



FEBRUARY 18, 2025

Operational Assessment for the Code Enforcement Division

CURRENT STATE FINDINGS REPORT

Guidehouse & The City of San José

outwit complexity™



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Executive Summary

Project Overview

The City is engaging Guidehouse over four tasks to conduct an operational assessment of the Code Enforcement Division.

PROJECT PURPOSE

The operational assessment includes the analysis of processes and resources against the department's current workload, a review of alignment between customer and council expectations and Code Enforcement Division objectives, and identifying opportunities to streamline, prioritize, or invest in Code Enforcement services.

INPUTS



20

Stakeholders
Interviewed



82+

Documents
Reviewed



Case Activities
Working Session



4

Process Mapping
Sessions



Workload Data
Analysis

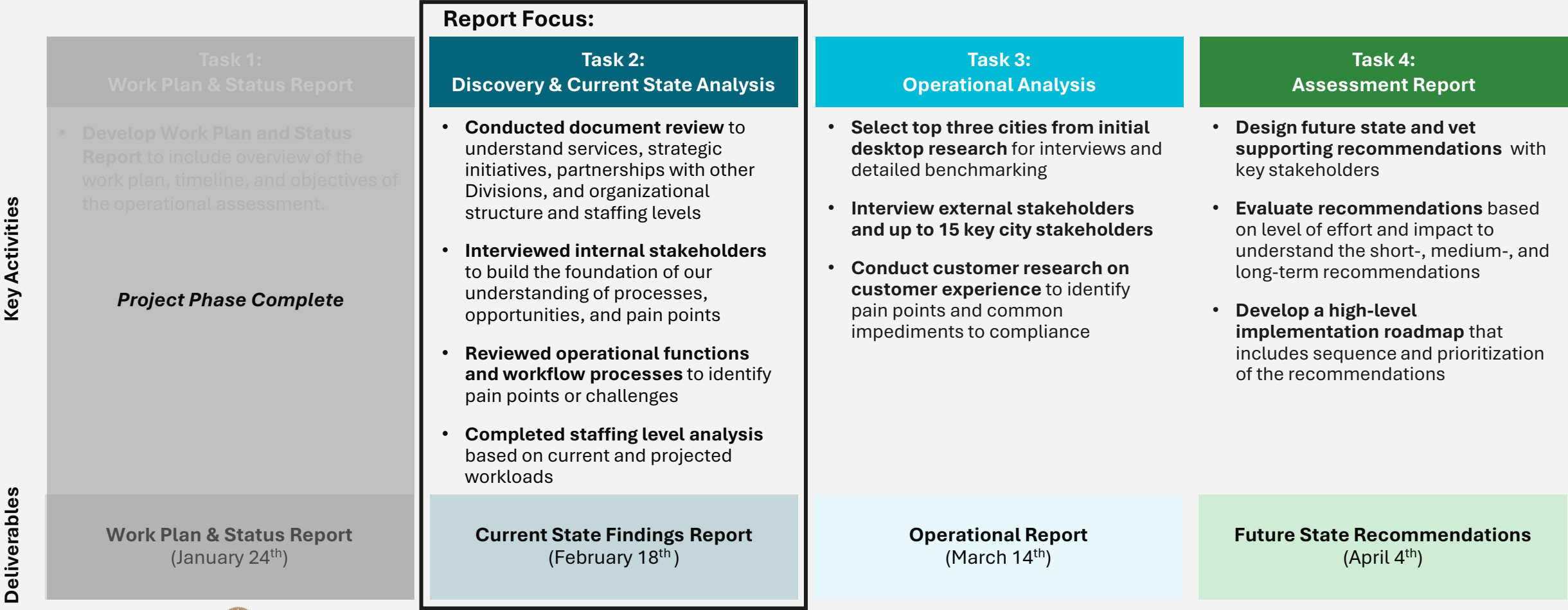
PROJECT APPROACH

- **Task 1 – Workplan and Status Report.** *Highlights the planned process, analysis, timelines, and objectives*
- **Task 2 – Discovery and Current State Analysis.** *Understanding of priorities, services, challenges, and workload*
- **Task 3 – Operational Analysis.** *Customer experience, customer expectations, and peer city benchmarking*
- **Task 4 – Assessment Report.** *Future state recommendations and implementation roadmap*

Today's focus

Project Approach

Guidehouse’s approach to conducting an operational assessment of the Code Enforcement Division.



Current State Assessment Framework

The Team assessed the Code Enforcement Division across the following three dimensions. The Current State Findings Report is comprised of the following three sections.

Specific Focus: General Code

1. Functional Areas

Reviewed organizational structure, staffing levels, and common case types to identify challenge areas within each of the core functions

2. Operational Workflows

Reviewed key processes for the General Code functional area to identify inefficiencies and process improvement opportunities

3. Workload Analysis

Reviewed workload data to estimate the current workforce staffing gaps in the General Code functional area

Current State Key Takeaways

The Division is facing key challenges across the following five areas, leading to overwhelming staff workloads, expanding duties, challenges in prioritizing strategic work, and barriers to effective communication

	Staffing Gaps and Workload	Overextended Scope	Process Inefficiencies	Technology Gaps	Communication Breakdowns
Findings	Staffing and workload challenges lead to vacancies, reactive management approach, and long processing times	Division is assigned tasks beyond primary responsibilities, expanding scope of work without corresponding increase in funding or authority	Primarily engaged in operational and reactive work, taking away time for strategic, proactive pursuits to support an optimized organization	Division’s case management system and available devices prevent inspectors from working as effectively as possible	Communication breakdowns cause frustration among stakeholders and prolong case lifecycles
Examples	<ul style="list-style-type: none">• Many inspectors are new to the position, and therefore encounter challenges in operating independently• Several vacancies in key leadership positions causes leaders to spend more time on operations and less on strategy• No strong pathway for internal promotions, exacerbated by differences in requirements for staff at different levels• Case volume is higher than the staff available to process cases leading to significant backlog and long processing times• Inconsistent reporting structures lead to accountability issues	<ul style="list-style-type: none">• Fireworks Program, added to assist the Fire Department, has received no dedicated funding• Illegal Dumping Enforcement Program and ADU Amnesty has been absorbed by General Code resources and lacks dedicated funding• E3 and Soft Story Programs, are future programs with no dedicated funding• Massage Program, added to assist Police Department, but has resulted in significant increase of work for inspectors• Mobile Vendors Program, overseen by supervisors, with inspectors from all functions volunteering based on interest	<ul style="list-style-type: none">• Complaint intake process is decentralized and Code often fields complaints for other departments/ divisions• Inconsistent case prioritization can lead to high-priority cases not being addressed in timely manner• Lenient processes and fees may disincentivize compliance• Responsible parties can deny inspections, forcing inspectors to request a warrant from the CAO (~2-4 weeks)• Hearing packets are burdensome to assemble and review, and simple errors can lead to the case being thrown out	<ul style="list-style-type: none">• Case management system (CES) does not reflect complexity of most cases (e.g., only allows one type of violation per case, when many cases have multiple related violations)• Inspectors only have desktop computers, which requires them to take hand-written notes in the field and transcribe notes in CES at later time• Technology does not exist for complaining or responsible parties to check complaint status• CES does not provide workflow/notifications for efficient case management	<ul style="list-style-type: none">• Inspectors have difficulty keeping up with necessary customer follow-ups• Though communication has improved with key City partners, there is opportunity to further improve and formalize collaboration• Inconsistent communication back to complaining parties causes frustration and leads residents to engage elected officials as mediators



Functional Areas

Code Enforcement Division Overview

Based on stakeholder conversations and City documentation, we have identified the mission and programmatic areas to be as follows.

Mission and Core Values

Work in partnership with the people of San José to promote and maintain a safe and desirable living and working environment.

1. **Safety:** Respond to health and life-safety complaints within 24-72 hours
2. **Quality of Life:** Work alongside property owners, residents, and other stakeholders to resolve violations and other issues related to overall quality of life
3. **Working Together:** Collaborate with stakeholders to achieve compliance

Summary of Programs



General Code Program: Responds to public complaints about other types of private property. Common violations include building, zoning, substandard housing, blight, and solid waste



Multiple Housing Program: Responds to community complaints and conducts routine inspections of buildings with three or more dwelling units



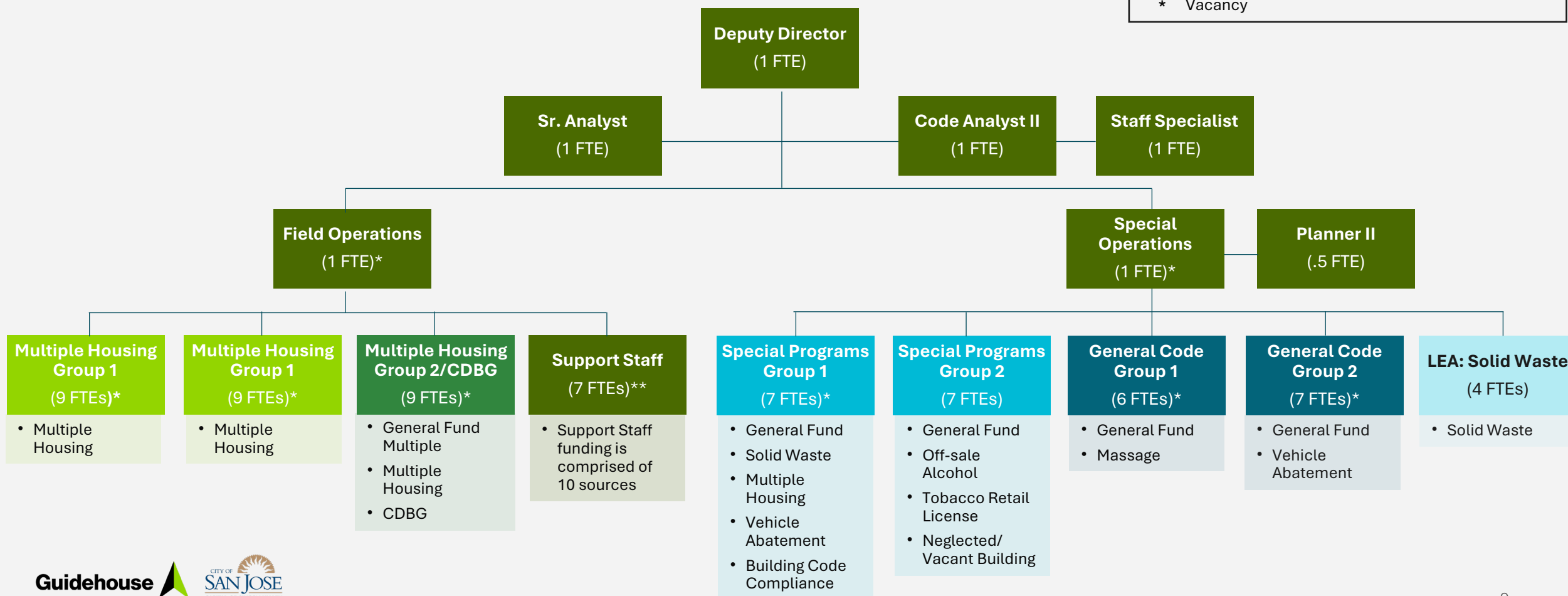
Special Programs: Includes eight fee funded special programs. Provides inspection and enforcement of niche businesses and targeted community issues

Code Enforcement Organizational Structure

The Code Enforcement Division is composed of 70.5 positions, divided into six functional areas. The chart below is a high-level overview of each functional area, the number of FTEs, and its core functions. Included in the headcount below are ten vacant positions

Key

- Deputy Group
- Multiple Housing (MH)
- General Code
- Community Development Block Grant (CDBG)
- Special Programs
- Local Enforcement Agency (LEA)
- * Vacancy



Functional Area Overview

The Code Enforcement Division has the following six functional areas, which demonstrate the range of Division's scope



General Code

- › General Fund and Fee Funded
- › Oversees code inspections and oversight on all Single/Two Family, Commercial, Industrial, and Vacant Private Property



Special Programs

- › Fee funded
- › Oversees Vacant Buildings and Storefronts, Tobacco Retail License, Off-Sale Alcohol, Abandoned Shopping Carts, Building Code Compliance, and Massage



Multiple Housing

- › Fee funded
- › Provides proactive inspections on a three-, five-, or six-year basis and responds to customer complaints on apartments, SROs, Hotels/Motels, Frats/Sororities, and other multi-unit dwellings
- › Oversees 6,752 Buildings and 102,862 Units



Local Enforcement Agency

- › Fee Funded
- › Serves as the State enforcement arm for regulation of 34 local landfills and solid waste facilities including landfills, materials recycling facilities, zero waste facilities, and green waste facilities



Community Development Block Grant

- › Grant Funded
- › Enhanced Multiple Housing Program in CDBG areas, providing inspections for ROP buildings located in Project Hope areas across the city, including Cadillac Winchester, Foxdale, Guadalupe Washington, Hoffman Via Monte, McKinley Bonita, Mclaughlin Area Tenants, Poco Way, Roundtable, and Welch Park



Deputy Group

- › General Fund and Fee Funded
- › Management staff provide strategic and operational direction for the Division
- › Support staff assist with administrative and support tasks, including Public Record Act requests, support with the Appeals Hearing Board process, issuing vehicles to inspectors, and providing support to inspectors and supervisors

Functional Area Summary User Guide

The functional area profiles provide an overview of staffing, common case types (when applicable), and current state findings for each of the functional areas within the current state of the Code Enforcement Division.



