

# Memorandum



DATE August 7, 2009

TO Honorable Members of the Quality of Life Committee: Pauline Medrano (Chair), Vonciel Jones Hill (Vice Chair), Carolyn R. Davis, Angela Hunt, Sheffie Kadane, David A. Neumann, Steve Salazar

SUBJECT Code Accountability Report Card Update

On Tuesday, August 11, 2009, you will be updated on the Code Accountability Report Card. Attached is the briefing material for your review prior to Tuesday's discussion.

If you have questions or need additional information, please let me know.

  
Forest E. Turner  
Assistant City Manager

cc: Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Deborah A. Watkins, City Secretary  
Thomas P. Perkins, Jr., City Attorney  
Craig D. Kinton, City Auditor  
Judge C. Victor Lander, Judiciary  
Ryan S. Evans, First Assistant City Manager  
A.C. Gonzalez, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
David K. Cook, Chief Financial Officer  
Helena Stevens-Thompson, Assistant to the City Manager

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# Code Accountability Report Card Update

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Presented to the Quality of Life & Government  
Services Committee

August 11, 2009



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# Overview

- Purpose
- Background
- Review
- Code Response
  - Service Delivery
  - Service Requests Created by Inspectors
  - Community Conduct
- Use by Council
- Questions

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# Purpose

- Offer insight on how Code Compliance utilizes the Code Accountability Report Card to provide better service and how Council Members can utilize the information provided in the card

Dallas **Code** Compliance, **what it all means**  
**COMMUNITY**

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# Background

- Implemented Report Card beginning August 2008
- On May 11, 2009, the Quality of Life Committee was briefed on how to better understand the Code Accountability Report Card
- This update seeks to provide more detailed insight on how the department has utilized the card to our benefit in the eleven months it's been in existence
- Additionally this update seeks to show how Council can make use of the information provided in the card


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# Review

- The report card takes a three-pronged approach in measuring Code performance
  - Service Delivery (30% of total score)
    - Trend Analysis for top 10 Service Requests (SR)
  - Community Conduct (40% of total score)
    - Quality of Service Provided by Code Compliance Staff
  - Service Requests created by Inspectors (30% of total score)
    - Amount of “work” created by our inspectors in the field
- District Highlights section provides space for additional comments and information on other activities that took place in the Code District

# Review

- The report cards are distributed amongst the seven Community Code Districts, but all of the business units in Code Compliance are being evaluated
- The work of Animal Services, Multi-Occupant Structure Team (MOST), Mow Clean, Rapid Intensified Inspection Program (RIIP), and the City Attorney's Office Inspectors are also reflected in each of these seven report cards


**City of Dallas**  
**Code Accountability Report Card**  
**July 2009**



Manager: Phyllis Goode  
 Assistant Manager: Michael Bryan (For the period of 7/01/09 through 7/31/09)

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**Community Code:** **(3) Southeast**

Jul '08 Southeast SR Volume Improvement Rating	<b>A-</b>
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4th Qtr FY 08 - 09			
Jul '08	Aug '08	Sep '08	Overall Average
A-			A-

Service Delivery Grade (Each 3% of overall)				
Service Delivery Indicators	Jul 08 Actual	Jul 09 Actual	% Change	Grade
<b>Reduction of Top 10 frequent Cases (Acceptable reduction target is 10%)</b>				
Animals both Loose and Loose/Aggressive	775	511	-34%	A-
High Weeds	346	231	-33%	A-
Animal Confined	353	269	-24%	A
Parking on Unapproved Surfaces	184	107	-42%	A-
Litter	129	94	-27%	A-
Substandard Structure	161	93	-42%	A-
Animal Bliok/Injured	206	159	-23%	A
Obstruction Alley/Sidewalk/Street	78	48	-38%	A-
Bulky Trash	119	90	-24%	A
Animal Cruelty	152	64	-58%	A-

