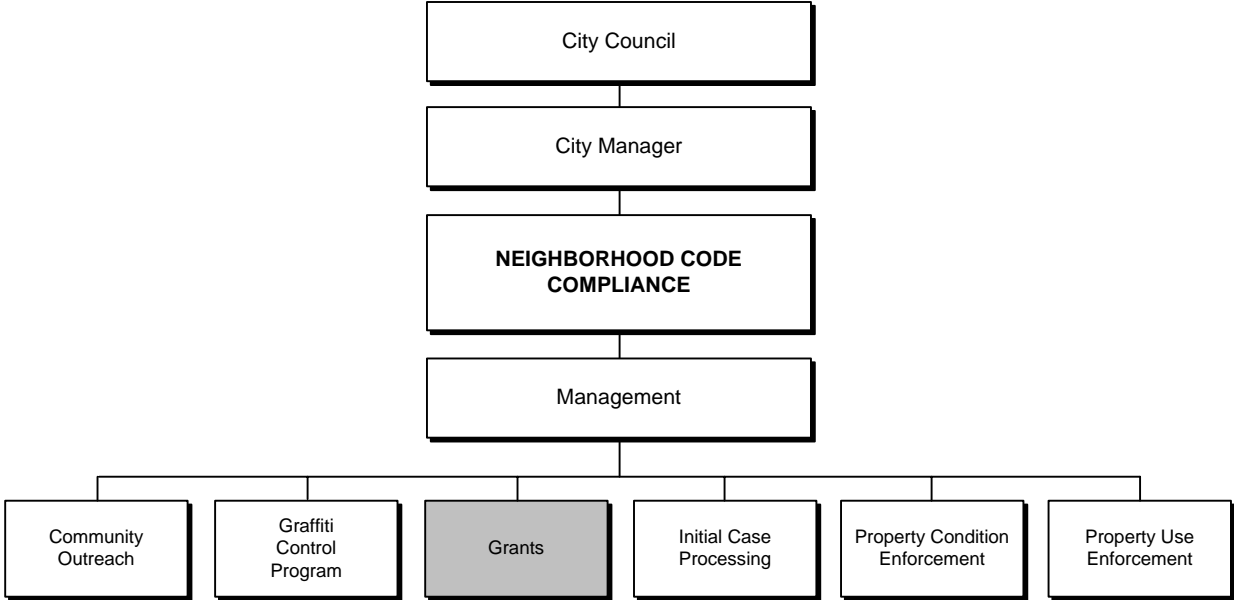


NEIGHBORHOOD CODE COMPLIANCE





Neighborhood Code Compliance



Mission Statement

To work in partnership with the people of San Diego to maintain a safe and desirable living and working environment; to improve the quality of San Diego's neighborhoods through education, enforcement and abatement; and to respond to community concerns and attain code compliance while maintaining high professional standards and continually seeking improvements and innovations.

Department Description

The Neighborhood Code Compliance Department (NCCD) was created in 1993 to address violations primarily associated with private property. The focus of the Department is to ensure that City residents live, work, and play in a safe and desirable environment.

The majority of the Department's cases are initiated by resident complaints. NCCD prides itself on being able to resolve a large percentage of violations via voluntary means. However, a variety of administrative and judicial remedies are available when voluntary compliance is not achieved. These remedies include mediations, fines, abatements, recording notices with the County, and referrals to the City Attorney.

NCCD enforces State and local regulations related to:

- Billboards advertising alcohol
- Construction and grading
- Disabled access
- Environmentally sensitive lands
- Historical and coastal regulations
- Graffiti
- Land use and zoning
- Mobile Home Parks
- Noise
- Substandard housing conditions
- Unsafe buildings
- Vacant buildings that are a public nuisance

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Department Description

NCCD is closely aligned with the Police Department, the City Attorney's Office and the community. These partnerships enable NCCD to:

- Resolve complex community issues
- Communicate with volunteers and residents to resolve problems prior to referral to City enforcement agencies
- Provide services and information to the public

Division/Major Program Description

Community Outreach

This section leverages resources by recruiting and training volunteers to identify and resolve code violations in their neighborhoods before referral to City staff for formal enforcement action. The Graffiti Control Program provides materials and supplies to residents engaged in removing graffiti, and coordinates volunteer paint-outs, promotes graffiti education, and organizes prevention events for youth and community groups.