Staffing

Provides an overview of the total FTEs, the description of the role, and the funding source

Source: 2025 Organizational chart and budget personnel allocation spreadsheet provided by Rachel Roberts and Kelly Diez



Common Case Types

Defines the common case types and average time to close¹
Source: Calendar year 2024 cases by program reports provided by Raymond Ho



Case Workload Summary

Defines the number of open, new, and closed cases by program in 2024

Source: Calendar year 2024 actions reports provided by Raymond Ho

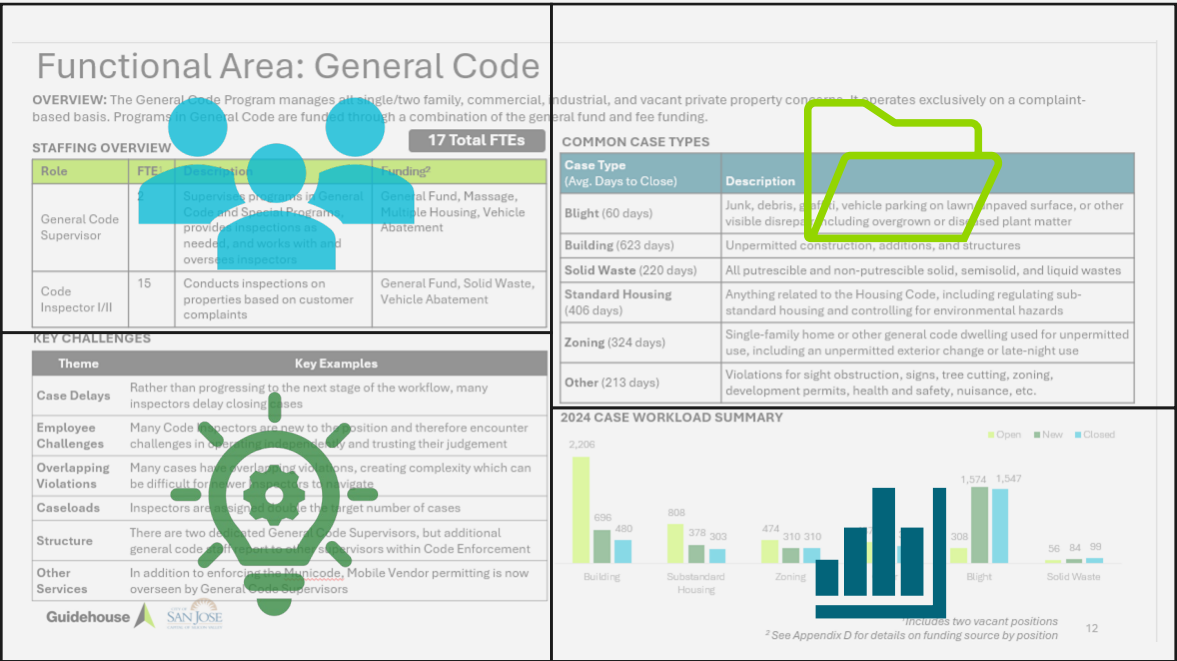


Current State Findings

Categorizes functional area pain points and provides examples

Source: Current state interviews with key stakeholders

ILLUSTRATIVE



¹Calculated by averaging the difference between case open date and case close date for each violation type

Functional Area: General Code

OVERVIEW: The General Code Program manages all single/two family, commercial, industrial, and vacant private property concerns. It operates exclusively on a complaint-based basis. Programs in General Code are funded through a combination of the general fund and fee funding.

STAFFING OVERVIEW

17 Total FTEs

Role	FTE ¹	Description	Funding ²
General Code Supervisor	2	Supervises programs in General Code and Special Programs, provides inspections as needed, and works with and oversees inspectors	General Fund, Massage, Vehicle Abatement
Code Inspector I/II	15	Conducts inspections on properties based on customer complaints	General Fund, Solid Waste, Vehicle Abatement

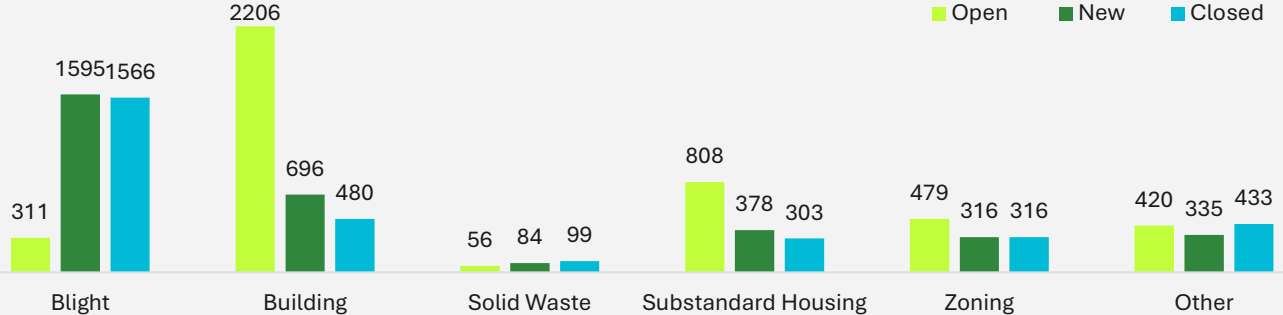
KEY CHALLENGES

Theme	Key Examples
New Hire Challenges	Many Code Inspectors are new to the position and therefore encounter challenges in operating independently and trusting their judgement, which can cause case delays
Overlapping Violations	Many cases have overlapping violations, creating complexity which can be difficult for newer Inspectors to navigate
Caseloads	Inspectors are assigned double the target number of cases
Structure	There are two dedicated General Code Supervisors, but additional general code staff report to other supervisors within Code Enforcement
Other Services	In addition to enforcing the Municode, Mobile Vendor permitting is now overseen by General Code Supervisors

COMMON VIOLATIONS

Violation (Avg. Days to Close)	Description
Blight (60 days)	Improperly stored household items, debris, inoperable vehicles, parking on unpaved surface, visible disrepair, and overgrown/dry vegetation
Building (623 days)	Unpermitted construction, additions, and structures. This often requires planning approval, adding a level of administrative review/enforcement
Solid Waste (220 days)	All putrescible and non-putrescible solid, semisolid, and liquid wastes
Substandard Housing (406 days)	Anything related to the Housing Code, including regulating sub-standard housing and controlling for environmental hazards
Zoning (57 days)	Unpermitted land uses for all zoning districts/land use types, noncompliance with permit conditions. Includes violations for front setback paving, fences, odor, constructions hours, and late-night use
Other (277 days)	Includes violations for nuisance, public property, sight obstruction, signs, smoking, tree cutting/tree maintenance, and water waste

2024 CASE WORKLOAD SUMMARY



¹Includes two vacant positions
² See Appendix D for details on funding source by position ¹²

Functional Area: Multiple Housing

OVERVIEW: The Multiple Housing (MH) Program responds to resident complaints and provides proactive inspections of dwellings with more than three units (including Single Room Occupancies, fraternities, and apartments). Inspections are conducted on a three-, five-, or six-year basis.

STAFFING OVERVIEW

20.25 Total FTEs

Role	FTE ¹	Description	Funding ²
Multiple Housing Supervisor	2	Supervises MH inspectors and programs	Multiple Housing
Code Inspector	17.25	Conducts proactive inspections	Multiple Housing and CDBG
Community Activity Worker	1	Assists property owners/managers with resolving code violations and tenants with reporting code violations in MH properties, focusing on underserved neighborhoods	Multiple Housing

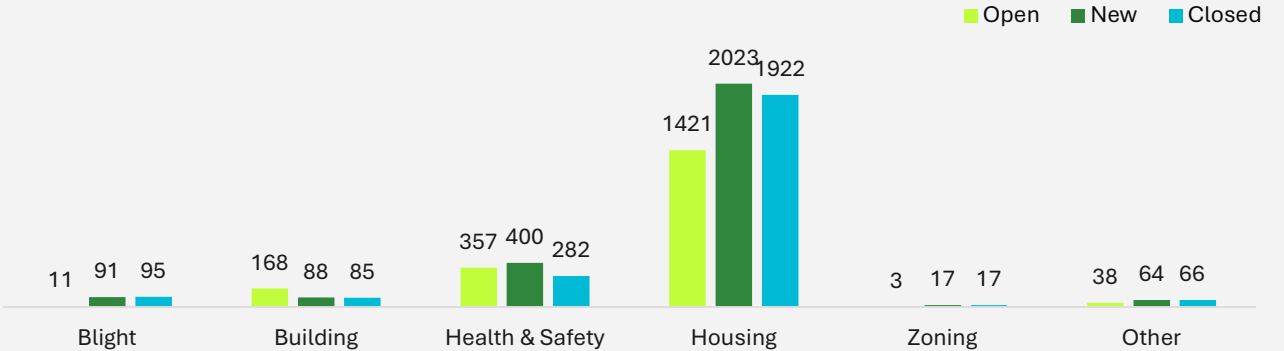
COMMON VIOLATIONS

Violation (Avg. Days to Close)	Description
Blight (80 days)	Improperly stored household items, debris, inoperable vehicles, parking on unpaved surface, visible disrepair, and overgrown/dry vegetation
Building (495 days)	Unpermitted construction, additions, and structures. This often requires planning approval, which is a layer of administrative review and enforcement
Health & Safety (223 days)	Related to housing code, blight, and building. Can include any form of Substandard Housing that poses a hazard to either occupants or others
Substandard Housing (212 days)	Regulates health and safety for multiple housing including substandard housing violations, fire code violations, and other threats to health and safety
Other (128 days)	Includes development permit, nuisance, req'd inspection ³ , sight obstruction, signs, solid waste, smoking, tree cutting/maintenance/heritage trees, and zoning violations

KEY CHALLENGES

Theme	Key Examples
Complex Processes	Due to the multiple overlapping tier cycles, the process has grown more complicated and challenging to manage
Logistical Challenges	Because the templates are complex, the volume of paperwork needed is growing, exacerbating delays and challenges
Caseloads	Due to limited staffing and logistical challenges, staff are stretched thin and supervisors are pulled in to take on inspecting work

2024 CASE WORKLOAD SUMMARY



¹Includes three vacant positions
²See Appendix D for details on funding source by position
³Blanket category for violations found during a regular inspection.

