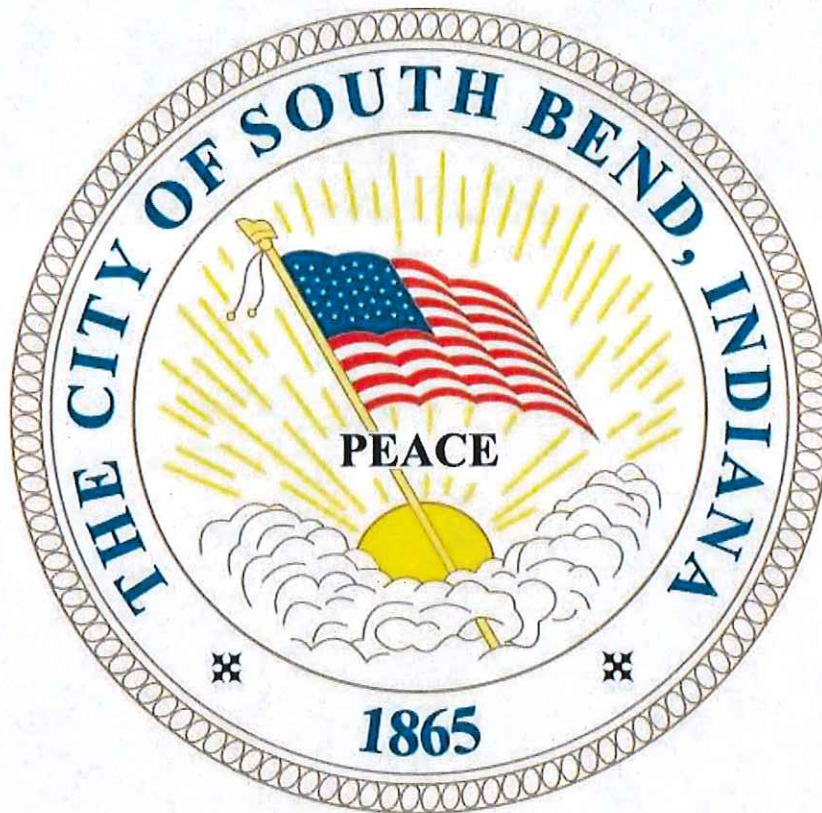


2015 Annual Report Department of Code Enforcement



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KAREEMAH FOWLER
CITY CLERK, SOUTH BEND, IN

Peter Buttigieg
Mayor

Randy Wilkerson
Director of Code Enforcement





Your 2015-2016 Code Enforcement Inspectors



Your 2015-2016 Code Enforcement Office Staff

1300 County-City Building, 227 W. Jefferson Blvd, South Bend, IN 46601-1810





Your 2015-2016 South Bend Animal Care & Control Team



Your 2015-2016 Neighborhood Enforcement Action Team

1300 County-City Building, 227 W. Jefferson Blvd, South Bend, IN 46601-1810



Executive Summary

The Department of Code Enforcement continues to improve on our operations. In 2015, we completed one of the biggest initiatives the Department has ever faced, “1,000 Houses in a 1,000 Days”. During the initiative, we greatly improved our operational efficiencies allowing us to provide a higher quality of service to the residents of South Bend.

At the end of 2014, the “1,000 Houses in the 1,000 Days” initiative still had 234 homes that needed to be addressed in just under 11 months. By mid-September (two months ahead of schedule) we reached 1,000 homes addressed. By the deadline in November, we had addressed 1,141 homes; 12% higher than the Mayor’s goal. This initiative involved several city departments working together on a regular basis to achieve this success.

Each department involved learned a lot about themselves and how about how we each interact with one another for the good of the City.

This year we moved our environmental inspections to Accela case management software. This created several challenges and learning curves for everyone. We found that through this technology we were sending order to comply letters and abating the violations faster than ever before while still following city ordinances. As a result, we changed our process to allow people more time to comply. In addition, we are mailing invoices for abatements the business day after the violation was abated. In 2016 we will begin completing housing inspections and processing hearings through Accela as well.

Our hearing process continues to be one of our most successful tools for reaching compliance and resolving issues. In fact, the cities of East Chicago and Merrillville have attended our hearings to see how they work. Both these cities are looking at adopting the Indiana Unsafe Building Law. Evansville has also talked to us about our hearings and collections processes. We are proud to become a resource for other cities in the area.

Since we started the collection process in late 2014, we've seen an increase in not only our collections but of property owners paying their invoices in a timely manner. This could be due to either processing our invoices faster or the collection process itself. We once again started using special assessments to collect monies owed. We still have a long way to go before we achieve the accounts receivable percentage we would like to see collected, however, the process is working.

We had only a few staff changes in 2015. One inspector retired, one office staff member transferred to inspector and one new hire. We also had an additional office staff member join the team in January 2016. We currently have two bilingual (English/Spanish) office staff members, Dora Gonzalez and Jessica Brock. They have been an asset in improving our communications with some of the City’s property owners.

I would like to thank the Department of Code Enforcement staff, the Mayor’s Office, the Department of Community Investment, Human Resources, Legal Department, Central Services, Police and Fire Departments for their continued support this year.

