Memorandum

CITY OF DALLAS

DATE May 8, 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

On Monday, May 11, 2009, the "Code Accountability Report Card" briefing will be presented to you at the Quality of Life Committee meeting. Attached is the briefing material for your review prior to Monday's discussion.

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

Forest E. Turner,
Interim 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
Ramon F. Miguez, P.E., 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

Presented to the Quality of Life & Government Services Committee

May 11, 2009

City of Dallas

Dallas Code Compliance, what it all means COMMUNITY

Key Focus Area
Clean, Healthy Environment

Code Accountability Report Card

- Purpose
- Background
- Approach
- Card Details and Explanations
  - Cover Page
  - Report Card
  - Service Delivery Grade
  - Community Conduct Grade
  - Service Requests Created by Inspectors
- Future Direction of Card
- Questions

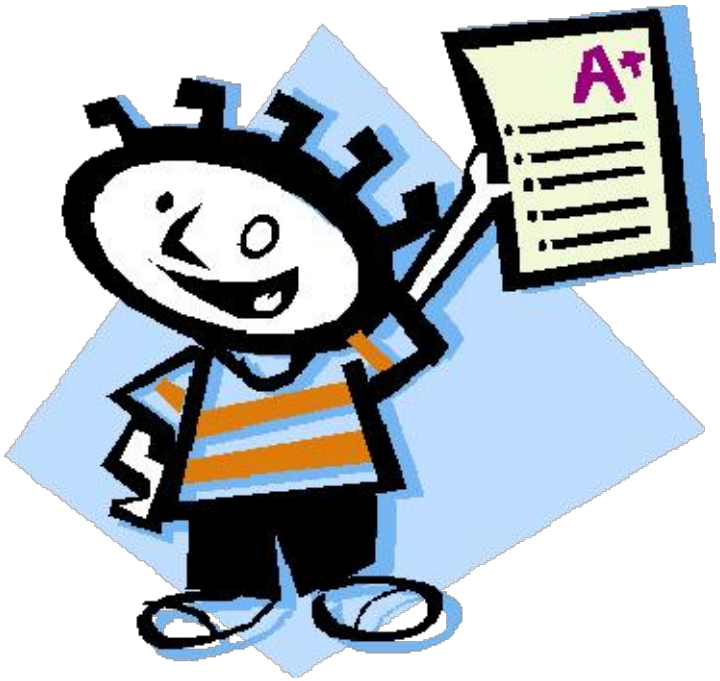
Purpose

- Provide a detailed overview on how to read the Code Compliance Accountability Report Card and how it is used to provide better service to the residents of Dallas

Dallas Code Compliance, what it all means

COMMUNITY

Background



- Development of the Report Card began in May of 2008 as a means to provide the City Council and the public an overview of Code activities in each Community Code District
- Report Card format was modeled after a 3rd grade report card
- A,B,C,D,F format provides the reader a grading scale of which they are familiar