Functional Area: Community Development Block Grant (CDBG)

OVERVIEW: The Community Development Block Grant Team provides enhanced Multiple Housing inspections in CDBG eligible areas across the City, providing inspections to ROP buildings. This program is fully grant funded.

STAFFING OVERVIEW

5.75 Total FTEs

Role	FTE ¹	Description	Funding ²
CDBG Supervisor	1	Supervises CDBG inspectors and programs	General Fund, Multiple Housing, CDBG
CDBG Inspector	4.75	Provides enhanced inspections of eligible program areas	Multiple Housing and CDBG

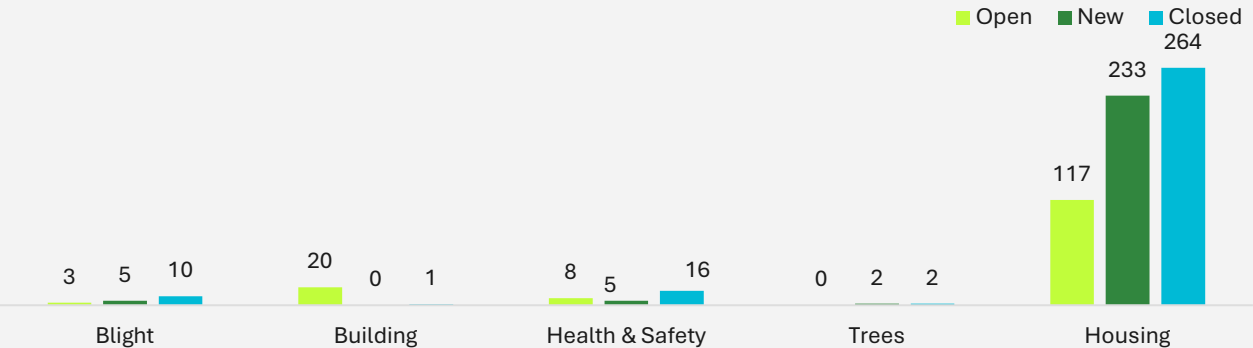
COMMON VIOLATIONS

Violation (Avg. Days to Close)	Description
Blight (71 days)	Improperly stored household items, debris, inoperable vehicles, parking on unpaved surface, visible disrepair, and overgrown/dry vegetation
Building (1057 days)	Unpermitted construction, additions, and structures. This often requires planning approval, which is a layer of administrative review and enforcement
Health & Safety (271 days)	Related to housing code, blight, and building. Can include any form of Substandard Housing that poses a hazard to either occupants or others
Tree Cutting/ Heritage Trees (65 days)	Occurs when someone kills, either directly or indirectly, a tree of ordinance size
Substandard Housing (184 days)	Regulates health and safety for multiple housing including substandard housing violations, fire code violations, and other threats to health and safety

KEY CHALLENGES

Theme	Key Examples
Complex Processes	Due to the multiple overlapping tier cycles, the process has grown more complicated and challenging to manage
Logistical Challenges	Because the templates are complex, the volume of paperwork needed is growing, exacerbating delays and challenges
Caseloads	Due to limited staffing and logistical challenges, staff are stretched thin and supervisors are pulled in to take on inspecting work

2024 CASE WORKLOAD SUMMARY



¹Includes one vacant position
² See Appendix D for details on funding source by position

Functional Area: Special Programs

OVERVIEW: The Special Programs are fee funded and oversee the administration of six major program areas, outlined below.

STAFFING OVERVIEW

10 Total FTEs

Role	FTE	Description	Funding ¹
Code Enforcement Supervisor	2	Supervises special programs inspectors	General Fund, Tobacco Retail Licenses, Off-sale Alcohol, Multiple Housing, Vehicle Abatement, Building Code Compliance, Solid Waste
Code Enforcement Inspector I//II	7	Conducts proactive and complaint-based inspections on properties based on the program	General Fund, Tobacco Retail License, Off-Sale Alcohol, Abandoned Cart, Massage Parlor, Building Code Compliance, Neglected and Vacant Building
Permit Specialist	1	Supports BCC Code Enforcement Inspector	Building Code Compliance

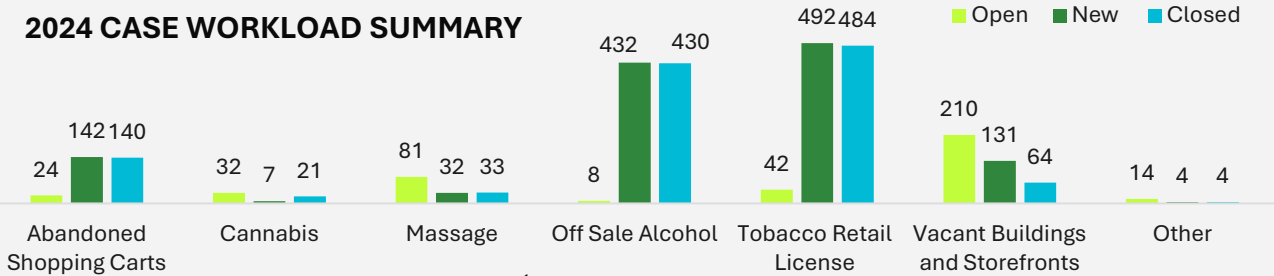
KEY CHALLENGES

Theme	Key Examples
Scope Creep	Special Programs are often asked to take on work outside of their direct purview, including the upcoming work on E3 and Soft Story
Funding Challenges	Despite Special Programs’ evolving scope, additional funding has not been consistently allocated to hire additional staff. This has resulted in greater emphasis on fee funded special programs and lesser emphasis on other programs
Staffing	When Special Programs FTEs cannot be funded by fees, funding must be allocated from General Fund savings or other sources

PROGRAM TYPES

Program (Average days to close)	Description
Abandoned Shopping Carts (149 days)	Regulates retailers with 26+ shopping carts to ensure that businesses are keeping track of their carts and doing pickups as necessary. Currently, all retailers involved pay a fee and submit a plan.
Cannabis (1241 days)	Inspect legal businesses annually, enforce code for illegal businesses, and respond to complaints
Massage (1579 days)	Police Department regulates permits. CE inspects to ensure there are no massage ordinance violations and reviews for any life safety issues
Off-Sale Alcohol (16 days)	Requires that all businesses within the City that sell Off-Sale Alcohol are inspected each year to ensure compliance with code
Tobacco Retail License (15 days)	Local licensing and annual inspection program for Tobacco Retailers to ensure they comply with the City’s tobacco retail ordinance
Vacant Buildings and Storefronts (565 days)	Responds to complaints and conducts monthly monitoring of neglected buildings and storefronts in the City, including downtown
Other Violations (27.25 days)	Includes blight, peddler violation, public property, solid waste, and zoning

2024 CASE WORKLOAD SUMMARY



¹See Appendix D for details on funding source by position

Functional Area: Local Enforcement Agency (LEA)

OVERVIEW: The Local Enforcement Agency oversees the City’s 34 solid waste facilities, including landfills and dumps. LEA interacts with Code Enforcement on a limited basis when there are dumping complaints on private residences.

STAFFING OVERVIEW

4 Total FTEs

Role	FTE	Description	Funding ¹
LEA Supervisor	1	Supervises LEA inspectors and programs	Solid Waste/LEA
LEA Inspector	3	Completes inspections of LEA facilities	Solid Waste/LEA

LOCAL ENFORCEMENT AGENCY GUIDELINES

Local Enforcement Agencies (LEAs) are responsible for ensuring the correct operation, closure, and inspection of solid waste facilities across the state of California. They are also responsible for ensuring that solid waste is properly stored and transported across the state.

KEY CHALLENGES

Theme	Key Examples
Staff Workloads	Caseloads remain high, as each LEA inspector must reach a certain monthly inspection goal in accordance with state policy
Additional Tasks	In addition to scheduled waste facility inspections, LEA inspectors must complete quarterly reports, adding to their workloads
Divergence from other programs	Because LEA utilizes a different funding source, inspection cadence, and case tracking system (CalRecycle), LEA operates mostly independently, making joint ventures more challenging

SCOPE AND INSPECTION CADENCE



4
Active
landfills
Monthly



14
Inactive
landfills
Every 90 days



15
Material
Recovery
Facilities
Monthly - Quarterly



2
Composting
Operations
Monthly



1
In-Vessel
Digestion
Facility
Monthly

Functional Area: Deputy Group

OVERVIEW: The Deputy Group includes administrative and management staff. Support Staff provide administrative and structural support to staff across the rest of the Division, including supporting the Appeals Hearing Board (AHB) process and managing the administration of vehicles.

STAFFING OVERVIEW		MANAGEMENT	6.5 Total FTEs
Role	FTE ¹	Description	Funding ³
Deputy Director	1	Oversees the Division and supports all tasks	General Fund, Multiple Housing, Fee Funded
Division Manager	2	Oversees functional areas and supervisors	General Fund, Multiple Housing, Fee Funded
Senior Analyst	2	Data analysis and program management	General Fund, Multiple Housing, Fee Funded
Planner III	0.5	Processes all planning applications involving code violations and solid waste facilities	Fee Funded, Planning Dept.
Code Analyst	1	Supports Deputy Director with annual budget and daily fiscal transactions, contracts/purchase orders, temp/peak staff, and procurements	General Fund, Multiple Housing, Fee Funded
Theme		Key Examples	
KEY CHALLENGES	Vacancies	Vacancies in the Division Manager classification have caused inefficiencies and added to staff workloads	
	Over emphasis on Operations	Due to vacancies and high case volume, Management staff have little time to allocate to strategic work for the Code Enforcement Division	
	Staffing	Current staff lack the resources and time to complete all required work; in addition to filling vacancies, adding new positions would redistribute work and allow for a greater emphasis on strategic, proactive tasks	

STAFFING OVERVIEW		SUPPORT STAFF	7 Total FTEs
Role	FTE ²	Description	Funding ³
Admin/Call Center Senior Supervisor	1	Manages the Support Staff Team, provides support, and processes Public Records Act requests	General Fund, Multiple Housing, Fee Funded
Staff Specialist	1	Manages vehicles and serves as AHB Secretary	General Fund, Multiple Housing, Fee Funded
Senior Office Specialist	4	Provides customer service, clerical, and administrative support, and conducts complaint intake	General fund, Multiple Housing, Fee Funded
Principal Office Specialist	1	Performs administrative/clerical tasks that require high level of expertise, such as training	General fund, Multiple Housing, Fee Funded
Theme		Key Examples	
KEY CHALLENGES	Vacancies	Given the small size of the Support Staff Team, vacant positions significantly add to existing staff's workloads	
	Workload distribution	Tasks and workloads are unevenly distributed across positions. This issue is exacerbated by the fact that support staff have little time to cross-train	
	Paperwork delays	Requirements to print out physical copies of Appeals Hearing Board documentation create bottlenecks and inefficiencies	
	Other Services	In addition to regular duties, Support Staff are currently responsible for overseeing large parts of the Fireworks program	

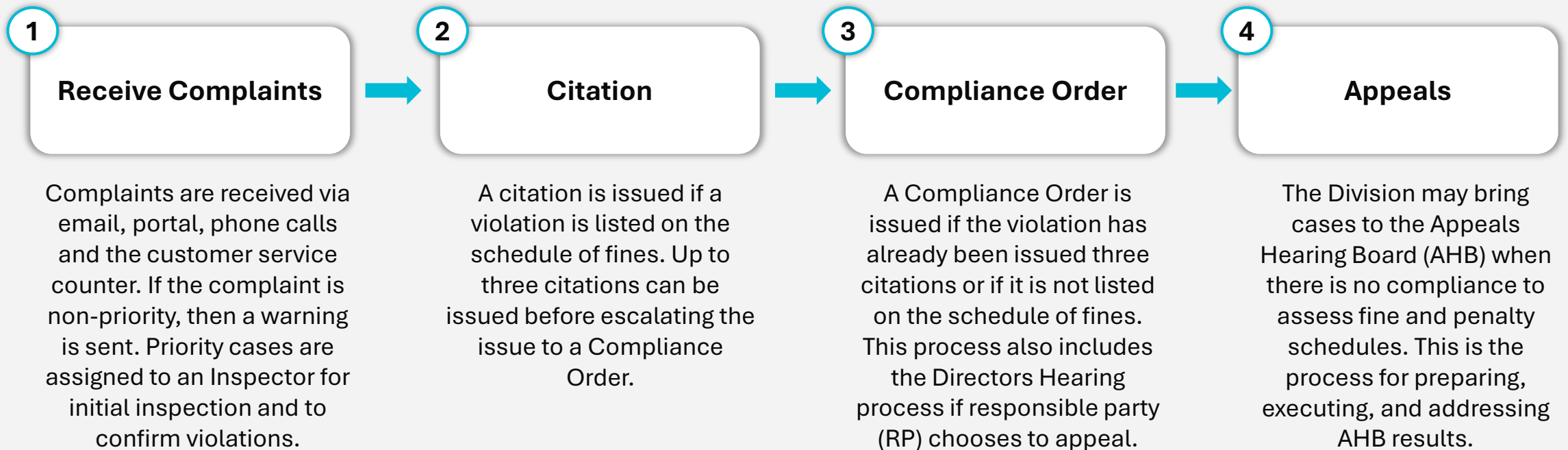
¹Includes one vacant position
²Includes two vacant positions
³See Appendix D for details on funding source by position



Operational Workflows

General Code Workflow Overview

The Guidehouse Team organized the overall **General Code Enforcement** process into four sub-processes. The following slides provide a summary of the process, key stakeholders, and identified pain points.





