



BALTIMORE
HOUSING

Building A Better Tomorrow, Today.

Building a Strategic Code Enforcement System

September 27, 2012

Michael Braverman
Deputy Commissioner
Permits and Code Enforcement



7 Strategies for Effective Code Enforcement

1. Develop efficient management and operational systems
2. Use technology
3. Have clear goals
4. Maintain good information
5. Target resources
6. Tailor your codes and ordinances
7. Partner





1. Develop efficient management and operating systems



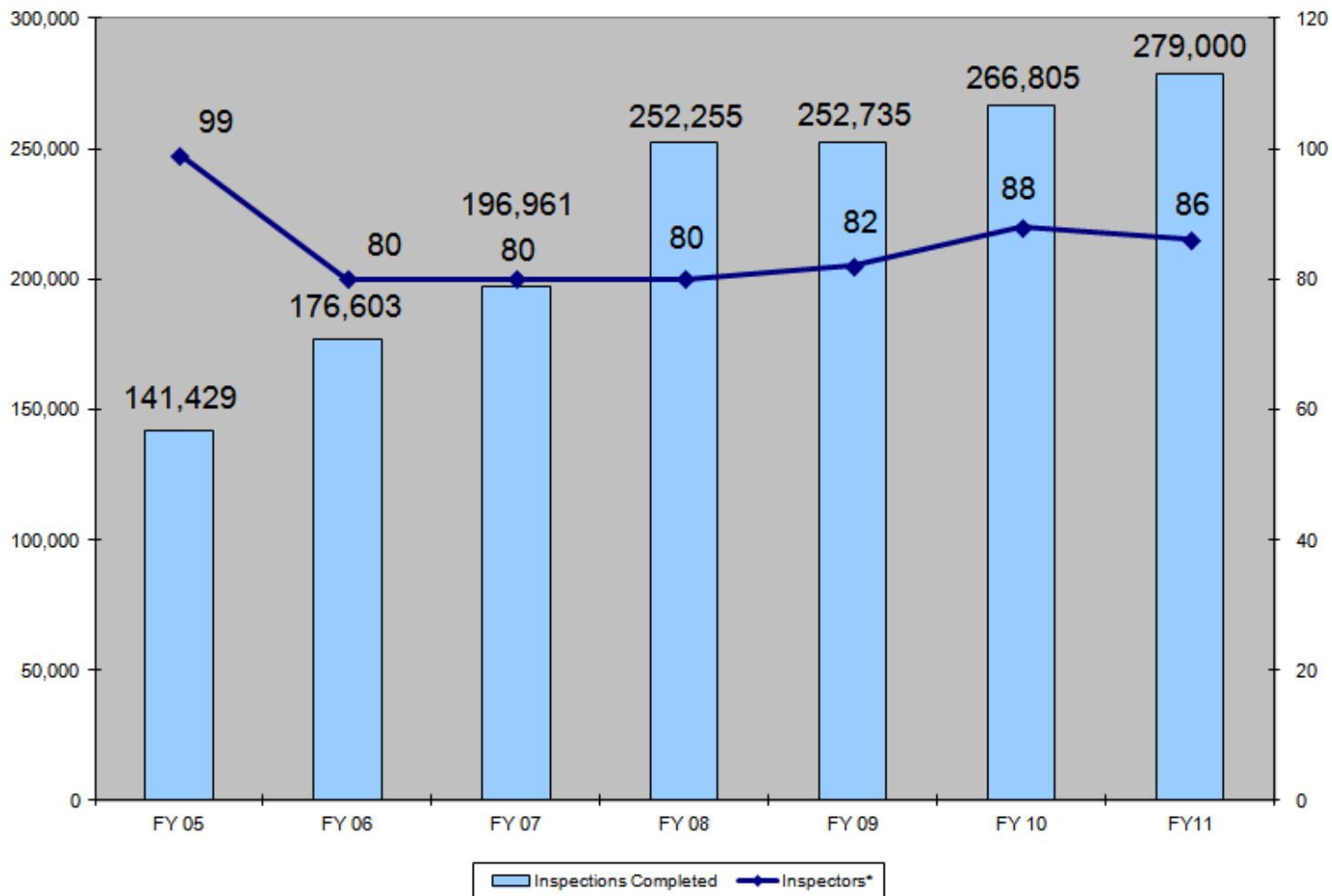
A few things to consider when building operating systems

- You're essentially running a service delivery company.
- What is your management structure?
- What are your business processes?
- Nothing substitutes for good managers!



