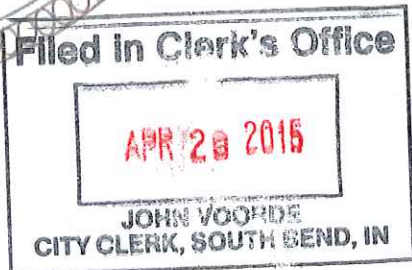
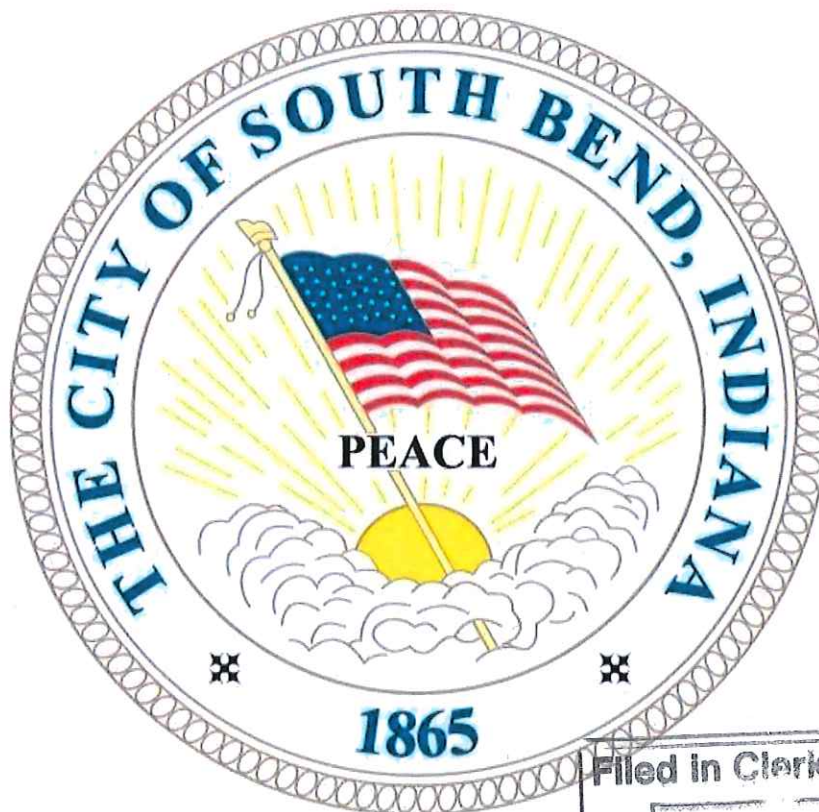


2014 Annual Report Department of Code Enforcement



Peter Buttigieg
Mayor

Randy Wilkerson
Director of Code Enforcement



Your 2014-2015 Code Enforcement Team



Your 2014-2015 South Bend Animal Care & Control Team

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



Executive Summary

This past year was full of changes in the Department. We had several staff changes and welcomed seven new staff members along with two AmeriCorp VISTAs. We also saw the retirement of two inspectors, Karl and Katrina. Along with these changes came new ideas and a new sense of unity and teamwork within our staff. It was an exciting year!

The Vacant and Abandoned Properties Initiative was a significant part of Code Enforcement's focus in 2014. By year-end, the City was well on its way to achieving the goal set by Mayor Pete with a total of 766 houses addressed. We were surprised and pleased by the number of homes repaired (248 properties), eliminating the potential need for demolition of those properties.



As mentioned, in 2014 we added two AmeriCorps VISTAs to the team. Their primary goals were to institute the Vacant and Abandoned Property Registry, community outreach, establish the Clover Program, and work with SBStat on the Accela/iPad program. Through the Vacant and Abandoned Property Registry, 930 properties were prompted to register with the City. Some of those properties were closed out due to demolition or repairs, 38 registered and 404 failed to register (and will be sent to collections). Our VISTAs have also been attending neighborhood association meetings and providing area-specific informational handouts. In 2015, the inspectors and I will be attending these meetings on a regular basis.

Code Enforcement Hearings remain a very effective practice to bring property owners, concerned parties, and Code Enforcement Inspectors together to find the best solution to address property concerns. This year, we brought 1,036 cases through the hearing process. Additionally, in the last six months of the year we modified how we were processing properties for hearings. Instead of setting questionable properties for repair hearings, we now set them for demolition hearings and allow the owner to modify to a repair order if they have a solid repair plan in place. As a result, we have already observed a better response rate from the property owners when they see the hearing is set for a demolition. In the instances of owners not attending hearings, or repeat offenders, we are requesting that the hearing officer impose civil penalties more frequently.

In closing, I would like to thank everyone in the Department of Code Enforcement staff, the Mayor's Office, the Department of Community Investment, Human Resources, the Legal Department, Central Services, the South Bend Police Department, and so many others that have worked so hard and provided us with so much support this year. Through your support we are able to build a more efficient and effective Department to serve the residents and business owners of South Bend.

Respectfully yours,

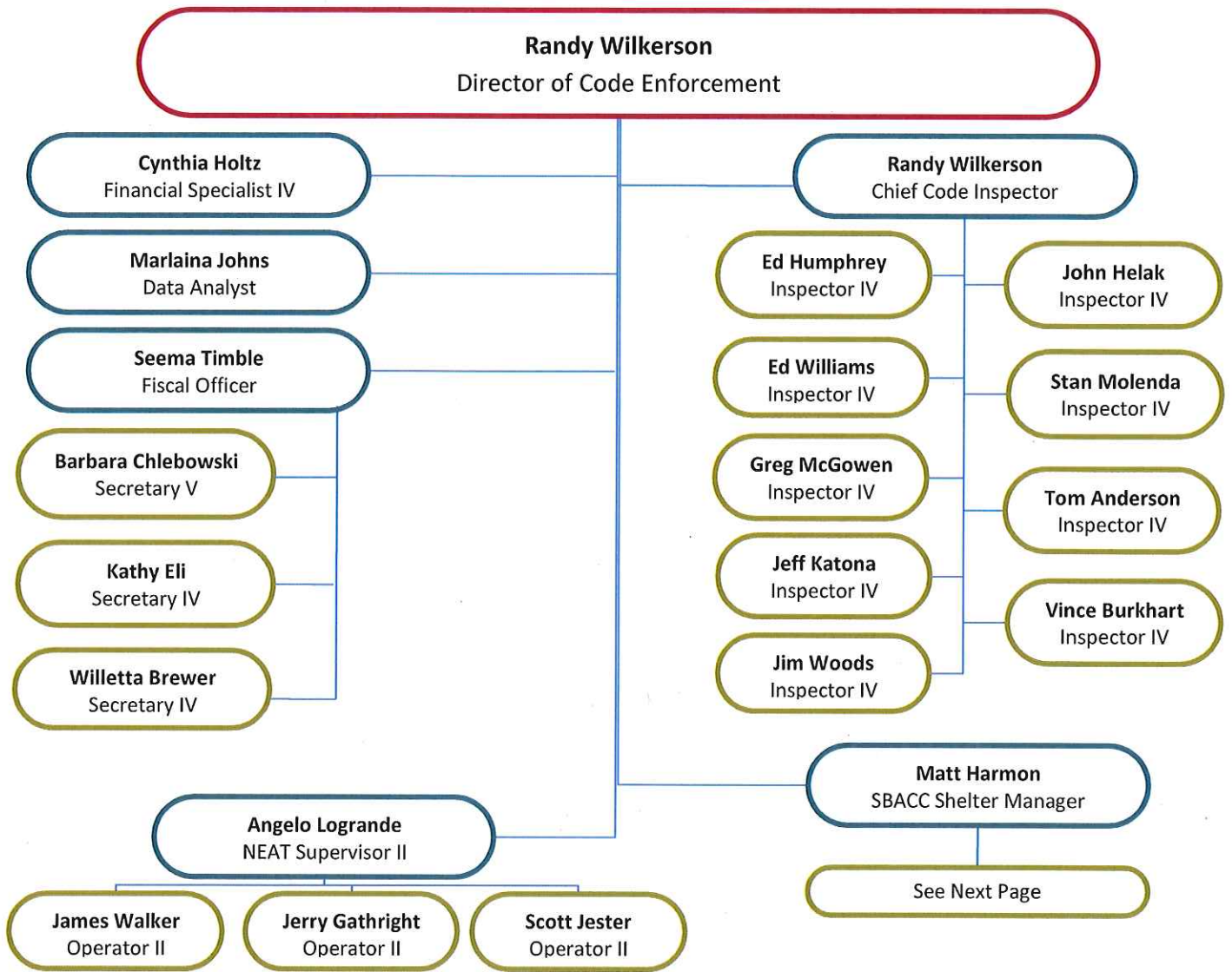
Randy Wilkerson
Interim Director/Chief Inspector