1. Receive Complaints Process Overview

The *Receive Complaints* process begins with the complaining party filing a complaint through various channels, such as an online portal, email, customer counter, or phone call. The complaint is then logged into the Code Enforcement System (CES) by Support Staff.

If the violation is not on the priority handling list, Support Staff will send a warning notice. For priority violations, the case is assigned to an Inspector, who is notified of the new case. The Inspector conducts an initial inspection to gather additional information about the potential violation.

Once the initial inspection is completed and violations are confirmed, the Inspector will reference the schedule of fines, complaint response procedures, and escalating enforcement policy to determine next steps.



Stakeholder

Roles and Responsibilities

Support Staff	<ul style="list-style-type: none"> Responds to customer complaints via phone call, customer counter, emails, and complaint portal Establishes case in CES and assigns to Inspector
Inspector	<ul style="list-style-type: none"> Conducts initial inspection Determines if violation is valid and warrants a Citation or Compliance Order
Supervisor	<ul style="list-style-type: none"> Reviews and closes cases that are not handled by Code Enforcement or without violations



Key Pain Points

Complaints are received in a variety of ways via online portal, main phone line, emails, and walk-ins which can be **difficult to track** across multiple platforms and email inboxes

Complaints are frequently received that are not the responsibility of the Code Enforcement Division, which **take time to field and transfer** to the correct team

System does not reflect the complexity of most cases (e.g., it only allows one type of violation per case, when a lot of the cases have multiple related violations)



2. Citation Process Overview

The *Citation Process* begins with the Inspector issuing a pre-citation warning. If an inspection is denied by the responsible party (RP), the Inspector submits a request for inspection to the City Attorney's Office (CAO). The CAO brings the request before a judge who may issue a warrant for inspection. If the RP allows the inspection and a violation is found, a citation is issued. This request can be made anytime an inspection is not granted.

Subsequent inspections are conducted, and if violations continue, additional citations and re-inspection fees are issued. After the third citation, if the violation remains unresolved and involved an inoperative vehicle, it is transferred to the Vehicle Abatement Program. For all other cases where violations continue, they continue to the Compliance Order process. If compliance is achieved, the case is submitted for deadfile by the Inspector and is reviewed and closed by the Supervisor.



Stakeholder

Roles and Responsibilities

Inspector	<ul style="list-style-type: none"> Schedules and conducts inspection(s) Determines if violation warrants a citation or Compliance Order
Supervisor	<ul style="list-style-type: none"> Reviews and closes cases that are submitted for deadfile after violations cease Provides guidance and direction on cases
CAO	<ul style="list-style-type: none"> Provides warrant request to judge Advises on legal matters



Key Pain Points

The time to comply upon receiving a pre-citation warning notice is up to the Inspector's discretion, leading to **inconsistencies in compliance timelines**. The timeline can range from 72 hours to 30 days based on the violation's severity, with most blight violations resolving in 10-14 days. An escalating enforcement policy has been drafted to resolve this

If an inspection is denied and a warrant is required to enter the property, **the warrant process can cause significant delays**. Warrants take 2-4 weeks to complete

There can be **multiple rounds of inspections** and citations in this phase before moving to a Compliance Order. When a citation is ordered, standard practice is to allow 15 days for compliance between each reinspection before escalating the case



3. Compliance Order Process Overview

The *Compliance Order* process begins with the Inspector issuing an Inspection Notice. If an inspection is denied by the responsible party (RP), the Inspector submits a request for inspection to the City Attorney's Office (CAO). The CAO brings the request before a judge who may issue a warrant for inspection. If the violation persists following the Inspection Notice, the Inspector issues a Compliance Order.

If the RP does not appeal and the violation is no longer found, the case can be submitted for deadfile. The Supervisor will then review and close the case. If the RP appeals the Compliance Order, then the case is prepared for a Director's Hearing.

The Inspector and/or Supervisor will attend the Hearing, along with the Hearing Officer. If violations are dismissed, the inspector can reinvestigate or close the case, depending on the reason for the decision. If the case is upheld, a notice of decision will be sent to the RP with new dates for compliance. Following the next re-inspection, if the violation persists, the case will move to the Appeal Hearing Board (AHB) process.



Stakeholder

Roles and Responsibilities

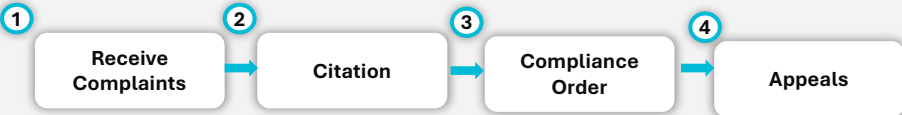
Inspector	<ul style="list-style-type: none"> Schedules and conducts inspection(s) Determines if violation warrants a Compliance Order Determines with Supervisor if thrown out case should be resubmitted or closed Submits case to AHB when case is upheld
Supervisor	<ul style="list-style-type: none"> Reviews and closes cases that are submitted for deadfile after violations cease, providing direction Attends Director's Hearing Works with Inspector to determine if dismissed violations should be reinvestigated or closed
Hearing Officer	<ul style="list-style-type: none"> Holds Director's Hearing and makes decision on case
CAO	<ul style="list-style-type: none"> Provides warrant request, advises on legal matters



Key Pain Points


If an inspection is denied and a warrant is required to enter the property, **the warrant process can cause significant delays**. Warrants take 2-4 weeks to complete


If a case goes to the Directors Hearing, **violations can be dismissed for multiple clerical reasons**. Examples include issued notice incorrectly, wrong address, wrong code section, etc.



4. Appeals Process Overview

The *Appeals* process begins with the issuance of a Notice of Hearing for the Appeals Hearing Board (AHB). This notice is reviewed by the Inspector, Supervisor, Division Manager, Deputy Director, and the City Attorney’s Office (CAO). The notice is then posted on the property and on the Code Enforcement website. The Responsible Party (RP) is notified, and a hearing is scheduled. The Inspector prepares the AHB packet, which is reviewed by the Supervisor and formatted by Support Staff. During the hearing, the AHB reviews the case to determine if the property is in violation and if fines/penalties should be assessed for non-compliance. If the AHB does not find the property in violation, the case may be closed, or a new CO may be issued (rare). The AHB issues a resolution with findings, an order to correct including timelines for compliance, a one-time penalty, and per day fines/penalties for noncompliance if compliance is not reached by a due date.

 Stakeholder	Roles and Responsibilities
Support Staff (AHB Secretary)	<ul style="list-style-type: none">▪ Sends hearing notice and resolution to RP▪ Supports AHB: creates/prints packets, generates agenda and resolution, and takes minutes
Inspector	<ul style="list-style-type: none">▪ Drafts/posts Notice of Hearing▪ Reviews Resolution with supervisor and completes re-inspection(s) ad issues billing notices as needed
Supervisor	<ul style="list-style-type: none">▪ Reviews Notice of Hearing and Resolution; reviews/closes cases▪ Attends AHB Hearing in support of staff
Division Manager & Deputy Director	<ul style="list-style-type: none">▪ Reviews Notice of Hearing, agendas, and resolutions▪ Attends AHB hearing in support of staff
CAO	<ul style="list-style-type: none">▪ Reviews Hearing Notice, AHB package, agenda, minutes, and resolution
AHB	<ul style="list-style-type: none">▪ Reviews and signs Resolution



Key Pain Points

The Notice of Hearing goes through multiple review cycles before being shared with the RP. **Reviews are very time consuming**, taking up to four hours to review one case

AHB packets are a major lift for Inspectors. They can be 100+ pages long, and they are often for cases that have been open for a long time, sometimes being passed from one Inspector to another. To ensure packets are accurate and thorough, **Inspectors spend hours preparing them**

Though Support Staff reformatted AHB templates, older versions of templates are still used, which **requires additional formatting** once the packets are handed to Support Staff. Formatting can take up to an hour and a half

Support Staff **prints hard copies of the 100+ page packets** and packages them for multiple stakeholders



Workload Analysis

Workload Analysis Overview

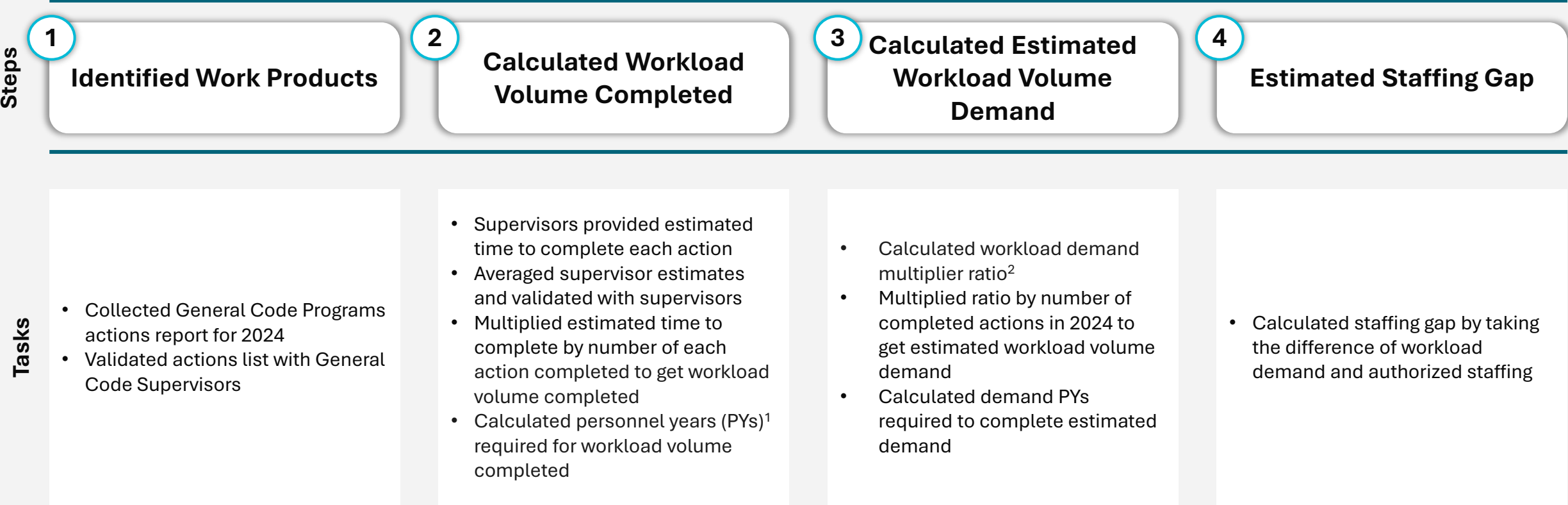
The objective of this analysis is to estimate the current workforce staffing gaps in the General Code Program within the Code Enforcement Division. The analysis will provide a basis for identifying risks and developing recommended workforce strategies and actions to address gaps as part of the Future State Recommendations Report.