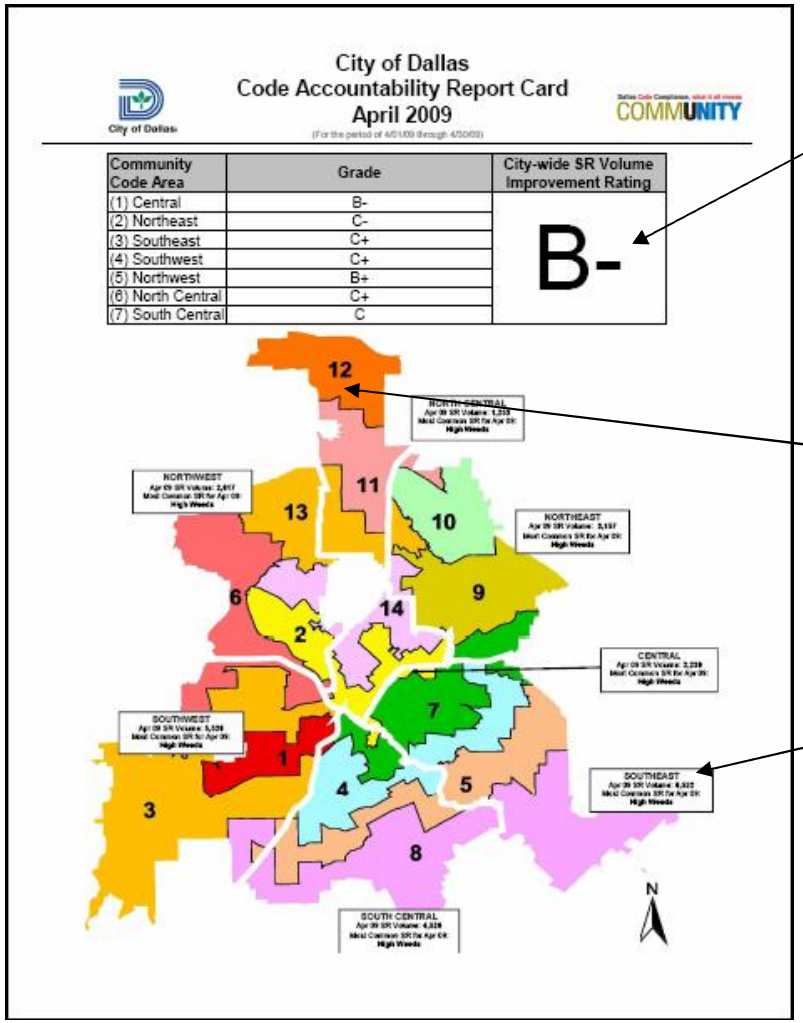
Approach

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

Approach

- 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

Cover Page



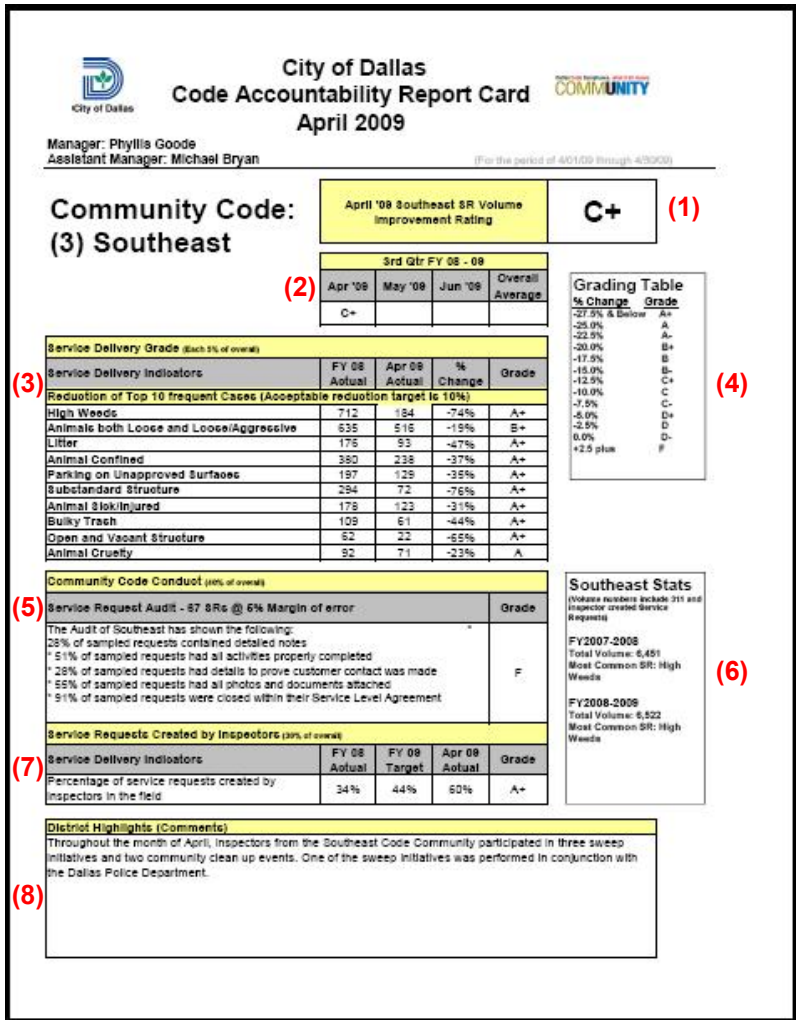
City of Dallas
Code Accountability Report Card
April 2009

Community Code Area	Grade	City-wide SR Volume Improvement Rating
(1) Central	B-	B-
(2) Northeast	C-	
(3) Southeast	C+	
(4) Southwest	C+	
(5) Northwest	B+	
(6) North Central	C+	
(7) South Central	C	

- The cover page provides the overall “grade” or City-Wide SR Volume Improvement Rating
- The map shows where the 14 Council Districts are located in relation to our 7 Community Code Districts
- Total Service Request volume numbers are provided along with the most common request type for each Code District

Community Code District Report Card

- Overall grade (1)
- Scores for the Fiscal Year Quarter (2)
- Service Delivery Grade Section (3)
- Service Delivery Section Grading Table (4)
- Community Conduct Section (5)
- Code District volume stats (6)
- Service Request Created by Inspectors Section (7)
- District Highlights (Comments) Section (8)



City of Dallas
Code Accountability Report Card
April 2009

Manager: Phyllis Goode
Assistant Manager: Michael Bryan

Community Code:
(3) Southeast

April '09 Southeast SR Volume Improvement Rating: C+ (1)

(2)

3rd Qtr FY 08 - 09			
Apr '09	May '09	Jun '09	Overall Average
C+			

Grading Table

% Change	Grade
-27.5% & Below	A+
-25.0%	A
-22.5%	A-
-20.0%	B+
-17.5%	B
-15.0%	B-
-12.5%	C+
-10.0%	C
-7.5%	C-
-5.0%	D+
-2.5%	D
0.0%	D-
+2.5 plus	F

(4)

(3) Service Delivery Grade (Each 5% of overall)

