799

Random Fact: GIS Fun

The Code Enforcement Inspector Area Lookup map, developed by our Operations Analyst, was viewed 4,613 times in 2019! It is a great tool for both staff and the public.

Want to see what the fuss is all about? Check it out here: <http://bit.ly/2sQzMIJ>



Ordinance Violation Citations Issued

Both the office of Code Enforcement and South Bend Animal Resource Center (SBARC) utilize ordinance violation citations (“tickets”) to encourage compliance from owners/violators.

Code Enforcement automatically sends a ticket to properties upon a completed mowing by the City. We also automatically send a ticket to properties that are under a continuous enforcement order upon city abatement of a litter or vegetation violation.

New in 2019 is issuing tickets for Rental Safety Verification Program ordinance violations. Tickets are written for: rental units that have not been inspected or certified, occupancy of a condemned structure, removing condemned notices, failure to meet Code Inspector (“no show”), etc.

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

Housing Data and Analysis

The Rental Safety Verification Program (RSVP) started in 2019. As a result, the comparable housing numbers to prior years will not be as easy to evaluate. Code Enforcement now separates housing cases into two categories: rentals and owner-occupied.

Owner-Occupied Housing Cases

A total of 400 cases were opened and 275 housing cases were closed in 2019. We will likely see more cases closed in 2020 as we transition cases from being addressed through Indiana Unsafe Building Law to being addressed strictly through RSVP.

Housing hearings also reduced due to RSVP. RSVP cases do not go through the hearing process.

Ordinance Violation Tickets Issued

Type	Subtype	Count	Total	Average Amount
Environmental	Grass	2,479	\$ 620,000	\$ 250
Environmental	Litter	517	\$ 183,240	\$ 354
Environmental	Failure to Clean	53	\$ 44,850	\$ 846
Environmental	Vegetation	152	\$ 57,750	\$ 380
Environmental	Illegal Dumping	22	\$ 9,000	\$ 409
Housing	RSVP	1,111	\$ 276,150	\$ 249
Housing	Vacate & Seal	41	\$ 40,500	\$ 988
Housing	Failure to Repair	32	\$ 19,000	\$ 594
Zoning	All	86	\$ 12,800	\$ 149
Business Licensing	All	5	\$ 600	\$ 120
Animal	Failure to License	875	\$ 190,825	\$ 218
Animal	Failure to Vaccinate	759	\$ 165,850	\$ 219
Animal	Other	303	\$ 152,200	\$ 502

Total Ordinance Violation Tickets Issued

Year	Count	Total Sum	Average per Ticket
2017 - NCE	3,317	\$ 1,335,250	\$ 402.55
2018 - NCE	4,005	1,073,995	\$ 268.16
2019 - NCE	4,498	1,263,890	\$ 280.99
2017 - SBARC	344	\$ 54,975	\$ 159.81
2018 - SBARC	1022	\$ 239,850	\$ 234.69
2019 - SBARC	1937	\$ 508,875	\$ 262.71

Owner-Occupied Housing Data

	2017	2018	2019
New Housing Cases	612	747	400
Secure Orders Issued	98	135	304
Closed Housing Cases	1,181	515	275
Housing Hearings	963	1,009	623

Rental Safety Verification Property (RSVP)

New in 2019 was the RSVP program. As a brand-new program, it was a challenge to sort through in a short period of time. Once the ordinance passed, we quickly and thoroughly established beginning policies and procedures and process mapped it all out. Our Chief Inspector and RSVP Inspectors extensively trained together to prepare. We even had them inspect two of our staff’s houses – one of which was staged to have violations along with kids and dogs as distractions. We were glad we did all this prep work because we received tenant requests immediately.

We also had to plan how to manage all the data and inspections (on the office side) until we get a software solution for the program. To that end we reallocated one of our full-time office staff members to RSVP, becoming the Program Coordinator. We also reallocated an additional inspector; for a total of 3 RSVP inspectors. Our Operations Analyst was instrumental in helping to modify the temporary inspection software and to troubleshoot technology and data issues along the way. We thank the Department of Innovation and Technology for the assistance they were also able to provide.

In 2019 we completed 657 initial inspections with 280 of those being initiated as a result of tenant complaints. There were an average of 7 violations per inspection. 195 properties have been certified to meet minimum safety standards and 15 properties have been condemned.

We look forward to working with the Department of Innovation & Technology to implement a software solution for RSVP in 2020. It has been nice to discover what all we would like to see in the new software by working through so many different scenarios throughout 2019.

RSVP Data

	2019
# Initial Inspections	657
# Initial from Tenant Complaints	280
# Reinspections	355
# Certified	195
# Condemned	15
Avg # of Violations per Case	7