Community Code Conduol (6% of overall)	
Service Request Audit - 87 SRs @ 5% Margin of error	Grade
The Audit of Southeast has shown the following: * 77% of sampled requests contained detailed notes * 90% of sampled requests had all activities properly completed * 59% of sampled requests had details to prove customer contact was made * 85% of sampled requests had all photos and documents attached * 57% of sampled requests were closed within their Service Level Agreement	B-

Service Requests Created by Inspectors (6% of overall)				
Service Delivery Indicators	Jul 08 Actual	FY 08 Target	Jul 09 Actual	Grade
Percentage of service requests created by inspectors in the field	34%	44%	55%	A-

**District Highlights (Comments)**

Members of the Southeast Code Community participated in an extensive sweep effort that covered seven streets within the district. As a result, Code Officers were able to distribute 400 educational door hangers to alert residents of common code violations.

Staff conducted district tours with area residents to gain additional information regarding district concerns.

**Grading Table**

-37.5% & Below	A+
-35.0%	A
-32.5%	A-
-30.0%	B+
-27.5%	B
-25.0%	B-
-22.5%	C+
-20.0%	C
-17.5%	C-
-15.0%	D+
-12.5%	D
-10.0%	D-
-7.5%	E
-5.0%	E-
-2.5%	F
0.0%	F
+2.5 plus	F

**Southeast Stats**  
(Volume numbers include 311 and Inspector created Service Requests)

FY2007-2008  
 Total Volume: 5,709  
 Most Common SR: Loose Animals

FY2008-2009  
 Total Volume: 7,188  
 Most Common SR: High Weeds

# Code Response

How we use the card





# Response – Service Delivery

Service Delivery Grade (Each 3% of overall)				
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- The Service Delivery Section of the Report Card is a trend analysis of the Top Ten Service Requests for that month
- This trend analysis serves as a catalyst for improvement in the department

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# Response – Service Delivery

- The Community Code Districts are expected to respond to the trends on the Service Delivery section of the card
- The response applies not only to raising a failing grade, but also maintaining high grades received

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# Response – Service Delivery (Highlights)

- The following are examples of response by staff for the Service Delivery Section
  - The response by one Code District to low scores on animal related service requests was to coordinate with Dallas Animal Services for sweeps and they distributed education materials on the new animal ordinances
  - Most Code Districts respond to low illegal sign grades by coordinating sign sweeps – Since October 2008, 7,000+ signs have been pulled by staff

# Response – Service Delivery (Highlights)

- Several Code Districts perform “Common Violation” Sweeps to help address the most common code violations and make an impact on the Service Delivery grade
  - Over 9,000 educational flyers and door hangers have been passed out since October 2008



# Response – Service Requests Created by Inspectors

Service Requests Created by Inspectors (34% of overall)				
Service Delivery Indicators	Jul 08 Actual	FY 08 Target	Jul 08 Actual	Grade
Percentage of service requests created by inspectors in the field	34%	44%	59%	A+

City of Dallas  
Code Accountability Report Card  
July 2009  
Manager: Phyllis Good  
Assistant Manager: Michael Bryan  
(For the period of 7/1/08 through 7/31/08)

Community Code: (3) Southeast  
Jul 08 Southeast SR Volume Improvement Rating: A-  
4th Qtr FY 08 - 09 Overall Average: A-

Jul 08	Aug 08	Sep 08	Overall Average	Grading Table
A-	A-	A-	A-	A-

**Service Delivery Grade** (each % of overall)

Indicator	Jul 08 Actual	Jul 08 Actual	% Change	Grade
Reduction of Top 10 Repeat Cases (Assepalable reduction target is 10%)	770	811	-5%	A+
Animals both Loose and Loose/Aggressive	345	351	-1%	A+
Sign Weeds	353	353	-0%	A
Animal Confined	184	187	-2%	A+
Parking on Unimproved Surfaces	129	84	-37%	A+
Unbonded Structures	65	65	0%	A+
Animal Baiting/Traps	205	153	-25%	A
Construction Alley/Sidewalk/Street	75	43	-43%	A+
Ruiny Trash	113	80	-30%	A
Animal Cruelty	162	64	-61%	A+