Department Administration

This section provides the overall policy coordination, strategic planning, management, fiscal oversight and information services for all of the operating programs of the Department.

Field Services Division

This Division combines staff from the disciplines of building and housing with zoning and land development into one Field Services Division. This was done to create an environment where all field enforcement staff report to one manager with the expectation of improved efficiencies and accountability. Staff will enforce regulations and violations related to: construction codes, housing standards, lead hazards, noise, disabled access, vacant buildings, mobile homes, newsracks, billboards advertising alcohol in proximity to sites where children congregate, Land Development Permits, non-permitted dwelling units, zoning, illegal businesses, illegal grading, lot coverage, setbacks height restrictions, parking requirements, landscaping, environmental preservation, historical and coastal regulations, and signs.

Field staff partner with police officers to provide comprehensive responses to problems in the Mid-City, Southeastern and Central police service areas. Investigator support is also provided to the Drug Abatement Response Team, which includes police detectives and two Deputy City Attorneys.

Graffiti Control Program

The Graffiti Control Program was created in 1992 and uses a multi-faceted approach to eliminate graffiti vandalism and resulting blight. A one-stop Graffiti Hotline allows residents to call for information and report graffiti. Program staff and contractors engage in

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Division/Major Program Description

Graffiti Control Program (continued)

the removal of graffiti and work with businesses and large institutions to keep their properties graffiti-free. Code enforcement includes notification to private property owners in violation, and enforcement of provisions designed to control theft and the illegal sale of spray paint and glass etching products to minors. At the Paint and Materials Exchange Bank, property owners and volunteers receive free recycled paint and supplies to remove graffiti. Prevention and education efforts include enhancing public awareness through the website and community presentations. Program staff also coordinate with the Police Department's Graffiti Strike Force and members of the criminal justice community to influence arrest rates and implement deterrent sentencing of graffiti vandals.

Management Services Division

This section combines all of the business functions into one division to more effectively provide services and utilize resources required to operate the Department. Responsibilities include: clerical support, support to boards and committees, special projects, budget development, expenditure and revenue tracking, payroll, and information technology.

Complaint Intake is usually the public's first contact with the Department. Public information clerks answer the intake hotline, provide the public with information regarding San Diego Municipal Code violations, log complaints, and refer calls to the appropriate inspector, department and/or agency. Intake staff also processes voluntary compliance letters asking property owners to correct violations; initiates the assignment of cases to investigators for further enforcement actions; and issues noise permits for construction activity and special events.

Service Efforts and Accomplishments

Department Restructuring - NCCD recently restructured the Department to consolidate all of the field operations into one division and all administrative functions into another division. This will streamline operations and increase accountability and efficiencies. Enforcement staff for building, housing and noise violations was combined with staff that handles land use and zoning violations to form the Field Services Division. The Management Services Division was created by consolidating administrative and support services with information technology and budgeting functions to more effectively oversee the Department's business operations. Responsibilities will include: complaint intake, clerical support, support to boards and committees, special projects, budget development, expenditure and revenue tracking, payroll, and information technology.

Vacant Properties Program - Long regarded as a national leader in the area of code enforcement, NCCD's Vacant Properties Program was selected as a best practice model in 2002 by the International City/County Management Association (ICMA) for excellence in the implementation of a process to rehabilitate abandoned buildings. This Program was featured at the 2004 ICMA conference in San Diego. City staff now serves in an advisory capacity to the National Vacant Property Campaign Advisory Board.