Respectfully yours,



Randy Wilkerson, Director of Code Enforcement

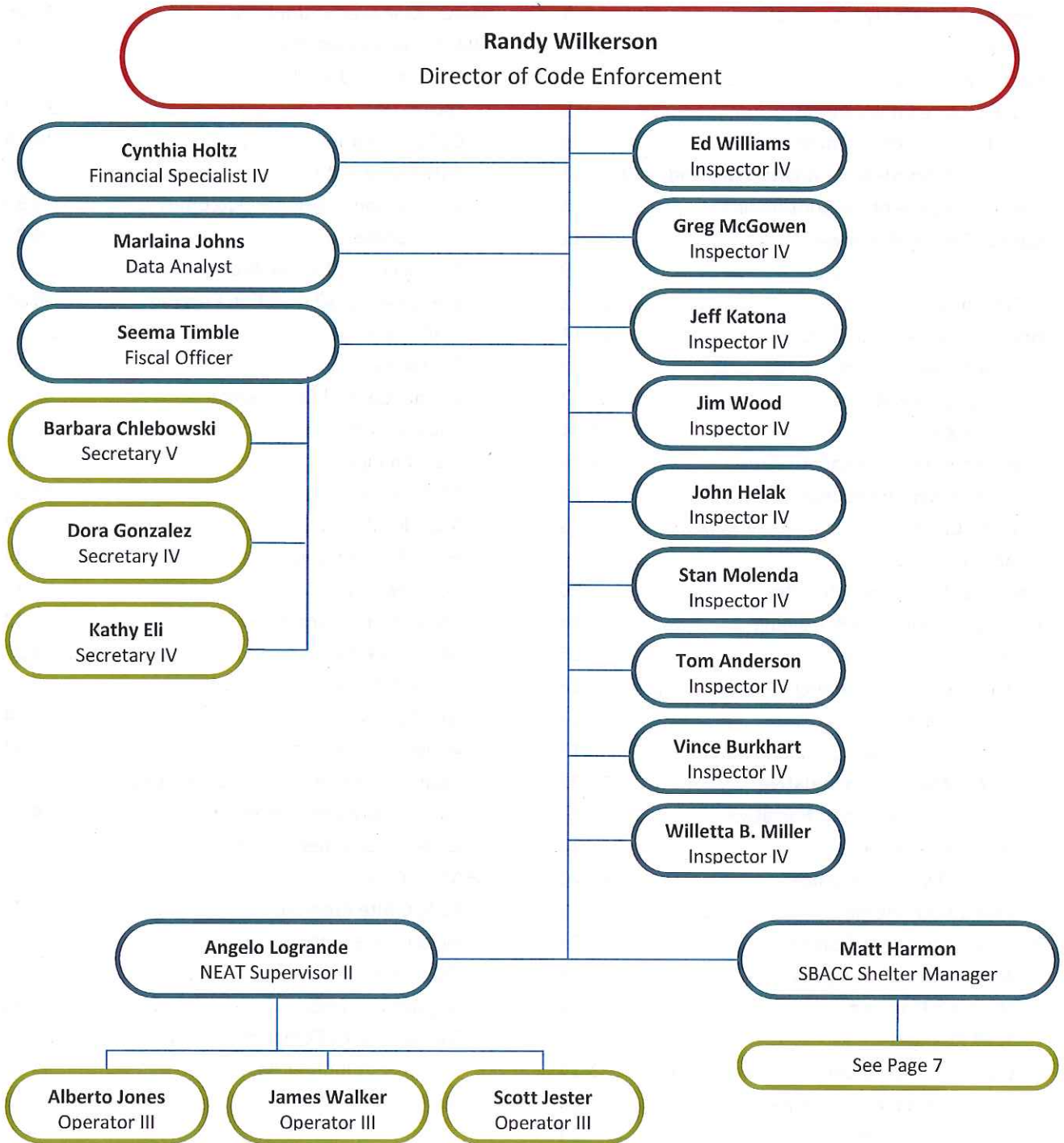


Contents

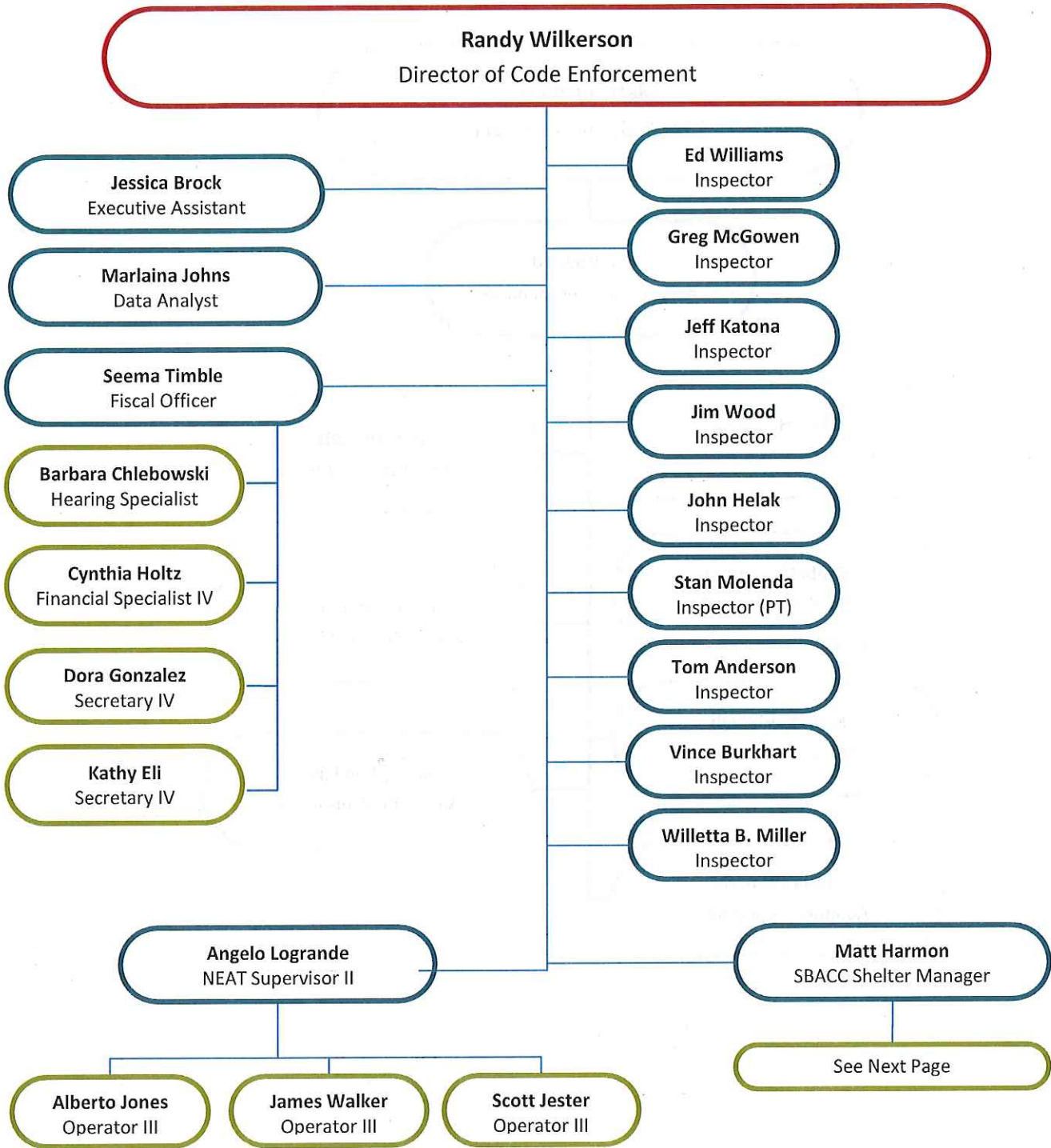
Executive Summary	3	SBACC Manager’s Summary	25-26
Contents	4	SBACC’s Responsibilities.....	27
Organizational Charts	5-7	SBACC Data and Analysis.....	27-30
2015 Code Enforcement	5	Narrative	27-28
2016 Code Enforcement	6	Call Distribution	28-29
2015-16 South Bend Animal Care and Control ...	7	Euthanasia Rate	29
Code Enforcement Responsibilities.....	8	Distribution of Animal Outcomes	29-30
Budget Data and Analysis.....	9-11	SBACC Updates.....	30-32
Funding	9	Lost & Found Twitter Account	30
Revenue	10-11	Bite Case Data/Education Program	30-31
Housing Data and Analysis	11-14	Staff Training.....	31
New Housing Cases	11	Raptor Rehab.....	31
Housing Days Active.....	12	Animal Control Commission	31-32
Hearing Process.....	12-14	Issuing Citations	32
Environmental Data and Analysis.....	14-16	Staff Changes	32
Environmental Records.....	14	SBACC’s Successes.....	32-33
NEAT Crew	15	Spay/Neuters	32
Accela.....	15-16	HSUS Free Vaccination Clinic	32-33
Vacant & Abandoned Registry.....	16	The Paw Print.....	33
Employee Education & Training	16	Speaking Engagements	33
Asbestos Licensing	16	Code Enforcement’s Goals	34-35
First Aid & AEP Training	16	Purge & Scan Files.....	34
OSHA Class	17	NEAT Crew	34
Abandoned Vehicles.....	17	Active Shooter Training.....	34
Vacant & Abandoned Initiative	17-21	Continuous Enforcement Direct Orders	34
Vacant & Abandoned Narrative.....	17	Tall Grass/Weed Abatement.....	34-35
Outcome Numbers.....	18	Code Enforcement Trucks.....	35
Mapped V&A Outcomes	18-20	SBACC’s Goals.....	35-37
V&A 1,000 th Home	21	SBACC Bite Program.....	35
Key Performance Indicators	22-23	Wildlife Training.....	36
Code Enforcement’s Updates.....	23-24	Outreach	36
Strategic Planning	23	Digitize Call Logs	36
Staff Changes	23	Digitally Track Complints	36
Continuous Enforcement Streamlining.....	23-24	Increase Volunteer Base	36-37
Grass Ordinance Revisions.....	24	Shelter Hours	37
Tractor Purchase	24		
Jackets.....	24		
Policy & Procedures	24		



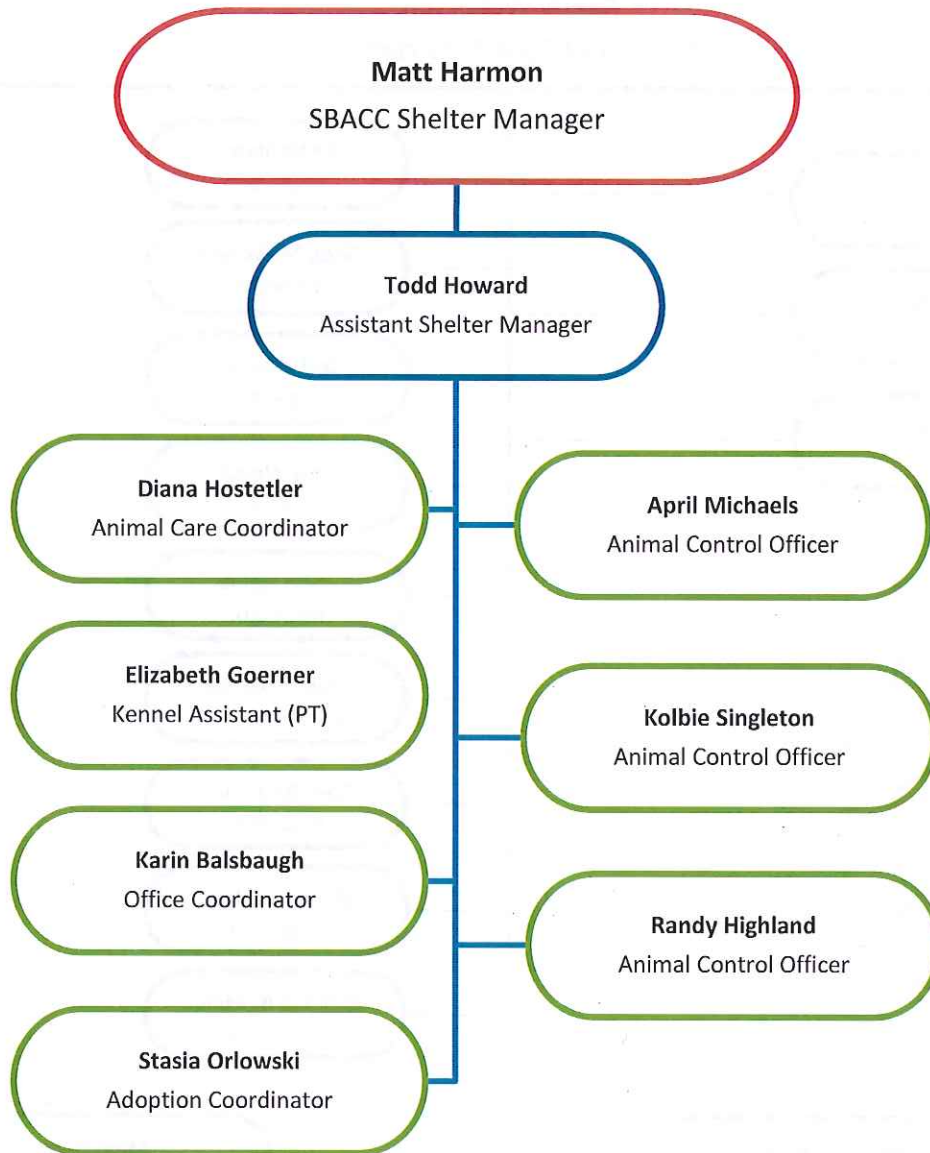
2015 Code Enforcement Organizational Chart



2016 Code Enforcement Organizational Chart



2015 -2016 South Bend Animal Care and Control Organizational Chart



Code Enforcement Responsibilities

- Pursue citizen complaints
- Process environmental citations such as: trash, tall grass, illegal dumping, litter, traffic obstructions, snow removal, etc.
- Cite 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
- Abate environmental issues on city/county owned properties
- Review business licenses for auto service centers, towing companies, scrap metal dealers, pet shops, public parking lots and garages, and donation containers
- Asbestos testing on demolition affirmed properties
- Testify in civil matters and contestation of tickets involving Code Enforcement
- South Bend Animal Care and Control



741 Cottage Grove before (8/3/2014)



741 Cottage Grove after (10/27/2015)

Budget Data and Analysis

Adjusted Funding Sources

Department	Fund	2013		2014		2015	
		Budget Amount	Actual Expenses	Budget Amount	Actual Expenses	Budget Amount	Actual Expenses
Code Enforcement	Civil City	\$2,060,819	\$1,867,082	2,251,638	1,912,775	2,340,485	1,739,071
	Capital Improvement	\$158,000	\$71,482	\$84,771	\$0	\$74,000	\$0
Hearing Officer	Civil City	\$40,399	\$38,977				
Junk Vehicle	Civil City	\$65,580	\$58,901				
	Capital Improvement	\$0	\$2,834				
Unsafe Building	Civil City	\$53,684	\$26,052				
	CDBG/EDIT (City)	\$1,633,588	\$356,484				
SBACC	Civil City	\$596,111	\$550,747	\$689,215	\$626,856	\$696,216	\$636,091
	Capital Improvement	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total		\$4,608,181	\$2,972,560	\$3,025,624	\$2,539,631	\$3,110,701	\$2,375,162
Surplus		\$1,635,621		\$485,993		\$735,539	

Funding

Due to a change in how demolitions are processed within the City, the CDBG/EDIT amounts shown in 2013 were reallocated to the Department of Community Investment in 2015. Cells that are shaded grey were either consolidated into the category "Code Enforcement" or reallocated to a different category to more accurately reflect designation.

For comparison's sake, after removal of CDBG/EDIT funds, total funding in 2013 would have been \$2,974,593. After the reallocation of CDBG/EDIT monies, the Department of Code Enforcement's funding increased by 2.8% in 2015 (compared to 2014). Of that 2.8% increase, there was a 1% increase in SBACC funding and a 3% increase in the Office of Code Enforcement funding.

South Bend Animal Care and Control used 91% of its allocated funding. This is due primarily to the increase in health care costs.

The Office of Code Enforcement used 72% of its allocated funding. Due to lower fuel costs, a reduction in the total cost of grass cuts for the season, fewer emergency demolitions, and lower personnel costs since we did not have a Chief Inspector in 2015. The result was a surplus of \$735,539 (combined) for the year.



Revenue

Code Enforcement's overall revenue in 2015 decreased by 10% (or \$100,254) from 2014. This is primarily due to no cash performance (CP) bonds being forfeited in 2015. Cash Performance Bonds are mostly used when someone (who has an affirmed demolition on a property) wishes to enter into a Repair Agreement with the Department. As a sign of good faith, we require that a Cash Performance Bond is posted before we remove the property from the demolition track. Although the decrease in CP bond revenue is unfortunate for revenue sake, this is actually a good thing because it means that repair agreements secured by CP bonds were fulfilled (i.e.: properties were repaired as agreed and the CP bonds were returned to the owner upon fulfillment).

In almost all other areas, we saw significant increases in revenue:

- Environmental collections increased by 75%
- Demolitions & Boardings increased by 245%
- Ordinance Violations increased by 17%
- Abandoned Vehicles increased by 5%
- Vacant & Abandoned Registrations increased by 156%

These increases are a direct result of increased billings and streamlined collections practices. In late 2014 we started working with the Legal Department on a collections process. Legal has contracted with a third party to perform collections. This was not done effectively in the past leaving the residents of South Bend paying for everybody's bills with no recourse for the City. In 2015 we have worked diligently to get past due invoices sent to collections. We have also been working with the property owners to make payment arrangements, as needed, to pay off any outstanding balance.

Civil Penalties collected decreased by 55%. This is partly due to the backlog of special assessments that need processed.

In 2015, total revenue for SBACC decreased by 2.4%. However, in most categories we did see an increase in revenue compared to historical numbers. The category "Pet Miscellaneous" decreased by 66%. This decrease is largely due to a decrease in donations and being tracked differently in 2015 (now placed in the appropriate account). Pet Reclaim Fees decreased by 20%, largely due to a fewer numbers of animals coming into the shelter as strays.