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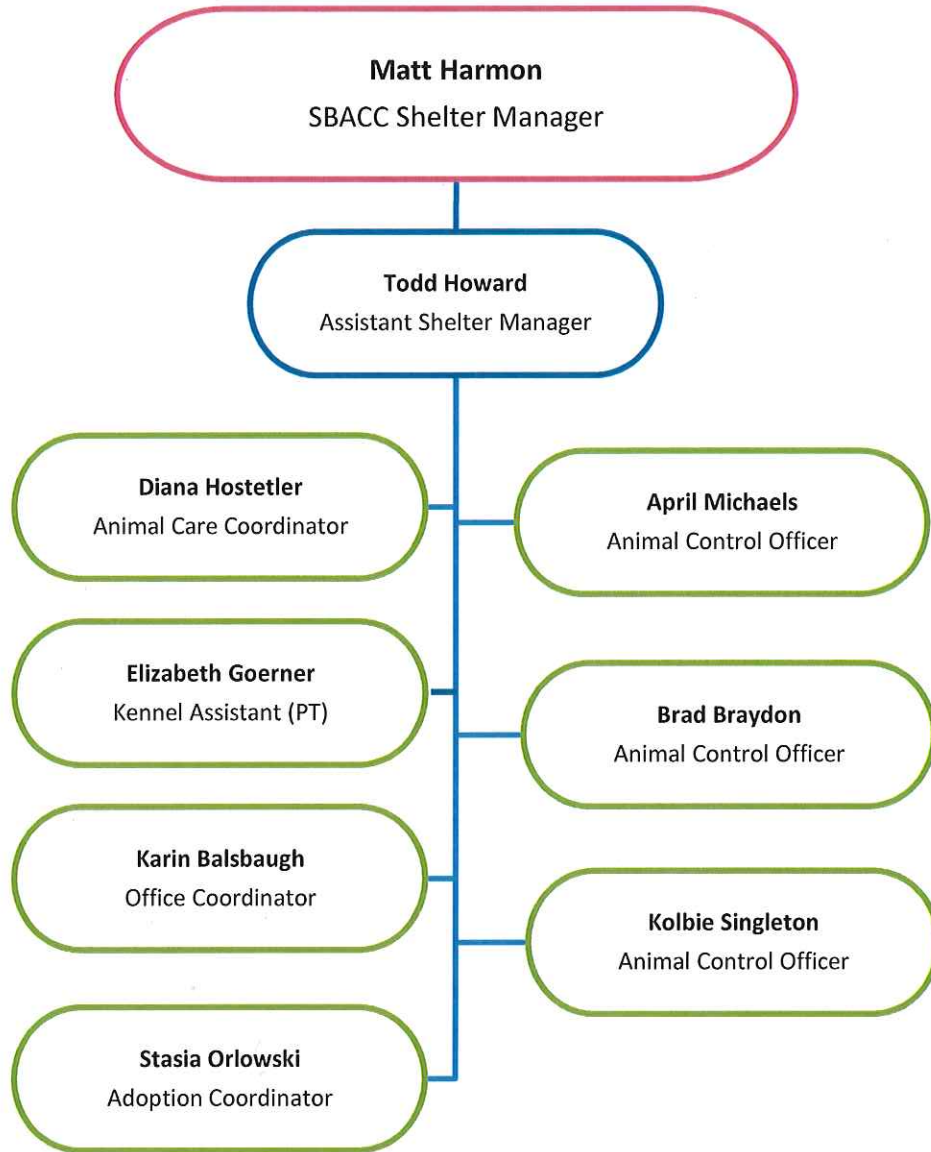
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Code Enforcement Organizational Chart



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



2214 Portage before (6/17/2013)



2214 Portage after (6/30/2014)

Budget Data and Analysis

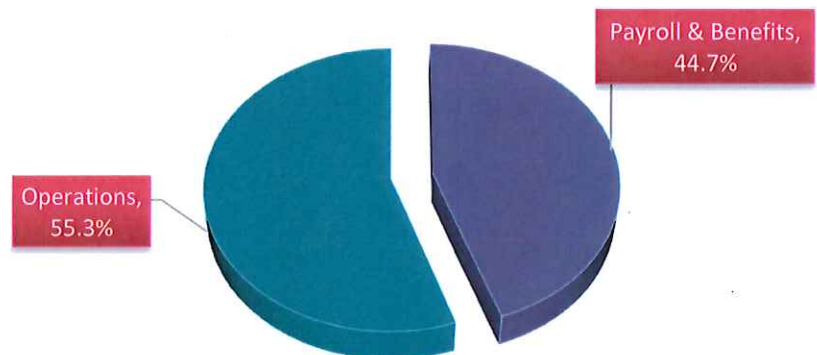
Adjusted Funding Sources

Department	Fund	2012		2013		2014	
		Budget Amount	Actual Expenses	Budget Amount	Actual Expenses	Budget Amount	Actual Expenses
Code Enforcement	Civil City	\$1,793,013	\$1,747,390	\$2,060,819	\$1,867,082	2,251,638	1,912,775
	Capital Improvement	\$0	\$0	\$158,000	\$71,482	\$84,771	\$0
Hearing Officer	Civil City	\$48,000	\$46,231	\$40,399	\$38,977		
Junk Vehicle	Civil City	\$65,740	\$58,901	\$65,580	\$58,901		
	Capital Improvement	\$2,834	\$2,834	\$0	\$2,834		
Unsafe Building	Civil City	\$107,684	\$68,704	\$53,684	\$26,052		
	CDBG/EDIT (City)	\$761,658	\$422,820	\$1,633,588	\$356,484		
SBACC	Civil City	\$563,679	\$523,695	\$596,111	\$550,747	\$689,215	\$626,856
	Capital Improvement	\$7,754	\$7,050	\$0	\$0	\$0	\$0

Funding

Due to a change in how demolitions are processed within the City, the CDBG/EDIT amounts shown in 2012 and 2013 were reallocated to the Department of Community Investment in 2014. Cells that are shaded grey were either consolidated into the category “Code Enforcement” or reallocated to a different category to more accurately reflect designation.

CODE ENFORCEMENT FUND ALLOCATION



For comparison’s sake, after removal of CDBG/EDIT funds, total funding in 2012 would have been \$2,588,704 and \$2,974,593 in 2013. After the reallocation of CDBG/EDIT monies, the Department of Code Enforcement’s funding increased by 1.7% in 2014 (compared to 2013). Of that 1.7% increase, there was a 16% increase in SBACC funding and a 9% increase in the Office of Code Enforcement funding.

Overall, South Bend Animal Care and Control used 91% of their allocated funding. The Office of Code Enforcement used 82% of its allocated funding. The result was a surplus of \$485,993 (combined) for the year.



Revenue

Code Enforcement's revenue in 2014 increased by 10% (or \$45,204) from 2013. This is due to better processes and accountability in billing. With our revised collection policy in place late 2014, our expectation for 2015 is that we will continue to increase our revenue stream.

In 2014, the Department changed the way we attempt to collect Civil Penalties (CPs). Due to a low rate of return through using only Special Assessments, we have begun to invoice CPs and forward them on to a collection agency if they go unpaid. The 32% decrease in CP revenue is a result of not sending the invoices to the collection agency until late in the fourth quarter (when we began our contract with the collection agency).

Cash Performance Bonds were audited this year and as a result, we were able to see some changes for 2014. 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 paid before we remove the property from the demolition track. This year we wrote off our Cash Performance Bond liability and reflected those funds as a revenue stream (representing expired Repair Agreements).

In 2014, SBACC saw a 7% decrease in revenue collected from Pet Licenses. This may be attributed to the change in the city animal ordinance and the adjustment to the new format for licensing. We anticipate, through online licensing options, that future revenue for licensing will increase.

Microchip revenue increased by 70%. Microchips are required on all dogs that are returned to their owners. Often the \$20 fee for a microchip is paid via a "promissory note" and not necessarily collected immediately. Standardization of procedures and policies will further increase collection on future microchips.