Assumptions:

- Work products (actions) included in analysis are from calendar year 2024
- Only General Code Inspectors' actions are included in analysis (not Supervisors). Inspectors I and II were analyzed as a whole, not considering differences in classifications, differing skillsets, or complexity of workload across roles
- **The Division does not currently track time against the identified work products (actions).** Therefore, Supervisors were required to estimate based on their subject matter expertise. These estimates factored in varying levels of expertise, time in the role, etc. Work measurements based on **SME estimates may be subject to a larger margin of error**
- **One Personnel Year (PY) is defined by one FTE's available hours (1,688) multiplied by a productivity rate of 75% - resulting in 1,266 hours.** Available hours: 2,080 calendar hours - 392 hours for holiday (128) - vacation (120) - sick (80) - personal (32) - furlough (32) = 1,688
- Authorized staffing levels include active + vacancies (total number of funded positions)
- The Workload Demand Multiplier assumes the workload required to close a case remains roughly consistent over time
- The Workload Demand Multiplier does not consider the complexity of cases
- The work products (actions) and time estimates are based on current business processes
- Workload capacity and demand estimates are intended to be approximations developed for the purpose of identifying order of magnitude staffing gaps across organizational entities – and **not intended to be a fully comprehensive or exact accounting of all workload requirements**, or capacity within an organizational entity

Workload Completed and Demand Estimation

The workload analysis was completed to understand how many staff members are required to close all cases in the General Code Program’s 2024 caseload.



¹Personnel Years, or Full-time equivalents (FTEs). For this analysis, 1 PY is equal to 1,266 hours.

²Formula: Total Cases Requiring Work in 2024/ Closed Cases in 2024 26

1. Identified Work Products

The Guidehouse team leveraged the Division's thorough actions tracking system to identify General Code Inspector's action types and number of actions completed in 2024.

61

Actions*

The workload volume completed and workload volume demand were calculated at the individual *action* level.

Actions (work products) were then summarized at the *action category* level.

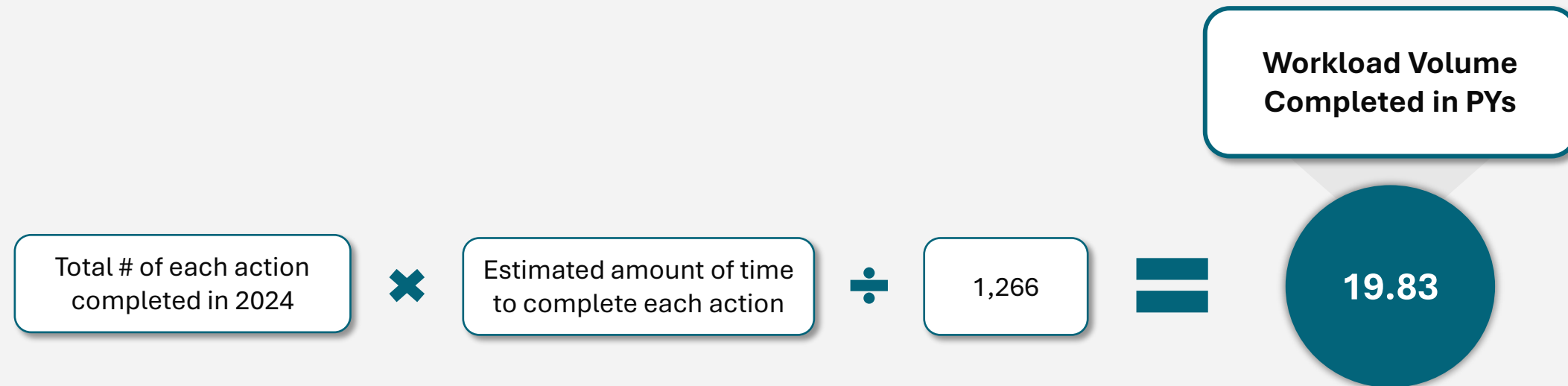
14

Action Categories

1. Administrative
2. Customer Service-Letters
3. Customer Service-Phone Call
4. Customer Service-Other
5. Investigation-Research
6. Investigation-Status Inspection
7. Investigation-Initial Inspection
8. Investigation-Compliance Inspection
9. Investigation-Reinspection
10. Enforcement-Notices
11. Enforcement-Citation
12. Enforcement-Compliance Order
13. Enforcement-AHB
14. Compliance-Ready for Closure

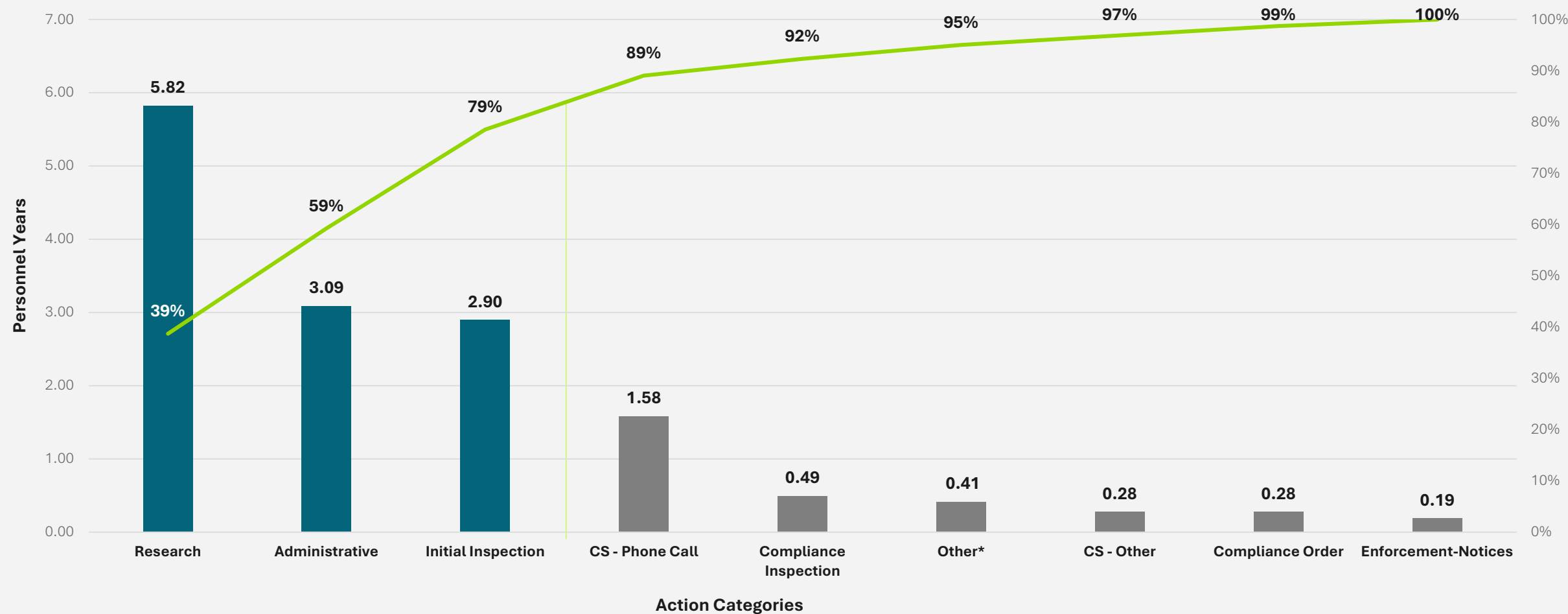
2. Calculated Workload Volume Completed

The workload volume completed for the Division's 2024 calendar year came out to 19.83 PYs, which is above the Division's authorized PYs (15). This means the General Code Program team is producing more work than what the authorized staffing level would typically support.



2. Calculated Workload Volume Completed (cont.)

In 2024, three action categories accounted for nearly 80% of Inspectors’ workload volume.



**Other action categories include Customer Service-Letters, Investigation-Status Inspection, Investigation-Reinspection, Enforcement-Citation, Enforcement-AHB, Compliance-Ready for Closure*

3. Calculated Estimated Workload Volume Demand

The General Code Program’s 2024 *Estimated Workload Volume Demand* is 49.44 PYs, or FTEs. This means the Division would require nearly 50 staff to close all open/new cases in calendar year 2024.

1

Number of Open Cases in 2024

4,289

+

Number of New Cases in 2024

3,404

=

Total Cases Requiring Work in 2024

7,693

2

Total Cases Requiring Work in 2024

7,693

÷

Closed Cases in 2024

3,088

=

Workload Demand Multiplier

2.49

3

Workload Demand Multiplier

2.49

×

2024 Workload Volume Completed (in PYs)¹

19.83

=

Estimated Workload Volume Demand (in PYs) in 2024

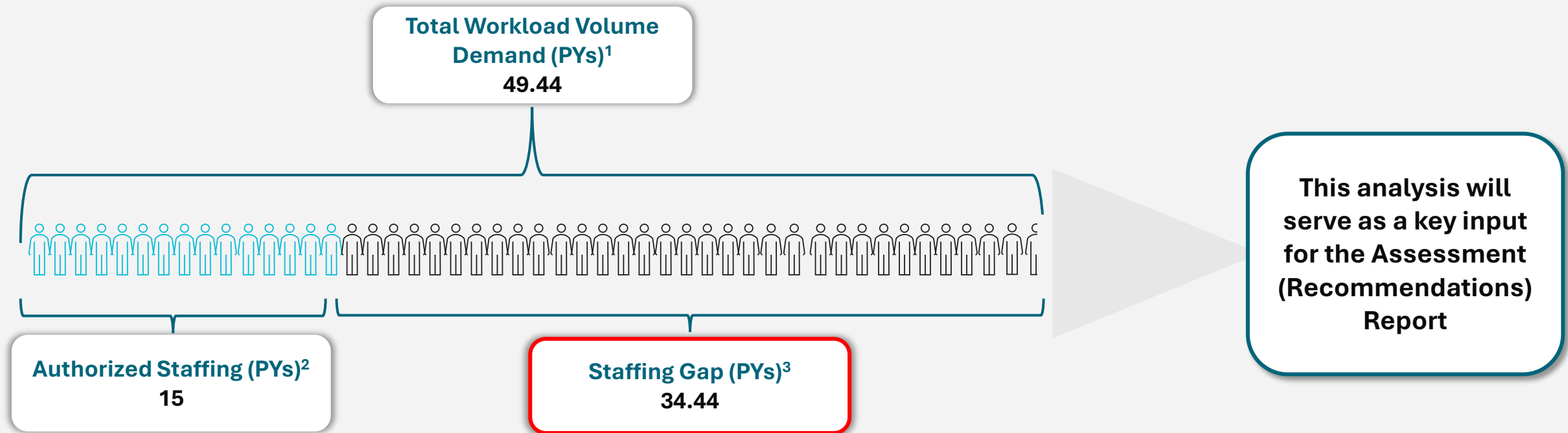
49.44

Example²

Action	Action Category	Volume Completed in 2024	Volume Demand in 2024	Volume Not Completed in 2024	Average Hours Required to Complete One Unit	Total Hours Needed for Volume Demand	Total Hours for Completed Actions	Personnel Year (PY) Demand	PY Completed
File Attachment	Administrative	5306	13218.61	7912.61	0.42	5507.75	2210.83	4.45	1.75

4. Estimated Staffing Gap Analysis

Through the staffing gap analysis, the Guidehouse Team has determined that General Code is short ~34.5 FTEs to complete the 2024 volume workload demand.





Peer City Overview

Peer Cities at-a-Glance

The Guidehouse Team has drafted a list of potential peer cities, with a focus on key factors in blue and if Guidehouse has existing relationships to expedite getting connected to their teams.