Efficient systems enhance productivity

Inspections Completed v. Inspectors





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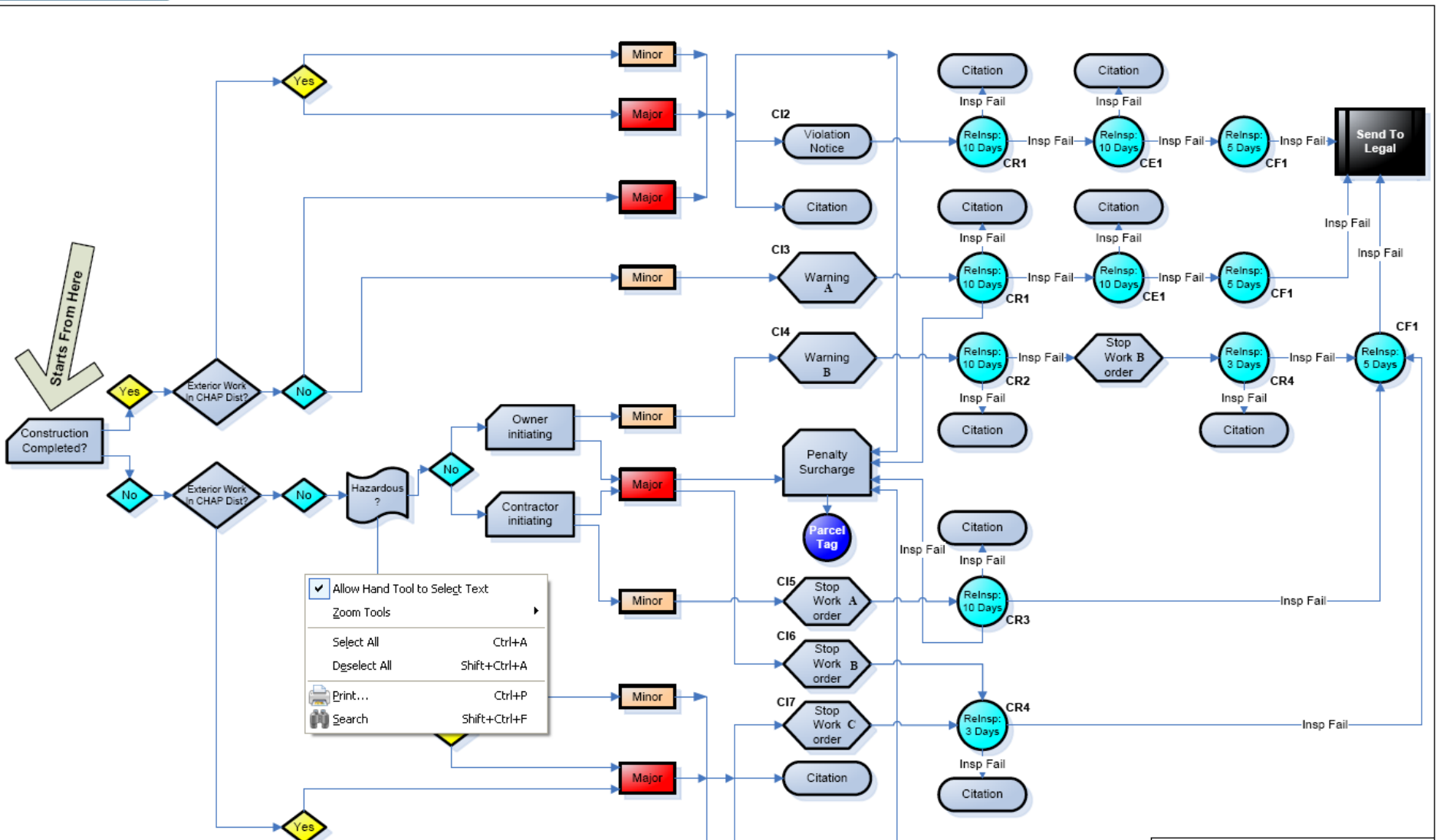
Good management fosters a culture of performance



“We work to the mission, not the clock”.



Effective business processes take time to think through



Allow Hand Tool to Select Text
 Zoom Tools
 Select All Ctrl+A
 Deselect All Shift+Ctrl+A
 Print... Ctrl+P
 Search Shift+Ctrl+F



Field operations should be tightly managed

- Develop rules of engagement for inspectors in the field to ensure maximum productivity on management-defined objectives.
- Expressly define the authority to issue notices in the field.



2. Use Technology

Notice Search

All
 Open
 Close(Abate & Cancel)
 Preliminary
 Compliance

Date Create From: [] To: []

By Block/Lot Block: [] Lot: []

By House Number []

By Street Name Dir: [v] Street Name: []

By Housing District []

By Neighborhood [v]

By Type [v]

By Tier [] (ie. 1, 2, 3)

By CDC(Project) 200 Madiera [v]

By BIN (Phase) 1

By Recipient Name []

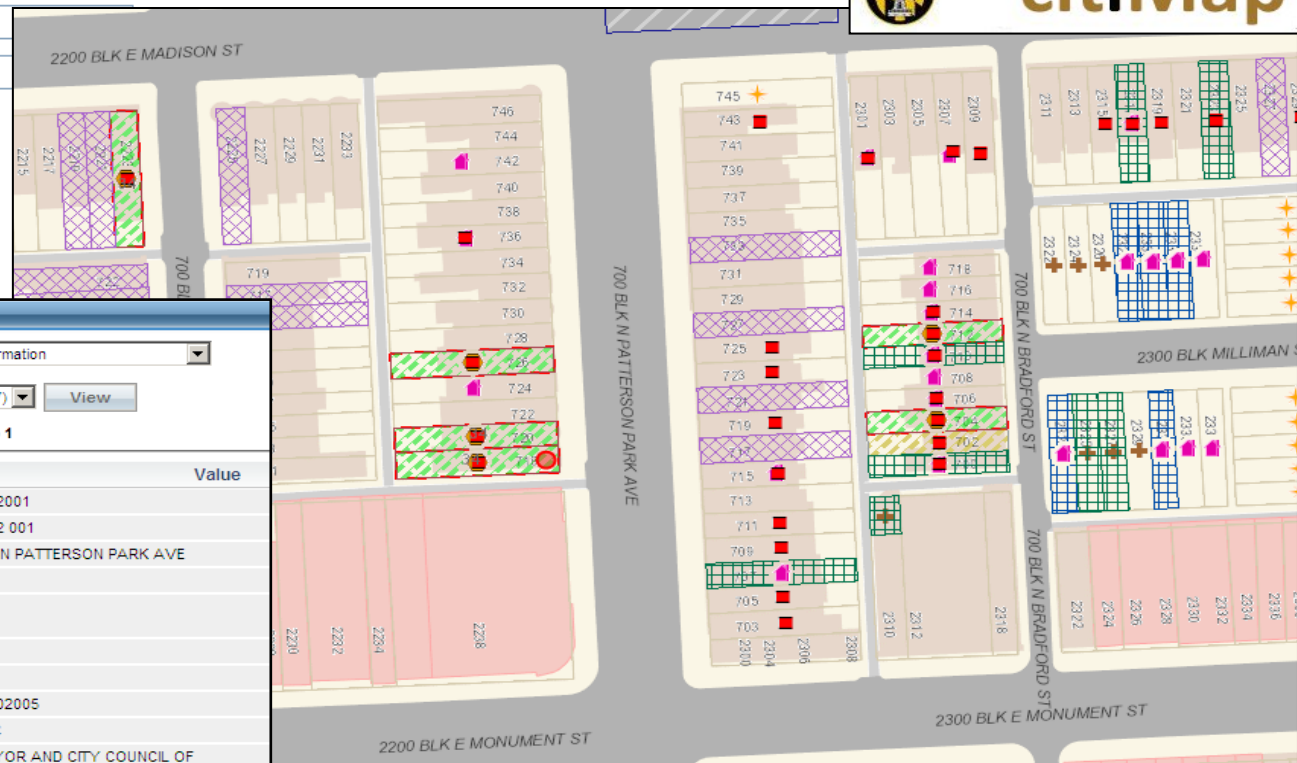
By Notice Number []

By Citation Num []

Search

Decision moments come constantly all day long.

Managers need good data to make those decisions and a GIS platform to present that data visually.