Service Delivery Indicators	FY 08 Actual	Apr 09 Actual	% Change	Grade
Reduction of Top 10 frequent Cases (Acceptable reduction target is 10%)				
High Weeds	712	184	-74%	A+
Animals both Loose and Loose/Aggressive	635	516	-19%	B+
Litter	176	93	-47%	A+
Animal Confined	380	238	-37%	A+
Parking on Unapproved Surfaces	197	129	-35%	A+
Substandard Structure	284	72	-75%	A+
Animal Sick/Injured	178	123	-31%	A+
Bulky Trash	109	61	-44%	A+
Open and Vacant Structure	62	22	-65%	A+
Animal Cruelty	92	71	-23%	A

(5) Community Code Conduct (10% of overall)

Service Request Audit - 67 SRs @ 6% Margin of error	Grade
The Audit of Southeast has shown the following: 28% of sampled requests contained detailed notes * 51% of sampled requests had all activities properly completed * 28% of sampled requests had details to prove customer contact was made * 55% of sampled requests had all photos and documents attached * 91% of sampled requests were closed within their Service Level Agreement	F

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

FY2007-2008
Total Volume: 6,451
Most Common SR: High Weeds

FY2008-2009
Total Volume: 6,522
Most Common SR: High Weeds

(6)

(7) Service Requests Created by Inspectors (20% of overall)

Service Delivery Indicators	FY 08 Actual	FY 09 Target	Apr 09 Actual	Grade
Percentage of service requests created by inspectors in the field	34%	44%	60%	A+

(8) District Highlights (Comments)

Throughout the month of April, inspectors from the Southeast Code Community participated in three sweep initiatives and two community clean up events. One of the sweep initiatives was performed in conjunction with the Dallas Police Department.

Service Delivery Grade Explained

Service Delivery Grade (Each 3% of overall)				
Service Delivery Indicators	**FY 08 Actual**	**Apr 09 Actual**	**% Change**	**Grade**
Reduction of Top 10 frequent Cases (Acceptable reduction target is 10%)				
High Weeds	712	184	-74%	A+
Animals both Loose and Loose/Aggressive	635	516	-19%	B+
Litter	176	93	-47%	A+
Animal Confined	380	238	-37%	A+
Parking on Unapproved Surfaces	197	129	-35%	A+
Substandard Structure	294	72	-76%	A+
Animal Sick/Injured	178	123	-31%	A+
Bulky Trash	109	61	-44%	A+
Open and Vacant Structure	62	22	-65%	A+
Animal Cruelty	92	71	-23%	A

- Only the Top 10 SRs for the district are included in this section
- The current month's volume numbers are compared to the same month for the previous year
- These numbers only include requests that are entered by the public through 3-1-1

Service Delivery Grade Explained

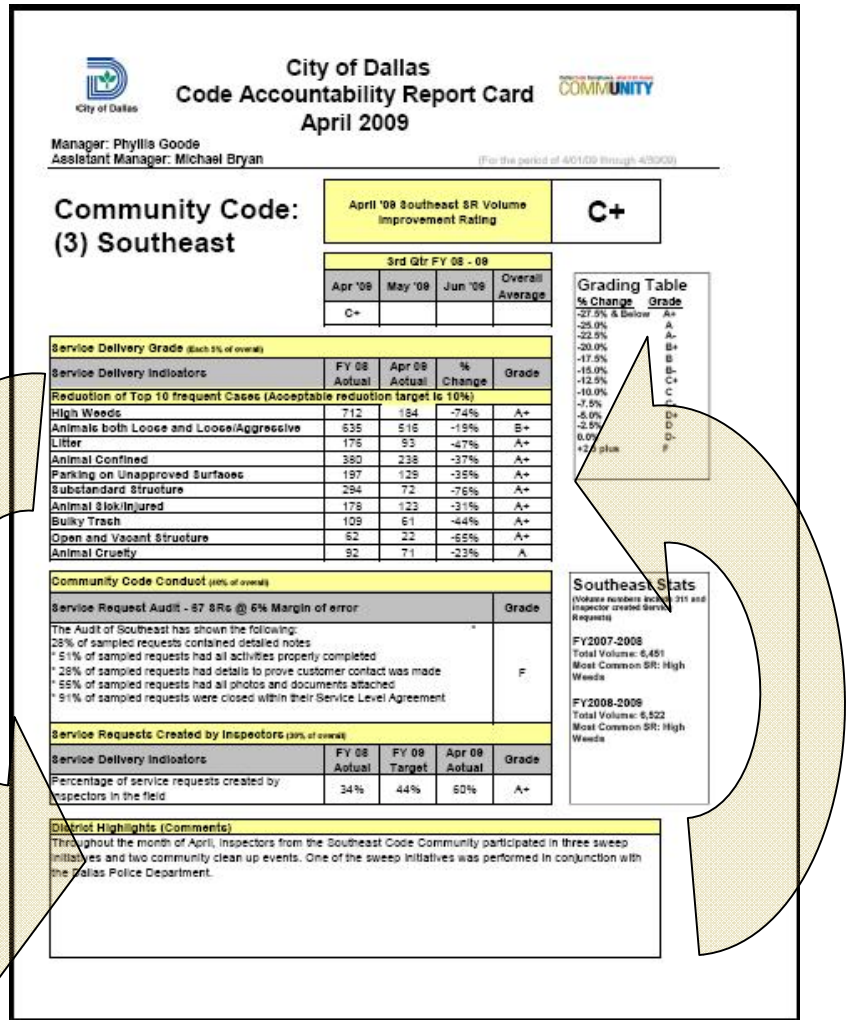
- Grades are assigned based upon how much the volume numbers are lowered
- For example lowering the volume by 10 percentage points is considered “acceptable” and earns a C
- The table to the right shows the grading table that is used to assign the letter grades