Department Revenue

Code Enforcement		2013	2014	2015
Abandoned Vehicles		\$6,886	\$13,454	\$14,070
Environmental Collections		\$81,305	\$89,224	\$155,744
Substandard Housing	Demolitions & Boardings	\$48,747	\$33,961	\$117,065
	Civil Penalty	\$285,704	\$193,005	\$86,562
Ordinance Violations		\$33,592	\$18,649	\$21,768
Vacant & Abandoned Registration		\$2,600	\$4,350	\$11,153
Forfeited Cash Performance Bonds			\$152,914	\$0
Miscellaneous Income		\$2,838	\$1,319	\$260
Subtotal for Code Enforcement		\$461,672	\$506,876	\$406,621

SBACC		2013	2014	2015
Pet Licenses		\$17,244	\$15,993	\$21,790
Pet Reclaim Fee		\$2,805	\$4,778	\$3,809
Pet Adoption Fee		\$11,583	\$11,982	\$13,995
Pet Microchipping		\$2,156	\$3,660	\$4,081
Animal Surrenders		\$5,060	\$6,647	\$8,896
Pet Miscellaneous		\$10,777	\$16,584	\$5,618
Subtotal for SBACC		\$49,625	\$59,644	\$58,188

Grand Total **\$511,297** **\$566,519** **\$464,810**



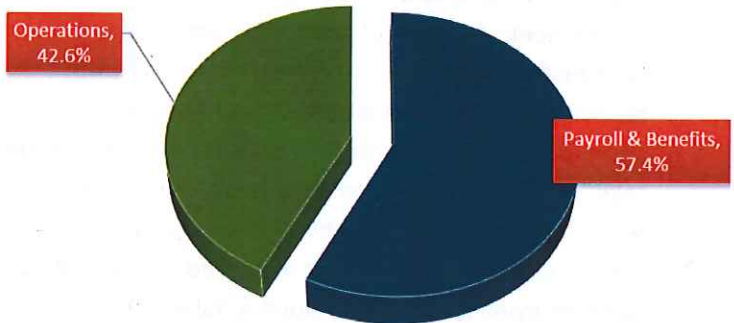
However, SBACC saw a 36% increase in revenue collected from Pet Licenses. This may be attributed to raising awareness about pet licensing requirements within city limits as well as the changes in the city animal ordinance. We anticipate this number will continue to increase through future online licensing options and continued increased awareness of the ordinance.

Microchip revenue increased by 12%. Microchips are required on all dogs who are returned to their owners. The increase is likely a result of the standardization of procedures and policies and more stringent enforcement.

Animal Surrender fees increased by 34%. When someone surrenders their pet to SBACC, they are required to pay a \$20 fee for the care of the animal. In the past, these fees were not strictly enforced, causing the agency to not only lose money, but to take in animals that were not from the City of South Bend. Our staff is holding people accountable when they bring their pets in for surrender and collecting the appropriate fees. Ideally, we would like to see this number decrease since one of our goals is for fewer animals to be surrendered to the shelter.

Pet Adoption Fees increased by 17%. This is due to an increase in the overall number of adoptions. The higher adoption number is a result of aggressive off-site adoption events and marketing campaigns. Interesting to note, we still saw an increase in adoption revenue despite running adoption specials that deeply discounted adoption fees. In some cases adoption fees were as low as \$3 through our “Paws by the Pound” promotion!

CODE ENFORCEMENT FUND ALLOCATION



Housing Data

		2013	2014	2015
New Housing Cases		863	513	634
Closed Housing Cases		304	1,375	1,016
Vacant & Abandoned Activity	New V&A Properties Identified	1045	240	99
	V&A Cases Closed	115	477	466
	Demolished by City	32	295	257
	Demolished by Private	10	8	8
	Repaired by Private	29	141	172
	Repaired & Occupied by Private	44	33	29
Housing Hearings		1009	957	1053
Structures Secured		629	222	187

Housing Data and Analysis

New Housing Cases

There were 634 new housing cases opened in 2015; an increase of 24% compared to last year.

A total of 1,016 housing cases were resolved in 2015! 45% of those were a result of the V&A Initiative.

Furthermore, 36% of housing cases opened this year (229 cases) were resolved this year.



Housing Days Active

Code Enforcement has been working diligently to reduce the average number of days a housing case remains active. There are two ways to examine the data:

- cumulative days a case has remained active to date (includes cases dating back to 1991)
- days active broken down by year and occurring within the same year

Looking at the cumulative data, there is a very slight (2%) increase in the days a case remains active. This data is slow to show any changes in progress for a particular year and the days active skew the overall average.

Looking at the data a year at a time, we are able to see that there was an 18% decrease between 2014 and 2015 in the number of days it took to close out a case within the same year. This is a continued improvement over previous years (56% decrease since 2013). Looking at the days active does not hold any significance since it is an ongoing number and 2015 will obviously be less.

Some of the methods used to reduce the days a case remains active include: issuing Civil Penalties (CPs) more frequently to encourage compliance and attendance at hearings (CPs increased by 6% in 2015), closely tracking data related to Repair Orders and Repair Agreements, and more quickly bringing cases back in for hearings.

Hearing Process

One of our goals for 2015 was increasing compliance with and attendance of Code Enforcement hearings. Previously, we were in the habit of continually setting repair hearings for properties even though the owner did not show up to the hearing (which kept them in a continuous repair hearing cycle). This was both costly for the department and ineffective. In some cases, properties have outstanding Code Enforcement violations dating back to 2009. Every 30 days we would reinspect these properties. In most cases they were marked on our paperwork as “no change”. Now after three to six reinspections have resulted in “no change” we are setting these properties for hearings to get the owner’s attention.

After two repair hearing no-shows, we now set the property for demolition hearing. We also request the Hearing Officer impose a civil penalty for owners who do not show up to hearings. Sixty percent of the people

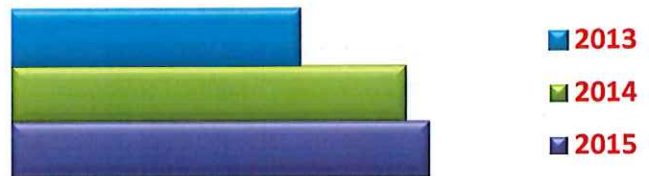
Cumulative Days Active to Date

	Total Average to Date	Closed	Active
2013	938	870	1,629
2014	913	860	1,361
2015	921	871	1,393

Days Active Separated by Year

	Total Average by Year	Closed	Active
2013	362	227	540
2014	152	124	170
2015	137	101	158

Civil Penalties Imposed per Year



who did not show up in the past are now showing up for hearings. A majority of the above mentioned cases were modified to repair orders and eventually repaired.

If, however, the owner still fails to attend the demolition hearing, the owner could still enter into a repair agreement with the Director of Code Enforcement, effectively placing a stay on the demolition order. However, if the terms of the repair agreement were still not met, the property could then revert back to demolition

We also started immediately sending expired repair orders back to hearings if there was no progress made or no extensions requested. Our objective is to relay to the property owner we are serious about the property being brought up to the standards of their neighborhood, the International Property Maintenance Code and city ordinances.

In the past, we asked for a civil penalty only on previously non-compliant repair orders (most commonly the instances where owners didn't show up to the hearings). We now have the option to ask for civil penalties if the repairs are not completed by the deadline established by the Hearing Officer instead. This allows the owner to complete the work instead of paying the penalty up front. Now the penalty is for non-compliance of the repair order.

We set the civil penalty amount on a case-by-case basis. Taken into consideration are how responsive the property owner has been in the past, if the owner shows up to hearings and the owner's ability to make repairs. Our goal is to get the property repaired, not to create a financial hardship.

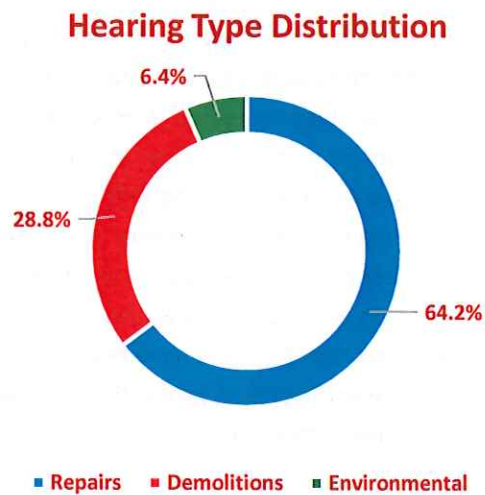
Additionally, for all properties that are up for a demolition hearing we now request that they also be affirmed for continuous enforcement and vacate and seal as part of the order. This restricts occupancy of the home, permits us to secure the property, mow the grass, and clean up trash without notification.

In 2015, 1,132 cases went through the hearing process. The breakdown is as follows:

- 727 Repairs (64.2%)
- 326 Demolitions (28.8%)
- 73 Environmental (6.4%)
- 6 Vehicle (0.1%)

Of those,

- 18% were continued
- 32% of repairs were affirmed
- 34% of repairs modified to repair orders
- 53% of demolitions were affirmed
- 20% of demolitions were modified to repair orders
- 13% voluntarily abated before hearing



The Code Enforcement hearing process continues to be an effective tool for encouraging property owners to comply with orders to repair or demolish substandard structures. In fact, 92% of all repaired Vacant and Abandoned properties in 2015 went through the hearing process at least one time.

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. It is important to note that in 2015 we were between three different software programs for citing environmental violations. We were still using the CollectorApp as the primary software until May. Naviline was also used for special environmental cases until May. In May we transitioned over to primarily using the new Accela software. Each program records violation types and counts differently. Numbers are combined as uniformly as possible given the differentiations in recording.

Environmental Records

	2013	2014	2015
Total Violations Inspected per Record #	16,848	17,339	14,889
Total Letters Mailed per Record #	12,599	10,985	11,586
Total Properties Sent to Crew for Abatement per Record #	6,366	4,219	5,727
Total Environmental Hearings	127	79	73

To explain the difference in how these programs record information a little more in depth, Naviline allowed us to cite multiple environmental violations under one record number (meaning only one letter would be sent). For example, one record number could have multiple violations such as tall grass, litter, tires and obstruction of traffic.

The CollectorApp only allowed us to cite one violation per record number/letter. The same violations, as mentioned above, would have resulted in four separate record numbers/letters being mailed (combined into the same envelope) using the CollectorApp.

Accela allows us to cite two environmental violations per record number/letter. The case above would have required two record numbers and two letters in Accela.

Total violations cited in 2015 was 14% less than in 2014. Ideally we would like to see this number continue to go down. In a perfect world, the lower this number is, the cleaner the city is being kept by its residents. The total number of letters mailed for those violations increased by 6% (likely due to variations in number of violations per letter while transitioning from CollectorApp to Accela).

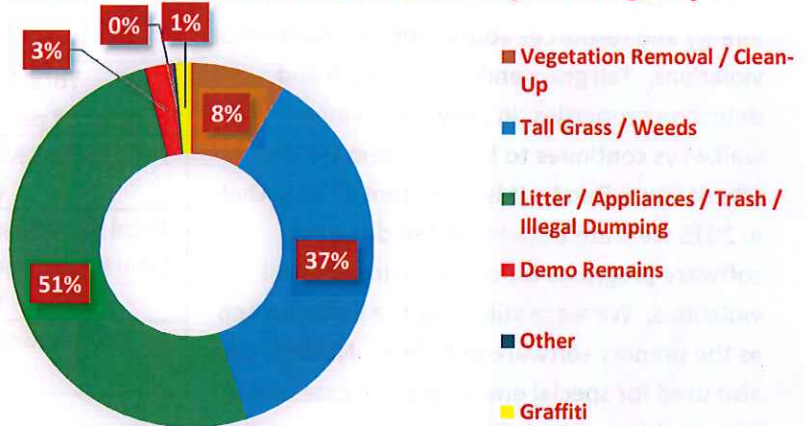


The total number of environmental hearings decreased by 8% between 2014 and 2015. This change could be attributed to either the decreased need for environmental hearings (due partially to designating properties as continuous enforcement) as well as the shift in focus to repair and demolition hearings in order to address vacant and abandoned properties.