More Information

Attribute Details For: Property information


Select Reports: Simple Report (CSV) View

1 feature(s) found. Displaying 1 to 1

Attribute	Value
Pin	1622001
Block & Lot	1622 001
Street Address	718 N PATTERSON PARK AVE
Taxbase	0
(H)ome owner/(N)on-homeowner	N
Vacant Lot	
Zoning	R-8
Sale Date	08102005
Public Owner	MCC
Record Owners	MAYOR AND CITY COUNCIL OF



Automated workflow systems are critical to ensure that established business processes are followed.



BALTIMORE HOUSING

715 N PATTERSON PARK AVE SuperDist:3
 NH: MILTON-MONTFORD 1st Insp: 6/17/2010
 * Notice Num:586595A Last Insp: 10/26/2011
[Click Here for SDAT Info.](#)

[Registration](#) [WorkOrder](#) [MFDL](#)
[Permits](#) [DEMO](#) [Map](#)
[All Notices on this Property](#)
[All Logs on This Property](#)

Housing Insp System © 2006 User ID:HESSLER(03:07) [User Management](#) [Question/Suggestion](#)

search in Other Systems: [Registration](#) [MFDL](#) [311](#) [CBI Permit](#) [CCE](#) [Condemnation](#) [Legal](#)

Booker Stage Summary

[See Folder](#)

Booker Stage - Check
[List](#)

[Legal](#)

[Court Order](#)

[Recipient Info](#)

[Mail Receipt Info](#)

[Violation](#)

[Inspections](#)

[My Requests](#)

[Call](#)

[Photo & Docs](#)

[Memo](#)


[ChipBook](#)

[Log](#)

Booker Stage Status

<i>Did you identify and mail to proper party:</i>	<input type="radio"/> Y	<input checked="" type="radio"/> N
<i>Did you mail notice to tax address:</i>	<input type="radio"/> Y	<input checked="" type="radio"/> N
<i>Did you check registration and mail to addresses if listed:</i>	<input type="radio"/> Y	<input checked="" type="radio"/> N
<i>Did you take photos:</i>	<input type="radio"/> Y	<input checked="" type="radio"/> N
<i>Did you attempt to speak/contact with a responsible party:</i>	<input type="radio"/> Y	<input checked="" type="radio"/> N
<i>Did you post the notice:</i>	<input type="radio"/> Y	<input checked="" type="radio"/> N

Date Notice Posted:



x Search Notice
x Search Insp
x Active Insp
x Add WWP RFA
x Add RFA
x District Citation
x SI RFA
x RentCourt RFA
x CHAP RFA
x DP RFA
x BDC RFA
x MFD RFA
x CCE RFA
x SEO RFA
x Non Address SEO RFA
x Non Address SEO RFA - Affidavit
x Insp Calender
x eDaily (Prototype Test)
x My List
x My MFD



In addition to automating workflow and providing instant access to case and context data, modern business systems provide the business intelligence reporting that you need to effectively manage.

FOCUS AREAS - Emerging Market																						Phase: CDC_1 (Report Name: V2V-Focus Area-CDC)			
Focus Areas	Start-Up Metrics			Current Status		Activity										Legal		Permits, Revenue and							
	# of Properties in Focus Area	Vacant on Start Date	Publicly owned Vacants	# currently vacant	vacants currently Publicly Owned	Not previously Vacant Added since start date	Abated VBN since start date	Cancelled VBN since start date (Owner Change)	VBN Not Yet Re Issue	# Citations issued for Fail to abate VBN	# Citations Mailed (VBN)	# Citations issued for Failing to abate Int/Ext Notice	# Citations Mailed (Int/Ext)	# Cancel (all other)	Re Issue New Owner	Vacant Notice Cases Filed	Itemized Notice Cases Filed	Active Permit VBN	Active Permit	All Permits	Permit Revenue				
500 blk Castle St	94	25	0	24	0	2	4	3	0	0	0	0	0	2	2	3	0	3	8	39	\$9,688.00				
Barclay	304	48	22	37	15	6	17	6	0	0	0	0	0	2	1	0	0	13	52	264	\$59,687.00				
Chase Street	347	21	1	19	0	4	4	4	0	0	0	0	0	3	2	3	0	4	10	109	\$16,967.00				
Duncan Street	165	42	15	35	13	2	9	13	0	0	0	0	0	2	2	1	0	8	23	58	\$8,130.64				
Jefferson St	134	49	6	26	5	0	19	11	0	0	0	0	0	6	2	2	0	14	71	247	\$32,246.00				
Lower Caroline St.	226	64	26	57	25	3	9	13	0	0	0	0	0	1	1	6	0	16	65	185	\$32,395.00				
North Rose Street	110	22	0	18	0	2	6	7	0	0	0	0	0	2	1	4	0	8	27	76	\$9,703.00				
Park Heights	157	33	3	33	3	2	2	3	0	0	0	0	0	0	0	0	0	7	20	43	\$3,450.00				



3. Have clear goals



Set goals for daily activities, e.g.:

- Respond to 311 complaints on time
- Inspect all MFDs annually

...and for the strategic use of resources, e.g.:

- Eliminate vacant buildings in otherwise healthy markets

Set new goals as you build capacity and move forward.



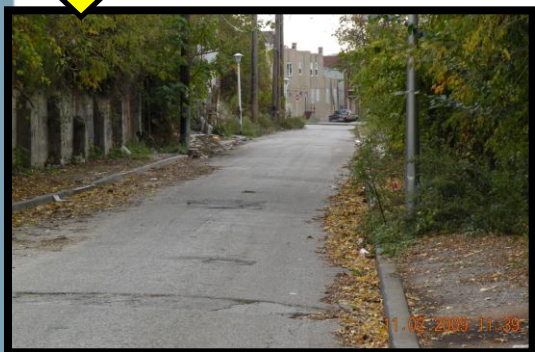
When setting goals, understand the limits of the tools you're using.





Understand the nature of the services that you're delivering and the difference between outputs and outcomes.