Practice RSVP Inspection

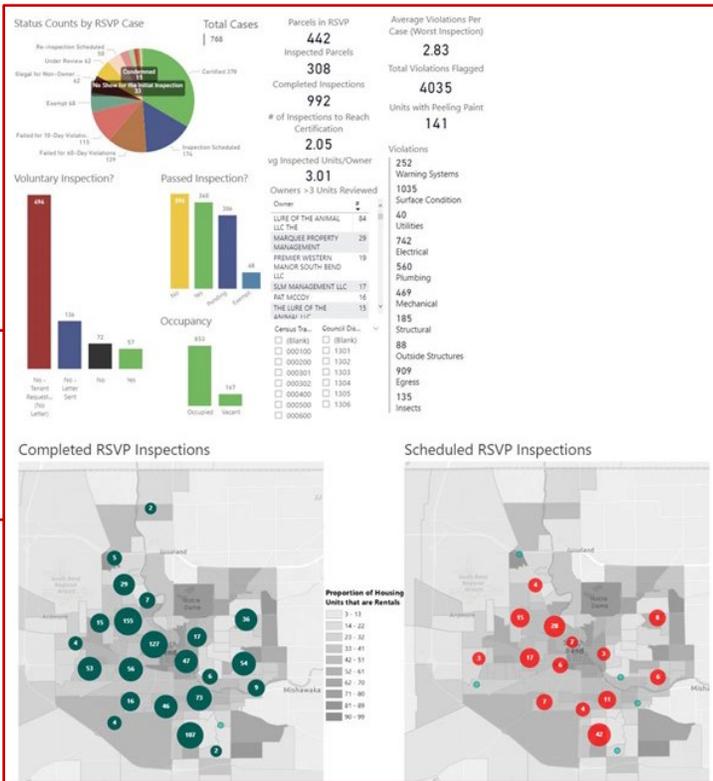


Most Common RSVP Violations

Wall/Floor/Ceiling Conditions	Heating or Ventilation
Electrical	Exterior Doors and Windows
Interior Doors & Windows	Infestation
Plumbing	Roof
Mechanical	Standing Water
Smoke Alarms	Exterior Steps
Interior Stairs or Rails	Interior Surface Condition
Interior Surface Condition	w/ Peeling Paint

Fun with Numbers: PowerBI for RSVP →

Our Operations Analyst developed a PowerBI interface to quickly view and analyze RSVP data. Here’s a snapshot of what that looks like:

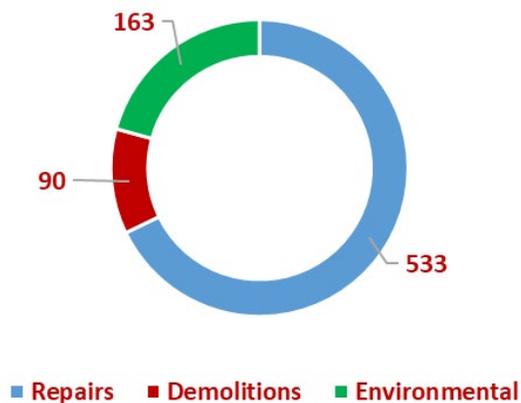


Hearing Process

In 2019, 786 cases went through the hearing process. The breakdown is as follows:

- 533 Repair hearings (68%)
 - 38% were affirmed
 - 43% were modified to repair orders
 - 8% were repaired by owner
- 90 Demolition hearings (11%)
 - 64% were affirmed
 - 20% were modified to repair orders
 - 1% were demolished by owner
 - 1% were repaired by owner
- 163 Environmental hearings (21%)
 - 26% were affirmed
 - 10% were modified to establish a deadline
 - 61% were cleaned by owner

Hearing Type Distribution



Environmental Data and Analysis

Code Enforcement spends a great deal of 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 2019 increased by an impressive 40%! This is largely due to separating our inspectors into specialized teams; thereby allowing each group to better focus. We have 6 inspectors now dedicated solely to environmental and zoning violations. We expect the total number of environmental violations will increase more when we are utilizing stable software.

The number of properties sent to abatement decreased by 40%. This is partly thanks to our Operations Analyst figuring out how to modify our software to once again send notices to property occupants as well as our inspectors working to improve communications with property owners and occupants.

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

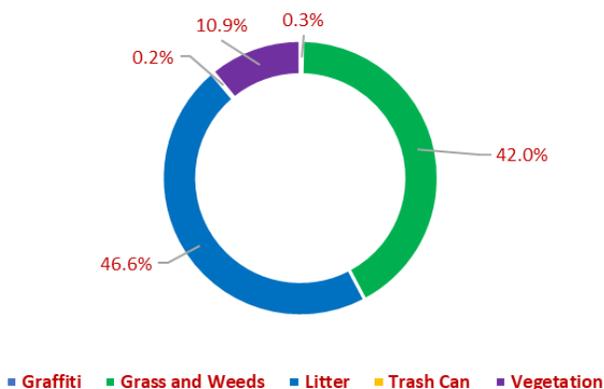
The most common type of environmental citations (at 47%) involve litter, discarded appliances, bags of trash, furniture, and demolition remains. Second most common (at 42%) are citations for grass and weeds over nine inches tall. Vegetation is the third most prevalent (at 11%) for violations such as tree limbs or branches, yard waste, vegetation overgrowth, etc. Graffiti comprises 0.3% of overall violations.

Environmental Records

	2017	2018	2019
Cases Initiated (per Record #)*	13,063	12,764	17,873
Properties Sent to Crew for Abatement (per Record #)*	3,192	3,784	2,273
Abatements Completed (per Record #)	3,229**	4,201**	5,029**
Environmental Hearings	181	76	163

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

Environmental Violations by Category



Improving Code

In addition to her normal duties, our Operations Analyst took over troubleshooting many of our software difficulties.

In 2019 she opened 109 cases with our primary software company. That's a case about every 2 days. She played an integral role in keeping us functioning throughout the year and improving services to residents.

Grass Violations

We had another busy grass season! We initiated 7,510 new records for tall grass and/or weed violations. Of those, 63% (4,742) were mowed by the owner. Once sent to the crew for abatement, the time between citation and abatement averaged 7 days; down from 10 days in 2018 (a reduction of 30%).

One of the reasons for the 30% reduction is a change in how Code Enforcement processes continuous enforcement (CE) properties. For a few years Code used a CE case type to auto schedule grass abatements for the Department of Venues, Parks & Arts (VPA). Every 30 days VPA would be automatically assigned an abatement inspection to mow a property. This resulted in a great deal of time being spent by VPA going out to properties that did not need mowed; creating inefficiencies. In 2019 Code shifted to having inspectors cite CE properties like any other property with tall grass/weeds; upon inspection verifying that the grass/weeds were 9" or taller.