Environmental citations can be grouped into 6 primary categories (in order of prevalence):

1. Litter, appliances, trash, illegal dumping
2. Tall grass or weeds
3. Vegetation removal or clean-up
4. Demolition remains
5. Graffiti
6. Other

Environmental Citations by Category



The most common type of environmental citations (at 51%) involve litter, discarded appliances, bags of trash and illegal dumping. Second most common (at 37%) are citations for grass and weeds over nine inches tall. Vegetation is the third most prevalent (at 8%) for violations such as tree limbs or branches, yard waste, vegetation overgrowth, etc. "Other" consists of the less common citations like standing water, dilapidated automobiles/motorcycles, waste of fall, animal waste, basketball hoops in street, etc.

NEAT Crew

Code Enforcement is responsible for the abatement of environmental violations. The Neighborhood Enforcement Action Team (NEAT) is the branch of Code Enforcement that is tasked with this responsibility. NEAT consists of one supervisor and three operators. In 2015, NEAT was assigned 5,727 properties to abate. 45% of those assigned violations were cleaned by owner with the other 55% being abated by our crew. Over 4 million pounds of litter and debris were abated by the NEAT Crew in 2015! Of the completed abatements, 2,226 were billed to owners for a total of \$596,368 billed. The average amount billed was \$268.

Accela

In 2015 Code Enforcement began transitioning to Accela software. Once fully implemented, Accela will replace the CollectorApp and Naviline as our case management software. All environmental and housing citations will be issued and processed using Accela. This transition will allow Code Enforcement to work towards its goal of becoming paperless. South Bend Animal Care and Control will be migrating over to Accela in the near future too.



Accela is virtually instantaneous. While on location, the inspector fills in information about the violation, takes and attaches pictures, then submits the violation electronically. The inspector is able to see the parcels where he or she is standing and can choose where the citation needs to be and the ownership information. Then, daily, at a designated time, the office staff generates the violation letters for the previous day. Once fully operational, the software will automatically attach up-to-date ownership from the county system and generate letters with just a few simple commands. The entire process is completed within twenty-four hours. The time saved processing a single citation by office staff and inspectors is an estimated 68%.

Using Accela we have redefined the inspection workflows and improved our turnaround time from the initial case intake to closing the case. Based on the ordinance, all environmental violations are able to be abated in forty-eight hours. However, due to a lag time between when we mail a letter and when it is received, we learned that we were abating before letters were received in most cases. We investigated this further and changed reinspections to occur in five days (seven days with the weekend) before we send it to crew to be abated. In 2016 this will change to 10 days for reinspections to remain compliant with city and state regulations.

Vacant & Abandoned Registry

In an effort to hold property owners accountable, 2015 was the second year that vacant and abandoned properties were prompted to register with Code Enforcement per ordinance 9810-07. Code Enforcement sent out 285 letters informing property owners of the ordinance and requesting registration. Of those, 95 properties were waived due to either repairs being completed or repairs in progress. 58 properties registered and paid fees. 132 properties will be sent to collections for failure to register and pay the annual fee.

Thanks to the efforts of property owners and city staff, the number of properties that qualify for vacant and abandoned registration is cut nearly in half each year!

Code Enforcement's Employee Education & Training

Asbestos Training

In August of 2015 all inspectors attended training on asbestos safety, testing techniques and usage of protective equipment. The training and certification provided were approved by the Indiana Department of Environmental Management (IDEM). The training for the initial certification is two days. Each subsequent certification requires a one-day refresher course for annual recertification. At this time, all of our inspectors are certified by the state.

First Aid and AEP Training

Three office staff and one inspector attended and are now certified in first aid and AEP training. The whole department was grateful for the training opportunity!



OSHA Class

The Department of Safety and Risk offered an OSHA ten-hour certification class for any city employee who had not yet been certified. The class trained employees to recognize minimum safety work practices as required by OSHA and familiarized them with the 29 CFR 1926 book of regulations and standards. Employees attending the course were taught: the proper use and requirements for personal protection equipment and hearing protection, the proper use and requirements for fall protection and ways to avoid the most common causes of injury in the work place. Upon successful completion of this course, employees earned the ten-hour OSHA card that applies to the 2016 training year.

Abandoned Vehicles

In 2015, the number of tagged vehicles increased by 24%. Most significantly, the number of auctioned vehicles increased by 156%! The number of vehicles scrapped in 2015 was 50% more than in 2014 (200% more since 2013!). This is largely due to the increase in number of abandoned vehicles estimated to have a value less than \$500 (the City of South Bend only scraps abandoned vehicles with an estimated value less than \$500). The number of reclaimed decreased by 38%.

Abandoned Vehicles

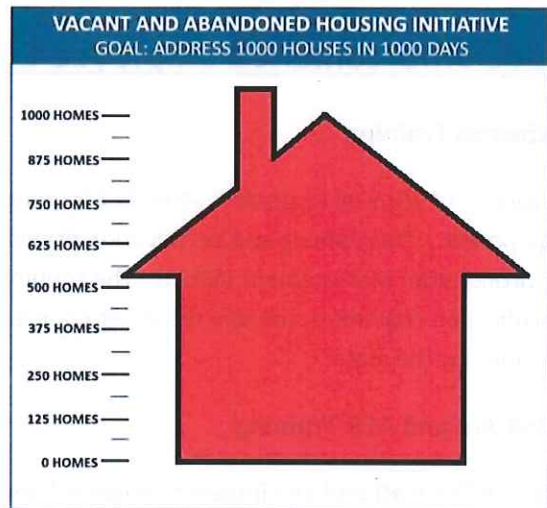
	2013	2014	2015
Tagged	594	594	736
Auctioned	11	16	41
Reclaimed	9	16	10
Scrapped	6	12	18
Revenue	\$6,886	\$13,454	\$14,070

Vacant & Abandoned Initiative

Vacant and Abandoned Property Narrative

Much of the Department’s resources and time in 2015 went toward addressing vacant and abandoned (V&A) properties. Once a housing list is made on a vacant property, 30 days are given for the owner to make repairs. After 30 days, the inspector goes out and reinspects to see if repairs were made. If repairs are not made, it becomes an active V&A property. From that day forward, a reinspection occurs every 30 days to verify status of the property and prepare it for the hearing process. Upon reinspection, pictures are collected, forms are completed and ownership is repeatedly checked.

A substantial amount of office staff and inspector time goes into preparing V&A houses for Code Enforcement Hearings. In fact, 92% of current V&A properties have gone through the Code Enforcement Hearing process at least once. It is common for properties to go through at least two hearings before receiving an affirmed demolition order (when demolition is warranted).



Furthermore, all demolition properties must be inspected for asbestos. In 2015, 242 properties were tested for asbestos. Each property requires two site visits. Each asbestos inspection requires two inspectors and takes an average of two hours to complete. Additionally, utilities need to be retired on all properties. Our office staff coordinates the termination of gas, water and electric on all demolition affirmed properties to help expedite the demolition process for demolition contractors.

Outcome Numbers

In 2015, we added 99 houses to our V&A list bringing the total number of V&A properties since 2013 to 1,372. We also closed out 466 V&A properties. Of those, 257 were demolished by the city, 8 were demolished by private individuals and 201 properties were repaired by private individuals.

At the close of 2015, the cumulative total of V&A properties addressed was 1,141.

The breakdown is as follows:

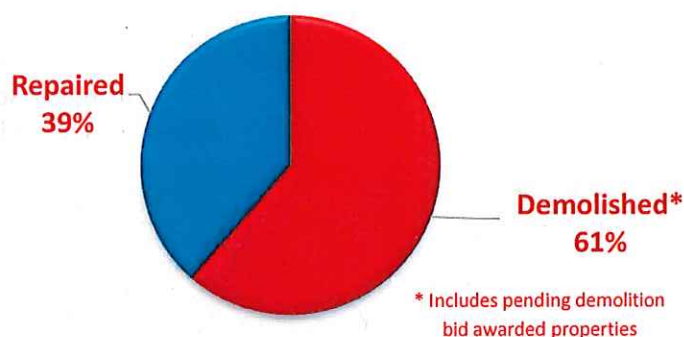
- 599 Demolished
- 10 Deconstructed
- 445 Repaired
- 5 CDC partnership properties
- 82 Bid awarded properties

Additionally, all repaired properties are checked to ensure continued compliance with code regulations.

The biggest accomplishment for the Department was the completion of the V&A Initiative. Not only did we meet our goal, we beat it by 12%!

Overall, 61% of the properties were addressed through demolition. The remaining 39% were repaired by owners.

V&A Outcome Type Distribution



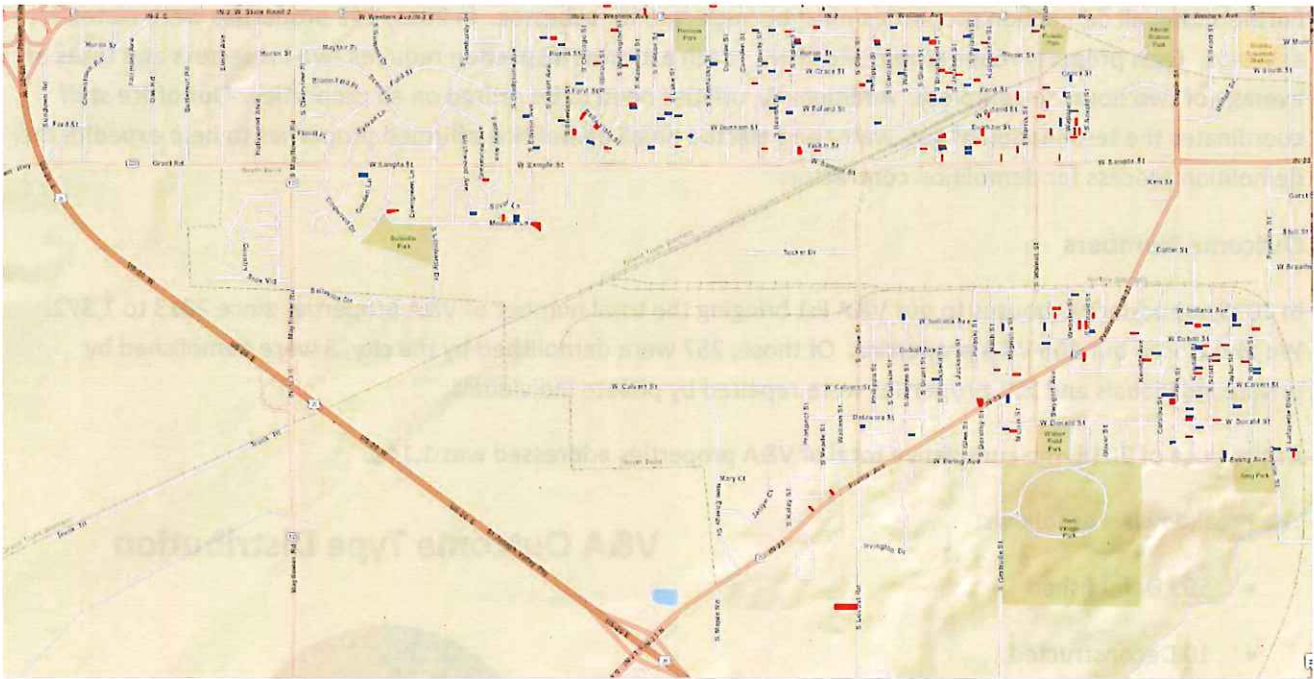
Mapped V&A Outcomes

In order to visualize our V&A outcome locations across the City, we broke the City down into 4 areas:

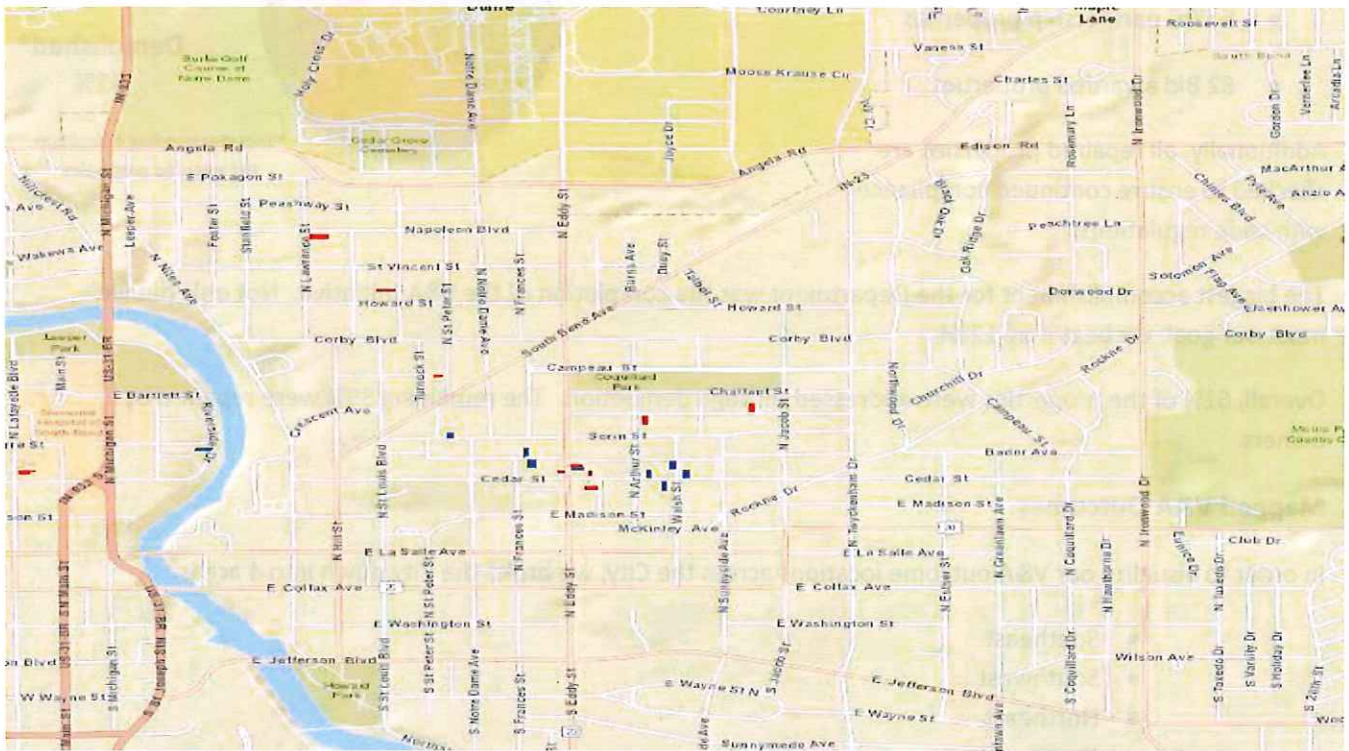
- Southeast
- Southwest
- Northeast
- Northwest

(See following 2 pages for visuals)





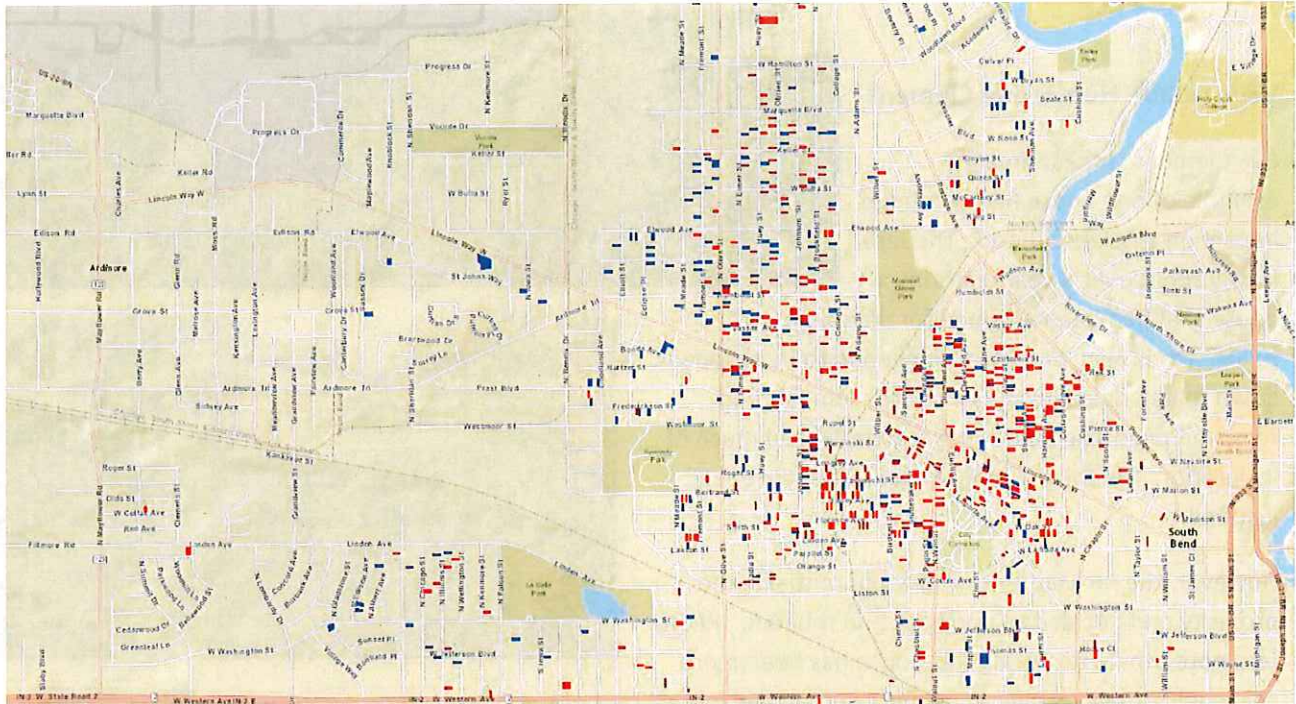
Outcomes: Southwest
Blue = Repairs, Red = Demolitions



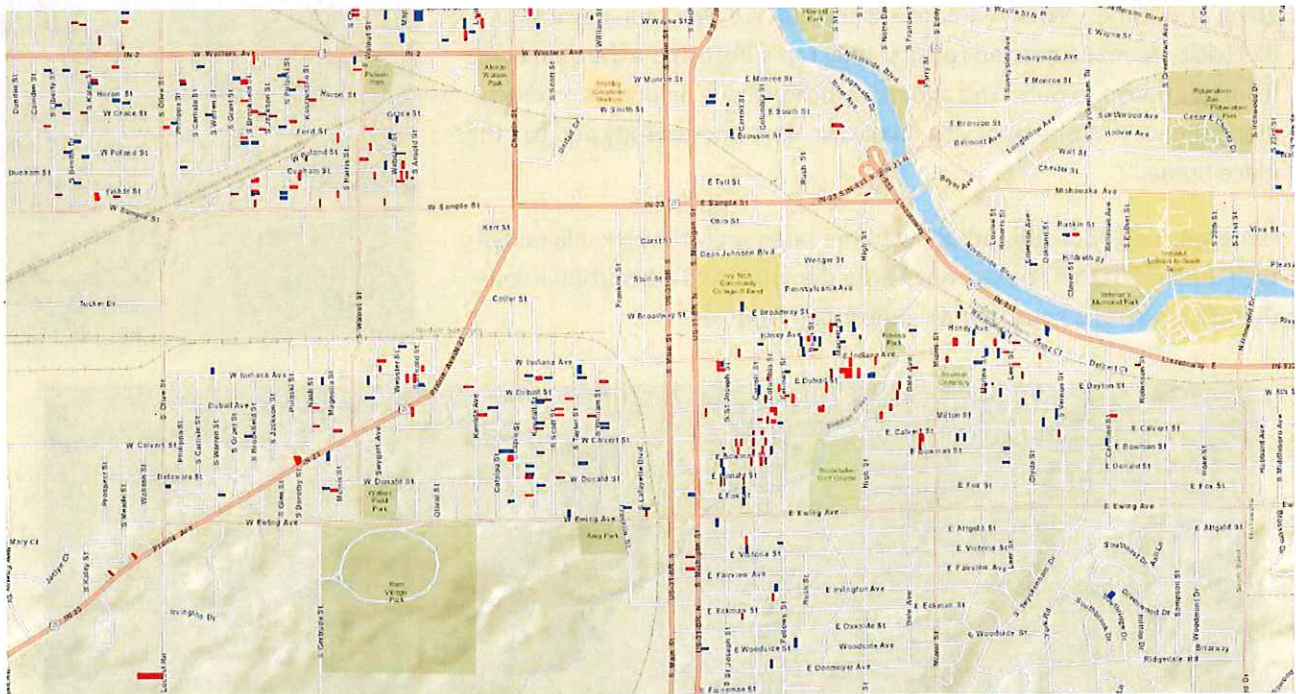
Outcomes: Northeast
Blue = Repairs, Red = Demolitions

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Outcomes: Northwest
Blue = Repairs, Red = Demolitions



Outcomes: Southeast
Blue = Repairs, Red = Demolitions

1300 County-City Building, 227 W. Jefferson Blvd, South Bend, IN 46601-1810



V&A 1,000th Home: 606 Clemens

606 Clemens is the ultimate example of one house having a huge impact on a neighborhood. The Jara family spent over a year restoring a house that had been affirmed for demolition. The house was in such bad shape it needed to be stripped down to its original wood structure. Vandals had removed plumbing and wiring and destroyed much of its interior. Demolition would have definitely been justified.

However, the Jara family saw great potential in the property and decided to purchase and rehab it. Penny Jara noted that “Restoring this house has been more challenging than we ever imagined. But we feel more a part of the City, our community, and especially our neighborhood, because of it. Our neighbor Judy says squatters occupied the house with people coming and going at all times. When we took ownership, we didn’t have water or electricity to make needed repairs. Judy ran a hose and extension cord from her house to ours. She and many others have helped us so much along the way. We’re happy to finally live next door to Judy and call this place home.”

Generous neighbor support allowed the Jara family to work diligently to turn the fate of this house from a sure demolition to a beautiful home that no longer is a source of neighborhood troubles.



1300 County-City Building, 227 W. Jefferson Blvd, South Bend, IN 46601-1810



Key Performance Indicators

	Target	December	November	October	September	August	July	June	May	April	March	February	January
# of New V&As	8	4	4	3	5	4	4	9	6	7	11	14	28
Environmental Citations Cleaned by Owner	25%	47%	37%	46%	43%	38%	37%	34%	33%	39%	33%	13%	30%
Housing Issues Repaired or Demolished by Owner	60%	51%	51%	51%	51%	50%	47%	40%	38%	36%	32%	27%	30%
Environmental AR Collected	30%	15%	14%	15%	20%	31%	28%	27%	22%	23%	14%	23%	22%
Boarding AR Collected	30%	3%	3%	4%	4%	4%	4%	3%	3%	8%	6%	5%	24%
Civil Penalty AR Collected	10%	16%	13%	13%	13%	13%	11%	11%	6%	6%	4%	3%	6%
Demolition AR Collected	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
# of Adoptions	32	36	27	39	29	30	27	36	21	23	23	17	31
# of Bite Cases	5	8	8	14	23	29	22	22	22	15	13	15	15
Animals Returned to Owner	12%	16%	17%	13%	17%	10%	10%	9%	14%	16%	17%	10%	13%
Animals Sent to Rescue/Rehab	19%	38%	45%	22%	24%	26%	23%	13%	30%	32%	42%	37%	41%
Volunteer Hours	130	111	61	133	143	109	192	289	217	176	243	229	121

In 2015, accounts receivables (percentage of collections) were consistently below target (except for civil penalty receivables). 2015 was the first year we separated receivables into four different categories. For comparison's sake, when we combine the four categories together, we see an increase of 14% this year compared to last year. This increase is likely due to the use of collections and increased billings. The amount we billed increased by 24% in 2015.

