Memorandum

CITY OF DALLAS

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

Code Accountability Report Card Update

Presented to the Quality of Life & Government Services Committee

August 11, 2009

City of Dallas

Dallas Code Compliance, what it all means
COMMUNITY

Key Focus Area
Clean, Healthy Environment

Overview

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

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

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

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

Code Response

How we use the card

Response – Service Delivery

- 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

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

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 (36% of overall)

Service Delivery Indicators	Jul 08 Actual	FY 09 Target	Jul 09 Actual	Grade
Percentage of service requests created by inspectors in the field	34%	44%	59%	A+

- 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

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

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

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
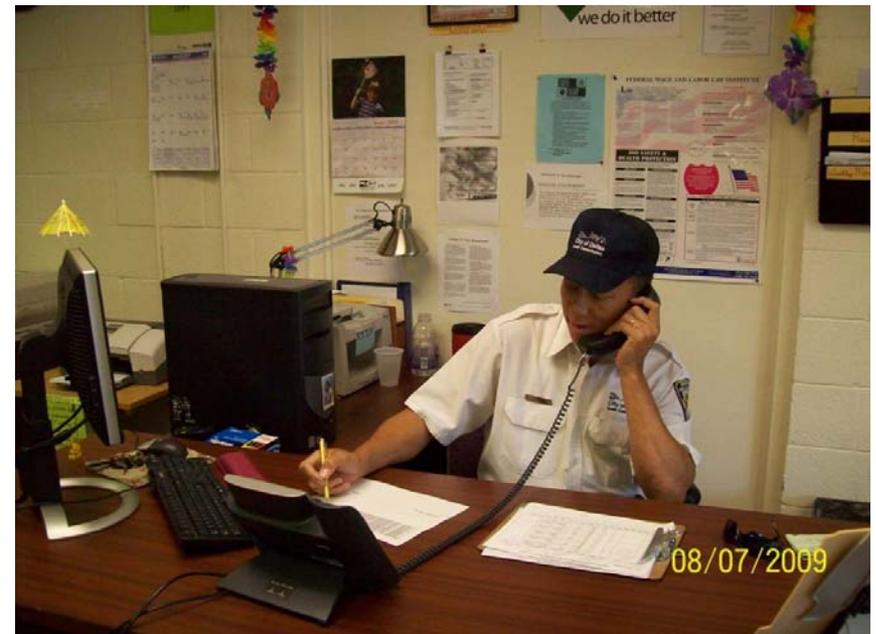
Community Conduct Response Highlights

- 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

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

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

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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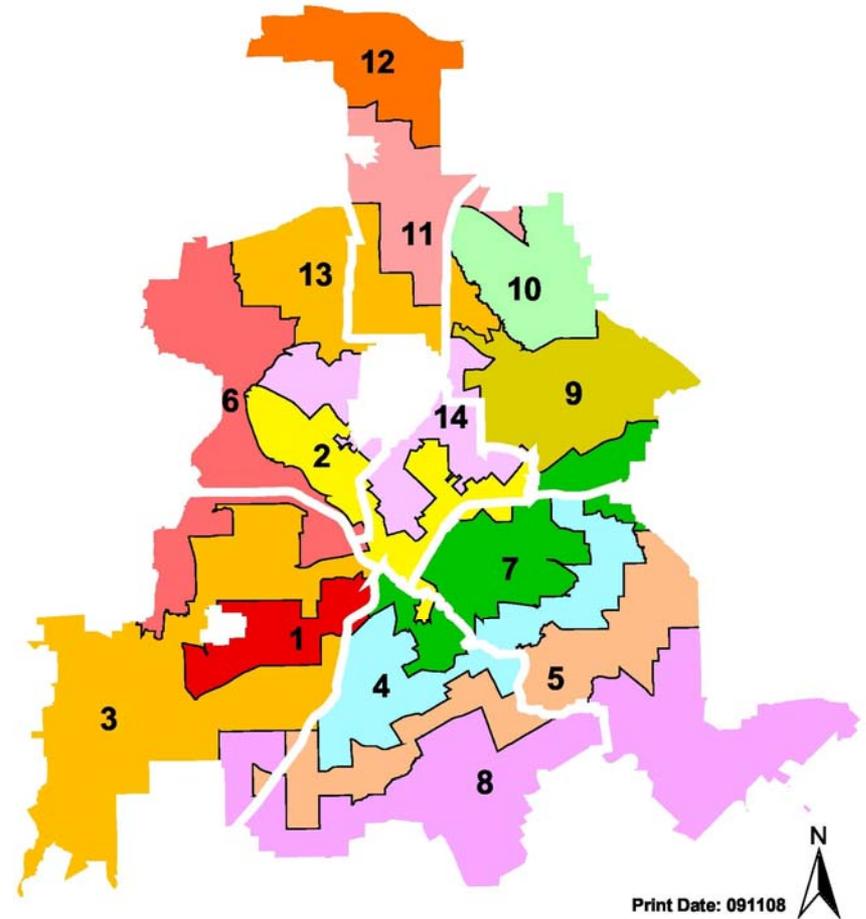
Things to remember

- 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

Questions