Cameras



Capital Dollars



Receivership

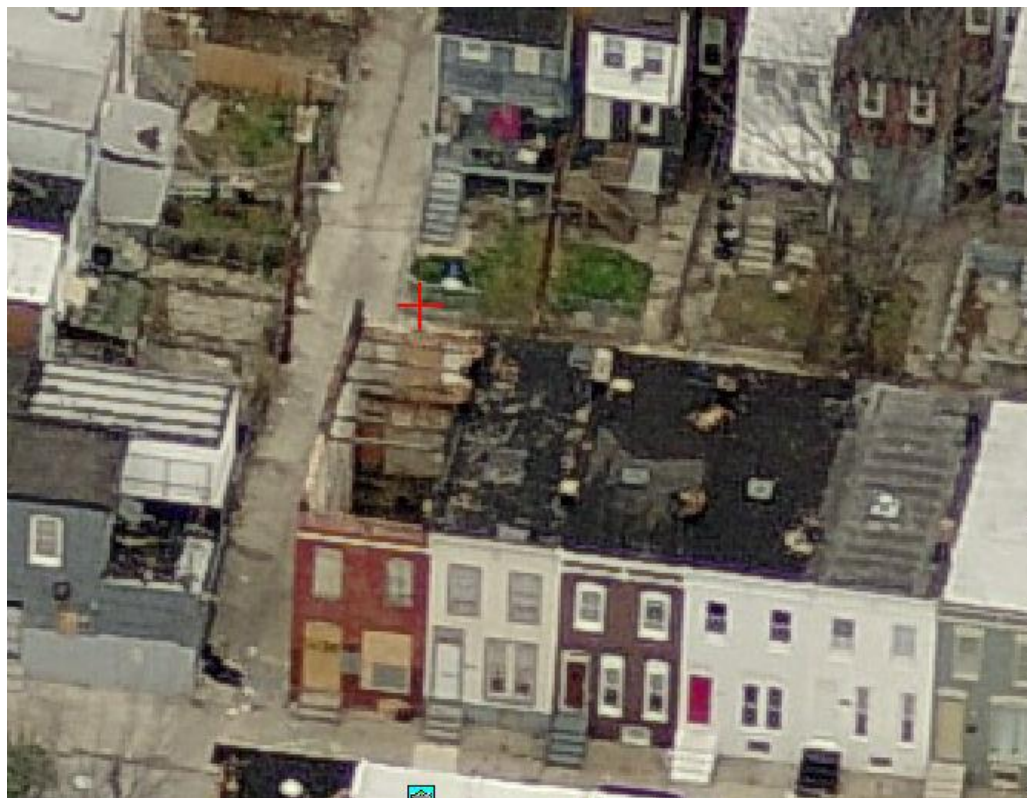




4. Maintain good information



To effectively set goals and measure progress, you need good information.



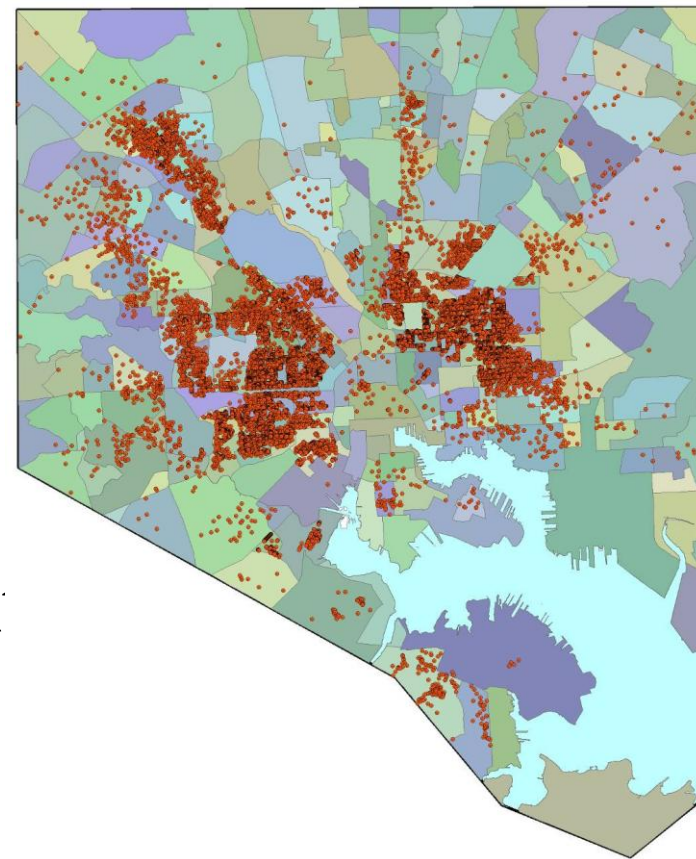


Good information about individual properties

How many vacants are there?

How are they distributed?

What do we know about the markets in which they're located?





And good information about how your operations are performing

What is the 311 response rate?

HCD-Department of Housing - Statistic Summary Report														
Created on Sep 8, 2012 6:00:09 AM														
Date Range : From Aug 25, 2012 To Sep 7, 2012														
Group	SR Type	Total	Created	Open	Open %	OpenTime	Overdue	Overdue %	Closed	Closed %	ClosedTime	ClosedonTime	ClosedonTime %	Internal Duration Days
Construction; Buildings & Inspection	HCD-CCE Building Inspections	1	1	1	100.0%	2.6	0	0	0	0	0	0	0	15
	HCD-CCE Building Permit Complaint	83	56	21	25.3%	6.8	0	0	62	74.7%	6.5	61	98.4%	20
	HCD-CCE Demolition	4	3	1	25.0%	14.7	0	0	3	75.0%	4.0	3	100.0%	15
Construction; Buildings & Inspection		88	60	23	26.1%	8.0	0	0	65	73.9%	5.2	64	98.5%	
HCD-Department of Housing	HCD-Citizen Complaint of Employees	3	3	1	33.3%	0.8	0	0	2	66.7%	5.1	2	100.0%	15
	HCD-Survey/Escalation	28	23	2	7.1%	2.4	0	0	26	92.9%	3.6	16	61.5%	5
	HCD-Weatherization	57	22	46	80.7%	35.1	39	84.8%	11	19.3%	5.1	9	81.8%	7
HCD-Department of Housing		88	48	49	55.7%	12.7	39	79.6%	39	44.3%	4.6	27	69.2%	
Housing Code Enforcement	HCD-Abandoned Vehicle	91	88	19	20.9%	1.2	0	0	72	79.1%	2.6	72	100.0%	17
	HCD-Animals	8	8	0	0	0	0	0	8	100.0%	2.2	8	100.0%	15
	HCD-Emergency Sewer Investigation	3	3	2	66.7%	1.2	0	0	1	33.3%	0.0	1	100.0%	5
	HCD-Fire Protection	4	3	1	25.0%	0.7	0	0	3	75.0%	3.7	3	100.0%	15
	HCD-Graffiti	7	7	1	14.3%	0.6	0	0	6	85.7%	2.4	6	100.0%	15
	HCD-Illegal Dumping	95	82	6	6.3%	0.6	0	0	89	93.7%	2.6	86	96.6%	5
	HCD-Illegal Flyers	18	12	2	11.1%	1.4	0	0	16	88.9%	3.2	16	100.0%	15
	HCD-Illegal Signs - Public Property	30	27	4	13.3%	0.8	0	0	26	86.7%	3.2	26	100.0%	15
	HCD-Insects	36	28	5	13.9%	1.3	0	0	31	86.1%	2.6	31	100.0%	15
	HCD-Maintenance Structure	363	321	41	11.3%	1.8	0	0	322	88.7%	2.5	321	99.7%	15
	HCD-Overcrowding	15	14	2	13.3%	0.6	0	0	13	86.7%	1.6	13	100.0%	15
	HCD-Rodents	131	112	22	16.8%	1.0	0	0	109	83.2%	2.6	109	100.0%	15
	HCD-Sanitation Property	3,007	2,584	505	16.8%	1.4	1	0.2%	2,502	83.2%	2.4	2,500	99.9%	10
	HCD-Sanitation Unoccupied Property	4	4	4	100.0%	1.5	0	0	0	0	0	0	0	15
	HCD-Sewage Systems	2	1	0	0	0	0	0	2	100.0%	7.2	1	50.0%	5
HCD-Systems	32	28	8	25.0%	1.9	0	0	24	75.0%	2.7	24	100.0%	15	