Update: Data Sharing on City's Open Data Portal

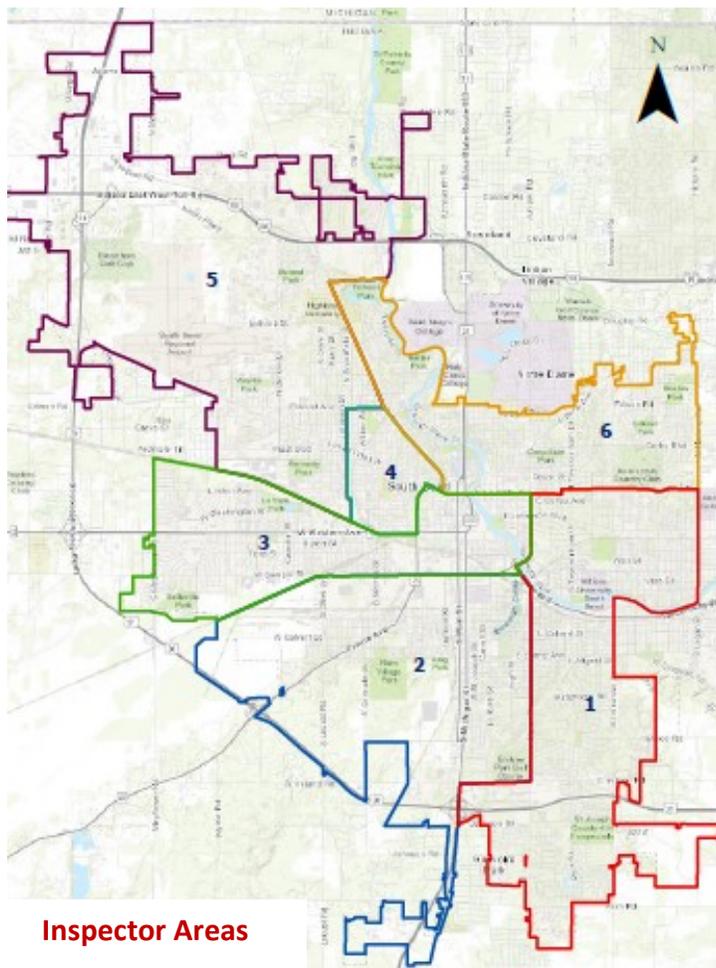
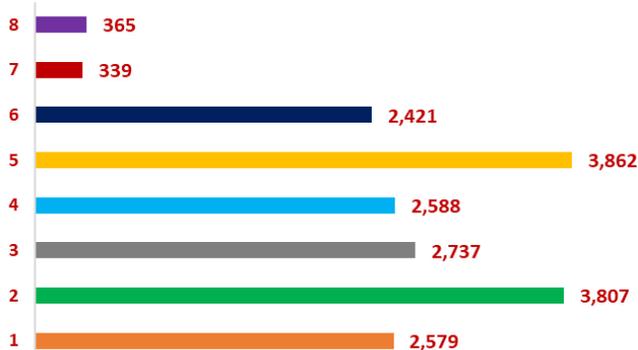
We developed a script to greatly reduce the time spent preparing our data for upload!

Online data includes: Vacant & Abandoned Properties, Demolitions, and Rental Safety Verification Program

Inspector Area Violation Count

In 2019 we redrew the inspectors' areas and reduced the number of areas to 6 (previously there were 8 areas). The reason for the change was to accommodate the workload of the Rental Safety Verification Program (RSVP). One environmental inspector is assigned to monitor each area. Below is the number of cases/records opened in each inspector's area. To the right is how the city is currently divided.

Environmental Records per Inspector Area



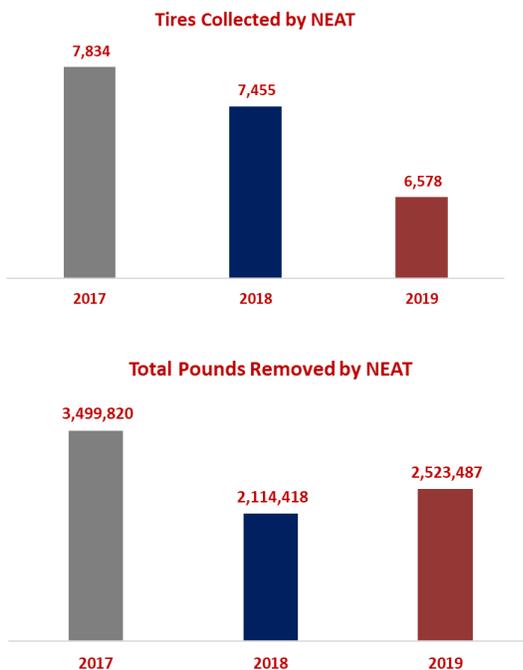
NEAT Crew

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.

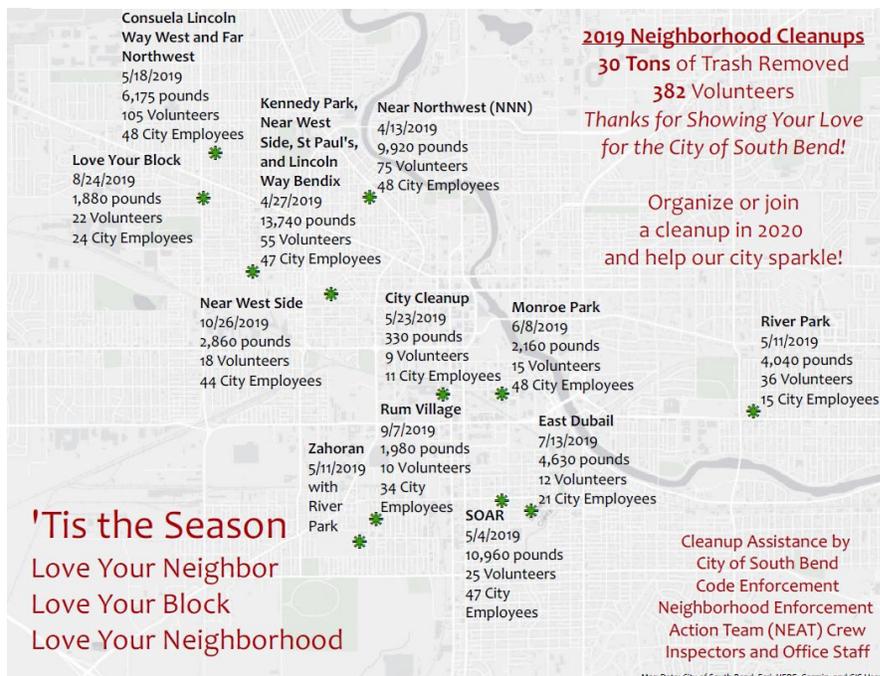
In 2019, NEAT cleaned 2,462 properties that were cited by the inspectors. NEAT removed 2.5 million pounds of litter/debris as well as 6,578 tires total! They also cleared 836 illegal dumping sites with a total of 261,932 pounds removed.