Metric	San Jose	San Diego	Los Angeles	Santa Cruz	Fresno	Seattle	Austin	Dallas	Baltimore	Philadelphia
State	California	California	California	California	California	Washington	Texas	Texas	Maryland	Pennsylvania
Land Area (Square miles)	177.80	325.90	469.00	12.70	114.70	83.90	319.9	339.7	80.90	134.18
Population	1,013,240	1,386,932	3,898,747	62,956	542,107	737,015	961,855	1,304,379	585,708	1,603,797
Annual Budget	\$6.1B	\$5.8B	\$12.8B	\$230M	\$1.99B	\$8.5B	\$5.9B	\$4.9B	\$4.2B	\$6.3B
Code Enforcement Budget	\$13.38M	\$12.3M	\$63.8M	\$6.2M	\$27.9M	\$121.4M	\$107.7M	\$44.6M	\$70.6M	\$43.2M
Per Capita Spend (Annual Budget)	\$6,049	\$4,196	\$3,283	\$3,653	\$3,687	\$11,533	\$6,134	\$3,810	\$7,171	\$3,928
Median Household Income	\$136,299	\$105,780	\$79,701	\$111,427	\$71,689	\$120,608	\$91,501	\$70,121	\$59,579	\$60,302
Monthly Bill Expense/Household	\$3,695	\$3,324	\$3,113	\$3,670	\$2,313	\$3,049	\$2,612	\$2,370	\$2,287	\$2,060
Housing Units	342,037	548,934	1,496,453	24,014	184,226	368,308	444,426	572,194	259,385	726,797
Interesting Highlight	Large scope and advanced customer dashboarding	Publishes priority case tiers on website	Redesigned website in Dec. 2024; Dashboards focused on outcomes rather than timelines	Prioritizes cases 1-4 based on importance	School Area Team – proactive enforcement	Offers video inspections	Repeat Offender program est. In 2013	Received CC Dept. Of the year in 2024	Can request CE representatives at meetings; proactive enforcement program	L&I has a tiered response time
GH Contact?	N/A	Maybe	Maybe	Maybe	Yes	Maybe	Yes	Maybe	Yes	Yes

Peer City Comparable Programs

In scope, San José's Code Enforcement stands apart from its peers. Based on an initial review, the following programs were not the purview of peer Code Enforcement programs: Tobacco Retail License, Off-Sale Alcohol, Massage, E3, and Soft Story.

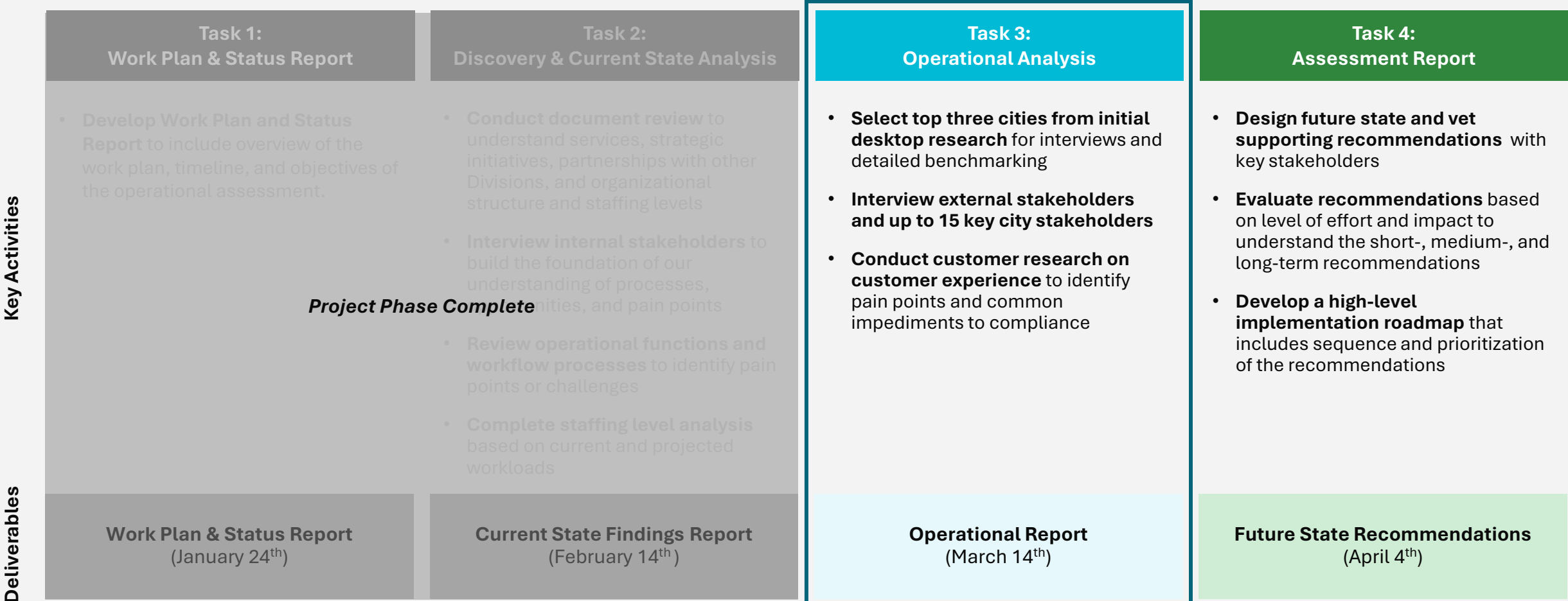
Programs	San Jose	San Diego	Los Angeles	Santa Cruz	Fresno	Seattle	Austin	Dallas	Baltimore	Philadelphia
General Code	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Multiple Housing	✓			✓		✓			✓	✓
Vacant buildings and storefronts	✓		✓		✓	✓		✓		✓
Abandoned Shopping Carts	✓									
Building Code Compliance	✓			✓					✓	✓
Cannabis	✓	✓								
Local Enforcement Agency	✓		✓							
Fireworks	✓								✓	✓
Mobile Vendors	✓							✓		✓
Illegal Dumping Enforcement	✓				✓	✓		✓	✓	
ADU Amnesty	✓			✓		✓	✓			



Next Steps

Next Steps

Guidehouse’s approach to conducting an operational assessment of the Code Enforcement Division.



Appendices

Additional information located below:

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Appendix A: Documentation & Data Review

Appendix A: Documentation & Data Review

#	Requested Information/Data	Intended Analysis Outcomes
1	City of San Jose Strategic Plan	Understand any related initiatives
2	<u>Code Enforcement Division Strategic Plan</u>	Understand the current structure and strategic goals of the Code Enforcement Division
3	City of San Jose Organizational Chart	Understand the structure of the City and any key non-Division stakeholders
4	<u>Code Enforcement Division Organizational Chart</u>	Understand the internal staffing structure, leadership roles, and Division-specific positions of the Division
5	Employee staffing plans and reports to include headcount by role, employment types (full-time, part-time, temporary, contract), employee capacity (hours per week per FTE), and any planned changes (e.g., hirings and retirements)	Understanding of current staffing levels
6	Job descriptions for all Code Enforcement Division staff	Understanding of the roles and responsibilities
7	Historical staffing requests to the City Council	Understand the history of position requests made to City Council for code enforcement
8	List of any federal or state mandated positions within the Code Enforcement Division	Understanding of which positions are legally required
9	Workload data (e.g., task volume per section or role) for current and projected workloads (e.g., forecasted demand increase/decrease and upcoming projects/additions)	Understanding of current and projected workloads
10	Employee performance data, key metrics (e.g., output per employee, etc.), and targets	Understanding of current performance and expectations
11	Process workflows and/or standard operating procedures (SOPs) for key functions related to current programs and the enforcement process	Understanding of key functions/operations within the Code Enforcement Division
12	Customer Experience Survey Results	Understanding of the overall customer experience for the Division, as well as experience broken down by topic area
13	Audit Findings	Understanding of the results of previous assessments and audits
14	Case prioritization information	Understanding of how long customers have to respond to code violations



Appendix B: Stakeholder Conversations

Appendix B: Stakeholder Conversations

#	Interviewees	Topic	Date
1	Alex Powell	Information Gathering Interview	1/27
2	Raymond Ho	Information Gathering Interview	1/27
3	Paul Harden	Information Gathering Interview	1/28
4	Rachel Roberts	Information Gathering Interview	1/28
5	Kenneth De Kay and Kelly Diez	Information Gathering Interview	1/28
6	Rita Tabaldo	Information Gathering Interview	1/28
7	Vance Chang	Information Gathering Interview	1/30
8	Laura Sanders	Information Gathering Interview	1/30
9	Chris Burton	Information Gathering Interview	1/30
10	Paul Harden	Information Gathering Interview	1/30
11	Rick Arnaiz, Jose Castaneda, Roger Beaudoin	Information Gathering Interview	1/30
12	Joe Celio and Amber Zenk	Information Gathering Interview	1/31
13	Angel Rios and Rosalynn Hughey	Information Gathering Interview	1/31
14	Donald Timoteo and Joseph Hatfield	Information Gathering Interview	1/31
15	Maria Diaz-Perez	Information Gathering Interview	2/4
16	Donald Timoteo, Joseph Hatfield, Manny Duarte, and Karla Caceres	General Code Process Mapping Conversations	2/4
17	Maria Diaz Perez and Regina Lizaola	Support Staff Process Mapping Conversations	2/4
18	Rick Arnaiz, Gary Muraoka, Gustavo Rocha, Roger Beaudoin	Multiple Housing Process Mapping Conversations	2/5
19	Joe Celio, Amber Zenk, Wayne Cirone, James Young, Angelica Garcia	Special Programs Process Mapping Conversations	2/5
20	Amber Zenk, Joseph Hatfield, and Donald Timoteo	General Code Staff Workload Conversation	2/6



Appendix C: Violation & Program Details

Appendix C: Violations - General Code (1 of 2)

The following information is an overview of the five most common violations in the General Code, including their location within the Municode and any relevant partners.

Violation	Basis	Description	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Blight	Complaint based	Junk, debris, graffiti, vehicle parking on lawn/unpaved surface, or other visible disrepair including overgrown or diseased plant matter	Municode Community Preservation Ordinance (Chapter 17.72)	Pre-2008	This has always been in CE	PRNS
Building	Complaint based	Unpermitted construction, additions, and structures	Municode Building Codes (Title 24)	Pre-2008	This has always been in CE	Building Division and Planning Division
Solid Waste	Complaint based	All putrescible and non-putrescible solid, semisolid, and liquid wastes	Municode Solid Waste (Chapter. 9.1)	Pre-2008	This has always been in CE	N/A
Substandard Housing	Complaint based	Anything related to the Housing Code, including regulating sub-standard housing and controlling for environmental hazards	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Housing Division (only during condemnations)
Zoning	Complaint based	Single-family home or other general code dwelling used for unpermitted use, including an unpermitted exterior change or late-night use	Municode Zoning Code (Title 20)	Pre-2008	This has always been in CE	Planning Division

Appendix C: Violations - General Code (2 of 2)

The following information is an overview of the *Other** violations in General Code, including their location within the Municode and any relevant partners.

Violation	Basis	Description	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Development Permit	Complaint based	Any additions or changes to private property which can require a planning permit.	Municode Zoning Code (Title 20)	Pre-2008	This has always been in CE	Planning Division
Nuisance	Complaint based	Any act or omission which obstructs or causes substantial inconvenience to the public.	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Police Department
Sight Obstruction	Complaint based	Occurs when a tree, shrub, hedge, landscaping, mound of earth, or boulder obscures or impairs the view of intersecting or entering traffic from a street.	Municode Street Trees, Hedges, and Shrubs (Chapter 13.28)	Pre-2008	This has always been in CE	Department of Transportation
Signs	Complaint based	Any kind of sign that would require a permit.	Municode Signs (Chapter 23)	Pre-2008	This has always been in CE	Planning Division
Tree Cutting/Tree Maintenance	Complaint based	Occurs when someone kills, either directly or indirectly, a tree of ordinance size.	Municode Tree Removal Controls (Chapter 13.32)	Pre-2008	This has always been in CE	Department of Transportation and Planning Division

Appendix C: Violations - Multiple Housing (1 of 2)

The following information is an expanded explanation of the most common case violations in Multiple Housing, including common partnerships and location within the Municode.