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Service Efforts and Accomplishments

Code Enforcement - NCCD was one of five recipients to receive a State of California grant for the Code Enforcement Incentive Program. This grant enabled the Department to be proactive in the neighborhoods of Stockton, Memorial, and Grant Hill to reverse the deterioration cycle in older housing stock. This very successful three-year Program was completed in December of 2004. NCCD is hoping to find funding to continue this effective Program. The lessons learned from this Program will be used as a Statewide model for how to be proactive in low-income residential neighborhoods.

Partnerships - NCCD is partnering with the Environmental Services Department through the innovative Lead Safe Neighborhoods Program to hold property owners, tenants and contractors responsible for reducing lead-paint hazards within housing units constructed prior to 1978.

NCCD is partnering with the Police Department in a Graffiti Strike Force that is intended to more aggressively pursue graffiti vandals and reduce crime related to graffiti. NCCD was instrumental in providing cost-impact data in order to provide accurate estimates for the collection of restitution. Compared to previous years, revenue collected by the City from graffiti vandals has increased five fold.

Illegal Grading - NCCD continues to be aggressive in enforcing illegal grading violations. The Grading Violation Assessment Team (G-VAT) focuses on code enforcement issues related to environmentally sensitive lands and historical resources. Partnerships with the City Attorney's Code Enforcement Unit and the Development Services Department have aided in the success of this enforcement effort. Improved enforcement tools and public information materials have been developed to deter violations from occurring and to more effectively respond to violations. The maximum fine for civil penalties was increased from \$100,000 to \$250,000 to better address illegal grading.

Volunteers - NCCD increased the utilization of volunteers for code enforcement activities. After receiving specialized training, selected volunteers have augmented the Department's code enforcement response during non-standard working hours. The volunteers can provide additional "eyes and ears" to document violations and issue administrative citations for violations such as illegal garage sales, illegal signage, vendors in the public rights-of-way and parking on the lawn.

Future Outlook

NCCD will continue to focus on these areas:

- Help resolve issues emerging in mixed-use and high-density entertainment areas. NCCD participates in an advisory capacity to the Responsible Hospitality Institute, a national organization that is focused on resolving problems associated with dining and entertainment districts in proximity to residential occupancies. Locally, a Mixed Use Advisory Group was formed to focus specifically on San Diego's concerns related to its vibrant mixed-use areas.
- Continue to provide free paint and supplies so that residents can remove graffiti without further public assistance and create a graffiti public information campaign that will highlight property owners' responsibility in the maintenance of their property.
- Improve the public's knowledge of, and accessibility to, NCCD services and related forms over the Internet.
- Establish enforcement priorities and effective methods to manage the large backlog of cases while effectively handling high priority violations in light of dwindling resources and expectations for services. This will be done by exploring ways to streamline operations to improve efficiencies, maximizing the use of all enforcement remedies to improve voluntary compliance, and increasing fines/revenues where voluntary compliance fails.

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Future Outlook

- Improve procedures related to vacant properties, newsracks, and noise by recommending ordinance revisions with the input of involved stakeholders.

Budget Dollars at Work

- 1,721 Noise complaints investigated
- 17,483 Graffiti service requests processed
- 2,574 Calls received on the Graffiti Hotline
- 132 Vacant properties rehabilitated or demolished
- 7,718 Properties brought into compliance

Neighborhood Code Compliance				
	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL	FY 2005-2006 CHANGE
Positions	65.02	62.02	57.12	(4.90)
Personnel Expense	\$ 4,446,535	\$ 4,667,544	\$ 4,781,584	\$ 114,040
Non-Personnel Expense	\$ 949,930	\$ 725,883	\$ 537,889	\$ (187,994)
TOTAL	\$ 5,396,465	\$ 5,393,427	\$ 5,319,473	\$ (73,954)

Department Staffing

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
GENERAL FUND			
Neighborhood Code Compliance			
Community Outreach	2.50	2.50	2.00
Department Administration	5.02	5.02	2.12
Field Services Division	20.00	20.00	32.50
Graffiti Control	10.50	11.00	8.50
Management Services Division	4.00	3.00	12.00
Property Use Enforcement	23.00	20.50	0.00
Total	65.02	62.02	57.12