Also in 2019, NEAT demolished 7 substandard garages, sheds, or 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 in which the Department participates. They arrange for the trucks, loaders and supplies, and their crew. In 2019, the Department participated in 12 cleanups with 58,630 pounds of debris removed. End of year map to the right. Every year our staff looks forward to working with our neighborhood partners during these cleanups. We hope to see more organized neighborhood cleanups in 2020.

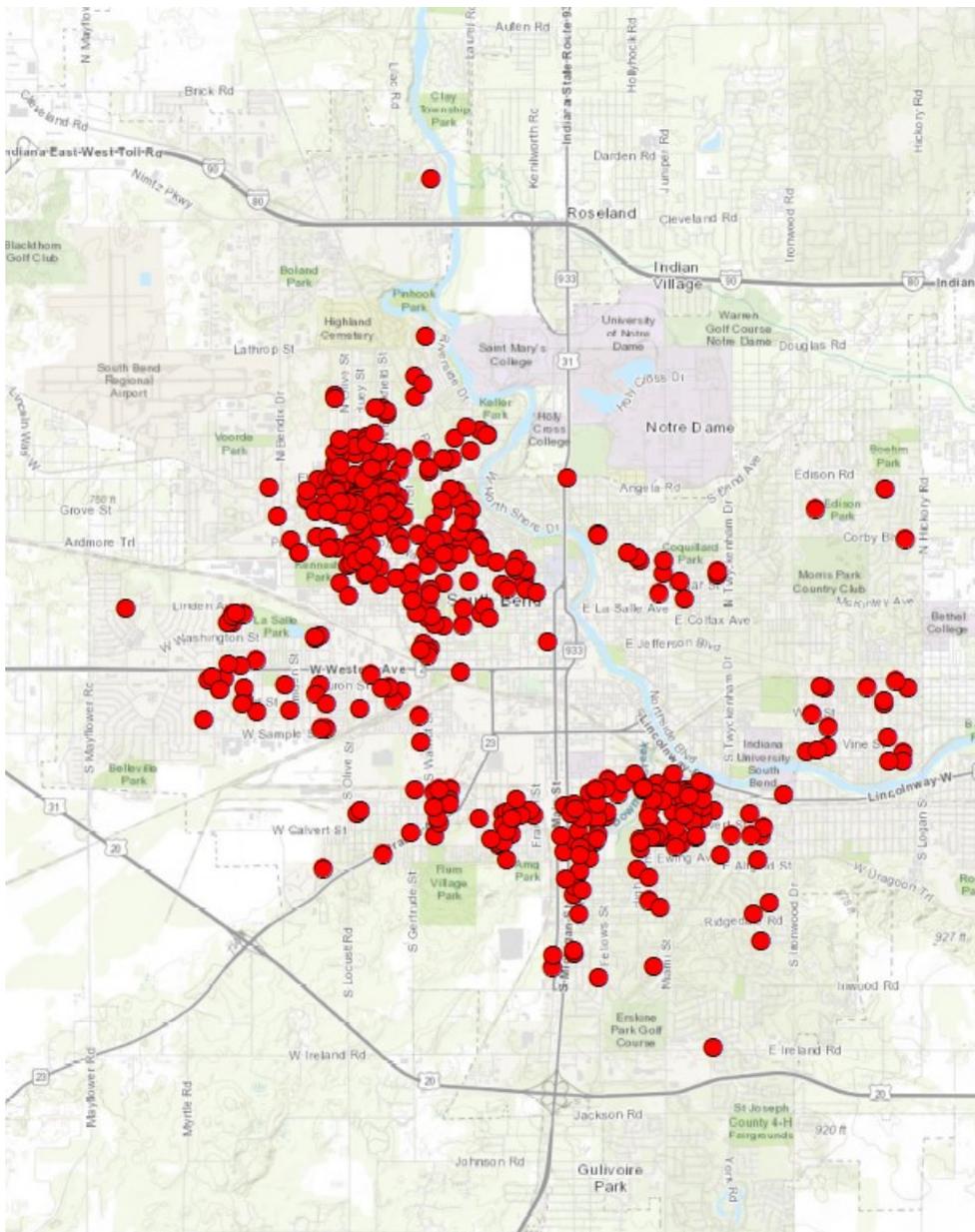


Neighborhood Cleanup Map

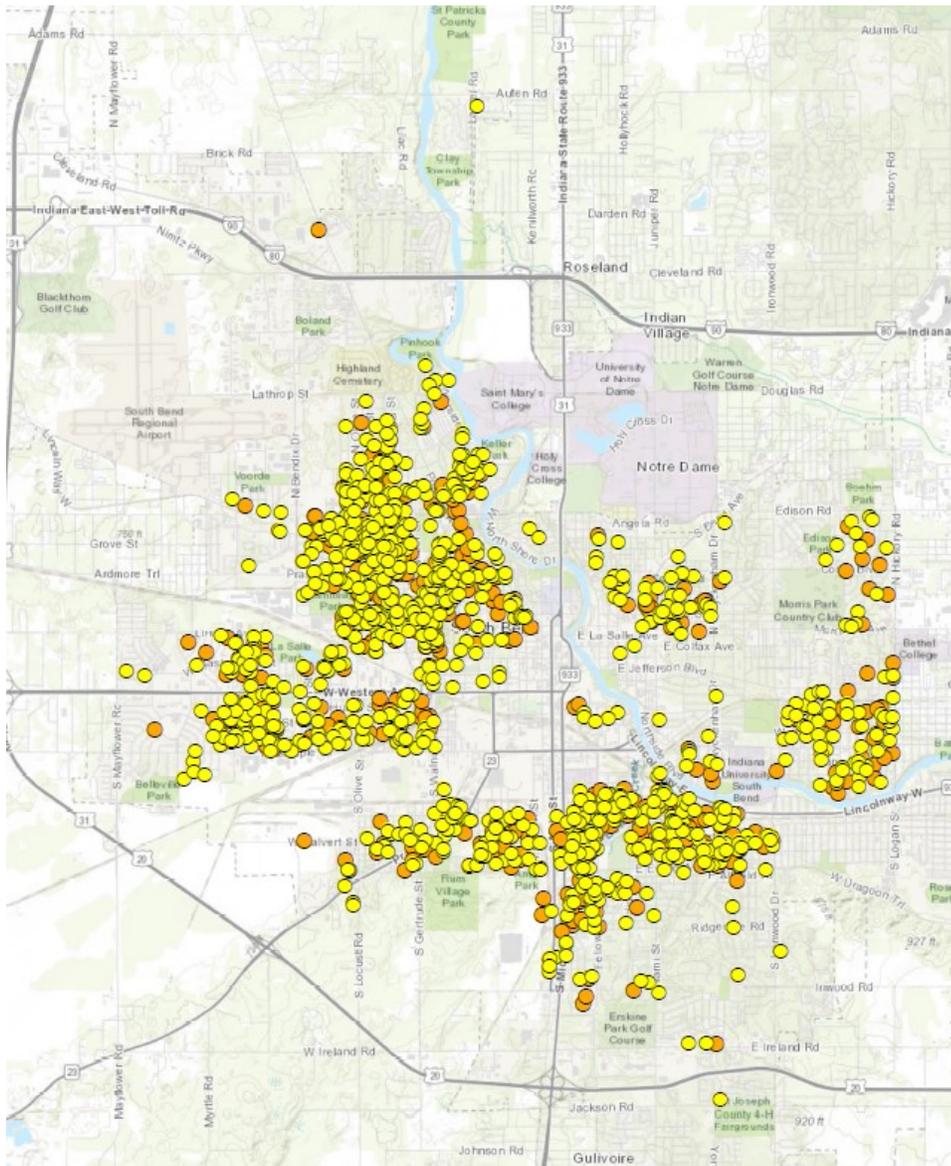


Environmental Violation Maps

5+ Environmental Violations per Address



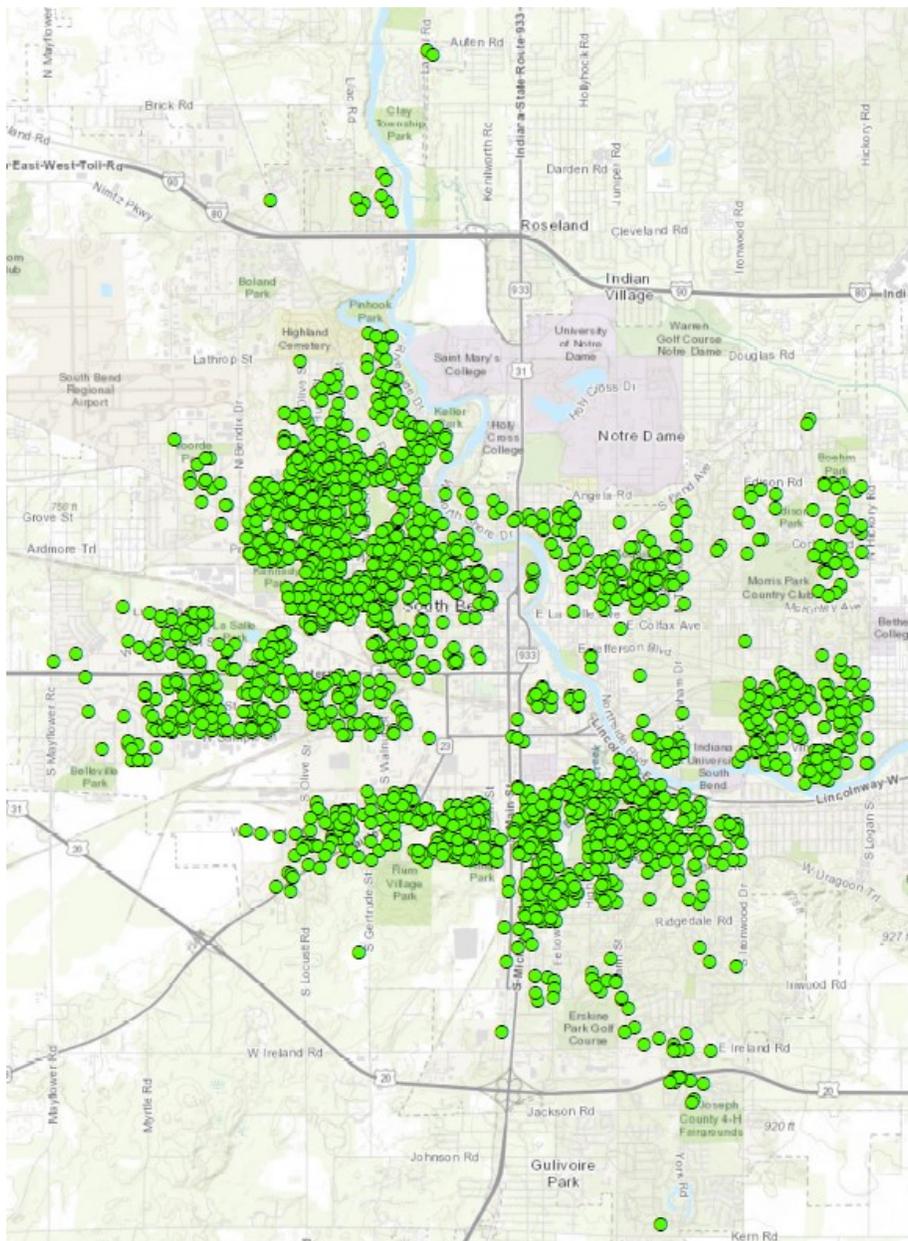
3-4 Environmental Violations per Address



