

Memorandum



CITY OF DALLAS

DATE April 24, 2015

TO Honorable Members of the Quality of Life & Environment Committee: Dwaine R. Caraway (Chair)
Sandy Greyson (Vice Chair), Adam Medrano, Rick Callahan, Carolyn R. Davis, Lee M. Kleinman

SUBJECT Code Compliance Sunset Review Update

On Monday, April 27, 2015, the Quality of Life & Environment committee will receive an update on the Sunset Review of Code Compliance. The briefing is attached for your review.

Please contact me if you have any questions.

A handwritten signature in blue ink, appearing to read 'Joey Zapata'.

Joey Zapata
Assistant City Manager

Attachment

c: Honorable Mayor and Members of the City Council
A.C. Gonzalez, City Manager
Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager

Eric D. Campbell, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



City of Dallas

Code Compliance Sunset Review Update

Quality of Life & Environment Committee
April 27, 2015



Purpose

- ▶ Review “Potential Opportunities” identified through the Sunset Review process for Code Compliance
- ▶ Discuss further research and analysis in 2nd phase of Sunset Review (April – July)

Sunset Review Process

▶ Completed items

- Departmental self-evaluation
- Evaluation by Cross-Departmental Review Team
- Council Briefings on 19 identified, potential opportunities for Code Compliance
 - Quality of Life & Environment (March 23, 2015)
 - City Council (April 1, 2015)
- Department has prioritized the items using High, Medium, and Low categories (See Appendix)

▶ Next steps

- Action plans in development for review of each opportunity, by priority

High Priority Opportunities

- ▶ Establish a team (or hire consultant) and process to review all 900+ ordinances
- ▶ During FY16 budget process, consider allocating resources for pro-active code efforts and community engagement
- ▶ Review current process for handling illegal dumping and identify strategies to improve the process
- ▶ Through the FY16 budget process, consider allocating additional resources including funding and staff to be dedicated to address loose dog issues

High Priorities – Next Steps

- ▶ **Establish a team (or hire consultant) and process to review all 900+ ordinances**
 - Staff is preparing matrix to categorize ordinances (example on next page) for easier review
 - Matrix updates will be scheduled for each upcoming Quality of Life & Environment meeting through June 2015 for guidance to:
 - Maintain as is
 - Repeal
 - Modify
 - Transfer enforcement to another City department

Ordinance Review Matrix

▶ Example

Ordinance No.	Brief Description	Chapter of City Code	Sunset Recommendation
4039	Licenses to engage in the business of a private detective or to conduct a private detective agency	38	Repeal
4311			
15198	Minimum Urban Rehabilitation Standards, Multi-Tenant Inspections, Non-Owner Occupied Rental Property Registrations	27	Modify; briefed Housing Committee on April 6, 2015; continue discussions with stakeholders
15919			
16473			
17226			
19234			
19896			
22154			
24086			
24961			
25522			
26455			
27147			
27751			
29403			

High Priorities – Next Steps

- ▶ **During FY16 budget process, consider allocating resources for pro-active code efforts and community engagement**
 - Submitted budget enhancement request for six (6) additional Neighborhood Code Reps, which would bring the total of two (2) per Code district

High Priorities – Next Steps

- ▶ **Review current process for handling illegal dumping and identify strategies to improve the process**
 - Briefings to Quality of Life & Environment on April 27 address challenges and potential solutions for bulk/brush trash, illegal dumping and litter
 - Submitted budget enhancement request for nineteen (19) additional cameras, which would bring the total to twenty-one (21)

High Priorities – Next Steps

- ▶ **Through the FY16 budget process, consider allocating additional resources including funding and staff to be dedicated to address loose dogs**
 - Briefing to Quality of Life & Environment Committee in May
 - Review strategies previously and currently utilized, along with results
 - Submitted budget enhancement request for fifteen (15) additional FTEs for a focused initiative in Southern Dallas

Next Steps

- ▶ Provide ordinance matrix updates at each upcoming Quality of Life & Environment meeting through June 2015 for guidance
- ▶ Receive committee input on solutions for illegal dumping and litter
- ▶ Consider budget enhancements for Code outreach, illegal dumping prevention resources and Animal Services field staff during FY15–16 budget development process