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. We've seen a 31% increase in those fees since 2013 and a 181% increase since 2012! Ideally, we would like to see this number decrease again since one of our goals is for fewer animals to be surrendered to the shelter.

The category "Pet Miscellaneous" increased by 54%. This increase is largely due to an increase in donations.

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

Department Revenue

Code Enforcement		2012	2013	2014
Abandoned Vehicles		\$19,977	\$6,886	\$13,454
Environmental Collections		\$83,416	\$81,305	\$89,224
Substandard Housing	Demolitions & Boardings	\$12,156	\$48,747	\$33,961
	Civil Penalty	\$219,883	\$285,704	\$193,005
Ordinance Violations		\$34,351	\$33,592	\$18,649
Vacant & Abandoned Registration		\$7,600*	\$2,600*	\$4,350
Forfeited Cash Performance Bonds				\$152,914
Miscellaneous Income		\$381	\$2,838	\$1,319
Subtotal for Code Enforcement		\$370,164	\$459,072	\$506,876

SBACC		2012	2013	2014
Pet Licenses		\$17,792	\$17,244	\$15,993
Pet Reclaim Fee		\$5,337	\$2,805	\$4,778
Pet Adoption Fee		\$11,164	\$11,583	\$11,982
Pet Microchipping		\$3,048	\$2,156	\$3,660
Animal Surrenders		\$2,365	\$5,060	\$6,647
Pet Miscellaneous		\$13,978	\$10,777	\$16,584
Subtotal for SBACC		\$53,684	\$49,625	\$59,644

Grand Total **\$423,847** **\$508,697** **\$566,519**

*Note: Years 2012-2013 were high due to improperly allocated funds



Housing Data and Analysis

New Housing Cases

There were 513 new housing cases opened in 2014; a decrease of 41% compared to last year. The lower number of housing cases could be due to the Vacant and Abandoned (V&A) Property Initiative.

At the end of 2012, beginning of 2013, inspectors and interns evaluated all properties in South Bend to identify V&A properties. That housing sweep identified the majority of problem properties that did not already have an active housing case against them. Once a case has been opened, any additional housing citations that may occur since case origination are added to that already active case.

A total of 1,375 housing cases were resolved in 2014!

Sixty-one percent of cases closed were a result of an audit conducted of all active housing cases in Naviline.

Furthermore, 35% of cases opened this year (180 cases) were resolved this year.

The decrease in number of new housing cases, coupled with the close out of housing cases, is desired as it shows the City is achieving outcomes on V&A properties and Code Enforcement is effective in addressing housing issues.

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 slight decrease 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. The high average shown here demonstrates the need for the housing audit that was completed in 2014 (see page 12).

Housing Data

		2012	2013	2014
New Housing Cases		910	863	513
Closed Housing Cases		525	304	1,375
Vacant & Abandoned Activity	New V&A Properties Identified		1045	240
	V&A Cases Closed		115	477
	Demolished by City		32	295
	Demolished by Private		10	8
	Repaired by Private		29	141
	Repaired & Occupied by Private		44	33
Housing Hearings		950	1009	957
Structures Secured		447	629	222

Cumulative Days Active to Date

	Total Average to Date	Closed	Active
2012	972	893	2015
2013	938	870	1629
2014	913	860	1361

Days Active Separated by Year

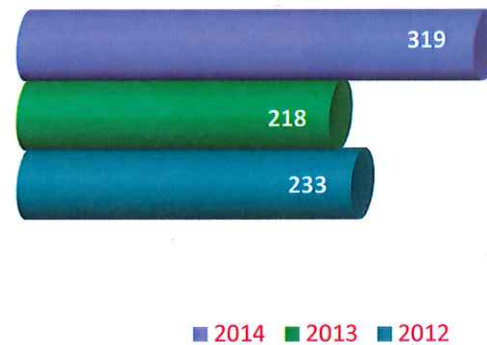
	Total Average by Year	Closed	Active
2012	510	309	907
2013	362	227	540
2014	152	124	170



Looking at the data a year at a time, we are able to see that there was a 45% decrease between 2013 and 2014 in the number of days it took to close out a case within the same year. This is a substantial improvement over previous years. Looking at the days active does not hold any significance since it is an ongoing number and 2014 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 32% in 2014), closely tracking data related to Repair Orders and Repair Agreements, more quickly bringing cases back in for hearings, and auditing old active housing cases.

Civil Penalties Imposed per Year



Vacant and Abandoned Property Narrative

Much of the Department's resources and time in 2014 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, 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, 86% of current V&A properties have gone through the Code Enforcement Hearing process at least once. It is not uncommon 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 2014, 210 properties were tested for asbestos. 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.

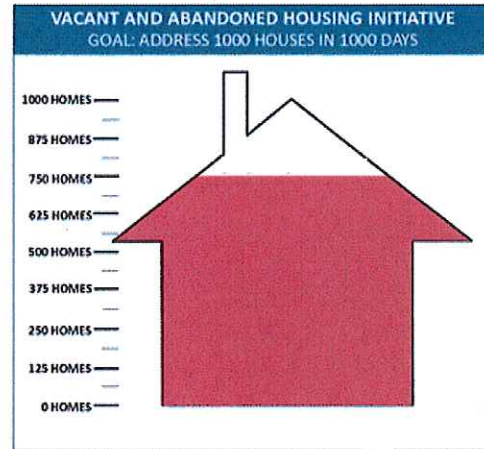
Vacant and Abandoned Property Numbers

In 2014, we added 240 houses to our V&A list, bringing the total number of V&A properties since 2013 to 1,276. We also closed out 477 V&A properties. Of those, 295 were demolished by the city, 8 were demolished by private individuals and 174 properties were repaired by private individuals.

At the close of 2014, the cumulative total of V&A properties addressed was 766. The breakdown is as follows:

- 335 Demolished
- 10 Deconstructed
- 248 Repaired
- 5 CDC partnership properties
- 62 BEP properties
- 106 Bid awarded properties

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



Hearing Process

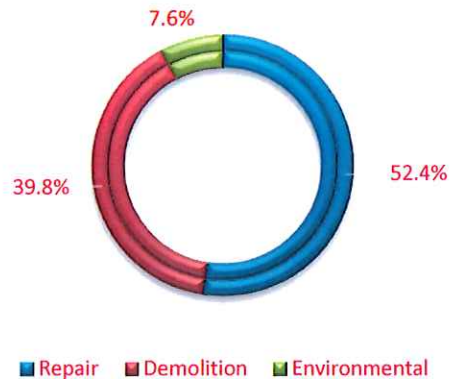
In 2014, 1,036 cases went through the hearing process. The breakdown is as follows:

- 543 Repairs (52.4%)
- 412 Demolitions (39.8%)
- 79 Environmental (7.6%)
- 1 Business License (0.1%)
- 1 Vehicle (0.1%)
- 1 Animal bite (0.1%)

Of those,

- 18% were continued
- 39% of repairs were affirmed
- 35% of repairs modified to repair orders
- 50% of demolitions were affirmed
- 23% of demolitions were modified to repair orders
- 8% voluntarily abated before hearing

Hearing Type Distribution



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, 73% of all repaired Vacant and Abandoned properties in 2014 went through the hearing process at least one time.



Clover Program

The success of the V&A Initiative at demolishing substandard properties left an unintended consequence for the City to address; tall grass and weeds on vacant lots. Each summer, we spend thousands of dollars to mow vacant lots. To solve this issue, Code Enforcement has initiated a Clover Seed Initiative. Clover is a great substitute for grass because it is low maintenance, only grows to 4-8” in height and is drought resistant.

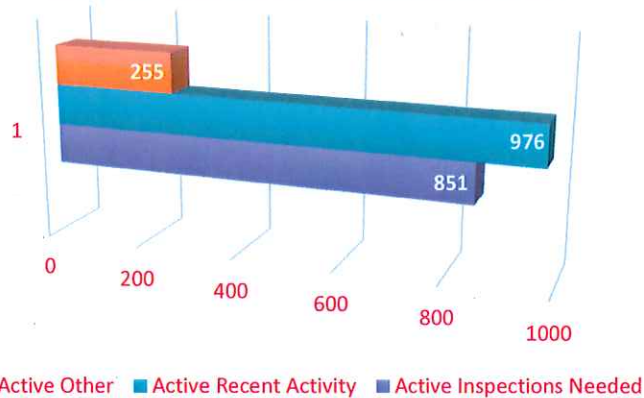
Last October our VISTA Interns, Trent Spoolstra and Lucy MacFarlane, began a pilot program with the Keller Park Neighborhood Association to spread clover on a handful of vacant lots. The progression of these clover lots is being tracked to see how well the seed flourishes in our area. If found successful, the clover project could expand city-wide to cover all vacant lots. The overall goal is for clover seed to be used to in lieu of grass seed post demolition.