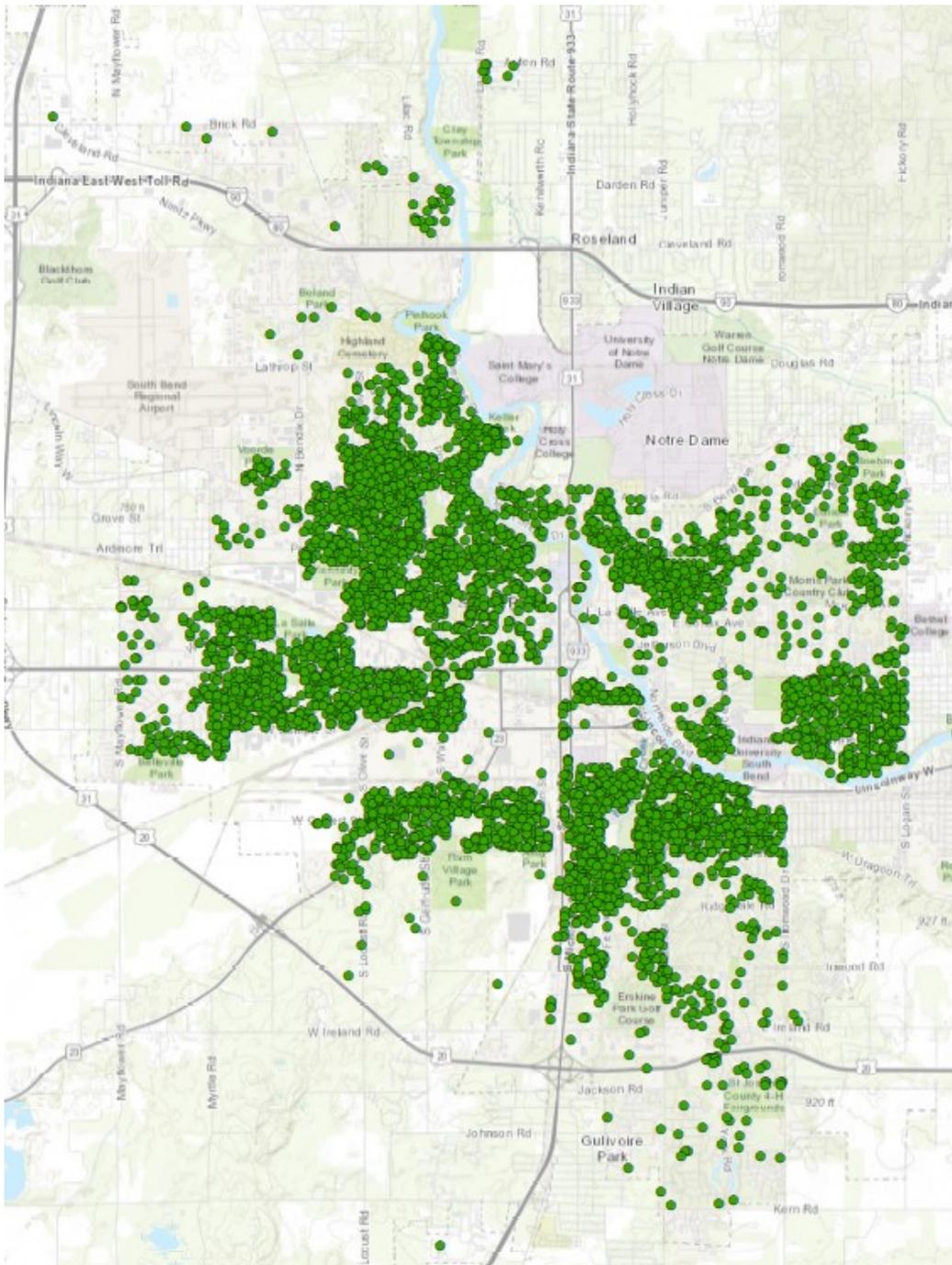
of Environmental Violations per Parcel

- 3
- 4

2 Environmental Violations per Address



1 Environmental Violation per Address



Abandoned Vehicles

In 2019, the number of tagged vehicles increased by 11%.

Starting in July of 2019 we stopped towing, auctioning, scrapping and reclaiming vehicles internally. All that activity is now being contracted out to a private towing company.

Contracting out has freed up our inspectors’ time and has allowed us to tag more vehicles and be far more efficient; as evidenced by the 40% increase in environmental violations.

Abandoned Vehicles

	2017	2018	2019*
Tagged	831	762	852
Auctioned	33	36	0
Reclaimed	11	7	3
Scrapped	57	43	37
Revenue	\$24,811	\$25,959	\$ 7,327

Vacant & Abandoned Initiative

Outcome Numbers

In 2019, we added 28 properties to our Vacant & Abandoned (V&A) list bringing the total number of V&A properties since 2013 to 1,591. We also resulted 48 V&A properties this year. Of those, 23 were demolished by the City, 2 were demolished by the owners and 23 properties were repaired by private individuals.

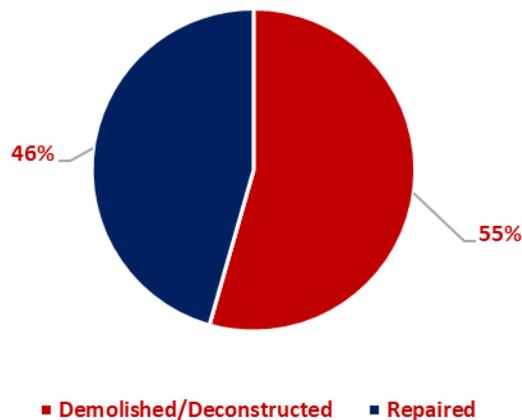
Vacant & Abandoned Activity

	2017	2018	2019
New V&A Properties	68	48	28
V&A Cases Closed	79	116	48
Demolished by City	4	32	23
Demolished by Private	2	4	2
Repaired by Private	73	80	23

At the close of 2019, the cumulative total of resulted V&A properties addressed since 2013 was 1,461. The breakdown is as follows:

- 783 Demolished
- 10 Deconstructed
- 666 Repaired
- 15 Pending Demolition (not included in total)

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 16 commercial structures to the V&A list and anticipate adding more.