Appendix

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>1) Department is consistently under-budget on spending. Over the last 3 years, savings have been:</p> <ul style="list-style-type: none"> •FY12 - \$250,000 (0.9%) •FY13 - \$567,000 (1.8%) •FY14 - \$1.1m (3.3%) <p>This occurs with some divisions such as Neighborhood Code Compliance being under-budget and more than offsetting units that are over-budget such as Dallas Animal Services. Savings in a given division are typically from salaries. This has allowed divisions with unbudgeted needs to cover additional costs such as medical/surgical supplies at DAS.</p>	<p>For FY16 budget, adjust department and division budgets to reflect actual spending over last 3 years including increases in some areas and decreases in others, with net reduction.</p>	<p>M</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>2) Salaries and benefit budget expenses are routinely below budget with savings of:</p> <ul style="list-style-type: none"> •FY12 - \$545,000 (2.4%) •FY13 - \$1.5m (6.1%) •FY14 - \$2.0m (7.9%) <p>Currently, there are 76 vacancies (including Inspectors, Animal Service Officers and Laborers) within the department.</p> <p>Historically, some salary savings have been used to offset other unbudgeted costs within department.</p>	<p>Reevaluate the hiring process within the department to reduce the number of vacancies and resulting unspent funds.</p> <p>For FY16, utilize a more appropriate vacancy rate when developing the budget and reduce FTEs and salary budget.</p>	<p style="text-align: center;">M</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>3) Department staff have identified over 900 ordinances that are included in the scope of work of the department.</p> <p>With various City reorganizations, Code Compliance has grown with transfer of Transportation Regulation from Public Works and mosquito abatement and food inspection when Environmental and Health Services was consolidated.</p> <p>Additionally, staff identified services within Dallas Code Compliance that are components of non-Code departments within other cities. The size and scope of Dallas Code Compliance may be too expansive.</p>	<p>Establish a team (or hire consultant) and process to review all 900+ ordinances to determine:</p> <ul style="list-style-type: none"> •If they are still pertinent and important for the City to enforce, •If the ordinance is still needed then determine if modifications will improve enforcement, •If each ordinance should be enforced within Code Compliance or another City department. <p>For example, downtown vacant buildings, home repair, electronic repair and wood vendor permits may no longer be necessary.</p>	<p>H</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
4) Special Collections unit within DWU collects numerous revenues on behalf of various departments. In FY10, Code reassigned 8 existing positions and established a new Revenue and Collections unit within Code Compliance to focus on growing registration and fee requirements of the department.	A Code Compliance team with support from Lean/Six Sigma will evaluate pros and cons of consolidating this unit into Special Collections.	M
5) Non-owner occupied registrations are low, resulting in revenue being consistently under-budget. Enforcement is conducted on complaints received on properties and efforts to identify rental homes are limited.	Code Compliance with support from Lean/Six Sigma will continue to review process of identifying non-owner occupied structures and proactively seek registration.	M