Violation	Basis	Description	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Blight	Proactive and complaint based	Junk, debris, graffiti, vehicle parking on lawn/unpaved surface, or other visible disrepair including overgrown or diseased plant matter	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Beautify San Jose
Building	Proactive and complaint based	Unpermitted construction, additions, and structures. This requires planning approval, which is another level of administrative review	Municode Building Codes (Title 24)	Pre-2008	This has always been in CE	N/A
Health and Safety	Proactive and complaint based	Related to housing code, blight, and building. Can include any form of Substandard Housing that poses a hazard to either occupants or others	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Police Department and Fire Department
Housing	Proactive and complaint based	Regulates health and safety for rental housing and multiple housing, an including substandard housing, fire violations, and other threats to health and safety	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Department of Transportation, Police Department, and Fire Department

Appendix C: Violations - Multiple Housing (2 of 2)

The following information is an expanded explanation of all *Other** violations in Multiple Housing, including common partnerships and location within the Municode.

Violation	Basis	Description	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Development Permit	Complaint based	Any additions or changes to private property which can require a planning permit.	Municode Zoning Code (Title 20)	Pre-2008	This has always been in CE	Planning Division
Nuisance	Complaint based	Any act or omission which obstructs or causes substantial inconvenience to the public.	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Police Department
Sight Obstruction	Proactive and complaint based	Occurs when a tree, shrub, hedge, landscaping, mound of earth, or boulder obscures or impairs the view of intersecting or entering traffic from a street.	Municode Street Trees, Hedges, and Shrubs (Chapter 13.28)	Pre-2008	This has always been in CE	N/A
Signs	Complaint based	Any kind of sign that would require a permit.	Municode Signs (Chapter 23)	Pre-2008	This has always been in CE	Planning Division
Solid Waste	Proactive and complaint based	All putrescible and non-putrescible solid, semisolid, and liquid wastes	Municode Solid Waste (Chapter. 9.1)	Pre-2008	This has always been in CE	N/A
Tree Cutting/Tree Maintenance/Heritage Trees	Proactive and complaint based	Occurs when someone kills, either directly or indirectly, a tree of ordinance size.	Municode Tree Removal Controls (Chapter 13.32)	Pre-2008	This has always been in CE	N/A
Zoning	Proactive and complaint based	Single-family home or other general code dwelling used for unpermitted use, including an unpermitted exterior change or late-night use	Municode Zoning Code (Title 20)	Pre-2008	This has always been in CE	Planning Division

Appendix C: Violations - CDBG

The following information is an expanded explanation of case types in CDBG. There are comparatively fewer case types in CDBG because CDBG operates primarily to address housing concerns in eligible areas.

Violation	Basis	Description	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Blight	Proactive and complaint based	Junk, debris, graffiti, vehicle parking on lawn/unpaved surface, or other visible disrepair including overgrown or diseased plant matter	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Beautify San Jose
Building	Proactive and complaint based	Unpermitted construction, additions, and structures. This requires planning approval, which is another level of administrative review	Municode Building Codes (Title 24)	Pre-2008	This has always been in CE	N/A
Health & Safety	Proactive and complaint based	Related to housing code, blight, and building. Can include any form of Substandard Housing that poses a hazard to either occupants or others	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Police Department and Fire Department
Tree Cutting/Heritage Trees	Complaint based	Occurs when someone kills, either directly or indirectly, a tree of ordinance size.	Municode Tree Removal Controls (Chapter 13.32)	Pre-2008	This has always been in CE	Department of Transportation and Planning Division
Housing	Proactive and complaint based	Regulates health and safety for rental housing and multiple housing, an including substandard housing, fire violations, and other threats to health and safety	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Housing Division

Appendix C: Programs - Special Programs (1 of 2)

There are six active Special Programs in the Code Enforcement Division, outlined below.

Program Area	Basis	Description	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Abandoned Shopping Carts	Proactive and complaint based	Regulates retailers with 26+ shopping carts to ensure that businesses are keeping track of their carts and doing pickups as necessary. Currently, all retailers involved pay a fee and submit a plan.	Municode Abandoned Shopping Cart Plan (Chapter 9.60.330)	2001	Did not exist in the City prior to the program's introduction in 2001	N/A
Cannabis	Proactive and complaint based	Inspect legal businesses annually and enforce code for illegal businesses	Municode Zoning Code (Title 20)	N/A	N/A	Police Department
Vacant buildings and storefronts	Proactive and complaint based	Monthly monitoring of neglected vacant buildings and storefronts in the City, including the downtown area	Municode Vacant or Abandoned Building (Chapter 17.38.200)	Pre-2008	This has always been in CE	N/A
Tobacco Retail License (TRL)	Proactive and complaint based	Local licensing and annual inspection program for Tobacco Retailers to ensure they comply with tobacco control laws and city standards	Municode Tobacco Retail License (Chapter 6.87)	2011	State-wide policy introduced in California was the impetus for this program. They used the sale of these licenses as a way to fund the TRL program	Police Department (in a limited capacity)
Off-Sale Alcohol (OSA)	Proactive and complaint based	Requires that all businesses within the City that sell Off-Sale Alcohol are inspected each year to ensure compliance with code	Municode Off-Sale Alcohol Beverage Establishments (Chapter 6.86)	Pre-2008	This has always been in CE	Police Department
Massage	Proactive and complaint based	Permits are regulated through the Police Department. CE reviews to ensure there are no zoning violations in the building	Municode Massage (Chapter 6.44)	2018	Introduced as a way to assist the Police Department, which handles most massage related crimes. PD was originally responsible for massage related enforcement, but enlisted Code Enforcement's assistance in issuing permits and enforcing zoning violations	Police Department

Appendix C: Violations - Special Programs (2 of 2)

The additional violations* that may occur within Special Programs are outlined below.

Violation	Basis	Description	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Blight	Proactive and complaint based	Junk, debris, graffiti, vehicle parking on lawn/unpaved surface, or other visible disrepair including overgrown or diseased plant matter	Municode Substandard Housing (Chapter 17.2)	Pre-2008	This has always been in CE	Beautify San Jose
Peddler Violation (Mobile Vendor)	Proactive and complaint based	Regulates mobile outdoor vending. This program is overseen by General Code supervisors, with inspectors from all functional areas volunteering based on interest.	Municode Peddler Permit Ordinance (Chapter 6.54)	2018. Began issuing citations in FY 24-25	Code Enforcement was deemed good fit due to experience with enforcing compliance	County, Office of Cultural Affairs, PD
Solid Waste	Proactive and complaint based	All putrescible and non-putrescible solid, semisolid, and liquid wastes	Municode Solid Waste (Chapter. 9.1)	Pre-2008	This has always been in CE	N/A
Zoning	Proactive and complaint based	Single-family home or other general code dwelling used for unpermitted use, including an unpermitted exterior change or late-night use	Municode Zoning Code (Title 20)	Pre-2008	This has always been in CE	Planning Division

Appendix C: Program- Local Enforcement Agency (LEA)

Included below is an overview of the Local Enforcement Agency (LEA), a mandated program that oversees the City’s 34 solid waste facilities. LEA primarily interacts with the rest of the Code Enforcement Division during solid waste violations on private violations.

Program Area	Basis	Governing Policy	When it came to CE?	Justification for absorption into CE	Partnerships
Local Enforcement Agency	Proactive and complaint based	CalRecycle (Title 27, CCR)	1992	Has to be housed in CE (or a related department) to avoid conflicts of interest	N/A

Appendix C: Other Services

Included below is an overview of all Other Services that the Code Enforcement Division has been tasked with overseeing, alongside additional information about funding sources and relevant staff in other functional areas.

Program Area	Violation Description	Funding Source	When and why it was added to CE	Partnerships
ADU Amnesty	This program was created to allow people to receive legal permits for their small living units on residential properties. When this program is fully built out, it will be the responsibility of CDBG, Multiple Housing, and General Code supervisors.	No dedicated funding; absorbed by GF	State Law required that the City adopt this service in 2019	PDC and Building Division; Building Permit Center
Elevated Exterior Elements (E3)	Related to the balcony law and applying to buildings with three or more units, wood-framed exterior elevated elements, and classified as apartments. These buildings must receive periodic inspections in accordance with California law SB721.	No dedicated funding; absorbed by GF, BCC Cost Recover Fees, and MH funding	A recent ordinance has required that the City prepare to enact this program by January 1, 2026	N/A
Fireworks	Regulates the sale and use of all fireworks in the City of San Jose. Generally, Firework violations are handled by Support Staff with a General Code supervisor processing citations.	No dedicated funding; absorbed by General Fund (GF)	Introduced into CE as a method of assisting the Fire Department with firework violations	Fire Department
Illegal Dumping Enforcement	Currently handled by Vehicle Abatement Inspector.	No dedicated funding; absorbed by GF	N/A	N/A
Mobile Vendors	Regulates mobile outdoor vending. This program is overseen by General Code supervisors, with inspectors from all functional areas volunteering based on interest.	Small grant from Office of Economic Development; rest is absorbed by GF	Introduced into CE as a joint venture between various City and County departments	Police Department, the County, Office of Cultural Affairs, PRNS
Soft Story	Applies to buildings with a wood frame, three+ residential units, crawlspaces without earthquake retrofit, and built before 1990. Requires periodic inspections.	No dedicated funding; absorbed by GF, BCC Cost Recover Fees, and MH funding	A recent ordinance has required that the City prepare to enact this program by mid 2026	N/A



Appendix D: Staffing Alignment to Programs

Appendix D: Funding Information - General Code

17 Total FTEs¹

#	Name	Group	Position	FTE	General Fund	Massag e Parlor (MASG)	Solid Waste	Vehicle Abate- ment	Total
1	Donald Timoteo	General Code Group 1	Code Enforcement Supvr	1	50%	50%	-	-	100%
2	Oscar Martinez-Prudencio	General Code Group 1	Code Enforcement Insp II	1	100%	-	-	-	100%
3	Karla Caceres	General Code Group 1	Code Enforcement Insp II	1	100%	-	-	-	100%
4	VACANT (18374)	Special Programs Group 1	Code Enforcement Insp II	1	100%	-	-	-	100%
5	Joseph “JC” Hatfield	General Code Group 2	Code Enforcement Supvr	1	67%	-	-	33%	100%
6	Servando Perez	General Code Group 2	Code Enforcement Insp II	1	100%	-	-	-	100%
7	Edgar “David” Parker	General Code Group 2	Code Enforcement Insp II	1	100%	-	-	-	100%
8	Edwin Miranda	General Code Group 2	Code Enforcement Insp I	1	0%	-	-	100%	100%
9	Shaun Bruckner	General Code Group 2	Code Enforcement Insp I	1	100%	-	-	-	100%
10	Greg Martinez	General Code Group 2	Code Enforcement Insp I	1	100%	-	-	-	100%
11	VACANT (6364)	General Code Group 2	Code Enforcement Insp II	1	100%	-	-	-	100%
12	Nicholas Rovetto	Special Programs Group 1	Code Enforcement Insp II	1	100%	-	-	-	100%
13	Brittney Renaud	Special Programs Group 1	Code Enforcement Insp I	1	0%	-	100%	-	100%
14	Brandon Riddle	Special Programs Group 1	Code Enforcement Insp II	1	100%	-	-	-	100%
15	Raymond Luna	Special Programs Group 2	Code Enforcement Insp I	1	100%	-	-	-	100%
16	John “Manny” Duarte	Special Programs Group 2	Code Enforcement Insp II	1	100%	-	-	-	100%
17	Wayne Cirone ²	Special Programs Group 2	Code Enforcement Insp II	1	100%	-	-	-	0%

¹This count does not include the two temporary part-time employees, Eusebio Espitia and Gloria Sciara.