Environmental citations cleaned by owner surpassed the targets set for the entire year (except in February). We attribute this success partly to the transition from paper-processed citations to software-processed citations; allowing us to get letters mailed more quickly than before.

Housing issues repaired or demolished by owner was slightly less than we would have liked. We believe this is due to the types of housing issues remaining from the Vacant & Abandoned Properties Initiative. A majority of the houses left from the V&A Initiative are the properties that are condition 3. They are the properties on the fence of either needing demolished or repaired. These properties often have tens of thousands of dollars in repairs needed to make them liveable thereby making them more difficult to obtain an outcome.

The number of new vacant and abandoned properties was below target for three quarters of the year in 2015. We like to see these lower numbers here as it means fewer new V&A properties in the City.

When examining KPIs involving SBACC data, it is important to recognize that seasons play a major role in numbers. For example, more dogs tend to be adopted in the summer and more cats in the winter. Even the volunteer hours reflect this pattern. During school breaks we see more volunteer hours being fulfilled. Bite cases are also more numerous in the warmer months due to more animals and people being outside.

The number of adoptions in 2015 increased by 14% over 2014 (339 versus 297 respectively). We would still like to see the monthly number of adoptions increase to meet our target of 32 a month. We believe that continuing to attend more events and get our name out more will keep our adoption numbers growing.



One area we did really well in was the percent of animals sent to rescues or rehabs. Every month (except one) we surpassed our goal by far. This is a result of continuing to build stronger relationships with private rescues. We will continue to nurture these relationships in order to keep this number increasing every year. The public/private partnerships not only reflect the good government taking place at SBACC, but directly reflects the lives saved through our private rescue partnerships.

Code Enforcement’s Updates

Strategic Planning

All Code Enforcement employees attended a 2-day strategic planning seminar at the beginning of 2015. The Department worked as a team to discuss what our individual and collective goals and values are for the Department. Everyone really enjoyed getting to spend time with one another while establishing our Mission Statement.

Staff Changes

2015 saw a few changes to the Department as well as one retirement.

New addition included:

- Dora Gonzalez, Secretary IV

Change of pace included:

- Willetta B. Miller from Secretary IV to Inspector IV

Retirees included:

- Ed Humphrey, Inspector IV

Mission

The Mission of the Department of Code Enforcement is to ensure a safe and clean environment by upholding and enforcing the ordinances of the City of South Bend through education and communication.

Vision

To be one of the premier code enforcement departments in the nation as a result of our core values and commitment to innovation.

Core Values

- Pride
- Adaptability
- Service
- Integrity

Continuous Enforcement Streamlining

We started using Continuous Enforcement Orders more effectively as it was written in the Indiana Unsafe Building Law. Once a property is placed on our continuous enforcement list, we have the ability to abate violations without further notification to the property owner for two years. This speeds up our process for mowing grass, cleaning up litter and removing trash dumped on properties thereby providing residents a better response time to complaints.

The way a continuous enforcement property is processed begins like all other environmental cases in Accela (our case management software). The inspector sees a violation, takes pictures, then submits the violation. Instead of waiting ten days to reinspect, the inspector is able to immediately go back into the newly created



record, attach the secondary picture and send it to crew for abatement. Upon arrival, the abatement crew will take more pictures prior to abating the violation and more pictures once the violation has been abated. Should someone want to appeal the abatement, we have pictures throughout the entire case to prove the violation.

After the record is abated, invoices are generated automatically and mailed the next day.

Grass Ordinance Revisions

In July the new tall grass/weed ordinance went into effect. This ordinance not only resolved ambiguities that resulted from prior ordinances, but it also increased fine amounts for continuously non-compliant property owners. The new ordinance will allow us to cut all grass/weeds once they are 9" tall or greater. Every property that is abated by the Parks Department may now be issued a ticket for violation.

Tractor Purchase

Code Enforcement purchased 2 Kubota tractors with mower decks for the Parks Department to use in order to increase the number of tractors in operation for the 2016 grass season. The Kubota tractors are more durable for the type of mowing conditions the Parks Department encounters. The additional tractors will result in faster turnaround between grass cuts.

Code Enforcement Jackets for Staff

Everyone in our department had an opportunity to purchase jackets. Colder weather often means wearing jackets or cardigans in the office and in the field and we wanted to make sure we looked sharp and are easily identified for the citizens who come in contact with us.



Policy and Procedures

We are currently reviewing all policies and procedures and updating them based on software changes, city ordinance revisions and best practices. Once completed, every established policy or procedure will include a citation of the applicable city ordinance, or the Indiana Unsafe Building Law, along with an explanation. Additionally, a frequently asked questions (FAQ) section will also be established so all Code Enforcement staff may answer questions consistently.

We have been working diligently to improve our billing and collections processes. The processes are far more streamlined and efficient. Collaborating with the Legal Department has proven an asset to our department enabling us to recover funds that were otherwise uncollectible.

We continue to improve our asbestos testing procedures. Our focus is to improve safety while remaining efficient.

SBACC Manager's Summary

I would like to take the opportunity to look back not only to 2015 but to the past three years to reflect on where South Bend Animal Care and Control (SBACC) has been and where we plan on going. The past year was a year of implementation and polishing. We've worked tirelessly to achieve significant milestones. The coming year will prove to be a year of consistency, transparency and innovation in our field.



In 2015, SBACC reached some significant milestones that will affect our overall community, both in animal welfare and quality of life. Over the past three years we've successfully lowered our overall euthanasia rates by over 50% through our aggressive rescue outreach program, community awareness campaigns and off-site adoption events.

Overall, we've increased our "live release" rate of dogs to over 80%; far higher than the national average for open admission shelters. This is a commendable accomplishment considering SBACC's past rate. We've been able to make such a significant improvement thanks to the efforts of staff and members of the community as well as our valued partnership with CARE of South Bend. Through CARE, we've sent hundreds of animals to private rescue partners, treated sick or injured animals that would have otherwise been euthanized and we've sent many animals home through our newest CARE program and weekend off-site adoption events held at local pet stores.

Our cat rescue outreach has also more than tripled, subsequently dropping our euthanasia rates of cats to mirror the positive changes that are happening in the dog department. As mentioned, your local South Bend open-admission government shelter currently has euthanasia numbers lower than the national average for this type of municipal agency. We plan to continue this positive momentum towards change.

Not only have we lowered euthanasia of pets in South Bend, but we have more than tripled the amount of warrants being served for animal welfare and criminal cases being prosecuted by the State of Indiana in South Bend. Being an animal welfare enforcement agency, we hold those who are not following the laws accountable.

Looking towards the future, our plan is to aggressively continue to operate as a proactive shelter in the community. We will continue to seek more nationally recognized community outreach events like the free vaccination clinic we hosted back in October of 2015 at St. Adalbert's School. The vaccination clinic was actually funded by a national organization, the Humane Society of the United States (HSUS). Establishing partnerships with large organizations like HSUS will allow us to do more than would be possible within our own funding limitations. Our hope is that, by providing free or low cost care to the estimated 32,000 pets in South Bend, fewer animals will be surrendered to SBACC due to inability to obtain basic vaccinations.

Additionally, we have been focusing on ways to prevent bite cases in South Bend. We are using GIS to geographically create heat maps of our bite case data. This will allow us to visually identify where various types of bite cases are happening most frequently, which will in turn help us understand why those bite cases occur and to whom they are happening. The heat maps will show us exactly where the hot spots are. Using that information, we will go into the schools that feed into those "bite zones" with a specifically designed bite prevention program. Our hope is that the bite prevention program will eliminate cases where a child was bitten by their own dog and in their own home.

Mission Statement

The Mission of South Bend Animal Care and Control is to promote and educate the public on the humane treatment of animals and to foster respect, understanding, and compassion for all creatures while ensuring that all city residents adhere to City, State, and Federal laws.

Vision Statement

To enhance the lives of the residents of South Bend through responsible and respectful pet stewardship.

Core Values

-  Humanity
-  Empathy
-  Vision

The team at South Bend Animal Care and Control is optimistic. Our job, as those who care for South Bend's animals, is to eliminate the need for an agency like SBACC. However, the only way to achieve such a lofty goal is to change the culture of neglect and cruelty in our community. It is critical that we work with the community to reinforce positive change. After all, animal welfare is not a job for the few, but for the many. It's a community initiative and the residents of South Bend are beginning to feel empowered to be the change when they see their local animal control shelter leading by example.

Sincerely,



Matt Harmon

Shelter Manager



SBACC’s Responsibilities

- Responds to animal-related complaints such as: animals 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



**Adoption Event at Dog Days of Summer
(Downtown South Bend)**

SBACC’s Data & Analysis

SBACC licensed 18% fewer pets than last year. It is believed this lower number is partly due to a change in licensing requirements with the adoption of the revised animal ordinance in August of 2015.

Complaints investigated in 2015 decreased by 11%. Overall, this number remains relatively stable. Domestic Animal Intake also remains stable with a slight decrease of 4% this year. Long-term, we would like to continue to see these two numbers decrease as the community becomes more educated about proper animal care and ownership.

Pets adopted is continuing to increase each year (increasing 14% this year). We expect to see this number continue to rise as SBACC does more self-promotion and community outreach.

South Bend Animal Care & Control

	2013	2014	2015
Pet Licenses Sold	1299	1161	955
Complaints Investigated	3584	3802	3376
After Hours Emergency Care	420	352	293
Domestic Animal Intake	2648	2690	2570
Wildlife Picked Up	219	197	123
Hearings Held	6	1	NA
Commission Hearings	NA	NA	4
Pets Reclaimed by owner	342	356	337
Pets Adopted	257	296	337
Bite Cases	144	204	205
Chicken Permits	19	33	37
Owner Surrenders	563	656	620
Animals to Rescues	371	561	750