At year end, we had 131 remaining V&A properties. Of those, 56 properties are affirmed for demolition. Another 6 V&A properties are under a repair order/agreement.

The remaining 69 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	Avg for 2019	December	November	October	September	August	July	June	May	April	March	February	January
% of Billable Abatements	NEAT	90%	76%	60%	78%	80%	70%	69%	69%	72%	79%	83%	77%	87%	84%
Average # Days from Sent to NEAT to Abatement Complete	NEAT	7 or less	2.5	2.9	2.9	2.6*	2.5*	2.4	2.4	1.9	2.5	2.4	2.2	2.6	2.8
# Environmental Cases Opened	Code	1,200/mo	1495	723	1023	1482	1456	1269	2176	1737	4302	1158	1044	983	586
# RSVP Inspections Completed	Code	180/mo	105*	120	82	160	116	96	116	108	66	64	20	0	0
Average # Days between Environmental Case Opened to being Closed	Code	22 or less	15	19	18	18	18*	17	18	17	14	13	4	13	12
% of Environmental Issues Cleaned by Owner	Code	46%	60%	66%	61%	62%	63%	66%	61%	64%	60%	60%	56%	68%	38%
Adoptions	SBARC	32/mo	55	65	49	57	48	80	72	47	46	45	74	36	40
Bite cases serviced by SBARC (cats,dogs,wildlife)	SBARC	16/mo	19	14	19	16	21	28	11	26	23	19	10	17	18
% of Animals Returned to Owner	SBARC	15%	16%	14%	19%	18%	13%	12%	11%	14%	12%	21%	19%	18%	19%
% of Animals Sent to Rescue/Rehab	SBARC	34%	38%	49%	48%	55%	38%	56%	27%	25%	32%	32%	29%	39%	22%
Volunteer hours	SBARC	186/mo	201	134	175.25	184.75	196.25	236	229.25	229	261.5	204.25	192.75	186.5	178

*Average takes into counts the first full 9 months RSVP

Environmental citations cleaned by owner remained steady over the past two years and surpassed the target set for 2019. The average percentage of environmental violations cleaned by owner was 60%.

The average number of days an environmental violation was open was 15 days. That average surpassed our target of 22 days. This included the day we cited it, the 1-day allowance for mailing, and the 10-day period that is required by statute to allow the owner to clean (total of 12 days in the citation process). The average number of days between when an inspector sent a violation to the NEAT crew to be cleaned and when that abatement was completed was only 2.5 days!

RSVP inspections completed were below the average we had hoped for in 2019. Once we have a software program to manage RSVP cases we should see this number increase.

The average number of adoptions was 55 per month; higher than our target of 32. The average percent of animals returned to owner for the year was 16%, surpassing our goal of 15%. The average percentage of animals sent to rescues or rehabs this year was 38% (target was 34%.) SBARC staff has worked very hard on building and improving relationships with rescues to help transfer out more animals.



SBARC Manager's Summary

2019 was my third full year as the manager of the city's open admission animal shelter and I remain humbled to work alongside the amazing staff daily. We continued our trend of increasing adoptions through the practice of successful social media usage. While we only surpassed last year's adoption number by seven adoptions, it was a pretty difficult task to top that previous year's increase of 44%. We were excited to maintain that momentum and add a few more adoptions. We also increased the number of animals that were transferred to rescues. We transferred 999 total animals in 2019 (some transported as far away as Illinois and Wisconsin); an increase of 33%!

SBARC achieved an 8.9% average euthanasia rate for 2019. This qualifies us as having the designation of "No-Kill" status, which is something that has never been achieved in the history of the shelter. Maintaining the strong adoption numbers and increasing our transfers to rescues was the outstanding combination that enabled us to lower the overall euthanasia numbers by 25%. The overall euthanasia number encompasses the following: owner requested euthanasias, animals involved in serious bite cases, animals sent down state for rabies testing, animals with serious medical/behavioral issues (including wildlife), and those for time and space (only 7 in 2019). If we remove the number of animals that were euthanized per owner request, bite cases/bite history and cases sent down state for rabies and only calculate cats/dogs euthanized for medical, behavioral and for time & space we see that 8.9% euthanasia rate. Only seven animals were euthanized for space in 2019. I cannot reiterate enough the amount of work that went into this accomplishment, by every single SBARC staff member and volunteer, they are truly an incredible group of people to work alongside.

2019 also brought a name change to reflect the long-term vision of what the South Bend Animal Resource Center is going to be for the residents of our city. We removed the negative connotation of "control" and replaced it with the idea that SBARC is a place to go if one needs help with their pet. We work with so many great partners and resources that most residents do not know exists. I am overwhelmed with how often staff will go above and beyond to help people and their pets. Often residents will come to us because they do not have the means to keep their animal. In those instances, staff will sit and talk with them to see what we can do to help them keep their furry family member home.

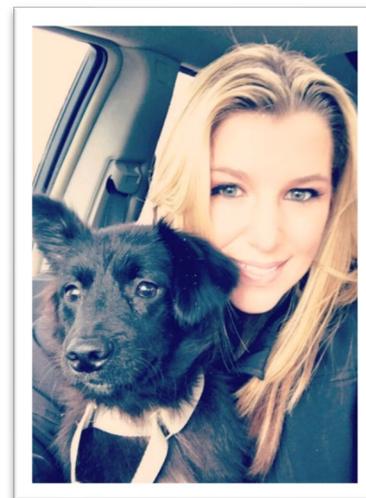
Prioritizing the welfare of the animals in our city continues to be the focus. We continued our work on the proposed Animal Welfare Ordinance with the intention of finalizing it in 2020. In 2019 we fully utilized our software management system by implementing dispatching and case management to help: more accurately track cases, link people and animals together, minimize the chance of cases not being followed up on. We are now able to better follow-up on cases to ensure that animals owners are following current animal ordinances, and more importantly, animals are being cared for properly.