Grading Table

% Change	Grade
-27.5% & Below	A+
-25.0%	A
-22.5%	A-
-20.0%	B+
-17.5%	B
-15.0%	B-
-12.5%	C+
-10.0%	C
-7.5%	C-
-5.0%	D+
-2.5%	D
0.0%	D-
+2.5 plus	F

Service Delivery Grade Explained

- The Community Code Districts are expected to respond to the trends on the Service Delivery section of the card
  - Example: If a district received an “F” on a particular SR type, it is expected that staff would take steps to raise that grade on subsequent report cards



City of Dallas
Code Accountability Report Card
April 2009

Manager: Phyllis Goode
Assistant Manager: Michael Bryan

Community Code: (3) Southeast

April '09 Southeast SR Volume Improvement Rating: C+

3rd Qtr FY 08 - 09			
Apr '09	May '09	Jun '09	Overall Average
C+			

Grading Table

% Change	Grade
-27.5% & Below	A+
-25.0%	A
-22.5%	A-
-20.0%	B+
-17.5%	B
-15.0%	B-
-12.5%	C+
-10.0%	C
-7.5%	C-
-5.0%	D+
-2.5%	D
0.0%	D-
+2.5 plus	F

Service Delivery Grade (Each 5% of overall)

Service Delivery Indicators	FY 08 Actual	Apr 09 Actual	% Change	Grade
Reduction of Top 10 frequent Cases (Acceptable reduction target is 10%)				
High Weeds	712	184	-74%	A+
Animals both Loose and Loose/Aggressive	635	516	-19%	B+
Litter	176	93	-47%	A+
Animal Confined	380	238	-37%	A+
Parking on Unapproved Surfaces	197	129	-35%	A+
Substandard Structure	294	72	-76%	A+
Animal Sick/Injured	178	123	-31%	A+
Bulky Trash	109	61	-44%	A+
Open and Vacant Structure	62	22	-65%	A+
Animal Cruelty	92	71	-23%	A

Community Code Conduct (40% of overall)

Service Request Audit - 67 SRs @ 6% Margin of error	Grade
The Audit of Southeast has shown the following: 28% of sampled requests contained detailed notes * 51% of sampled requests had all activities properly completed * 28% of sampled requests had details to prove customer contact was made * 55% of sampled requests had all photos and documents attached * 91% of sampled requests were closed within their Service Level Agreement	F

Service Requests Created by Inspectors (30% of overall)

Service Delivery Indicators	FY 08 Actual	FY 09 Target	Apr 09 Actual	Grade
Percentage of service requests created by inspectors in the field	34%	44%	60%	A+

Southeast Stats
(Volume numbers exclude 311 and inspector created Service Requests)

FY2007-2008
Total Volume: 6,451
Most Common SR: High Weeds

FY2008-2009
Total Volume: 6,522
Most Common SR: High Weeds

District Highlights (Comments)
Throughout the month of April, inspectors from the Southeast Code Community participated in three sweep initiatives and two community clean up events. One of the sweep initiatives was performed in conjunction with the Dallas Police Department.

Service Requests Created by Inspectors Explained

- This section of the Report Card measures the volume of Service Requests that are created by our inspectors and weighs them against the total volume of Service Requests
- The monthly goal is to increase the number of requests created by inspectors by 10 percentage points compared to the same month for the previous year

Service Requests Created by Inspectors (30% of overall)				
Service Delivery Indicators	**FY 08 Actual**	**FY 09 Target**	**Apr 09 Actual**	**Grade**
Percentage of service requests created by inspectors in the field	37%	47%	58%	A+

Service Requests Created by Inspectors Explained

- The purpose of this section is to see how well our inspectors are balancing the referrals they receive via 3-1-1 versus the violations they see in the field
- Our inspectors should not be passing up 5 code violations to respond to a single violation that was referred through 311
- This measure also challenges the districts to leverage the contacts and resources in their districts to pick up on issues before they are called into 3-1-1

Community Code Conduct Explained

Community Code Conduct (40% of overall)	
Service Request Audit - 58 SRs @ 5%Margin of error	**Grade**
The Audit of Central has shown the following: * 62% of sampled requests contained detailed notes * 83% for sampled requests had all activities properly completed * 41% of sampled requests had details to prove customer contact was made * 56% of sampled requests had all photos and documents attached * 100% of sampled requests were closed within their Service Level Agreement	D

- 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 well we are actually working and documenting the work that we do

Community Code Conduct Explained

- A statistically significant sample is taken from the top 10 request types for each District and they are audited by the Department's ISO 9001 Business Analyst and other administrative staff
- This sample only includes those requests where the Citizen requested contact from staff

Community Code Conduct Explained

- The different categories of the request that are audited include:
  - Level of detail included on the notes
  - All activities properly completed
  - Was the customer contacted? (level of detail in the notes)
  - Pictures, Notices and other pertinent documents attached to the case
  - Was the case closed within the Service Level Agreement? (SLA)

Community Code Conduct Explained

- This section of the card can be considered the most important because it explores the finer details of the requests that are worked by our inspectors
- Allows management staff to find deficiencies in their districts and even individual inspectors
- Corrective measures will be taken to ensure that all issues are addressed (i.e. additional training, counseling, etc.)