Naviline Housing Audit Results

An audit of all active housing cases in Naviline was conducted in November & December of 2014. In total, 2,923 housing files were audited. 841 cases were closed due to reasons such as: duplicate case, incorrect address, no housing violation, incorrectly closed, etc.

Of the remaining active 2,082 cases, 47% were up-to-date (meaning they had activity in the past two months). 41% need to be inspected (19% never had an initial inspection and 81% needed to be reinspected due to no activity in the past two months). 12% were on hold or pending an outcome (noted as “other” here). The inspectors will be reinspecting all remaining active cases in early 2015 in hopes of closing out more files before transitioning to the new software, Accela.

Remaining Active Cases Breakdown



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 this year the data was adjusted to count each case only once despite the number of violations noted under that particular case number. A case is created each time an inspector cites an environmental

Environmental Cases

	2012	2013	2014
Total Properties Inspected per Case #	17,564	16,848	17,339
Total Letters Mailed per Case #	13,021	12,599	10,985
Total Properties Sent to Crew for Abatement per Case #	3,765	6,366	4,219
Total Environmental Hearings	131	127	79



violation(s). For example, one case number could have multiple violations such as tall grass, litter, tires, obstruction of traffic. Previously, that case was counted four times rather than just once. Additionally, for Naviline issued citations, one letter is printed per case not per violation (CollectorApp does print one letter per one violation). Counting by case number allows us to get a better idea of the number of inspections that are actually occurring.

The number of properties inspected per case number remained relatively stable. We would have liked to see this number go down. In a perfect world, the lower this number is, the cleaner the city is being kept by its residents.

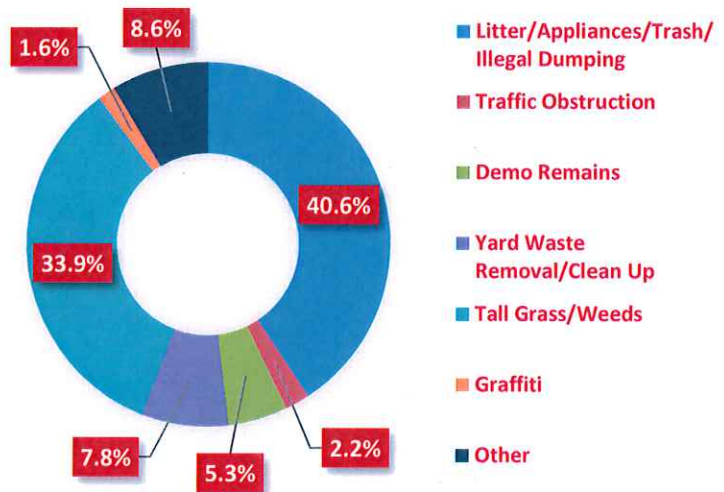
The total number of letters mailed per case has reduced by 13%. This can be attributed to a couple factors. First, tracking vacant properties has allowed us to stop sending mail to vacant lots. In conjunction, when possible, the increased use of citing tall grass and weeds as continuous enforcement (rather than issuing multiple citations per property) saved both time and money.

The total number of environmental hearings decreased by 38% between 2013 and 2014. 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 7 primary categories (in order of prevalence):

1. Litter, appliances, trash, illegal dumping
2. Tall grass or weeds
3. Yard waste removal and cleanup
4. Demolition remains
5. Traffic obstruction
6. Graffiti
7. Other

Most Common Environmental Citations



The most common type of environmental citations (40.6%) involves litter, discarded appliances, bags of trash and illegal dumping. Second most common (33.9%) are citations for grass and weeds over nine inches tall. "Other" consists of the less common citations like standing water, dilapidated automobiles/motorcycles, waste offal, 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 2014, NEAT was assigned 4,219 properties to abate. Of those completed abatements, 2,162 were billed to owners for a total of \$598,377 billed. The average amount billed was \$277.

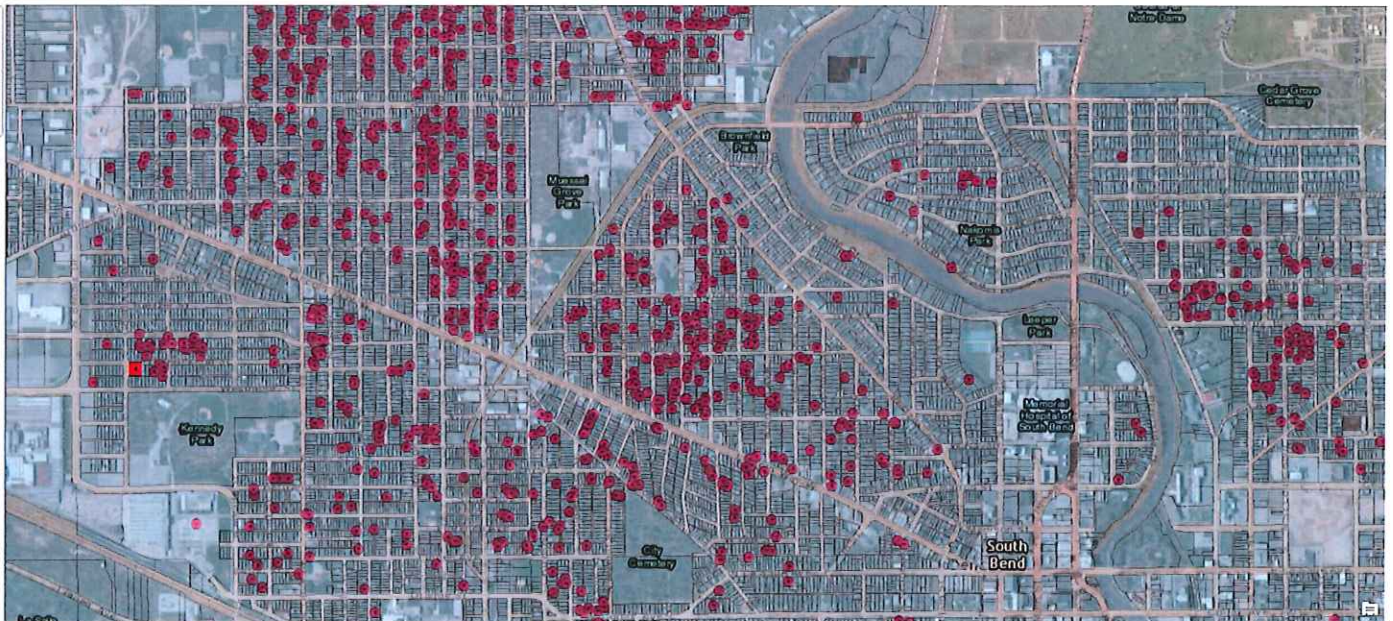
CollectorApp

The summer of 2014 saw the implementation of iPads to process environmental citations using the CollectorApp. 2,383 citations were issued using the new system. The old method of processing a citation was quite lengthy and allowed too much room for error. The old method required an inspector to fill out a sheet of paper in the field. There was no way to verify the address. The paper could get lost between the field and the office or even lost or misfiled once in the office. Once turned in, the office staff would process it in a day or two (ideally) depending on workload. If there was a question about the violation or a wrong address, that would add another day or two onto processing time. Once any issues were cleared up, someone from the office then had to look up ownership in the tax system. Once ownership was obtained, the violation would then be input into the Naviline system. Finally, a letter was generated and mailed out. This process averaged three days to complete.



Angelo of NEAT

(Always ready to jump in and tackle any job!)



CollectorApp/GIS Screenshot
(Dots indicate a violation.)

The CollectorApp is virtually instantaneous. The inspector fills in information about the citation and attaches pictures while on location then submits the violation electronically. The inspector can see the parcels where he or she is standing and can choose where the citation needs to be. Then, daily, at a designated time, the office staff uses GIS software to generate the violation letters. The software automatically attaches ownership from the county system and generates letters with just a few simple commands. Lastly, the letters are printed and put in the mail. The entire process is complete within twenty-four hours. The time saved processing a single citation by office staff and inspectors is an estimated 68%.