And good information about how your operations are performing

Can we localize any identified performance problems in order to diagnose and correct?

Volume 9 Number 8

DHCD



HOUSING INSPECTOR PRODUCTIVITY

Reporting Period: June/July 2008

CitiStat Session Date: July 18, 2008

INSPECTION ACTIVITY

	2 - WEEK REPORTING PERIODS				Monthly % Change	FISCAL YEAR TO DATE				
	5/10/08 - 5/23/08	5/24/08 - 6/6/08	6/07/08 - 6/20/08	6/21/08 - 7/4/08		Avg.	Min.	Max.	Total	Periods
Total Inspections	9511	7899	8111	7877	-8.2%	7802	6183	9511	171647	22
Submitted to Legal	114	90	76	115	-6.4%	121	34	266	2659	22
Abatements	492	553	447	419	-17.1%	574	349	742	12632	22
Citations	22	2	6	0	-75.0%	3	0	22	65	22
IAN's	0	0	0	0	0.0%	0	0	0	0	22

INSPECTOR PRODUCTIVITY

Housing Inspectors	Reporting Period 6/09/08 - 6/20/08				Reporting Period 6/23/08 - 7/4/08				% CHANGES		
	Days Worked	Total Inspections	Daily Average	Number of Inspectors	Days Worked	Total Inspections	Daily Average	Number of Inspectors	Days Worked	Total Inspections	Daily Average
Central District - Latifa Abdul-Hamid, Supt.											
Area 1 Housing HCEO	32.0	490	15	5	29.0	463	16	4	-9.38%	-5.51%	4.26%
Total Activity Central District	32.0	490	15.3	5	29.0	463	16.0	4	-9.38%	-5.51%	4.26%
SE District - Carl Suber, Supt.											
Area 2 Housing HCEO	13.0	297	23	2	16.0	338	21	2	23.08%	13.80%	-7.53%
Area 3 Housing HCEO	68.0	1546	23	10	78.0	1664	21	10	14.71%	7.63%	-6.17%
Total Activity SE District	81.0	1843	22.8	12	94.0	2002	21.3	12	16.05%	8.63%	-6.40%
NE District - Carl Suber, Supt.											
Area 4 Housing HCEO	58.0	732	13	8	67.0	939	14	8	15.52%	28.28%	11.05%