**Community Code Constat** (each % of overall)

Indicator	Grade
Service Request Audit - 87.8% @ 6% Margin of error	B-

**Service Delivery Indicators**

Indicator	Jul 08 Actual	FY 08 Target	Jul 08 Actual	Grade
Percentage of service requests created by inspectors in the field	34%	44%	59%	A+

**District Highlights (Comments)**  
Members of the Southeast Code Community participated in an inspectors' user encounter over seven streets within the district. As a result, Code Officers were able to distribute 400 educational door hangers to area residents of common code violators.  
Staff conducted district tours with area residents to gain additional information regarding district concerns.

**Grading Table**  
% Change Grade  
27% & Below A-  
20% A  
17% B  
10% B+  
7% C  
4% C+  
2% D  
0% D+  
-2% F  
-5% F

**Southeast Stats**  
Total Volume: 6706  
Most Common SR: Loose Animals  
FY2008-2009  
Total Volume: 7188  
Most Common SR: High Weeds

- This section of the card provides a strong indicator of how well staff is balancing their workloads
- Addressing Code concerns before they become citizen complaints is one of the major goals of the Department

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# Response – Service Requests Created by Inspectors

- The Service Requests Created by Inspectors section (Proactive Cases) also indirectly impact the trends that appear in the Service Delivery section
- If a service request type increases in volume, the number of proactive cases are expected to increase in subsequent months to address those service requests

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# Response – Service Requests Created by Inspectors (Highlights)

- Examples of response by staff for the Service Requests Created by Inspectors Section
  - District managers have encouraged their staff to spend more time working the Service Request types that lend themselves to a higher proactive level (i.e. High Weeds, Litter, Junk Motor Vehicles, Parking on Unapproved Surfaces, etc.)
  - This mirrors very closely the response techniques used in the response to Service Delivery section of the Card (i.e. “Common Violation” Sweep)

# Community Code Conduct Explained

Community Code Conduct (40% of overall)	
Service Request Audit - 87 SRs @ 5% Margin of error	Grade
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- Starting with the April 2009 Report Card, the Community Code Conduct section of the Report Card contains an audit of Service Requests for each district that examines how the cases were worked by inspectors



# Response – Community Code Conduct

- This section of the card is a critical component in examining the level of service that we provide to the residents of Dallas
- Though not a direct barometer for the quality of service provided, this section can provide clues to the level of service provided



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# Community Conduct Response Highlights

- District Managers responded to the more stringent grading of the Community Conduct audit by taking the time to train and counsel their inspectors on using proper documentation in their cases
- The cumulative Community Conduct grade for the department was 64% or a D on the April 2009 Report Card
- The May 2009 Report Card scored a cumulative grade of 79% or a C+, an increase of 15 percentage points

# Community Conduct Response Highlights

- Every Code District showed improvement since the inception of the Community Conduct Audit, but the Southeast Code Community had the biggest increases since April

## Southeast Community Code District Community Conduct Grade History

April	May	June	July
50.6%	78.0%	84.8%	80.0%

- The ultimate beneficiaries of these improvements are the residents of Dallas

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# Other Benefits

- In addition to giving staff a tool to find areas of improvement, the report card has also encouraged staff to take on other projects that help improve the communities they serve:
  - Clean up events geared toward assisting elderly and disabled members of the community
  - Educational outreach to local schools
  - Assisting other departments and City initiatives such as the Trinity River Corridor Comprehensive Land Use Plan
  - The Community Conduct Section is a great primer for the Department's upcoming ISO 9001 certification audits