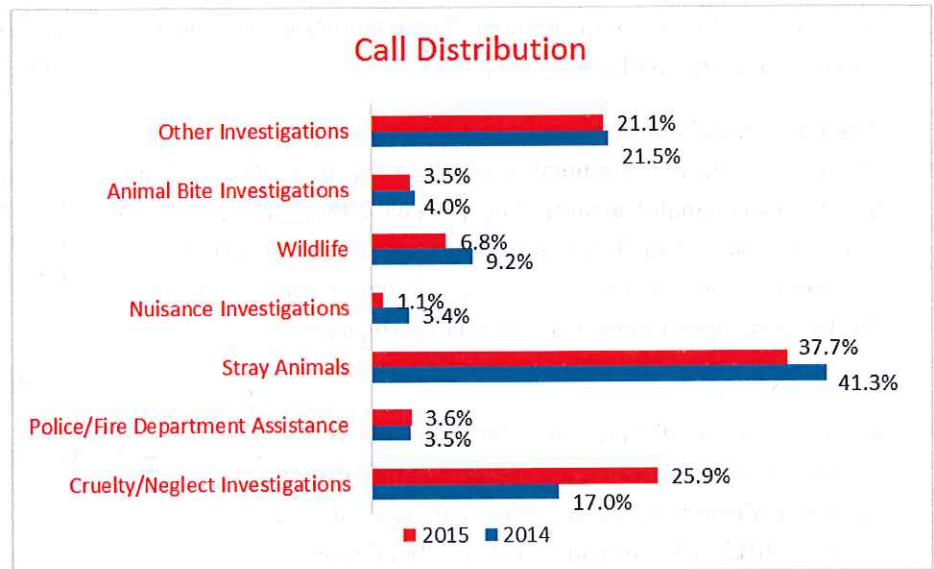
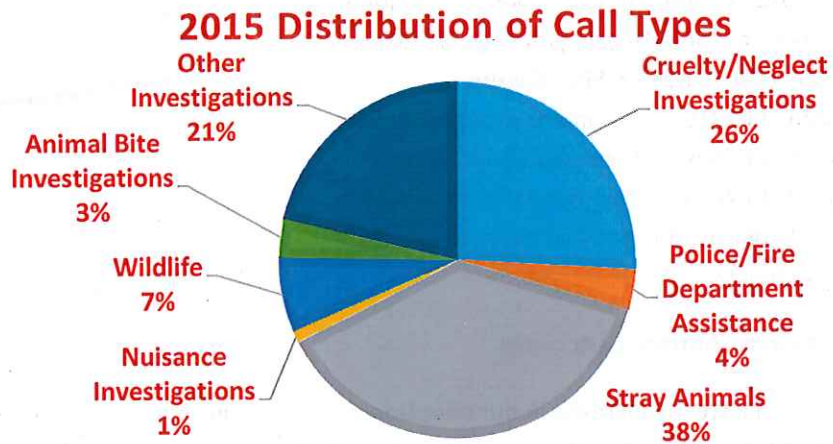
One of the most significant changes over the past few years is our number of animals transferring to private rescues. Between 2013 and 2015 that number increased 102%! We are working hard to make sure this number continues to increase every year.

Pets reclaimed by owner decreased by 5%. This decrease could be partly attributed to a decrease of 8% in total animals brought into the shelter this year. We would like to see fewer animals running loose, thereby lowering this number. Also, the use of microchips will cause this number to climb as we are better able to locate owners.

Call Distribution

According to the national average, there are an estimated 32,000 pets in the City of South Bend alone (not including sick or injured wildlife). South Bend Animal Care and Control employs three full-time Animal Control Officers. Each officer runs approximately 1,125 calls each year.

Relatively frequently (approximately every 3 days) Animal Control Officers are called to assist the South Bend Police Department or Fire Department. These calls account for 4% of overall calls (122 calls responded to in 2015). Assisting SBPD/SBFD is critical in maintaining a positive relationship with these departments. Additionally, they provide additional protection to Animal Control Officers while in the field.



Generally our call distribution by call type stayed very similar to last year. There was an 8% increase in calls regarding cruelty and/or neglect. Our most abundant calls are in our stray animal category, accounting for 38% of calls. This category includes general pick-ups, roaming domestic animals as well as general stray rescues. In 2015, officers responded to 1,274 calls for stray domestic animals running at large (an average of 4 per day). In

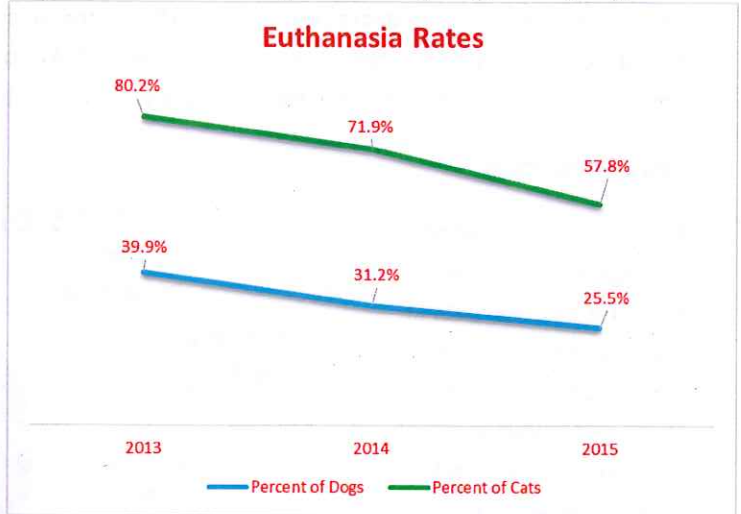


an effort to curb stray animals running at large, the City has adopted new laws that are intended to alleviate the problem of dogs getting loose from chains and backyards.

Furthermore, approximately 26% of the time an officer spends in the field is spent investigating cruelty/neglect complaints or other complaints regarding animal welfare.

Euthanasia Rates

In 2015, SBACC continued to achieve a reduction in euthanasia rates for both cats and dogs. In 2013, 80% of cats that came into SBACC were euthanized. In 2015, that number dropped to 58%. In 2013 40% of dogs that entered SBACC were euthanized. In 2015 we saw the euthanasia rate drop to 26% placing it below the national average of 31% for dogs!



Distribution of Animal Outcomes

We have seen a steady increase in our adoption numbers. Our hope is that, through marketing and community outreach, we can continue to see those number increase. For the past three years, SBACC has remained steady on overall intake numbers (taking in around 2,500 dogs and cats a year).

“Rescue/Rehab” numbers continue to increase every year. In 2015 we saw the numbers of animals sent to our private partners increase by 40% (723 animals transferred out)! In all, 29% of animals, including rehab of wildlife, were sent to private partners in our community, Chicago, and as far away as Canada! We have achieved this by working extensively on our relationships with community groups and with our private partners.

While our total intake remains relatively stable, the number of animals leaving the shelter to go to their new homes or transferred to our partners are continuing to grow. In 2015, 1,468 animals left South Bend Animal Care and Control alive and well!

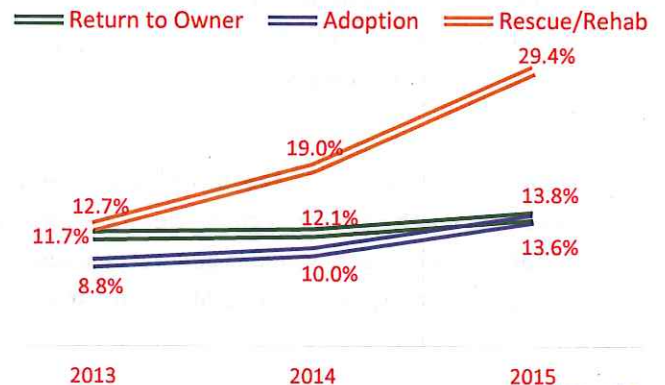
These numbers explain the decrease in euthanasia noted above. The decrease is a direct result of increasing adoptions, decreasing intake and expanding rescue

Animal Distribution

Dog	2013	2014	2015
Intake	1380	1413	1324
Returned to Owner	334	324	316
Adoption	173	204	251
Rescue/Rehab	259	347	381
Euthanasia	550	441	337

Cat	2013	2014	2015
Intake	1268	1277	1139
Returned to Owner	7	26	24
Adoption	84	87	83
Rescue/Rehab	88	170	342
Euthanasia	1017	918	658

Distribution of Animal Outcomes



outreach. We plan to see the number of cats and dogs euthanized continue to decrease as we further improve our efforts in rescue and community outreach.

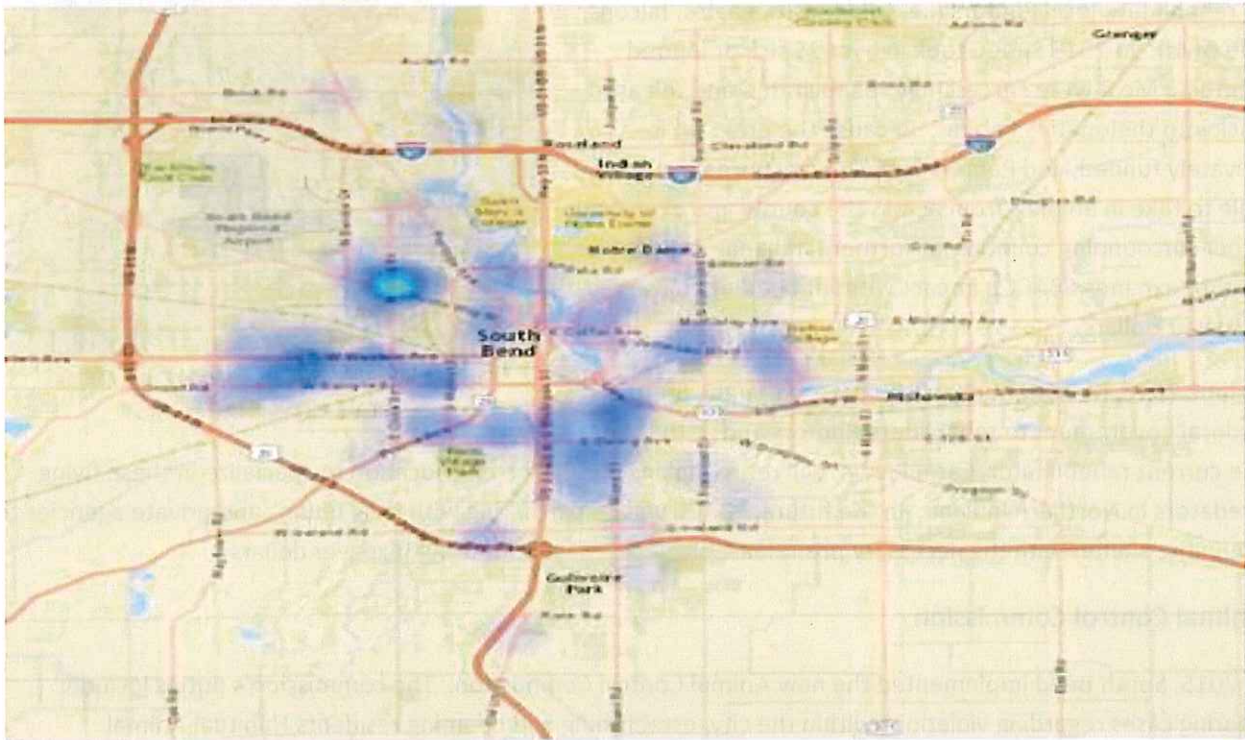
SBACC's Updates

Lost and Found Twitter Account

In 2015, we began using Twitter more heavily to notify the public when an animal is brought into the shelter, or a lost or found report has been made by the public. We include the location and type of animal so that owners searching for their lost pet may find her more quickly. We are also using the account to notify the public of lost animals. The best part of the new Twitter account is that it completely automated. The Twitter account is linked directly to our PetPoint animal management software and all tweets are sent out the moment an animal is processed into the facility. Overall, our goal is to increase the return to owner rate by promoting our Twitter account and working with local social media groups. We want to increase awareness and become a positive resource by becoming a household name in South Bend.



Bite Case Data/Education Program



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Throughout 2015, SBACC has been tracking and logging where all of the bite cases occur in the City of South Bend. In 2015 we established an animal control officer as the “Bite Case Coordinator” to ensure top-quality service to all bite cases throughout the City. By providing a single contact for bite case victims, we can ensure the case is serviced properly and that all the requirements set forth for the aggressive animal are completed. By tracking the data in a heat map, SBACC is now able to identify where people are being bitten right down to neighborhoods and individual houses.

Our next step is to design a specialized program that will be presented by volunteers and SBACC staff to the neighboring schools of those bite case hot spots. Our goal is to target the hot spots in the city and bring bite case prevention programs to all of the students in those areas. The program will consist of activities on dog behavior, tactics on how to avoid or approach possibly unfriendly dogs, and what to do when a person is bitten by a dog or an attack is in progress. Our curriculum will be pulled from successful bite prevention programs all around the country.