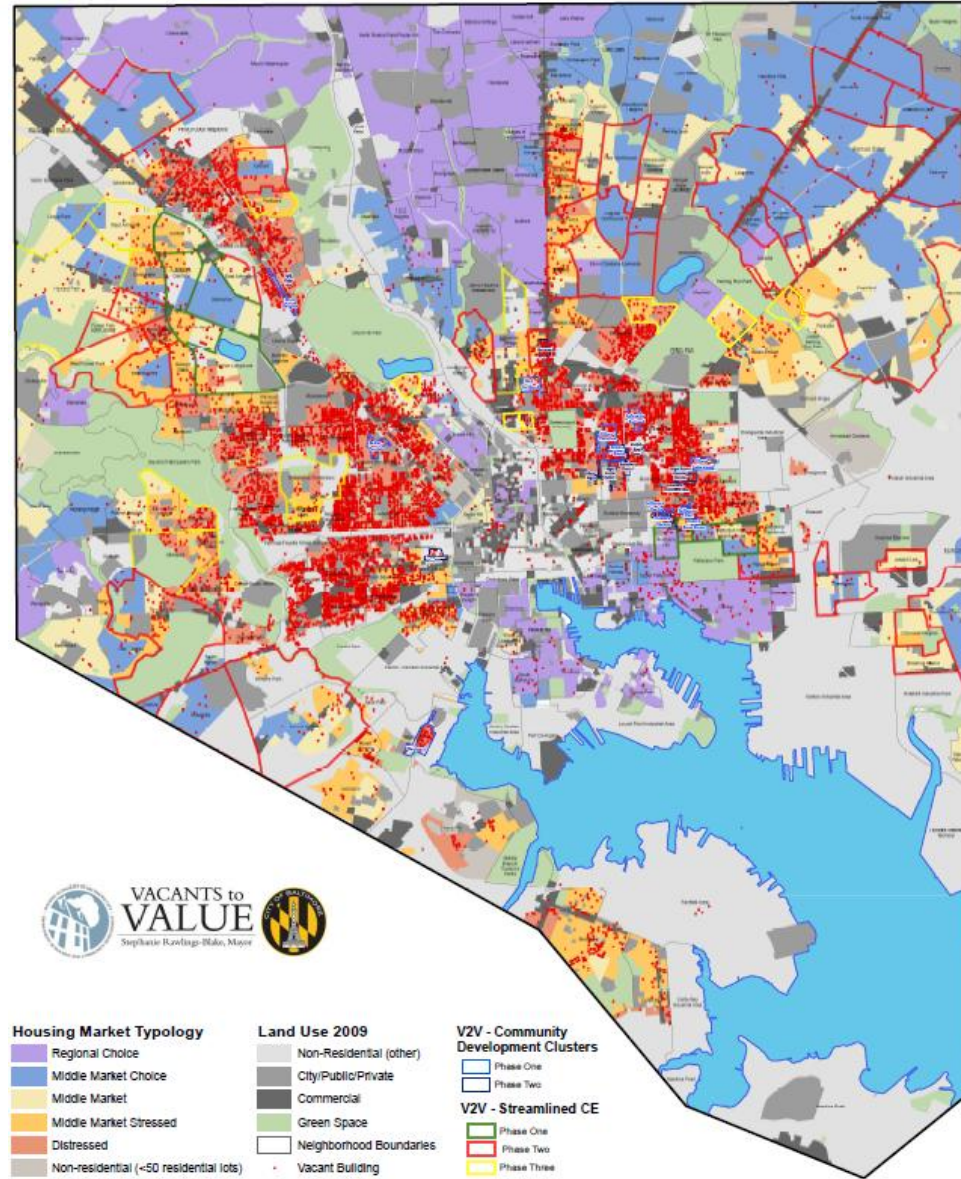


5. Target resources



Neighborhoods are often different

To use resources effectively, it is important to use the good information you maintain to understand those differences and target your limited resources to maximize outcomes.



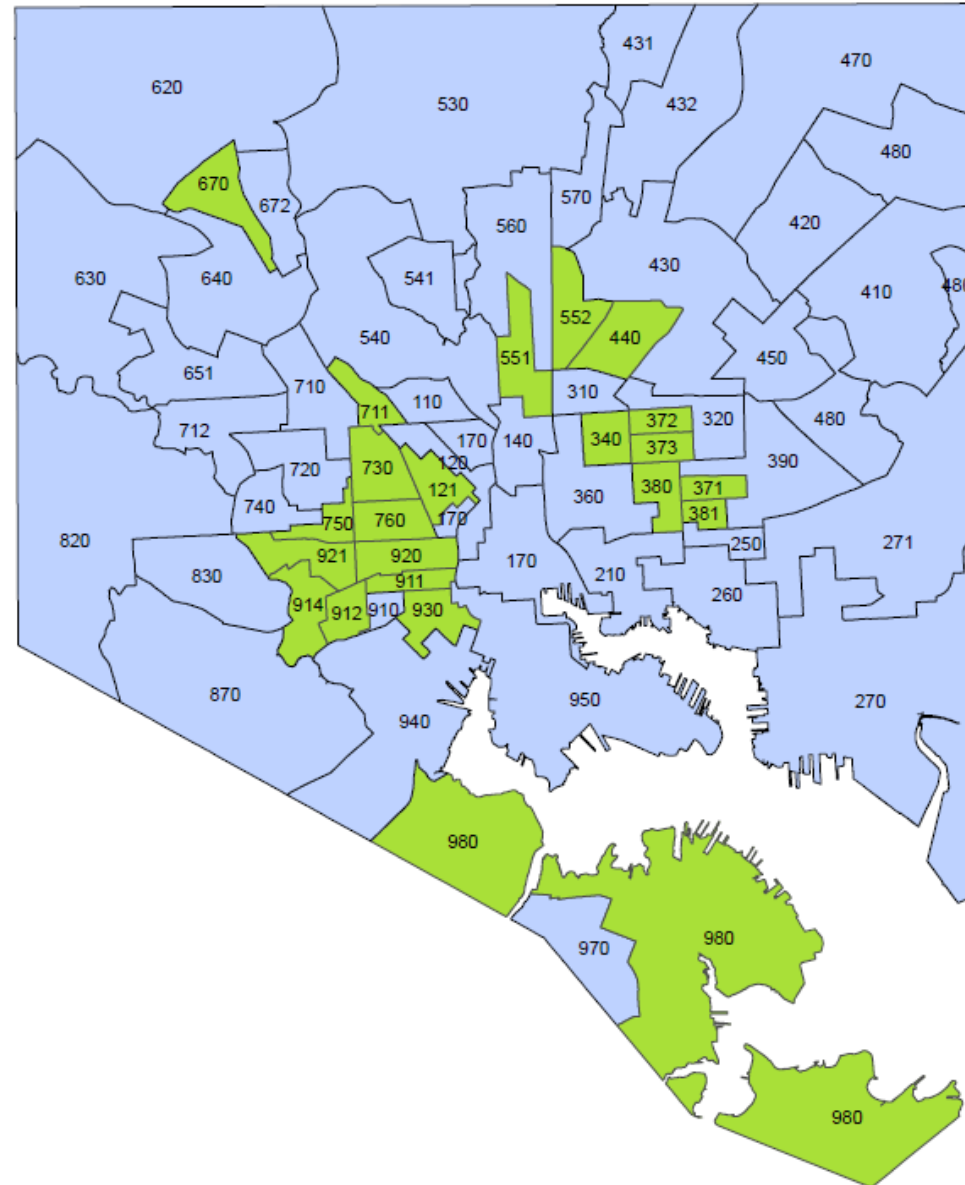


Reactive vs. proactive CE areas

Reactive: 311 response driven

Proactive: Actively patrolled to ensure that all vacants are clean and secure

Note: Interior violations are treated as high priority no matter the district.





6. Tailor your codes and ordinances



Code enforcement is all about codes.
Seems obvious but how useful are they to you in practice? Think of them as the road you're driving on.

Do you need a shortcut?
Do you need to pave a new one?





Make laws work better

1. MFDs

Followed the model of emissions tests:

An inspection is required to get a license.