# Other Benefits

- The Card has also brought out the competitive Spirit amongst the Code Districts
- This friendly competition amongst “teammates” fosters a higher level of service and increased community interaction
- Again, the ultimate winners are the residents of Dallas



# Council Use

How you can use the card



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# Benefits to Council

- Though it can be shared with the public at Council's discretion, the Code Accountability Report Card was designed to provide Council a simple overview of Code Compliance's performance
- The Report Card grades progress and trends, not the current state of the areas
- Council Members should engage the Code Executive Team on any questions or concerns they have based upon the data on the card

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# Benefits to Council

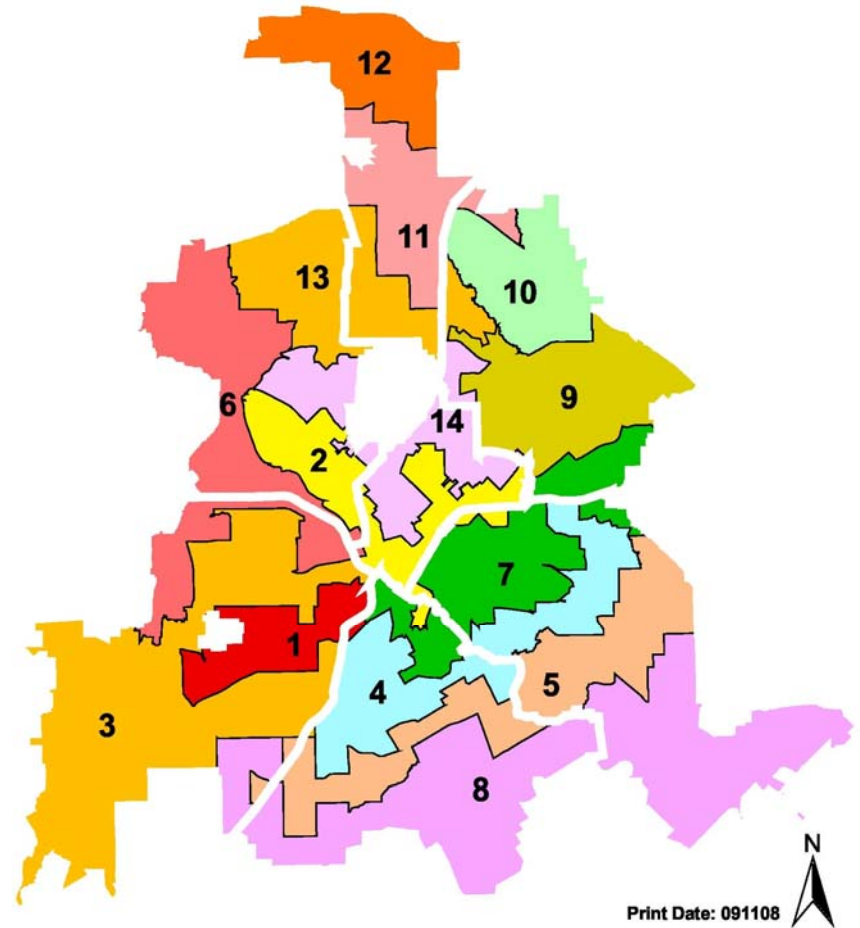
- Each Council Member has their own Code related priorities and areas of concern
- The Report Card can be used to determine if those priorities are being met
- Data from the Report Card may even provide insight to new priorities and areas of concern





# Benefits to Council

- Since some Council Districts span as many several Community Code Districts, the Card is also a valuable tool to see if collaborative efforts with adjacent Council Districts are necessary to address Code issues



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# Things to remember

- Remember that the Report Card is an “organic” document; it will continue to evolve
- Management will continue to set and raise the bar to challenge our staff to provide our customers with the highest level of service
- Future drafts of the report card will include:
  - Direct feedback from the communities we serve through surveys and focus groups
  - More comprehensive analysis for individual Council Districts

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# Questions