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>6) Nuisance Abatement (mow clean) process addresses high weeds and is performed by contractors and/or by city staff depending upon whether or not the lot requires mowing only or if the lot requires removal of debris first. About 34,000 lots were mowed and cleaned last year.</p> <p>Process can result in delays in cleaning properties, and requires additional staff work to verify contractor work. Additionally, there may be duplication of paperwork and cost associated with placing liens.</p>	<p>Code Compliance with support from Lean/Six Sigma will review the Nuisance Abatement process and develop a plan to improve and streamline.</p>	<p>L</p>
<p>7) Org Chart for the department shows differing spans of control with some managers having as few as 1 or 2 direct reports.</p>	<p>Review Org Chart with Human Resources and develop recommendations for span of control.</p>	<p>M</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>8) As DPD has learned that one of most significant impacts on crime is pro-active policing and community engagement, likewise Code Compliance will benefit from more community engagement and public outreach. Additionally, consultant performing citizen survey identified community outreach as a means to improve customer satisfaction within Code Compliance.</p> <p>Currently neighborhood code representatives are used to attend neighborhood meetings and educate citizens on code issues. Approximately 200 community meetings are attended throughout the City with most occurring monthly.</p>	<p>During FY16 budget process, consider allocating resources for pro-active code efforts and community engagement.</p>	<p>H</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>9) Inspection of food establishments is done by both staff and contractors, yet only staff are authorized to enforce ordinances.</p>	<p>Code Compliance with support from Lean/Six Sigma will evaluate the use of private vendors in the food inspection process.</p>	<p>L</p>
<p>10) Currently, Food Inspection conducts routine inspections every six months even if an establishment consistently has high scores.</p> <p>About 6,200 to 6,500 food establishments exist within City and require inspection. Over 13,000 inspections were conducted in FY14 including routine, follow-up, and complaint-driven inspections. The department currently utilizes 26 sanitarians for this service.</p>	<p>Code Compliance with support from Lean/Six Sigma will research the pros and cons of conducting food inspections annually and/or through a risk based approach.</p>	<p>M</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>11) Currently, Transportation Regulation issues licenses and permits to 426 companies, 6,030 vehicles and 6,205 drivers that operate in the City of Dallas. This division was previously part of Public Works and Transportation.</p> <p>In other cities, Transportation Regulation is a component of the Police Department, a parking authority, or a Transportation Department but typically not Code Compliance. This activity is not currently provided 24/7, and inspectors do not have ability to pursue or impound vehicles.</p>	<p>A cross-departmental team with support from Lean/Six Sigma will consider whether Code Compliance is the most appropriate home department for Transportation Regulation.</p> <p>Transfer of this activity to a different department would allow Code Compliance to focus more on neighborhood issues.</p>	<p>M</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>12) Dallas Animal Services has significant amount of public support and partners. Other non-profit entities are involved in various animal services activities that are duplicate of DAS.</p>	<p>Code Compliance with support from Lean/Six Sigma will evaluate opportunity for public-private partnership and/or outsourcing of activities within DAS that are duplicate of other providers. Possibilities may include adoption, pet registration, education/marketing, spay/neuter services, veterinary services, etc.</p>	<p>L</p>
<p>13) Based on org chart, Dallas Animal Services appears to have its own administrative section that may be a duplication of the department's centralized administration.</p>	<p>Further review the activities of both DAS administration and Code Compliance administration to ensure that duplications are eliminated.</p>	<p>L</p>
<p>14) Dallas Animal Services has positions involved in call taking while the City has 311 consolidated for purpose of handling calls and service requests.</p>	<p>Review the actual type of calls handled and determine if the work can be reassigned/consolidated into 311.</p>	<p>L</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
<p>15) 362 units of fleet are assigned to department including sedans, trucks, vans, trailers, dump trucks, rotobooms, etc. Department has 2 positions dedicated to managing Code fleet.</p> <p>The department also leases 28 units for an annual cost of \$0.5m.</p>	<p>A team from Code Compliance and EBS with support from Lean/Six Sigma will review each of the 28 leased units to determine if the need can be met through City owned equipment rather than through leasing equipment at an additional cost.</p>	<p>L</p>
<p>16) Illegal Dumping is a serious issue in areas of the City and involves several departments including Code Compliance, City Marshal's Office, Sanitation, Street Services, and Trinity Watershed Management.</p>	<p>A cross-departmental team with support from Lean/Six Sigma will review current process for handling illegal dumping and identify strategies to improve the process, including how technology such as cameras or drones could be utilized.</p>	<p>H</p>

Observations, Potential Opportunities, and Prioritization

Observation	Potential Opportunity	Priority
17) Code Compliance received 25,760 service requests related to loose animal complaints in FY14.	Through the FY16 budget process, consider allocating additional resources including funding and staff to be dedicated to address loose dog issues.	H
18) Mosquito Abatement is an intergovernmental effort between the City, County and the State. The City currently sets traps within the City while the County sets traps in unincorporated areas and small cities. Samples are sent to both the County and State for testing. Additionally, other cities have their own mosquito abatement efforts.	Code Compliance with support from Lean/Six Sigma will review current process and arrangements to determine if a regional approach or other alternatives could improve the processes.	L
19) Many of the performance measures of the department are counts and output based.	With assistance from Center for Performance Excellence, the department will develop more outcome and effectiveness based measures.	L