District Highlights (Comments) Explained

- This section of the report card allows for each Community Code district to inform the reader of any major projects or accomplishments they had that month
- It also provides an avenue to provide details on any explanations for a failing score and how it can be corrected

District Highlights (Comments)
The Central Code Community has continued their extensive efforts towards education and outreach initiatives. During the month of April, staff members made over 100 personal citizen contacts and distributed almost 200 educational pamphlets and door hangers. Inspectors from the Central Code Community removed 416 illegal signs from the public right of way.

Future Direction

- The Code Accountability Report Card has evolved over the past 7 months and will continue to do so
- Management will continue to set a bar that will challenge our staff to provide our customers with the highest level of service
- Future drafts of the card will include responses directly from our customers on the level of service provided by our staff

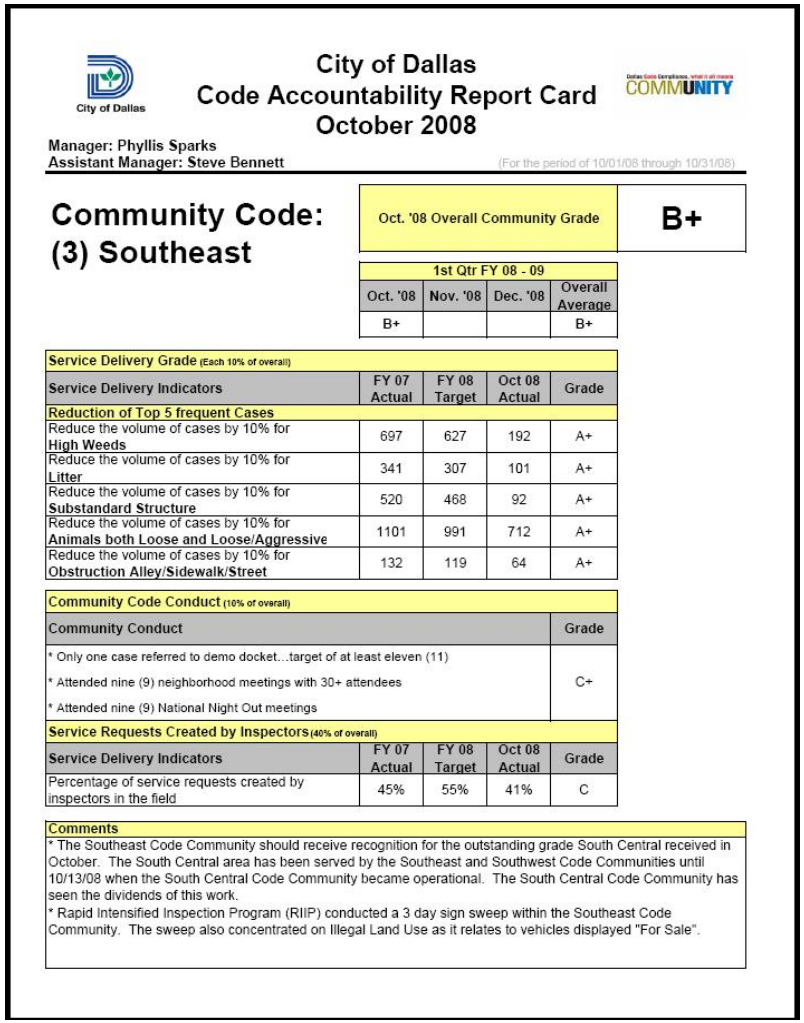
Future Direction

- We will seek community input through surveys and focus groups to learn the priorities of the people that live and work in that Code District
- The Code District would then be graded on how well they are addressing those priorities

Questions

Appendix

- This is the initial Report Card that was distributed to Council for October 2008



City of Dallas

City of Dallas
Code Accountability Report Card
October 2008

COMMUNITY

Manager: Phyllis Sparks
Assistant Manager: Steve Bennett

(For the period of 10/01/08 through 10/31/08)

Community Code: (3) Southeast

Oct. '08 Overall Community Grade	B+

1st Qtr FY 08 - 09			
Oct. '08	Nov. '08	Dec. '08	Overall Average
B+			B+

Service Delivery Grade (Each 10% of overall)

Service Delivery Indicators	FY 07 Actual	FY 08 Target	Oct 08 Actual	Grade
Reduction of Top 5 frequent Cases				
Reduce the volume of cases by 10% for **High Weeds**	697	627	192	A+
Reduce the volume of cases by 10% for **Litter**	341	307	101	A+
Reduce the volume of cases by 10% for **Substandard Structure**	520	468	92	A+
Reduce the volume of cases by 10% for **Animals both Loose and Loose/Aggressive**	1101	991	712	A+
Reduce the volume of cases by 10% for **Obstruction Alley/Sidewalk/Street**	132	119	64	A+