The CollectorApp also allows us to look geographically at violations by analyzing the dots of citations issued. Using the software, we can identify problem areas. We can filter violations by type to identify trends. For example, we can filter for discarded tires to see if tires are being dumped in areas surrounding auto repair businesses.

In 2015 Code Enforcement will switch software that will allow for even faster and more accurate electronic processing of environmental citations and, for the first time, housing citations.



1408 Elwood before NEAT Clean Up



**1408 Elwood after NEAT Clean Up
137,980 pounds of debris removed.
\$11,583.75 billed & collected.**

Vacant & Abandoned Registry

In an effort to hold property owners accountable, 2014 was the first year that vacant and abandoned properties were prompted to register with Code Enforcement per ordinance 9810-07. Code Enforcement sent out 930 letters informing property owners of the ordinance and requesting registration. Of those, 38 properties have completed registration forms and paid fees. 404 properties were sent to collections for failure to register and pay the annual fee.

Additionally, another 67 vacant properties were identified through voluntary registration. Code Enforcement will use the voluntary registrations to help identify potential future vacant and abandoned properties.

Thanks to the efforts of property owners and city staff, the number of properties that qualify for vacant and abandoned registration in 2015 will be approximately half of what it was in 2014 (475 versus 930)!

Code Enforcement’s Employee Education & Training

Annual AACE Conference

In October 2014, six Code Enforcement Inspectors and four office staff attended the American Association of Code Enforcement Annual Conference. Topics covered included: self-defense techniques, 4th amendment rights, mold identification, partnership building, protective equipment, foreclosure process, de-escalation techniques, and the International Property Maintenance and Zoning Codes.

Asbestos Testing

In August of 2014 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, six of our inspectors are certified by the state. Two new inspectors will be taking the course in 2015.

Abandoned Vehicles

For 2014, the number of tagged vehicles was consistent with the number of abandoned vehicles in 2013. The number of vehicles scrapped in 2014 was double the number scrapped in 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 increased by 78%.

Abandoned Vehicles

	2012	2013	2014
Tagged	690	594	594
Auctioned	39	11	16
Reclaimed	10	9	16
Scrapped	4	6	12
Revenue	\$19,997	\$6,886	\$13,454

Code Enforcement’s Updates

VISTA Interns

In the summer of 2014 we were fortunate enough to have two AmeriCorps Volunteers in Service to America (VISTA) interns, Lucy Macfarlane and Trent Spoolstra, come on board. Trent and Lucy will be part of the Code Enforcement team until summer of 2015.

Trent has been working diligently on the V&A Registry. He took the initiative to send out the registration letters and create a method for tracking registration information. He has also been a huge asset to the daily operations of the office. He assists with answering phones and the front desk. Trent also plans community outreach activities. He attends community meetings to update neighborhoods on what is happening in Code Enforcement and to answer any questions.

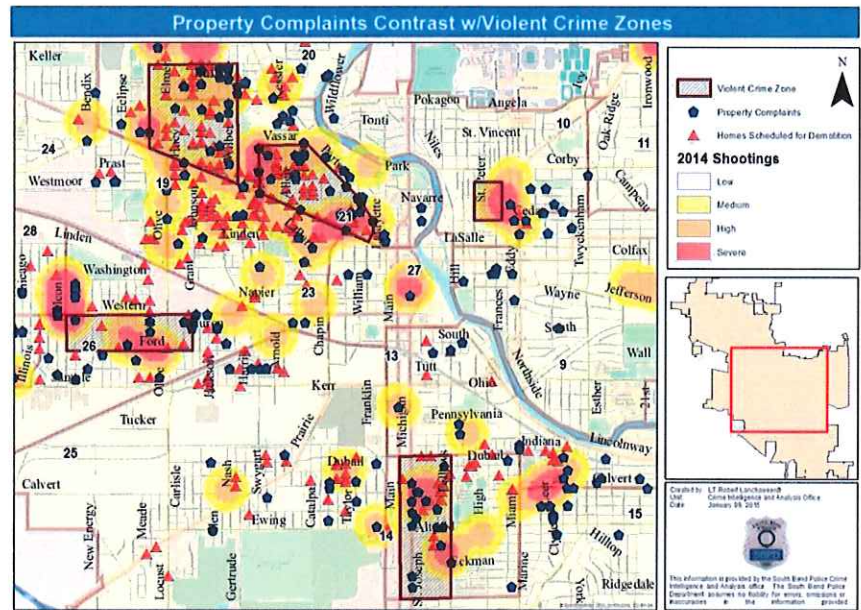
Lucy has played a large part in the planning and development of the new case management software, Accela. She acts as a liaison between Code Enforcement and SBStat to ensure that the objectives of both departments merge into one manageable path. She, too, assists with community outreach by co-hosting meetings with Trent.



Collaboration with SBPD

This year we started working more towards building partnerships among other departments. To that end, our Chief Code Inspector, Data Analyst, SBACC Shelter Manager and SBACC Assistant Shelter Manager attend weekly meetings at the South Bend Police Department (SBPD). These meetings discuss crime trends and the needs of local, county, state and federal law enforcement agencies.

This partnership has allowed us to share data with one another. SBPD was given our demolition list enabling them to add our demolition properties into their system to illustrate the correlation between vacant and abandoned properties and criminal activity. This solidifies further the need to address vacant and abandoned properties in the City of South Bend.



Staff Changes

There have been many new additions to the department as well as some retirements. We are very proud of the team environment that has emerged over the past few months and look forward to the future of Code Enforcement.

New additions included:

- Randy Wilkerson, Interim Director of Code Enforcement / Chief Code Inspector
- Seema Timble, Fiscal Officer
- Marlaina Johns, Data Analyst
- Cynthia Holtz, Financial Specialist
- Willetta Brewer, Secretary IV
- Tom Anderson, Inspector IV
- Greg McGowen, Inspector IV
- Trent Spoolstra, VISTA Intern
- Lucy Macfarlane, VISTA Intern

Retired were:

- Karl Hardy, Inspector IV (retired after 40 years)
- Katrina Arndt, Inspector IV (retired after 13 years)

Collections Process

In late 2014, Code Enforcement, working in conjunction with the Legal Department, contracted with a local collections agency to maximize our collection efforts. This process began in the late fourth quarter of 2014 and will have a strong impact on our collections in 2015. We collected 12% of our net receivables in 2014 and are striving to increase the percentage to 30% in 2015.

Office Remodel

Our office underwent a much needed remodel this year. We have new carpet, fresh paint and new ceiling tiles as well as rearranged office space. It significantly improved the overall aesthetics of the department!

Next we hope to get new window coverings and clean out some filing cabinets. Onward and upward!



Willetta and Trent
 (Always ready to greet you with a smiling face!)

Uniforms

This year we upgraded our inspectors' shirts from grey polos to blue oxford shirts with the City Logo and "Code Enforcement Inspector" embroidered on the left side.

This upgrade has provided our inspectors with a very professional looking uniform and provides assurance to the residents that they are speaking with a Code Enforcement Inspector.



Inspector Greg
 (Demonstrating use of the iPad!)



Key Performance Indicators

	Target	December	November	October	September	August	July	June	May	April	March	February	January
New V&As	0	9	4	3	8	13	15	14	29	27	137	0	0
Accounts Receivable Collected	15%	12%	14%	18%	22%	26%	32%	34%	16%	19%	12%	12%	
Environmental Citations Cleaned by Owner	25%	54%	54%	54%	52%	34%	28%	27%					
Housing Issues Repaired by Owner	52%	62%	58%	52%	53%	54%	53%	44%					
SBACC Adoptions	32	28	11	40	22	27	37	25	17	19	25	20	26
SBACC Bite Cases Services	5	11	21	11	32	11	23	29	17	19	10	8	12
SBACC Pets Returned Home	30	26	20	23	27	32	36	42	43	34	29	23	20
SBACC Rescue/Rehab Transferred Out	45	65	68	45	35	50	45	68	57	46	26	16	44
SBACC Volunteer Hours	80	154.25	194.09	126.55	103.13	140.13	326.45	220	164.65	211.27	151.3		

The Key Performance Indicators (KPIs) for the year are in the process of being adjusted to more accurately reflect the performance of Code Enforcement and South Bend Animal Care and Control in 2015.