Staff Training

Staff training has continued to be an area of focus. All staff members are certified, in house, by our volunteer veterinarian for the humane euthanasia and handling of all animals (in accordance with Chapter 5 of the municipal code). The office staff also went through an “Active Shooter” training, facilitated by the Department of South Bend Safety and Risk and the SWAT team of the South Bend Police Department.

Raptor Rehab

In 2015, South Bend Animal Care and Control began training to rehabilitate local Raptors (i.e. wild hawks, eagles, falcons, and owls). In 2015 SBACC took in over 25 sick or injured Raptors. Most were successfully rehabilitated and released back into their native habitat. Because the program is privately funded, and Raptors know no city borders, we are able to take in animals from across the county and even from other surrounding counties in Northern Indiana. This service further expands SBACC’s impact without needing to use taxpayer dollars.



“Pig” is weighing in after her surgery. We call this technique “Screech Owl Burrito.”

In June 2016, Matt Harmon will be licensed by the State and Federal government to rehabilitate Raptors and at that time the current rehabilitator, Carol Riewe, will retire making SBACC the only location to specialize in these flying predators in Northern Indiana. In the future, SBACC will be partnering with local unions and private agencies to equip the shelter with the necessary pre-release flight cages without using taxpayer dollars.

Animal Control Commission

In 2015, South Bend implemented the new Animal Control Commission. The commission’s duties include: hearing cases regarding violations within the city, establishing and deeming residents Habitual Animal

Offenders, addressing nuisance issues and cases in which a dog may be deemed potentially dangerous or vicious because of previous attacks or bites, as well as to review and recommend policies and procedures for SBACC. The commission consists of a volunteer group of city residents. In 2015 the commission heard four cases deeming two dogs vicious, one dog potentially dangerous, and two pet owners as habitual animal offenders.

Issuing Citations

In 2015, Animal Control Officers were presented with procedures for issuing citations. In the past, SBACC rarely wrote tickets with fines. Most of our enforcement was through a paper document called an “Animal Welfare Alert”, which was left at the location of a violation. That system is still in place, but are now used as more of a warning of a violation. If a violation is not resolved in the allotted time, a fine is issued by an Animal Control Officer. From August to December of 2014 (when we began issuing citations), we issued \$1,450 in fines. However, with increased follow-up and better enforcement, 2015 fines totaled more than \$23,000! We’re currently working with city legal on collections of these fines.

Staff Changes

We are very excited to say that SBACC has come a long way with recruiting and maintaining staff at the shelter!

New addition included:

- Randy Highland, Animal Control Officer

SBACC’s Successes

Spays/Neuters

As in 2015, we were again able to again ensure that all adopted animals were either spayed or neutered prior to adoption. We received over \$32,000 in donated spays/neuters!

Human Society of the United States Free Vaccination Clinic

On October 4, 2015, South Bend Animal Care and Control partnered with the Humane Society of the United States (HSUS) to offer a free pet vaccination clinic held at Saint Adalbert's School on the west side of South Bend.

Prior to the clinic, South Bend Animal Control Officers (ACOs) were out in the neighborhoods speaking to residents who may have pets in need of free pet vaccinations. ACOs were able to discuss topics like the importance of rabies vaccinations and spaying or neutering pets.

The morning of the event people were lined up and waiting patiently to be the first ones to get their pet vaccinated! We were shocked to see people there as early as 7:00am for a clinic that wouldn’t begin for three more hours!

Once the clinic opened, two lines were quickly formed that would efficiently send residents and their animals to one of our four veterinarians that were administering the vaccinations.



After just a few hours, over 400 pets were vaccinated! Cats and dogs of all shapes, sizes, and temperaments were cared for by our volunteer veterinarians from Kryder Veterinary, ABC Clinic, and Western Veterinary. Community volunteers were also helping to keep pets happy and lines flowing without a hitch.

As an added bonus, HSUS also brought to South Bend hundreds of nylon collars and leashes to distribute to the participants while waiting in line. Nylon collars are more humane than many collar options out there and are one of the two legal ways for properly restraining a dog in South Bend in accordance with Chapter 5 of municipal code.

The Paw Print

In a continued effort to engage the animal welfare community in the area, South Bend Animal Care and Control now sends out a monthly e-Newsletter, with over 200 recipients.

The letter includes adoption stories, animals currently available in the adoption center and articles on recent events and updates on Animal Care and Control's progress.

Our volunteer veterinarian is also featured in the newsletter in an "Ask The Vet" article, where she highlights frequently asked questions.

If you'd like to sign up to receive The Paw Print, visit: <http://southbendin.gov/government/division/animal-care-control>

Speaking Engagements

In 2015, our Shelter Manager, Matt Harmon, was invited to two conferences to speak on the successes we are now seeing in South Bend Animal Care and Control as well as to educate other professionals in the field of animal welfare.

Matt spoke at the yearly "Cat Symposium" sponsored HSUS as well as at the Indiana Environmental Health Association Fall Conference held at Notre Dame this year. At the IEHA Fall Conference, Matt spoke on the impacts of Animal Hoarding on communities, families, individual people, as well as the animals themselves. Both lectures were well attended, with over 100 participants each.



Code Enforcement's 2016 Goals

Purge & Scan Files

In 2015 Code Enforcement plans to continue to make great strides toward becoming a paperless office. Currently we have 77 filing cabinets and 62% of those are filled with dated environmental files (the remainder are housing files). We also have 39 large boxes of closed housing files that would fill another 13 filing cabinets if we had the space. Our plan is to go through all of our files and purge everything we are able to and move them to off-site storage. Additionally, we are hoping to soon begin the scanning process on all remaining files.

NEAT Crew

In 2016 the Neighborhood Enhancement Action Team (NEAT) will be moving back under Code Enforcement from Solid Waste. Having them in our department gives us more flexibility to address neighborhood cleanups as well as abate trash in a timely manner

Active Shooter Training

In light of recent events around the country, in 2016 Code Enforcement will undergo an active shooter training. This training will prepare the Department on how to appropriately respond to an active shooter situation in the office.

Continuous Enforcement Direct Orders

In order to ensure the City of South Bend remains as clean as possible, we will begin utilizing continuous enforcement direct orders from the Director to add nuisance properties to our continuous enforcement list. Not only will using direct orders save money by not bringing cases through the hearing process, it will also allow us to more quickly remove environmental violations.

As with continuous enforcement orders through a Code Enforcement hearing, under the Indiana Unsafe Building Law, once we provide the initial notification to the property owner informing him/her that the property has a continuous enforcement order, we do not need to cite the property in order to abate it for the next two years (continuous enforcement orders expire after two years). Any property that is under continuous enforcement can be abated without notification.

All properties that had continuous enforcement orders expiring in 2015 are in the process of receiving a new order of continuous enforcement. This will be done every year moving forward as properties expire.

Tall Grass/Weed Abatement

The 2015 grass season did not go as smoothly as we had planned. Accela did not come online as soon as we had hoped, which caused delay in citing and abating properties. Accela also did not properly import all the continuous enforcement properties as was planned. Properties were supposed to be flagged in the system as having a continuous enforcement order so the Parks Department would know which properties were safe to be abated. The way the list was imported into Accela didn't work that way and the information was essentially



useless. This left us scrambling to pull the information together for the Parks Department in order to get the process of cutting both continuous enforcement properties and new cases started.

In 2016, Accela issues should be corrected and fully functional. Until fully functional, we have established a temporary procedure to push the properties to the Parks Department. Any property that is under continuous enforcement, and is in violation, will be cited using the Code Officer app. The inspector will then go immediately to the Inspector App and send it to crew for abatement. This way the Parks Department is aware of the property the same day, can abate it through Accela and it can be billed from Accela.

Code Enforcement Trucks

Beginning early 2016, we will begin replacing our inspector fleet vehicles with midsize four-wheel drive pick-up trucks. Trucks will allow the inspectors to quickly address small environmental violations such as trash and small cut backs to clear vegetation blocking signs. Trucks will also be more effective at navigating alleyways (especially in the winter). We are purchasing two trucks in early 2016 and plan to acquire two additional trucks each year over the next several years until all inspector vehicles are replaced with trucks.



SBACC's Goals

SBACC Bite Program

On-going from 2015, SBACC noticed a trend in bite cases in Saint Joseph County in 2015. We noticed that a majority of the bite cases occurred within city limits and that the number continues to increase. We believe part of this is due to the improved reporting and relationships that SBACC has worked very hard to mend with the local reporting agencies (i.e. hospitals, schools, municipal agencies, etc.). Previously, bite cases were not always being reported or properly tracked. Our continued efforts to encourage individuals who have been bitten to report the bite for disease control is the best in the county.

In an effort to reach out to the community, SBACC is now tracking, month-by-month, the bite cases that occur, why they occurred, where they occurred, and what the circumstances were. Interestingly, we noticed a trend of children being bitten by the family pet in their own homes. This information is then being reflected on a heat map to identify where the hot spots for bites occur. We will use these hot spots to partner with the schools that feed into those hot spots and present educational outreach programs to kids in their classrooms.

We are currently in the process of developing the educational program. Some major highlights will be “Be a Tree” where students will be taught how to avoid a bite from a stray animal. There will also be heavy emphasis on teaching children how to interact safely with their own pets and how to read an animal’s behavior to better prevent a bite.

Wildlife Training

In 2016 we plan to complete training for wildlife rehabilitation and become fully licensed for Raptor rehab (both by the state and federal governments). Funding is coming from private donations as well as volunteer services.

Outreach

It is our challenge, as the animal welfare agency in South Bend, to engage the community to positively impact the lives of citizens of both the human and animal varieties. In an effort to support the underserved of South Bend, we implemented various community engagement initiatives which included: community cat shelter builds, various pet toy workshops, a free microchip clinic, parades, television interviews, and adoption outreach through CARE of South Bend.

Every year we provide free straw to the citizens of South Bend for their outdoor pets. When a member of the community comes to the shelter to pick up their free straw, they are greeted by the friendly staff and given literature on spaying or neutering pets, pet licensing and restrictions on tethering a pet in the City.

We make every opportunity to reach out to the public as a friendly, non-judgmental, service. Our ultimate goal is to achieve compliance for the welfare of all the animals and connect with a community that previously knew SBACC as a punitive agency.

We continue to strive for better outreach to the underserved animal community in South Bend. SBACC is making it our mission to change the culture of the community that perpetuates unintentional animal neglect and cruelty. By physically going into the community and providing free services to animals and their owners (such as vaccines and alterations), we can begin to spread our vision of lowering pet overpopulation and euthanasia rates in South Bend while simultaneously improving the lives of the animals that call South Bend their home.

Digitize Call Logs

SBACC will be working with the Department of Innovation to digitize the call logs for officers in the field through the use of iPads. This will improve our data management and reduce paper reliance.

Digitally Track Complaints

Mirroring Code Enforcement, SBACC hopes to utilize a software program to start cases. Software would streamline Animal Control in the field and improve dispatch significantly. It would also greatly enhance follow-up on general nuisance complaints (like barking and animal waste disposal).

Increase Volunteer Base

At SBACC, we continue to improve our image in the community and promote our shelter. With that comes more volunteers, more adoptions, and more buy-in from the community. It is critical in animal welfare to have the support of the community as there is always a critical need for volunteer help. Our volunteer base is both an accomplishment in the past two years as well as a future goal. We currently have an administrative intern



working hard in 2016 to establish a volunteer program, to include a policy manual, Human Resource documents, job descriptions, and a volunteer orientation/training program.

Shelter Hours

In order to better serve the residents of South Bend and the public, we plan to modify our open hours (while still remaining mindful of staffing limitations). We hope that reconfiguring our hours we allow us to increase the number of people coming to the shelter which in turn would increase our adoption numbers and better our overall service to the community.