Department Expenditures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
GENERAL FUND			
Neighborhood Code Compliance			
Community Outreach	\$ 254,431	\$ 247,153	\$ 176,047
Department Administration	\$ 748,907	\$ 623,628	\$ 427,791
Field Services Division	\$ 1,539,876	\$ 1,708,095	\$ 3,073,646
Graffiti Control	\$ 987,977	\$ 1,024,043	\$ 762,775
Management Services Division	\$ 199,435	\$ 171,144	\$ 879,214

Neighborhood Code Compliance

Department Expenditures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
GENERAL FUND			
Neighborhood Code Compliance			
Property Use Enforcement	\$ 1,665,839	\$ 1,619,364	\$ -
Total	\$ 5,396,465	\$ 5,393,427	\$ 5,319,473

Grant Funds

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
Targeted Code Enforcement	\$ 540,225	\$ 490,822	\$ 775,986
Enforcement in Public Rights-of-Way	\$ 55,796	\$ 60,000	\$ 66,177
Vacant Properties Coordination	\$ 85,000	\$ 38,500	\$ 29,460
Title 24 Enforcement	\$ 78,285	\$ 81,849	\$ 89,865
Code Enforcement Incentive Program (CEIP) State Fund	\$ 64,434	\$ 32,991	\$ -
Total	\$ 823,740	\$ 704,162	\$ 961,488

Significant Budget Adjustments

GENERAL FUND

Neighborhood Code Compliance	Positions	Cost
Salary and Benefit Adjustments	0.10	\$ 482,372
Adjustments to reflect the annualization of the Fiscal Year 2005 negotiated salary compensation schedule, changes to average salaries, retirement contributions, and retiree health contributions. Position adjustments, if applicable, reflect the City Manager's restructuring of Executive Team assignments.		
Non-Discretionary	0.00	\$ 7,759
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
Support for Information Technology	0.00	\$ (880)
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		
Reduction in Property Condition Enforcement Program	(2.00)	\$ (148,200)
Reduction of 1.00 Code Compliance Supervisor and 1.00 Code Compliance Officer and support would result in 150 minor violations that would not be investigated or resolved. Minor violations include noise affecting a limited number of people, over-height fences, signs and storage not viewable from the public right-of-way.		

Neighborhood Code Compliance

Significant Budget Adjustments

GENERAL FUND

Neighborhood Code Compliance	Positions	Cost
Reduction in Graffiti Control and Community Outreach Program	(3.00)	\$ (415,005)
<p>Reduction of 1.00 Program Manager, 1.00 Code Compliance Officer, 1.00 Utility Worker I and support, and the Urban Corps contract would result in the Program Manager's duties being redistributed to other management staff in the Department; slower response times to investigate graffiti complaints; and the removal of less utility markings in the public right-of-way. Contract reductions would result in less City-financed graffiti removal from private properties.</p>		

Expenditures by Category

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
PERSONNEL			
Salaries & Wages	\$ 3,271,383	\$ 3,285,924	\$ 3,201,735
Fringe Benefits	\$ 1,175,152	\$ 1,381,620	\$ 1,579,849
SUBTOTAL PERSONNEL	\$ 4,446,535	\$ 4,667,544	\$ 4,781,584
NON-PERSONNEL			
Supplies & Services	\$ 633,009	\$ 521,844	\$ 337,951
Information Technology	\$ 257,624	\$ 169,875	\$ 163,317
Energy/Utilities	\$ 51,739	\$ 26,606	\$ 30,161
Equipment Outlay	\$ 7,558	\$ 7,558	\$ 6,460
SUBTOTAL NON-PERSONNEL	\$ 949,930	\$ 725,883	\$ 537,889
TOTAL	\$ 5,396,465	\$ 5,393,427	\$ 5,319,473