In 2014, accounts receivables (percentage of collections) were on target until November. The decreases in November and December were due to the higher dollar amounts billed due to demolitions. At the end of 2014, \$2,966,429.45 was billed for the demolition of 306 properties (an average of \$9,694 per property). This high average makes these bills less likely to be collected quickly. To more accurately track account receivables in 2015, the Department will separate this category into four categories: boarding, environmental, demolitions and Civil Penalties.

Environmental citations cleaned by owner and housing violations repaired by owner both surpassed the targets set for the entire year. We attribute this success partly to the increased use of Civil Penalties (to encourage owners to repair their properties quickly). Another factor could be the improved tracking and follow-up on repair expiration dates. The publicity for the V&A Initiative is no doubt another motivating factor for housing repairs.

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, more cats in the winter. Even the volunteer hours reflect this pattern. During school breaks we see more volunteer hours being fulfilled.

Bite cases, however, seem to fluctuate with more than a change in seasons. There is, as can be expected, an increase of bite cases reported during the warmer months due to more animals being outside. Also, since many bites occur in-home by family dogs, we do see increases in the months with major holidays. Labor Day is in September and we can see a large uptick in bite cases here. Similarly, there is an increase in November. In November there is the spill over from Halloween on October 31st as well as Thanksgiving. This is likely because of stress on dogs due to loud, unfamiliar noises, costumed visitors and children running about. Additionally, during the holidays family and friends visit one another's homes. Not all visitors may be familiar with how to handle dogs, thereby increasing the risk of a bite. Holidays can be stressful times for pets in homes.



SBACC Manager's Summary

The year 2014 was a prosperous one for South Bend Animal Care and Control. We were part of significant change in municipal ordinance, we participated in and organized numerous outreach events to unify pet owners in the City and we criminally prosecuted residents that lacked compassion for animal welfare in South Bend. Over the past year, SBACC broke agency records in adoptions and rescues, helped to make South Bend mentioned in national news, and saw over 3,000 animals pass through the doors. We continue to be optimistic about the future with the goals of unity, compassion, and accountability in mind.



South Bend Animal Care and Control is continuing to grow as a resource for citizens of South Bend. In October of 2014, our first annual "Fall Pet Fair" was a huge success. One hundred cats and dogs received free Rabies vaccinations at the shelter on Eclipse Place. During the event, members of the community also offered free or discounted pet services from their pet-related booths in the shelter parking lot. Over 400 people and animals came out to the event that day!

In 2015 we will continue our efforts to reach out to the community by becoming involved with a faith-based outreach program that hosts events in the underserved neighborhoods of South Bend. Additionally, Animal Care and Control will be microchipping, for free, an additional 300 pets for South Bend residents this the year through a public/private partnership grant with Pet Refuge. We will also be enacting a Bite Prevention Program in schools across the city in an attempt to address the increasing numbers of children being bitten by their own family pets.

Accountability is critical in every enforcement field. In 2014, South Bend Council members approved a total revision of Chapter 5 of the South Bend Municipal Code, regarding animal welfare. One of the most pressing changes to the ordinance involved "breed discrimination." After over a year of developing the new ordinance, it was passed with some critical improvements that will help Animal Care and Control do its job by holding citizens accountable for their pets and their own actions. Through enforcement, we are improving our credibility with the public and receiving nationwide attention.

In closing, we have had a very successful year. Our efforts are reflected in our numbers. Euthanasia is down. Numbers in adoptions, rescue transfers, and animals returning home have increased (in all, saving thousands of lives). We cannot slow down; there are lives at stake in an animal shelter. We will continue to strive for success and to provide the best possible service to the citizens of South Bend.

Sincerely,

Matt Harmon
Shelter Manager

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



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 in outreach events with the community to promote and educate the public on animal welfare
- 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 10% 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 2014.

Complaints investigated in 2014 increased by 6%. Overall, this number remains relatively stable. Domestic Animal Intake also remains stable. Long-term, we would like to see these two number decrease as the community becomes more educated about proper animal care and ownership.

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

Pets reclaimed by owner increased by 4%. 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.

South Bend Animal Care & Control

	2012	2013	2014
Pet Licenses Sold	1470	1299	1161
Complaints Investigated	3569	3584	3802
After Hours Emergency Care	796	420	352
Domestic Animal Intake	2983	2648	2690
Wildlife Picked Up	260	219	197
Hearings Held	0	6	1
Pets Reclaimed by owner	316	342	356
Pets Adopted	195	257	296
Bite Cases		144	204
Chicken Permits		19	33
Owner Surrenders		563	656



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 1,267 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 (133 calls responded to in 2014). 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.

Our most abundant calls are in our stray animal category, accounting for 41% of calls. This category includes general pick-ups, roaming domestic animals as well as general stray rescues. In 2014, officers responded to 1,571 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.

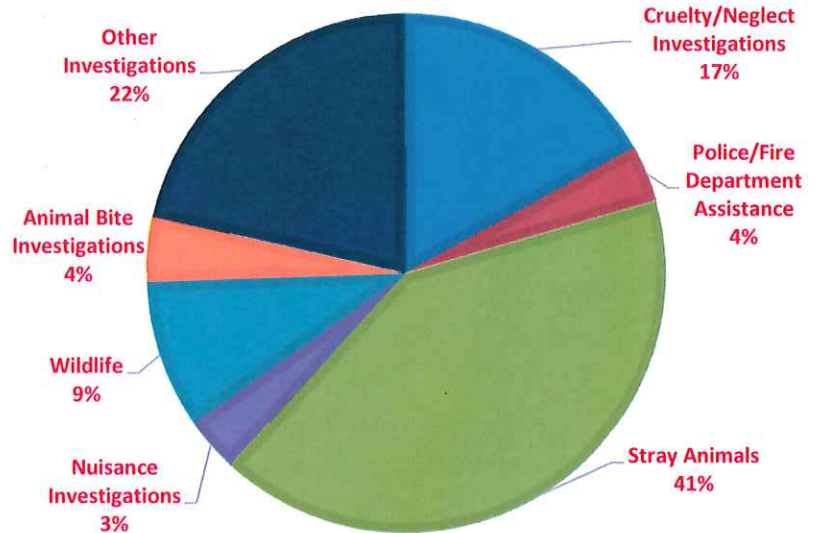
Furthermore, approximately 39% of the time an officer spends in the field is spent investigating cruelty/neglect complaints or other complaints regarding animal welfare.

Unfortunately, SBACC does not have call-type history from previous years as the logs were done informally on sheets of paper and often misplaced. Going forward, tracking will be more precise due to the addition of iPads in the field.

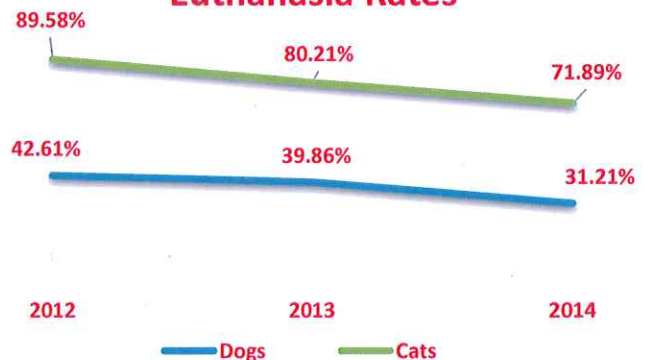
Euthanasia Rates

In 2014, SBACC saw a drop in euthanasia for both cats and dogs. In 2012, 90% of cats that came into SBACC were euthanized. In 2014, that number dropped to 72%. In 2013 43% of dogs that entered SBACC were euthanized. In 2014 we saw the euthanasia rate drop to meet the national average of 31% for dogs.

SBACC Distribution of Call Types



Euthanasia Rates



Distribution of Animal Outcomes

We have seen a steady increase in our adoption numbers as well as the number of dogs and cats returned to their owners this year. 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 2,600 dogs and cats a year).

There is a significant change in “Rescue/Rehab” numbers. In 2012, the number of transfers was 370. That decreased by 6% in 2013 to 347 animals sent to our private partners. This decrease was likely due to the change in leadership in Code Enforcement and SBACC. However, in 2014, we saw the numbers of animals sent to our private partners increase by 49% (517 animals transferred out)! In all, 19% 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 2014, 1,429 animals left South Bend Animal Care and Control alive and well (81% of those were dogs and cats alone). Nearly 300 of them left spayed or neutered through our new adoption program. That is something for which the City of South Bend can be proud!