Community Code Conduct (10% of overall)

Community Conduct	Grade
* Only one case referred to demo docket…target of at least eleven (11) * Attended nine (9) neighborhood meetings with 30+ attendees * Attended nine (9) National Night Out meetings	C+

Service Requests Created by Inspectors (40% of overall)

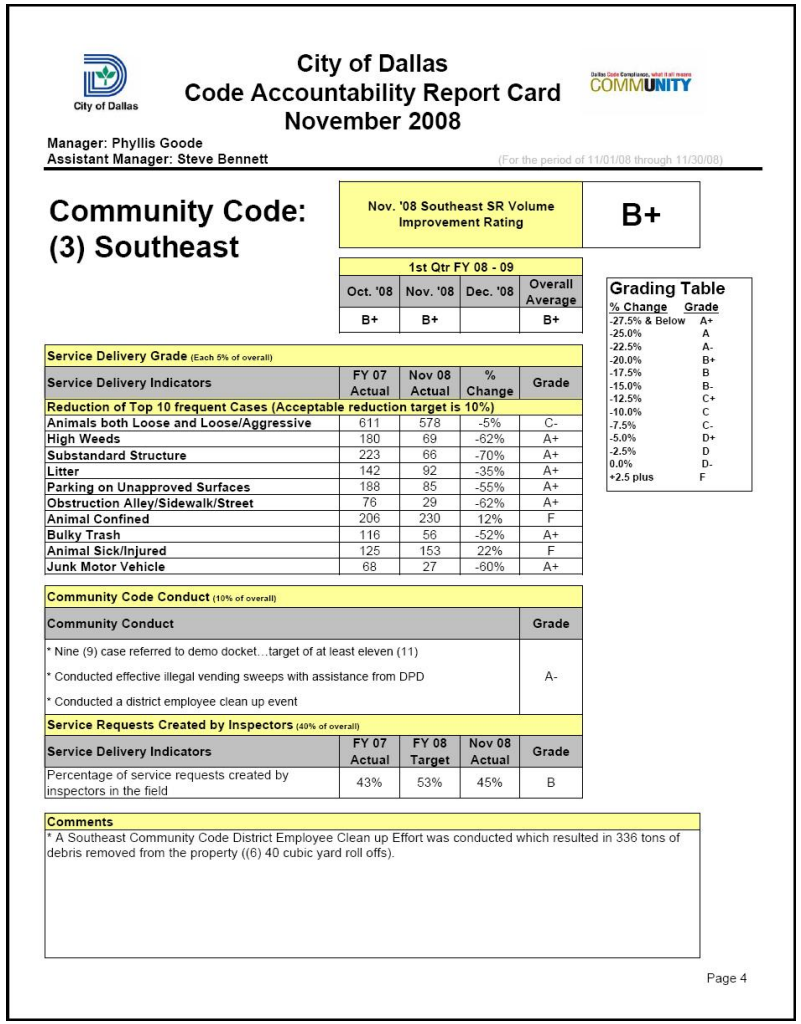
Service Delivery Indicators	FY 07 Actual	FY 08 Target	Oct 08 Actual	Grade
Percentage of service requests created by inspectors in the field	45%	55%	41%	C

Comments

* The Southeast Code Community should receive recognition for the outstanding grade South Central received in October. The South Central area has been served by the Southeast and Southwest Code Communities until 10/13/08 when the South Central Code Community became operational. The South Central Code Community has seen the dividends of this work.
* Rapid Intensified Inspection Program (RIIP) conducted a 3 day sign sweep within the Southeast Code Community. The sweep also concentrated on Illegal Land Use as it relates to vehicles displayed "For Sale".

Appendix

- The November 2008 Report Card moved from a top 5 to a top 10 format for the Service Delivery Section of the Card
- The grading table was also added so the reader could better understand how the letter grades were calculated



City of Dallas

City of Dallas
Code Accountability Report Card
November 2008

COMMUNITY

Manager: Phyllis Goode
Assistant Manager: Steve Bennett

(For the period of 11/01/08 through 11/30/08)

Community Code: (3) Southeast

Nov. '08 Southeast SR Volume Improvement Rating	B+

1st Qtr FY 08 - 09			
Oct. '08	Nov. '08	Dec. '08	Overall Average
B+	B+		B+

Grading Table

% Change	Grade
-27.5% & Below	A+
-25.0%	A
-22.5%	A-
-20.0%	B+
-17.5%	B
-15.0%	B-
-12.5%	C+
-10.0%	C
-7.5%	C-
-5.0%	D+
-2.5%	D
0.0%	D-
+2.5 plus	F

Service Delivery Grade (Each 5% of overall)

Service Delivery Indicators	FY 07 Actual	Nov 08 Actual	% Change	Grade
Reduction of Top 10 frequent Cases (Acceptable reduction target is 10%)				
Animals both Loose and Loose/Aggressive	611	578	-5%	C-
High Weeds	180	69	-62%	A+
Substandard Structure	223	66	-70%	A+
Litter	142	92	-35%	A+
Parking on Unapproved Surfaces	188	85	-55%	A+
Obstruction Alley/Sidewalk/Street	76	29	-62%	A+
Animal Confined	206	230	12%	F
Bulky Trash	116	56	-52%	A+
Animal Sick/Injured	125	153	22%	F
Junk Motor Vehicle	68	27	-60%	A+