2. Sanitation citations

Gave landlords secondary liability if tenants are unresponsive

3. Derelict vehicles

Changed law to require current license be displayed

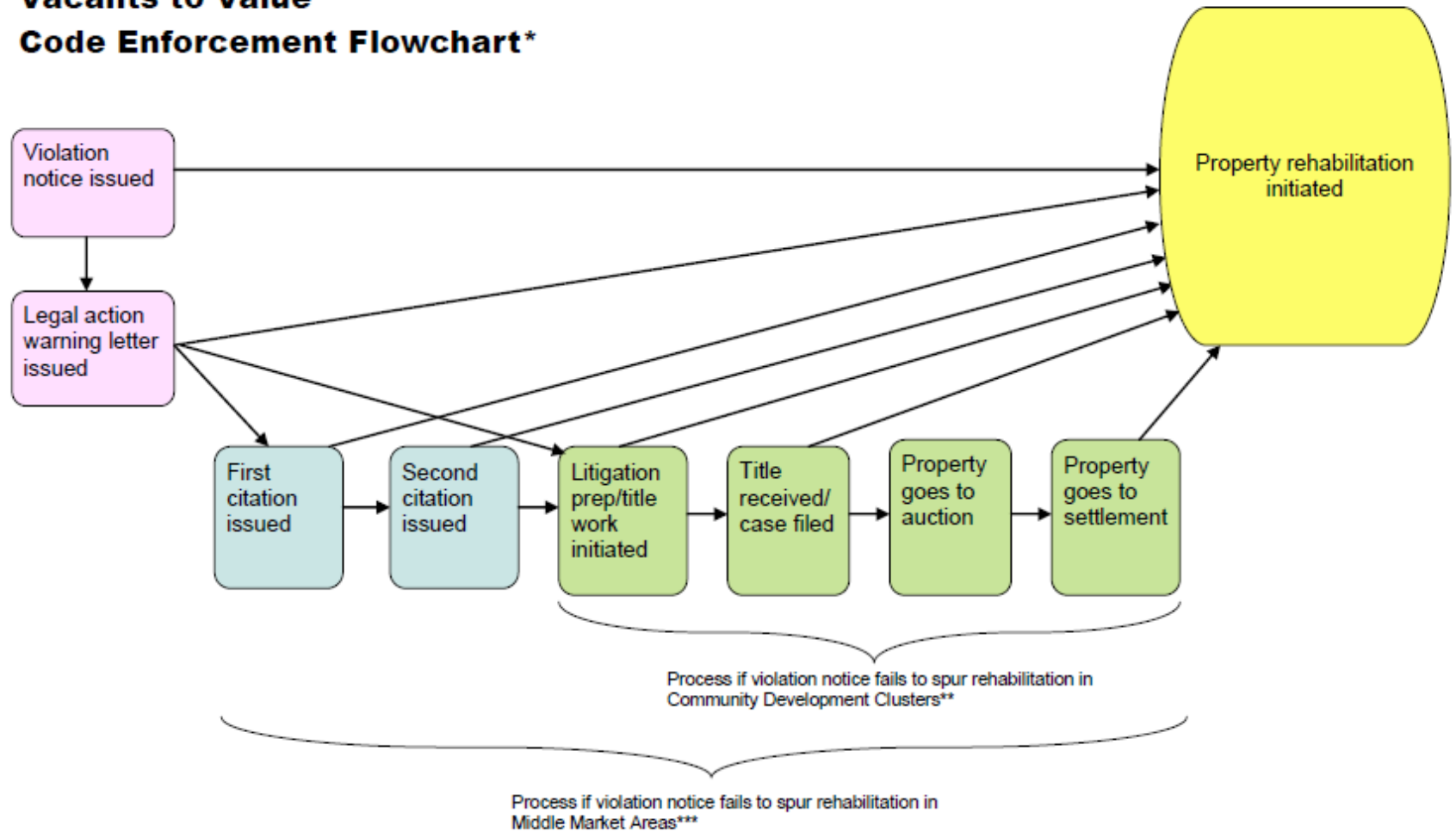
4. \$900 citations

Moved the enforcement model from exclusively housing court to primarily citations



\$900 Administrative Citations

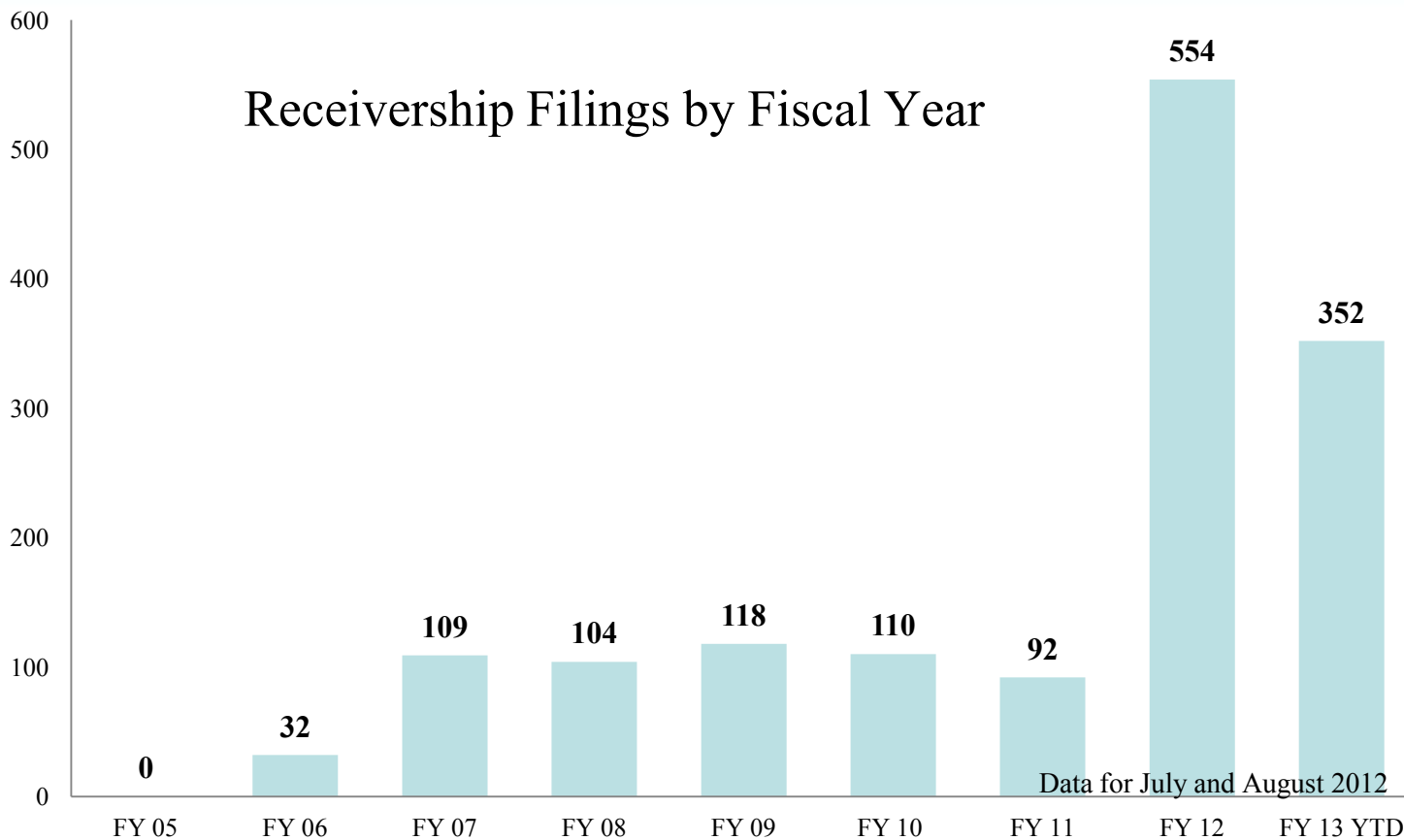
Vacants to Value Code Enforcement Flowchart*



0 mos. 6-9 mos. 8-12 mos. 14-21 mos.