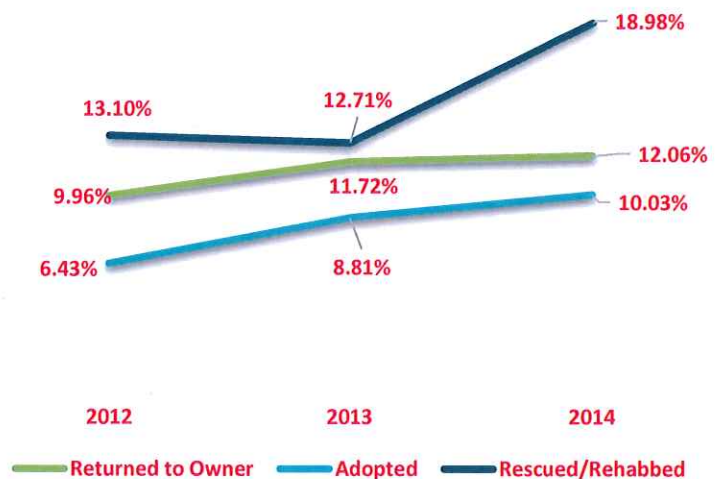
These numbers explain the decrease in euthanasia noted above. The decrease is a direct result of increasing adoptions, decreasing intake and expanding rescue outreach. We plan to see the number of cats and dogs euthanized continue to decrease as we further improve our efforts in rescue and community outreach.

Animal Distribution

Dog	2012	2013	2014
Intake	1394	1380	1413
Returned to Owner	291	334	324
Adoption	140	173	204
Rescue/Rehab	327	259	347
Euthanasia	594	550	441

Cat	2012	2013	2014
Intake	1295	1268	1277
Returned to Owner	11	7	26
Adoption	55	84	87
Rescue/Rehab	43	88	170
Euthanasia	1160	1017	918

Distribution of Animal Outcomes



SBACC's Updates

Ordinance Revision

As of August 1, 2014 a revised animal ordinance went into effect. The language in the new ordinance is strong and concise. Every piece was reviewed extensively by SBACC management and community members. Prior to revision, there was no limit on how long a barking dog could be left outside; thereby becoming a public nuisance with its barking. Now the owner must immediately attend to and quiet the dog.

Another of the new stipulations helps to protect both animals and the public through anti-tethering laws. The dog pictured to the right was tethered with a chain and padlock. Unaltered, tethered dogs are more likely to bite. The new ordinance makes tethering illegal.



Rusty
(He is actually a really sweet dog!)

“Breed Specific Language” (BSL) was part of the past ordinance in South Bend. BSL is seen as outdated and based solely on false pretenses and personal fear of certain breeds of dogs. During the revision process, this was an area of particular interest to the community. Prior to revision, an American Pit Bull Terrier was automatically deemed dangerous under the city code regardless of temperament or behavioral history. In the new ordinance, every animal is now evaluated using a scientifically tested behavioral test called “SAFER.” This is a nationally recognized method researched extensively by the ASPCA. Shelter Manager, Matt Harmon, is certified to perform this test and has used his knowledge and training in animal behavior to develop methods of testing dogs at SBACC.

Trap, Neuter and Return (a method of population control for feral cat colonies) is now legal within city limits. The private 501(c)(3) agencies organizing this program must be authorized by SBACC and each feral cat colony must be registered with the private partner agency. Thus, eliminating the need for tax payer dollars to go to surgically altering and releasing feral cats into the city.



Pilar
(Found her forever home through SBACC thanks to BSL revisions!)

Overall, the new ordinance has stiff regulations on everything from how long a dog can be left outside to what fees are collected at SBACC. The all-inclusive ordinance has ground-breaking elements in animal welfare and has been recognized by national organizations such as The Humane Society of the United States and The Huffington Post (see page 28).

Staff Changes

We are very excited to say that SBACC has come a long way with recruiting and maintaining staff at the shelter! We initiated an intern program in 2014 for high school and college students. We are also excited about our internal promotion of Todd Howard from Animal Control Officer to Assistant Shelter Manager.

New additions included:

- Todd Howard, Assistant Shelter Manager (promoted from Animal Control Officer)
- Kolbie Singleton, Animal Control Officer
- Kaleigh DeBeck, Collegiate Credit Animal Care Intern (summer only)
- Deja Bowen, JAG Intern (summer only)
- Sarah Walden, JAG Intern (summer only)

Community Cat Room

In 2014, SBACC updated the adoption cat rooms by converting both rooms into community rooms. Shelters around the country are converting to free-range adoption centers for cats. The cat rooms can house up to fourteen cats at a time.

Cats in cages are less likely to be adopted due to the inability to show their true personalities. In a caged environment, they will often exhibit stressful behavior such as over-grooming, hiding and pacing.

Each room has been painted by volunteers from the IUSB Alpha Sigma Phi Fraternity. The play and perch equipment was custom-built by our staff. The rooms boast playful colors and creative perching spots made of old milk crates along with wind chimes and windows enabling the cats to bask in the sun.



Outdoor Adoption Play Yard

SBACC now has outside space for its canine residents! Through the help of generous donations, SBACC was able to install an Adoption Play Yard right outside the Adoption Center kennels! The yard boasts nearly 5,000 square feet of grassy area (complete with landscaping) encompassed by eight foot tall fencing. Inside the large play area, we installed individual play group yards for dogs to interact in small play groups. For added security, the play group yards were cemented to prevent “break outs”.

The Play Yard is an important addition as it is common for sheltered dogs to begin to exhibit signs of stress and/or depression. Energetic dogs who have nowhere to release their energy will often jump and bark excessively when the door opens to a potential adopter. Furthermore, an otherwise very friendly dog may hide from, or snap at, someone out of fear (especially true of small breeds). This type of behavior can be very off-putting and makes adoption more difficult.

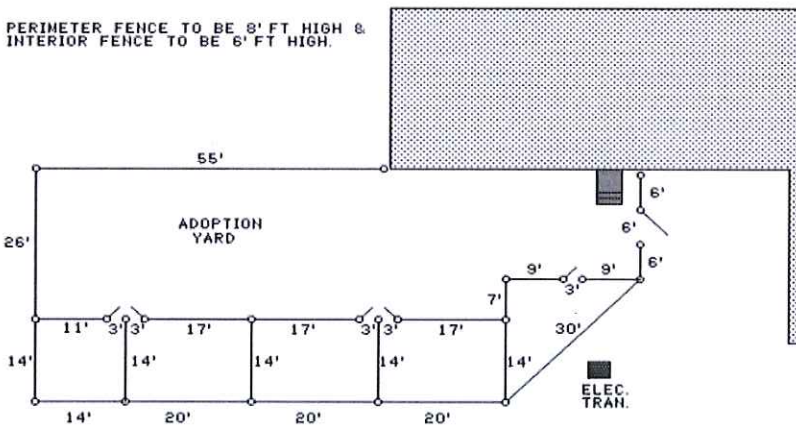
The Play Yard will allow dogs in the Adoption Center to run and play in the grass with volunteers. This type of interaction will help to keep their spirits high, promote social skills (both with other dogs as well as people) and help to break up their routine. Most importantly, they can meet their potential new owners in a realistic family-friendly atmosphere. For the health of the animals, it is critical that we at SBACC provide this type of enrichment to all animals in our kennels every day.



Play Yard during construction.



Mia officially quickly approved the Play Yard for games of fetch and grass rolling!



Play Yard Specs



Uniforms

In 2014, SBACC streamlined our uniforms. Kennel staff, (including the Adoption coordinator and Animal Care Coordinator) wear black scrub pants with a uniform royal blue t-shirt that includes our logo on the front and “STAFF” on the back. Our Office Coordinator wears black slacks with a blue polo shirt that includes our SBACC logo.

Animal Control Officer uniforms were the most intensive change at SBACC in terms of dress code. The officers were once permitted to wear jeans and tie-dyed shirts with the city seal on it. However, because we are an enforcement agency, this is neither appropriate, nor safe.

Officers now wear CINTAS black cargo pants, black boots, a law enforcement type utility belt, black ballistics vests (partially funded by an ASPCA and NACA grants), and a grey polo with the SBACC logo and “ANIMAL CONTROL OFFICER” on the back.

For 2015, we are already in the process of creating custom patches that will be sewn onto the uniform sleeve and the ballistics vests to better identify ourselves and our authority as animal welfare enforcement in the City.