Community Code Conduct (10% of overall)

Community Conduct	Grade
* Nine (9) case referred to demo docket…target of at least eleven (11) * Conducted effective illegal vending sweeps with assistance from DPD * Conducted a district employee clean up event	A-

Service Requests Created by Inspectors (40% of overall)

Service Delivery Indicators	FY 07 Actual	FY 08 Target	Nov 08 Actual	Grade
Percentage of service requests created by inspectors in the field	43%	53%	45%	B

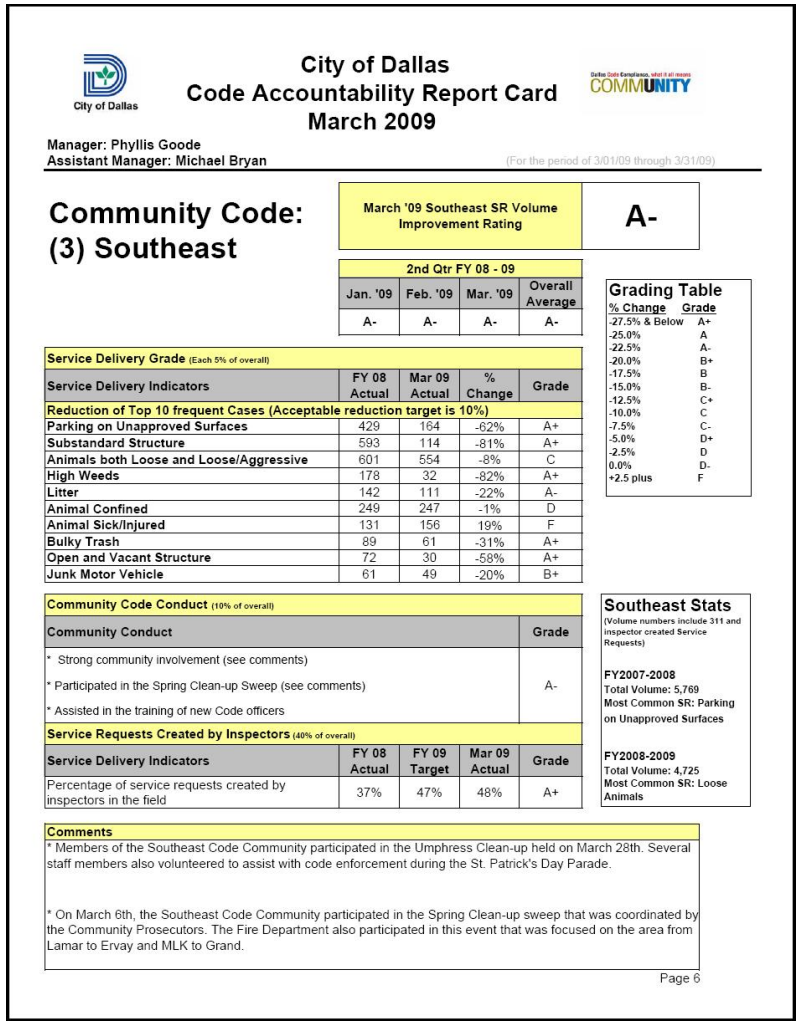
Comments

* A Southeast Community Code District Employee Clean up Effort was conducted which resulted in 336 tons of debris removed from the property ((6) 40 cubic yard roll offs).

Page 4

Appendix

- Citizens who viewed the card suggested that the overall volume numbers for the Code Districts be included to provide perspective for the top 10 Service Request Volume numbers
- This feature was added to the March 2009 Report Card



City of Dallas

City of Dallas
Code Accountability Report Card
March 2009

COMMUNITY

Manager: Phyllis Goode
Assistant Manager: Michael Bryan

(For the period of 3/01/09 through 3/31/09)

Community Code: (3) Southeast

March '09 Southeast SR Volume Improvement Rating	A-

2nd Qtr FY 08 - 09			
Jan. '09	Feb. '09	Mar. '09	Overall Average
A-	A-	A-	A-

Grading Table

% Change	Grade
-27.5% & Below	A+
-25.0%	A
-22.5%	A-
-20.0%	B+
-17.5%	B
-15.0%	B-
-12.5%	C+
-10.0%	C
-7.5%	C-
-5.0%	D+
-2.5%	D
0.0%	D-
+2.5 plus	F

Service Delivery Grade (Each 5% of overall)

Service Delivery Indicators	FY 08 Actual	Mar 09 Actual	% Change	Grade
Reduction of Top 10 frequent Cases (Acceptable reduction target is 10%)				
Parking on Unapproved Surfaces	429	164	-62%	A+
Substandard Structure	593	114	-81%	A+
Animals both Loose and Loose/Aggressive	601	554	-8%	C
High Weeds	178	32	-82%	A+
Litter	142	111	-22%	A-
Animal Confined	249	247	-1%	D
Animal Sick/Injured	131	156	19%	F
Bulky Trash	89	61	-31%	A+
Open and Vacant Structure	72	30	-58%	A+
Junk Motor Vehicle	61	49	-20%	B+

