

Department of Code Enforcement

Protecting Neighborhoods Starts Here



Department of Code Enforcement

Introductions

- Rick Powers, Director
- Nicole Randol, Deputy Director
- Emily Mack, Deputy Director
- Janice Mitchell, Chief Financial Officer and Administrator of the Bureau of Administration and Financial Services
- Adam Collins, Administrator of the Bureau of License & Permit Services



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Protecting Neighborhoods Starts with Effective Code Enforcement

- At Mayor Ballard's monthly neighborhood Night Outs, we listened to the citizens ask about the then confusing code enforcement process.
- Mayor Ballard directed us to streamline the process and demonstrate tangible results.



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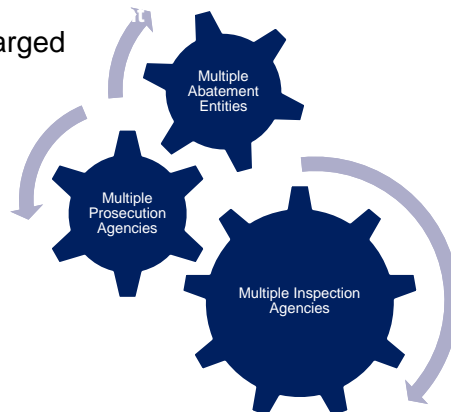


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Important to All, Priority to None

- Multiple Entities Previously Charged with Code Enforcement
- Each Entity Had:
 - Its own Mission
 - Its own Priorities
 - Its own Budget
 - Its own Systems
 - Its own Board focused primarily on the other critical services of the entity
- Importance Is Always Relative
- It Was Unnecessarily Complicated & Needed to Be Streamlined



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Focus on Core Functions

DPW = Infrastructure, trash collection, and snow removal



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Protecting Neighborhoods Starts with Effective Code Enforcement

- Mayor Greg Ballard created the Office of Code Enforcement (OCE) by executive order in February 2009 to focus on critical quality of life issues
- City-County Council approved the office to become a permanent city department on January 1, 2010



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Department of Code Enforcement

The following functions were transferred to DCE:

- DMD Division of Compliance
- OFM Licensing Division
- DPS Division of Weights & Measures
- DPS & DPW Towing
- DPW High Weeds and Grass
- DMD Management of unsafe building program
- DPW Illegal dumping enforcement
- Parts of the Office of Environmental Services from DPW
- Parts of Forestry regulations from DPR

The department was created based on it operating as a fully fee-supported department funded through permit, license, and compliance fees



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27 Business Licenses

- Adult Entertainment
- Massage Parlor & Massage Therapist
- Nude Model
- Escort Services & Escort
- Dance Hall
- Amusement Location
- Secondhand Motor Vehicle
- Salvage/Scrap Metal Dealers
- Pawn Broker
- Sound Truck
- Refuse Hauler
- Groomer/Kennel/Pet Store/Stable
- Hotel/Motel
- Taxi Driver & Taxi Owner
- Coachman Business
- Sidewalk Cafe
- Commercial Parking Facility
- Horse-drawn Carriage
- Cart Vendor
- Pedal Cab
- Transient Merchant
- Public Pay Phone
- Alarm Company
- Fire Prevention Business/Serviceperson

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Department of Code Enforcement

- Protect the taxpayer from increasing property insurance rates
- Shift the costs for services from taxpayer subsidies to user fees
- Implement effective enforcement measures which have historically been strained due to a decentralized code enforcement structure

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DCE Mission Statement

- To improve the quality of life in the City of Indianapolis through strategic application of civil code regulation; effective licensing, permitting, inspection, enforcement, and abatement practices; and local government oversight of property use/safety and maintenance, business, event, professional, and construction industries

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Code Enforcement

Other Cities with Streamlined Code Enforcement

- Dallas – Department of Code Compliance
- Gainesville – Code Enforcement Department
- Philadelphia – Department of Licenses & Inspections
- Sacramento – Code Enforcement Department
- Tampa – Department of Code Enforcement

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Wiping out High Weeds & Grass

- Call-to-Cut Time (2009):
16 days (42 in 2008)
- 14,130 Investigations
- 10,930 HWG Cases (5,431 in 2008)
- 9,124 mows (2,144 in 2008)
- 2,742 Property re-mows (337 in 2008)
(End of year 2009 numbers; 2008 numbers per Six Sigma Project)



2010:

- 6,104 Inspections
- 5,828 HWG Cases
- 1,234 Mows
- Call-to-Cut Time: 13 days



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Massage Parlors

Massage Parlors: 1 licensed in 2010

- Known to harbor prostitution and human trafficking
- Coordinated multi-agency sweep of 13 massage parlors based on licensing, advertising, and police reports



Results Included:

- 7 prostitution arrests at 6 locations
- 10 locations not properly licensed
- 5 locations with living quarters
- 99 citations for licensing, fire, zoning, and health violations
- 13 legal cases filed and set for court hearings
- 7 prostitution charges are being filed
- Evidence related to non-payment of taxes forwarded to Indiana Department of Revenue for possible charges



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Department of Code Enforcement

Over recent years, the City has taken steps to increase building safety and improve the City's insurance rating that affects more than 387,000 homeowners, more than 24,000 business owners, and approximately \$55 B of gross assessed value of real property in Marion County:

- **Added staff:** More than doubled the number of building inspectors from 10 to 24
- **Improved inspection rate:** Inspection rates have reached 97% (YTD), compared to 82% in 2008 and 51% in 2007
- **Mandatory certification:** Building inspectors are required to obtain 8 building trade inspection certifications within 4 years of employment
- **Pre-permit review:** Established that all building plans for Class 1 Structures must be thoroughly reviewed prior to receiving a building permit to increase safety and reduce violations commonly found in the field
- **Mobile field staff:** Launched a fully mobile building inspection staff to increase productivity

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Nuisance Abatement

"Taking a targeted, comprehensive approach to problem properties and property owners"

Management of Unsafe Building Program

- Partner with Health & Hospital to inspect vacant buildings for violations

Administrative Hearings, Nuisance and Legal Cases

- Conduct administrative hearing process to expedite cases and relieve the court system to focus on other priority cases
- Implemented a priority case management system with City Prosecutor's Office

Identification of Nuisance Properties and Property Owners

- Analyze data trends to identify habitual violators and problem areas

Multi-Agency Sweeps Program

- Identifies problem areas that are draining resources from several agencies and posing a threat to the safety of citizens. These proactive partnerships reduce duplication in enforcement efforts and create pressure on problem owners/tenants where sporadic efforts have previously failed.

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Hotel/Motel



Indy East Motel

- 900 Police Runs (2001-2006)
 - Drugs, Prostitution, Battery
 - 63 evictions due to arrests (2003-2005)
- 21 Housing cases (2000-2008)
 - Mold, roof leaks, unsafe building
- Hearing and Court Costs
- Closed: January 2009

➤ Multiple IMPD police cars are dispatched to high-risk motel for every police run

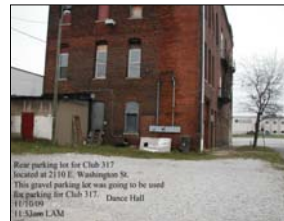
➤ More than \$500,000 in resources expended on problem motel



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Dance Halls

- Targets young adults and kids
- Utilizes unsafe buildings
- Rents spaces under false pretenses
- Attracts criminal activity
 - Alcohol/drugs
 - Exploitation
 - Gangs
 - Guns
 - Rapes
 - Murders
 - 3 in 2009
 - 1 in 2010
 - 3 shootings in 2010



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Taxis

Top Downtown Complaint



Partner with IMPD:
DCE assisted IMPD in a taxi hit-and-run investigation by calling in taxis for inspections - a task that would have taken months without an effective licensing tool.

- Vehicles in poor condition
- Failure to speak English
- Refusal of credit cards
- Overcharging/Surcharges
- Refusing short trip fares
- Lack of directional knowledge
- Illegal parking
- Unsafe driving
- Failure to return lost goods
- IMPD and hospitality industry cites taxis as major downtown concern



Environmental Service

Urban Forestry



Air Quality



Illegal Dumping

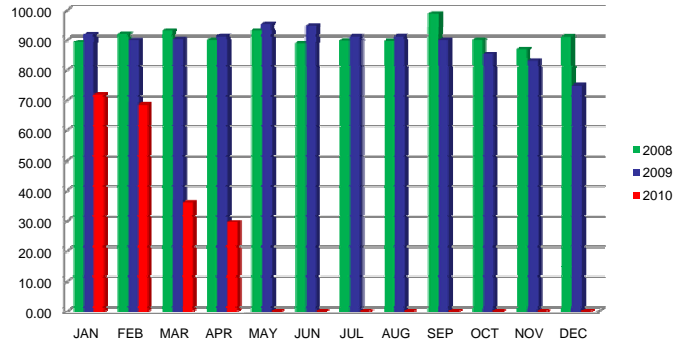


Asbestos Abatement



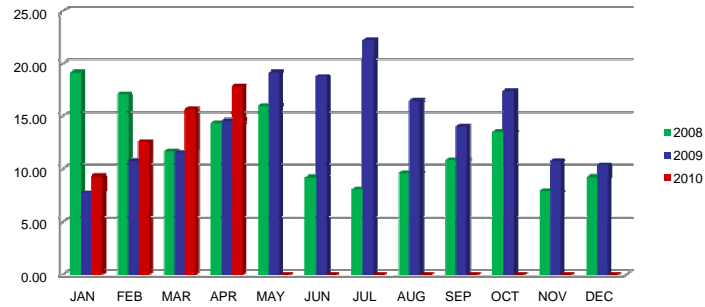
Zoning

Zoning : Decrease in Compliance Rates



Zoning

Average Days to Complete Delinquent Inspections



Business Licensing

Current fees do not support effective business licensing:

- Fees are either non-existent or overwhelmingly low
- Fees are not based on actual cost to administer the license
- Fees not adjusted as needed
 - 12 license fees have not been adjusted since the 70's, 80's or 90's
 - No adjustments for inflation
 - CPI index reports a \$1.00 today was
 - \$.18 in '70, \$.38 in '80, \$.61 in 90, \$.80 in '00
- Fees do not factor enforcement strategy to identify unlicensed or non-compliant businesses



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Funding Model

- A wall-to-wall fee analysis was completed with the assistance of Milliman, an actuarial and consulting firm, to determine the appropriate costs for service-related functions for the 2010 fee-supported department budget
- **Stops taxpayer subsidies by shifting the cost of services from the general taxpayer to the user**
- Individuals who create the need, use or receive a specific service pays for that service through a fee – a funding approach that won't have a fiscal impact on the average citizen; however, will improve vital services and quality of life without using tax dollars to do it



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Construction Comparisons

New Commercial Structure 2,500 sq. ft.		New Residential Structure 2,500 sq. ft.
Like Cities		
Indianapolis	\$2,794	\$1,363
Columbus	\$3,450	\$1,390
Philadelphia	\$1,912	\$1,712
Detroit	\$10,910	\$2,110
San Francisco	\$7,781	\$2,413

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Construction Comparisons

Local Comparisons:

2,500 Sq. Ft. Single Family Residence	
Indiana Cities	Permit Cost
Indianapolis	\$1,363
Carmel	\$2,491
Brownsburg	\$1,409
Greenwood	\$998
Noblesville	\$725

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Funding Model

- Applying the Milliman Financial Tool to assess costs for services
- Conducting nearly 100 meetings with stakeholders from business, construction industries, neighborhood leaders, Councillors

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Highlights of Proposal

- Phased-in implementation, with 50% of the increase going into effect August 1, 2010, and the remaining 50% of the increase effective January 1, 2011
- Development of a pre-payable citation for work performed by an unlicensed/unregistered/unlisted contractor of \$250
- Development of a general services permit for electrical, HVAC and plumbing work
- Development of a 50% discount for “green” building permits
- Updating licenses so they consistently have a single year term that begins from the date of issuance
- Removal of pro-rating of business license fees, which will no longer be necessary with a term that begins from the date of issuance

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Highlights of Proposal

- Removal of the sound truck license, which has become obsolete
- Removal of the second hand auto dealer license, which is preempted by the State of Indiana
- Streamlining of the sidewalk café regulation by removing this as a specific license type and including it in the existing encroachment license
- Development of an accelerated class 1 plan review similar to the existing accelerated infrastructure plan review and inspection services for those organizations that choose to use this option

In addition:

- Intend to reintroduce a 50% discount for the Improvement Location and Sign Permits for 501c3 organizations

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Stakeholders



Mayors Construction Action Team

MID-NORTH PUBLIC SAFETY COMMITTEE

Meridian-Kessler Neighborhood Association



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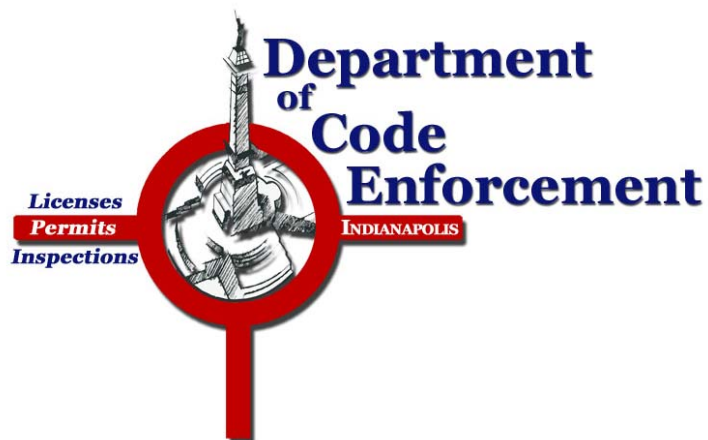
Stakeholders

- NESCO
- Concord Community Development Center
- Indiana Restaurant Association
- Builders Association of Greater Indianapolis (BAGI)
- Representatives from general contracting, plumbing, electrical, HVAC, and remodeling industries
- Keep Indiana Beautiful (KIB)
- IDI Wholesale Area District Task Force
- IDI Downtown Parking Partnership
- Indianapolis Chamber of Commerce
- Indianapolis Bar Association's Land-Use Committee
- MIBOR
- Indianapolis Coalition for Neighborhood Development
- American Institute of Architects
- Carriage companies-Blue Ribbon, Yellow Rose, Country Carriage



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