ACO Kolbie
(Ready to go all in for the animals!)



Backside of ACO Shirt



Custom Shoulder Patch



Custom Uniform Patch

SBACC’s Successes

Spay/Neuter

Prior to the implementation of the animal ordinance passed in 2014, SBACC management vowed to never allow a cat or dog be adopted without first being spayed or neutered. We are very pleased to say that at the time of adoption, all our animals have been spayed or neutered, examined by our volunteer veterinarian, up-to-date on shots and microchipped! Nearly 300 animals went back out into the City spayed or neutered and will no longer be able to contribute to pet overpopulation in South Bend. Not only will it help to prevent pet overpopulation, we also believe this sets a great example for the residents of South Bend and will encourage them to do the same.

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Fall Pet Fair 2014

In October 2014, SBACC held its first Fall Pet Fair at the shelter. During the all-day event, SBACC provided 100 free rabies vaccinations to citizens of South Bend. We also microchipped and licensed around 30 animals.

The event also hosted 20 vendors from around the area, all of which focused on the underserved community and provided aid to pet owners in need. These resources are invaluable to help keep our four-legged residents in tip-top shape.

“Scooter”

Scooter is one of the highly desired designer breeds, a puggle. He was originally purchased from the local puppy store. Through no fault of his own, he was later thrown out of a moving car near the Center for the Homeless in South Bend.

As a result of this traumatic event, Scooter lost the ability to move his back legs. He was paralyzed from the waist back. The staff quickly became attached to this little guy and even built a custom wheelchair out of old PVC pipe pieces, complete with wheels from a broken down cart.

Scooter was soon seen by our volunteer veterinarian, Dr. Covey, and put on heavy doses of steroids in an attempt to rehabilitate his little legs. Dr. Covey decided to take this guy home and give him hydrotherapy at the veterinary clinic in which she works. Scooter slowly started regaining his ability to move his legs.

Six months into his rehabilitation, Scooter was able to walk in this year’s holiday parade, put on by SBACC and Pet Refuge!

National News

On July 8, 2014 the Huffington Post wrote an article addressing the problem with breed specific legislation, specifically pit bull terriers. The article showcased a family dog who was exiled as a result of new legislation passed by the city in which they resided.

South Bend’s forward-thinking animal ordinances were mentioned as something for other towns and cities to look to. “The best laws are breed neutral and tackle all animal welfare issues in one law: chaining, feeding, housing and enforcing breed neutral dangerous dog laws. The best example of this is the law passed recently in South Bend, Indiana.” South Bend is truly a trailblazer!

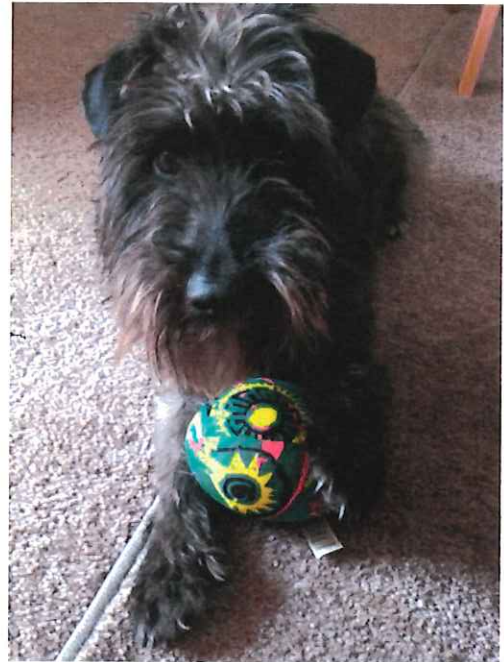


“Kanunu”

Kanunu was surrendered by a seemingly nice person who was willing to end a poor dog’s suffering. Kanunu was a little schnauzer originally purchased from a local puppy store. When he was brought through the front doors of SBACC, he was in a wire kennel covered in feces and urine burns. Normally a schnauzer weighs around 25 pounds; Kanunu was 7 pounds and too weak to even raise his head.

It was quickly discovered that he had a microchip. Once the chip was traced back to the owners, SBACC learned that the dog was actually given to the same individual who brought him in. This then became a case of animal cruelty and neglect. The woman who surrendered him was brought in for questioning and was later charged with animal cruelty and neglect. She is now serving time in jail.

Kanunu made a miraculous and full recovery in the home of our Animal Care Coordinator and was later sent to Pet Refuge to be adopted into his new home on the East Coast!

**Reindog Holiday Parade**

In December 2014, SBACC, SBF, Pet Refuge, and of course Santa, combined forces and put on the first annual Reindog Holiday Pet Parade in Downtown South Bend!

The event hosted more than 250 dogs decked out in their holiday finest, parading down Michigan Street. Downtown businesses had special treats on hand for all the furry kids who stopped by and visited.

Following the parade, the former College Football Hall of Fame hosted Santa. Families (complete with their furry children) were able to take pictures with Santa!



Code Enforcement's Goals

Accela

In 2015 Code Enforcement will be transitioning to Accela software. 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.

Purge & Scan Files

In 2015 Code Enforcement plans 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 able to or move to off-site storage. Additionally, we are hoping to soon begin the scanning process on all remaining files.

Certify Inspectors

We will be certifying our two new inspectors in Asbestos Testing as well as re-certifying the other six inspectors. All the inspectors are working toward achieving their certification in the International Code Council's 2012 International Property Maintenance Code.

Strategic Planning

The Code Enforcement team will be working with Leadership South Bend/Mishawaka to hold a two-day strategic planning session. As a team, we are looking forward to creating our own mission statement and departmental goals. Taking into consideration all the changes in the Department this year, looking to the future is more important than ever and we have just the team to do it!

Self Defense and De-Escalation Technique Program

Partnering with Captain Taylor of the South Bend Police Department, Code Enforcement is creating a two-day training program for all the Animal Control Officers and Code Enforcements Inspectors. This training will provide our field staff members with the ability to better communicate with confrontational individuals as well as the skills needed to defend themselves from assaults, if necessary. Office staff members will also complete training in de-escalation techniques.

Expand Collaborative Efforts

Human Rights Commission (HRC)

Early in 2015, we will meet with the HRC Housing Inspector to discuss how we can assist each other in addressing complaints and assisting residents whose housing rights are being violated. In March, we will be part of their Housing Workshop at the Century Center.

South Bend Fire Department (SBFD)

Code Enforcement recently started sharing our Vacant and Abandoned and Affirmed Demolitions lists with the South Bend Fire Department. SBFD in the process of creating the overlay between our lists and their own for arson activity. Through working with the South Bend Police Department, it was realized this information is



useful to outside departments. Additionally, the Department is continuing to build a stronger partnership with SBF D by encouraging Code Enforcement Inspectors to attend routine fire inspections (since there will likely be code violations).

Downtown South Bend (DTSB)

The Department is continuing to collaborate with the DTSB team to identify and report downtown businesses with housing and/or environmental violations (outside of those violations DTSB is able to cite). Additionally, we assist them in parking violations or vehicle removal when they request it.

SBACC's Goals

SBACC Bite Program

SBACC noticed a trend in bite cases in Saint Joseph County in 2014. 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 thermal 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.

HSUS Animal Care Expo

SBACC management will be participating in the HSUS Animal Care Expo this year in New Orleans. The State Director of the Humane Society of the United States, Erin Huang, has visited SBACC and was so impressed by her experience that she chose SBACC management as the Indiana full scholarship recipient to fly to New Orleans and participate in the conference.

Animal Control Officer Training

South Bend Police Department will be training SBACC staff, as well as Code Enforcement, on situational and tactical awareness. We hope that the officers at SBACC will also be able to participate in national certifications as well. The ASPCA and HSUS sponsor many webinar-based trainings which the officers and shelter staff will participate in.



Outreach

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.

In May of 2015, we will be holding our first major microchipping event of the year. New this year, residents of South Bend will be able to receive free microchips through a drive-thru at a local partnering business parking lot. We hope that by making it even more convenient for animal owners, there will be an even better turn out. Once again, SBACC is blazing a trail of outreach to the community!

Digitize Call Logs

SBACC will be working with Code Enforcement 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 the Accela program. Accela 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.



Inspector Ed W and son enjoying the 2014 Family Picnic!



Matt, Todd, Barb and Marlaina ready to tackle the rapids!