Community Code Conduct (10% of overall)

Community Conduct	Grade
* Strong community involvement (see comments) * Participated in the Spring Clean-up Sweep (see comments) * Assisted in the training of new Code officers	A-

Service Requests Created by Inspectors (40% of overall)

Service Delivery Indicators	FY 08 Actual	FY 09 Target	Mar 09 Actual	Grade
Percentage of service requests created by inspectors in the field	37%	47%	48%	A+

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

FY2007-2008
Total Volume: 5,769
Most Common SR: Parking on Unapproved Surfaces

FY2008-2009
Total Volume: 4,725
Most Common SR: Loose Animals

Comments

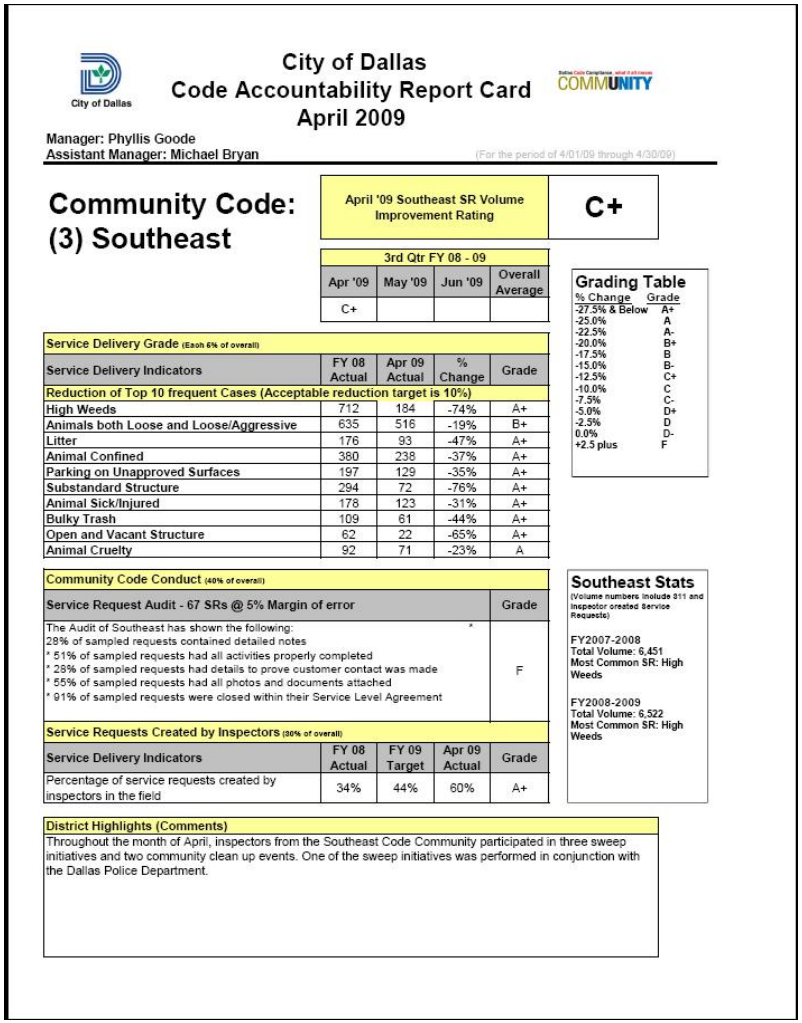
* Members of the Southeast Code Community participated in the Umphress Clean-up held on March 28th. Several staff members also volunteered to assist with code enforcement during the St. Patrick's Day Parade.

* On March 6th, the Southeast Code Community participated in the Spring Clean-up sweep that was coordinated by the Community Prosecutors. The Fire Department also participated in this event that was focused on the area from Lamar to Ervay and MLK to Grand.

Page 6

Appendix

- The April 2009 edition of the Report Card introduced the SR audit evaluation as part of the Community Code Conduct Section



City of Dallas
Code Accountability Report Card
April 2009

COMMUNITY

Manager: Phyllis Goode
Assistant Manager: Michael Bryan

(For the period of 4/01/09 through 4/30/09)

Community Code: (3) Southeast

April '09 Southeast SR Volume Improvement Rating	C+

3rd Qtr FY 08 - 09			
Apr '09	May '09	Jun '09	Overall Average
C+			

Grading Table

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

Service Delivery Grade (Each 6% of overall)

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Open and Vacant Structure	62	22	-65%	A+
Animal Cruelty	92	71	-23%	A

Community Code Conduct (40% of overall)

Service Request Audit - 67 SRs @ 5% Margin of error	Grade
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Service Requests Created by Inspectors (60% of overall)

Service Delivery Indicators	FY 08 Actual	FY 09 Target	Apr 09 Actual	Grade
Percentage of service requests created by inspectors in the field	34%	44%	60%	A+

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

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Most Common SR: High Weeds

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District Highlights (Comments)

Throughout the month of April, inspectors from the Southeast Code Community participated in three sweep initiatives and two community clean up events. One of the sweep initiatives was performed in conjunction with the Dallas Police Department.