Overall 2019 was a pivotal year for SBARC. It laid the foundation for bigger successes as we enter 2020. I cannot thank and praise the SBARC staff and volunteers enough. They are the "grit and grace" as well as the backbone of the shelter and their dedication to the animals and residents is second to none.

Sincerely,

Jenn Gobel

Resource Manager



SBARC’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 welfare, 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
- Continue to work to reduce euthanasia at SBARC
- 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 SBARC

SBARC’s Data & Analysis

SBARC continues to license more pets every year. SBARC’s Animal Welfare Officers (AWOs) 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. In 2019 the number of pet licenses sold increased by 11%.

AWOs 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 in 2019 increased by 17%. Long-term, we would like to see this number decrease as the community becomes more educated about proper animal care and ownership.

Domestic animal intake increased by 4% in 2019. Ideally, we would like to see this number decrease as owners are made more aware of the importance of spaying and neutering their pets, proper restraint practices, and limiting the amount of time animals are tethered outside. However, we continue to see that increase every year. Part of the reason for this may be due to an insufficient amount of low cost spay/neuter services in the community.

Mission Statement

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

Vision Statement

SBARC serves our community with programs and services that improve the welfare of animals. With the attitude of “Open Door ~ Open Heart”, SBARC 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 SBARC become happy, healthy, well socialized and highly adoptable.

Core Values

-  Accountability
-  Empathy
-  Vision

South Bend Animal Resource Center

	2017	2018	2019
Pet Licenses Sold	1,533	1,671	1,847
Complaints Investigated	2,752	2,768	3,236
After Hours Emergency Care	113	315	314
Domestic Animal Intake	2,250	2,485	2,593
Wildlife Picked Up	266	165	146
Commission Hearings	4	5	6
Pets Reclaimed by Owner	352	370	395
Pets Adopted	453	652	659
Bite Cases	227	256	224
Chicken Permits	30	23	26
Owner Surrenders	612	567	616
Animals to Rescues	779	753	999

What is most impressive for us is that we have increased the percentage of animals transferred to rescues by 33%! This is the direct result of our hard working team continuing to build relationships with rescues. It makes our hearts very happy knowing that we are moving more animals than ever before!

Pets adopted remained steady with 7 more adoptions than in 2018. SBARC staff and volunteers have been working hard to promote available animals on Facebook 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 SBARC Facebook page (along with the other 20,000 fans) to have a look!

Pets reclaimed by owners continues to slowly increase when looked at as a percentage of total animal intake. Percent of animals returned to owner remained stable over the past 4 years. The consistent push for licensing and microchipping animals should cause this percentage to increase in the future.

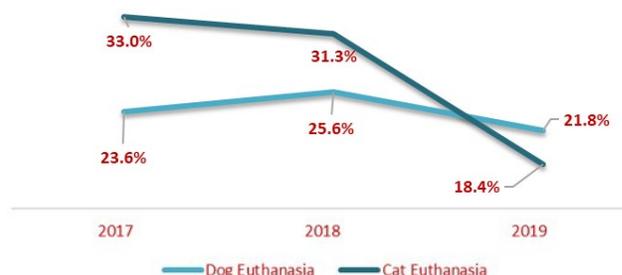
Euthanasia Rates

Also worth bragging about is our euthanasia rate continuing to decrease! SBARC continued to work towards decreasing euthanasia rates for both cats and dogs. In 2014, 71.9% of cats that came into SBARC were euthanized. In 2019, that number dropped to 18%!

In 2014, 31.2% of dogs that entered SBARC were euthanized. In 2019, the euthanasia rate dropped to 21.8%.

Important to note is these numbers reflect all euthanasias; including animals that are euthanized due to emergency medical, aggression, bite history, and owner requested. If we remove those instances, our euthanasia rate, overall, is 8.9%, qualifying SBARC as a "no-kill" shelter!

Euthanasia Rates



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).

Animal Distribution

Dog	2017	2018	2019
Intake	1,215	1,330	1,386
Returned to Owner	338	349	369
Adoption	281	328	432
Rescue/Rehab	276	311	254
Euthanasia	287	340	302

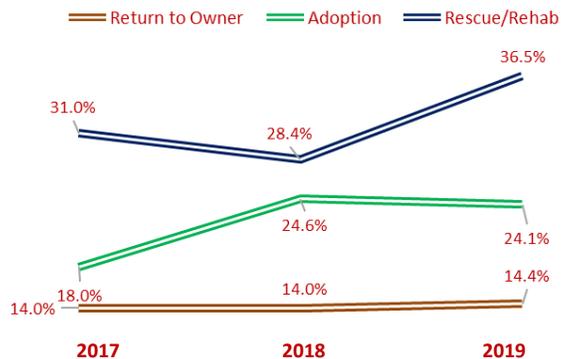
Cat	2017	2018	2019
Intake	997	1,118	1,174
Returned to Owner	14	17	23
Adoption	162	283	207
Rescue/Rehab	468	412	706
Euthanasia	329	350	216

Intake Photo

Adoption Photo



Distribution of Animal Outcomes



SBARC's Animal Rescue Snapshots

Deer Rescued from Swimming Pool



Abbey

Came in heartworm positive and partially feral. Now fully recovered and a happy, indoor dog.



Buddha

Came in with fear aggression and was rehabilitated and adopted.



Senior Boxer Freed from Chain

He had spent his whole life on a chain outdoors. We found him a safe, loving home where he gets to stay inside.



Emaciated Dog: Diva

Was found by South Bend Police in an abandoned house. Now thriving in her forever home.



Emaciated Dog: Josie

Was living in a basement. Also thriving in her forever home. Josie even wears sweaters now.





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