Receivership



Community Development Clusters	Vacants at Start	Rehabbed or Rehab Underway	Receivership Filed	Receivership Pending Filing	Permit Revenue	Private Investment Based on Permits
11	1122	446	336	54	\$421,506	\$20,613,191



7. Partner



- Effective delivery of code enforcement services opens the door wide for partnerships.
- In turn, those partnerships will increase your capacity for outcomes and accelerate your progress.





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Think broadly about partnerships

By doing the bread and butter piece well – responding to SRs, community walk-throughs, and Council requests, you build the support you need for legislative change.





By sharing data and timely effecting outcomes where CDCs are invested, you build trust and confidence, create more powerful partnerships, and collectively realize greater impacts.

Vacants to Value Code Enforcement: Track Our Progress

Below, see a summary of our progress in Streamlined Code Enforcement and Community Development Cluster areas.

To learn more about whats happening with a specific property or target area, see our [Streamlined Code Enforcement](#) or [Community Development Cluster](#) pages.

	# of Areas	Vacants at Start	VBN \$900 citation	Rehabbed or Rehab Underway	Receivership Filed	Receivership Pending Filing	Non VBN \$250 Citations	Permit Revenue	Private Investment based on Permits (construction costs only)	Demolitions
Streamlined Code Enforcement	57	1092	616	381	295	135	703	\$513,708	\$17,292,198	17
Community Development Clusters	11	1122	0	436	313	74	0	\$410,508	\$20,087,243	72

Last Updated: 8/20/12

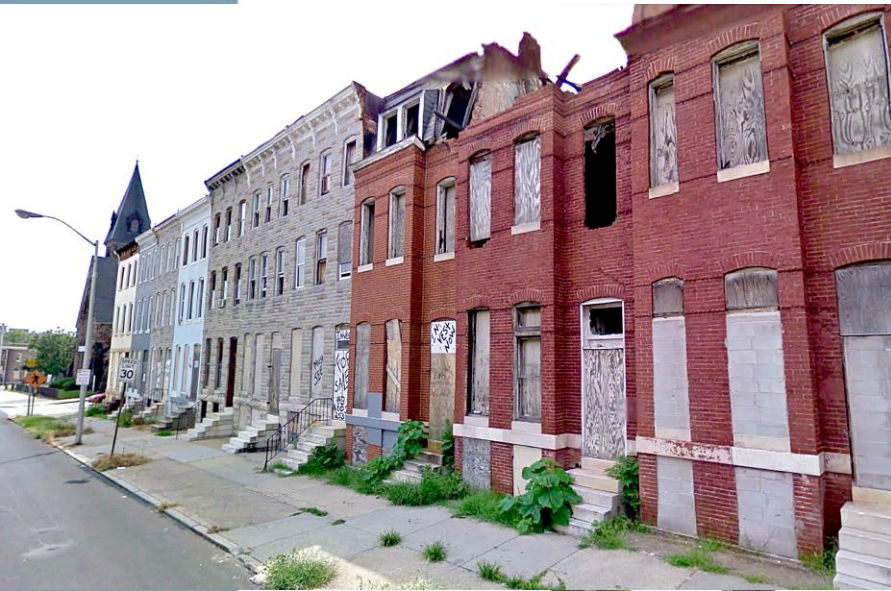


Most importantly, what is true for CDCs is true for private developers. Collectively, they often have more resources than CDCs, don't rely on subsidies, and can effect outcomes on a greater scale.



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In the end, it's about either stabilizing or reviving the private market in housing.





Miscellaneous



Be dynamic:
The only constant is change.





BALTIMORE HOUSING



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HANLON-LONGWOOD(Record Count : 36)

[See Glossary](#)

Address	Owner	Vacant Building Notice Issued	Last Ownership Change	\$900 Citation Issued	Code Enforcement Strategy	Potential Auction Date	Target Date
3407 MONDAWMIN AVE	ROLANDO R. WILLIAMS	03/20/2012	08/12/2005		Under Inspection		
3308 GWYNNS FALLS PKWY	CONSTRUCTION FINANCE COMPANY, LLC	04/03/2012	02/16/2012		Under Inspection		
2514 N LONGWOOD ST	JOANNE M WILLIAMS	06/28/2012	04/23/2012		Under Inspection		
3427 PIEDMONT AVE	ROBERT L DIXON	07/17/2012	03/06/1995		Under Inspection		
3219 CARLISLE AVE	KURT YOUNG	08/01/2012	01/25/2012		Under Inspection		
3314 PIEDMONT AVE	JUAN CAMPOS	08/14/2012	07/20/2012		Under Inspection		
2522 N ELLAMONT ST	LESLIE A. PHILLIPS	09/07/2012	09/14/2005		Under Inspection		
3213 PIEDMONT AVE	MABEL O WALTERS	05/31/2006	04/13/1964	1	RECEIVERSHIP	8/23/2012	05/23/2013
3202 VICKERS ROAD	MICHAEL BOBIAN	08/22/2007	12/15/2004	1	RECEIVERSHIP	10/31/2012	07/01/2013

Baltimore Housing Code Enforcement Division Strengthening Our Neighborhoods

Thank you for reporting a potential housing code violation in your neighborhood. A Housing Code Enforcement official has already visited the property and, as a result, you can expect the following outcomes:

- A violation notice and order will be immediately issued for any outstanding code violations not previously cited.
- If the property is unoccupied and open to casual entry, the first level will be secured within 21 days.
- If the property is a vacant building or lot with trash or high grass, the property will be cleaned and/or grass cut in less than 30 days.



Be responsive and focus on customer service.



To sum the charge in
one sentence...

**Build
capacity and
deploy it
strategically.**





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www.baltimorehousing.org