Revenues by Category

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
GENERAL FUND			
Licenses and Permits	\$ 58,000	\$ 54,000	\$ 54,000
Fines, Forfeitures, and Penalties	\$ 11,000	\$ 16,000	\$ 44,000
Revenue from Other Agencies	\$ 5,000	\$ 20,000	\$ 7,000
Charges for Current Services	\$ 487,300	\$ 472,207	\$ 322,500
Other Revenues	\$ 1,500	\$ 1,000	\$ 1,000
Transfers from Other Funds	\$ 404,694	\$ 655,000	\$ 503,550
TOTAL	\$ 967,494	\$ 1,218,207	\$ 932,050

Neighborhood Code Compliance

Key Performance Measures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
Average cost per Voluntary Compliance Letter	\$52	\$48.90	\$52
Average cost per building/housing/noise case referral	\$385	\$427	\$406
Average cost per land development and zoning case referral	\$555	\$600	\$559
Average cost per reported graffiti violation	\$49.40	\$68	\$64
Average cost per volunteer code enforcement case referral	\$65	\$22.75	\$24.45
Average cost per volunteer/participant in graffiti control activities.	\$7.62	\$9.51	\$7.66

Salary Schedule

GENERAL FUND

Neighborhood Code Compliance

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>	<i>Salary</i>	<i>Total</i>
1218	Assoc Management Analyst	1.00	1.00	\$ 61,400	\$ 61,400
1277	Combination Inspector II	10.00	10.00	\$ 63,928	\$ 639,283
1348	Info Systems Analyst II	1.00	1.00	\$ 62,220	\$ 62,220
1356	Code Compliance Officer	8.00	7.00	\$ 42,974	\$ 300,818
1357	Code Compliance Supv	1.00	0.00	\$ -	\$ -
1402	Document Input Clerk-Terminal	1.00	0.00	\$ -	\$ -
1465	Field Representative	1.00	1.00	\$ 37,377	\$ 37,377
1535	Clerical Assistant II	1.00	1.00	\$ 33,828	\$ 33,828
1648	Payroll Specialist II	1.00	1.00	\$ 39,930	\$ 39,930
1746	Word Processing Operator	4.00	4.00	\$ 36,284	\$ 145,134
1776	Public Information Clerk	3.00	3.00	\$ 36,160	\$ 108,480
1849	Sr Combination Inspector	2.00	2.00	\$ 72,601	\$ 145,201
1855	Sr Civil Engineer	1.00	1.00	\$ 89,052	\$ 89,052
1872	Sr Planner	1.00	1.00	\$ 75,218	\$ 75,218
1876	Executive Secretary	1.01	1.06	\$ 50,411	\$ 53,436
1879	Sr Clerk/Typist	1.00	1.00	\$ 41,522	\$ 41,522
1880	Sr Zoning Investigator	3.00	3.00	\$ 64,196	\$ 192,588
1974	Utility Supv	1.00	1.00	\$ 48,374	\$ 48,374
1978	Utility Worker I	4.00	3.00	\$ 33,894	\$ 101,682
1979	Utility Worker II	3.00	3.00	\$ 37,344	\$ 112,031
1998	Zoning Investigator II	9.00	9.00	\$ 58,076	\$ 522,683
2111	Asst City Manager	0.01	0.00	\$ -	\$ -
2134	Neighborhood Code Compliance Dir	1.00	1.00	\$ 134,712	\$ 134,712
2153	Deputy City Manager	0.00	0.06	\$ 178,533	\$ 10,712
2214	Deputy Director	1.00	2.00	\$ 108,008	\$ 216,015
2270	Program Manager	2.00	0.00	\$ -	\$ -

Neighborhood Code Compliance

Salary Schedule

GENERAL FUND

Neighborhood Code Compliance

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>	<i>Salary</i>	<i>Total</i>
	Field Training Pay	0.00	0.00	\$ -	\$ 3,393
	Overtime Budgeted	0.00	0.00	\$ -	\$ 16,788
	Reg Pay For Engineers	0.00	0.00	\$ -	\$ 9,858
	Total	62.02	57.12	\$ -	\$ 3,201,735
NEIGHBORHOOD CODE COMPLIANCE		62.02	57.12	\$ -	\$ 3,201,735
TOTAL					