²Wayne is on temporary assignment to the VBS program.

Appendix D: Funding Information - Multiple Housing (1 of 2)

9 of 20.25 FTEs

#	Name	Group	Position	FTE	Multiple Housing (MH)	Total
1	Rick Arnaiz	Multiple Housing Group 1	Code Enforcement Supvr	1	100%	100%
2	Gary Muraoka	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	100%
3	Marcelino Guevara	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	100%
4	Hector Ortiz Jr	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	100%
5	Jonathan Nakafuji	Multiple Housing Group 1	Code Enforcement Insp I	1	100%	100%
6	Diamond Short	Multiple Housing Group 1	Code Enforcement Insp I	1	100%	100%
7	Sergio Orozco	Multiple Housing Group 1	Code Enforcement Insp I	1	100%	100%
8	Enrique Orduna	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	100%
9	VACANT (12287)	Multiple Housing Group 1	Code Enforcement Insp I	1	100%	100%

Bold indicates supervisor

Appendix D: Funding Information - Multiple Housing (2 of 2)

11.25 of 20.25 FTEs

#	Name	Group	Position	FTE	Multiple Housing (MH)	CDBG	Total
10	Jose Castaneda	Multiple Housing Group 1	Code Enforcement Supvr	1	100%	-	100%
11	Suttipong Faiwongjun	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	-	100%
12	Phil Poole	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	-	100%
13	Eric Serrano	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	-	100%
14	Jelani Hogg	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	-	100%
15	Gustavo Rocha	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	-	100%
16	Elizabeth Ortiz	Multiple Housing Group 1	Code Enforcement Insp II	1	100%	-	100%
17	Mark Lau	Multiple Housing Group 1	Code Enforcement Insp I	1	100%	-	100%
18	VACANT (23858)	Multiple Housing Group 1	Community Activity Worker	1	100%	-	100%
19	Maria Miller	Multiple Housing Group 2/CDBG	Code Enforcement Insp II	1	100%	-	100%
20	Matthew Fierar	Multiple Housing Group 2/CDBG	Code Enforcement Insp II	1	100%	-	100%
21	VACANT (4679)	Multiple Housing Group 2/CDBG	Code Enforcement Insp II	0.25	25%	75%	100%

Bold indicates supervisor

Appendix D: Funding Information - CBDG

5.75 Total FTEs

#	Name	Group	Position	FTE	General Fund	Multiple Housing (MH)	CDBG	Total
1	Roger Beaudoin	Multiple Housing Group 2/CDBG	Code Enforcement Supvr	1	4%	43%	53%	100%
2	Steven Solorio	Multiple Housing Group 2/CDBG	Code Enforcement Insp II	1	-	-	100%	100%
3	My Vuong	Multiple Housing Group 2/CDBG	Code Enforcement Insp I	1	-	-	100%	100%
4	Oscar Lerma	Multiple Housing Group 2/CDBG	Code Enforcement Insp I	1	-	-	100%	100%
5	Jose Segura	Multiple Housing Group 2/CDBG	Code Enforcement Insp I	1	-	-	100%	100%
6	VACANT (4679)	Multiple Housing Group 2/CDBG	Code Enforcement Insp II	0.75	-	25%	75%	100%

Bold indicates supervisor

Appendix D: Funding Information - Special Programs

10 Total FTEs

#	Name	Group	Position	FTE	General Fund	Tobacco Retail License (TRL)	Off-Sale Alcohol (OSA)	Abandoned Cart	Massage Parlor (MASG)	Solid Waste (SW)	Multiple Housing (MH)	Vehicle Abatement	Bldg Code Compl (BCC)	Neglected and Vacant Building (NVB)	Total
1	Joe Celio	Special Programs Group 1	Code Enforcement Supvr	1	23%	-	-	-	-	17%	22%	13%	25%	-	100%
2	Marlon Aviles	Special Programs Group 1	Code Enforcement Insp II	1	-	-	-	-	-	-	-	-	100%	-	100%
3	Jacqueline Escala	Special Programs Group 1	Permit Specialist	1	-	-	-	-	-	-	-	-	100%	-	100%
4	Amber Zenk	Special Programs Group 2	Code Enforcement Supvr	1	54%	31%	15%	-	-	-	-	-	-	-	100%
5	Loren Due	Special Programs Group 2	Code Enforcement Insp II	1	-	100%	-	-	-	-	-	-	-	-	100%
6	James Young	Special Programs Group 2	Code Enforcement Insp II	1	-	-	100%	-	-	-	-	-	-	-	100%
7	Angel Esparza-Gonzalez	Special Programs Group 2	Code Enforcement Insp II	1	35%	-	-	-	-	-	-	-	-	65%	100%
8	Kevin Hirabayashi	General Code Group 1	Code Enforcement Insp II	1	-	-	-	-	100%	-	-	-	-	-	100%
9	Angelica Garcia-Johnson	General Code Group 1	Code Enforcement Insp II	1	-	-	-	100%	-	-	-	-	-	-	100%
10	Tracy Keifer	General Code Group 1	Code Enforcement Insp II	1	-	-	-	-	100%	-	-	-	-	-	100%

Bold indicates supervisor

Appendix D: Funding Information - Local Enforcement Agency

4 Total FTEs

#	Name	Group	Position	FTE	Solid Waste	Total
1	Paul Harden	LEA Solid Waste	Superv Environ Serv Spec	1	100%	100%
2	Emily Hsieh	LEA Solid Waste	Environment Inspector I	1	100%	100%
3	Ernesto Jacobo	LEA Solid Waste	Environment Inspector II	1	100%	100%
4	Prashant Shah	LEA Solid Waste	Environment Inspector II	1	100%	100%

Bold indicates supervisor

Appendix D: Funding Information - Deputy Group (1 of 2)

6.5 of 13.5 FTEs

#	Name	Group	Position	FTE	General Fund	TRL	OSA	Abandoned Cart	MASG	SW	MH	CDBG	Vehicle Abatement	Bldg Code Compl	Vac Dngr Bldg	Housing	Total
1	Rachel Roberts	Deputy/Management Group	Deputy Director	1	27%	2%	2%	2%	4%	9%	35%	9%	4%	4%	1%	0%	100%
2	Rita Tabaldo	Field Operations Division Manager	Division Manager	1	5%	-	-	-	-	-	78%	17%	-	-	-	-	100%
3	VACANT (12747)	Special Operations Division Manager	Division Manager	1	50%	4%	4%	3%	4%	16%	3%	0%	7%	7%	2%	-	100%
4	Alexandre Hughes	Deputy/Management Group	Planner II	0.5	-	-	-	-	-	-	-	-	-	-	-	-	50%
5	Raymond Ho	Deputy/Management Group	Senior Analyst	1	25%	13%	12%	-	-	-	50%	-	-	-	-	-	100%
6	Kelly Diez	Deputy/Management Group	Analyst II	1	24%	-	-	-	-	28%	23%	25%	-	-	-	-	100%
7	Mel Marius Flores	Deputy/Management Group	Senior Specialist	1	-	4%	4%	1%	-	-	70%	-	1%	-	-	20%	100%

Bold indicates supervisor

Appendix D: Funding Information - Deputy Group (2 of 2)

7 of 13.5 FTEs

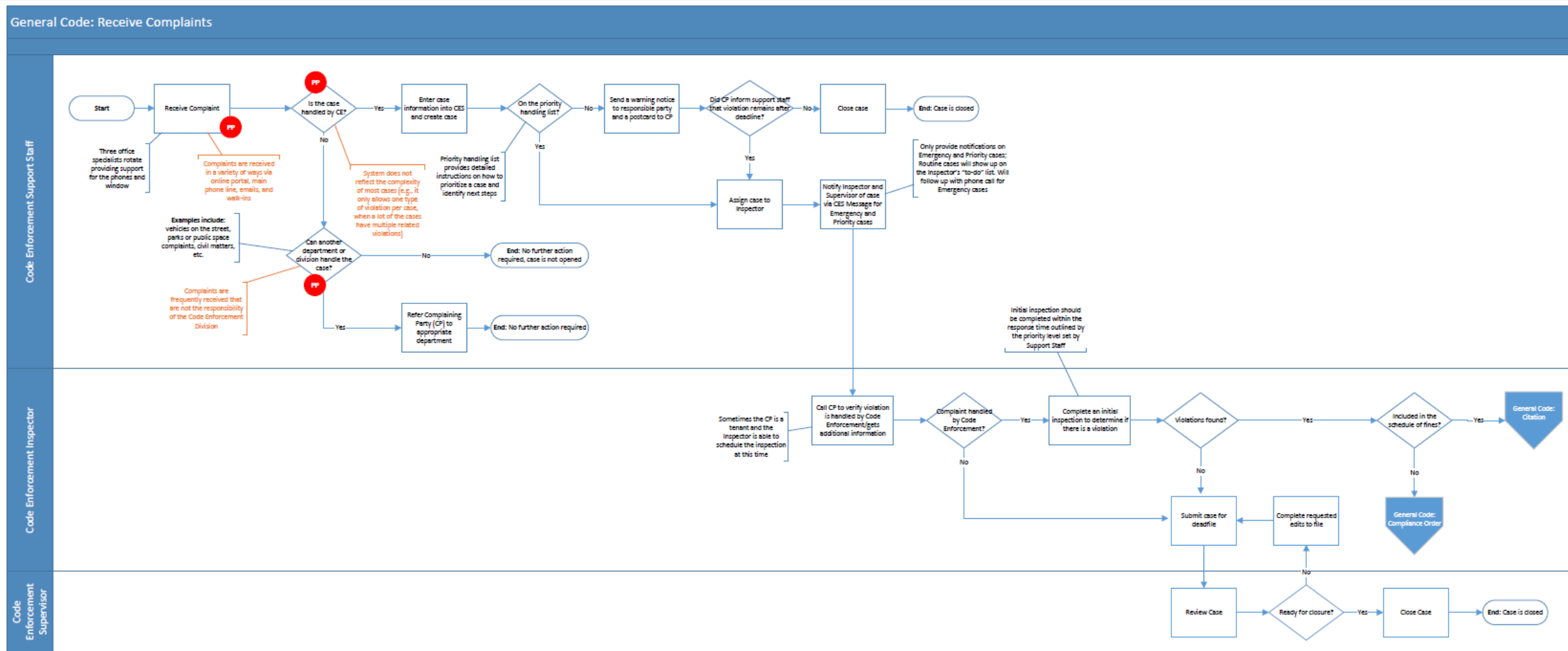
#	Name	Group	Position	FTE	General Fund	TRL	OSA	Abandoned Cart	MASG	SW	MH	Vehicle Abatement	Bldg Code Compl	Vac Dngr Bldg	Total
8	Maria Diaz-Perez	Deputy/Management Group	Senr Supvr, Administration	1	32%	3%	3%	2%	2%	8%	43%	3%	3%	1%	100%
9	Regina Lizaola	Deputy/Management Group	Staff Specialist	1	36%	2%	2%	2%	2%	10%	37%	4%	4%	1%	100%
10	Leslie Alvernaz	Deputy/Management Group	Senior Office Specialist	1	36%	2%	2%	2%	2%	10%	37%	4%	4%	1%	100%
11	Deisy Rodriguez	Deputy/Management Group	Senior Office Specialist	1	36%	2%	2%	2%	2%	10%	37%	4%	4%	1%	100%
12	Angelica Deniz	Deputy/Management Group	Senior Office Specialist	1	36%	2%	2%	2%	2%	10%	37%	4%	4%	1%	100%
13	VACANT (17206)	Deputy/Management Group	Senior Office Specialist	1	36%	2%	2%	2%	2%	10%	37%	4%	4%	1%	100%
14	VACANT (6334)	Deputy/Management Group	Principal Office Specialist	1	36%	2%	2%	2%	2%	10%	37%	4%	4%	1%	100%

Bold indicates supervisor

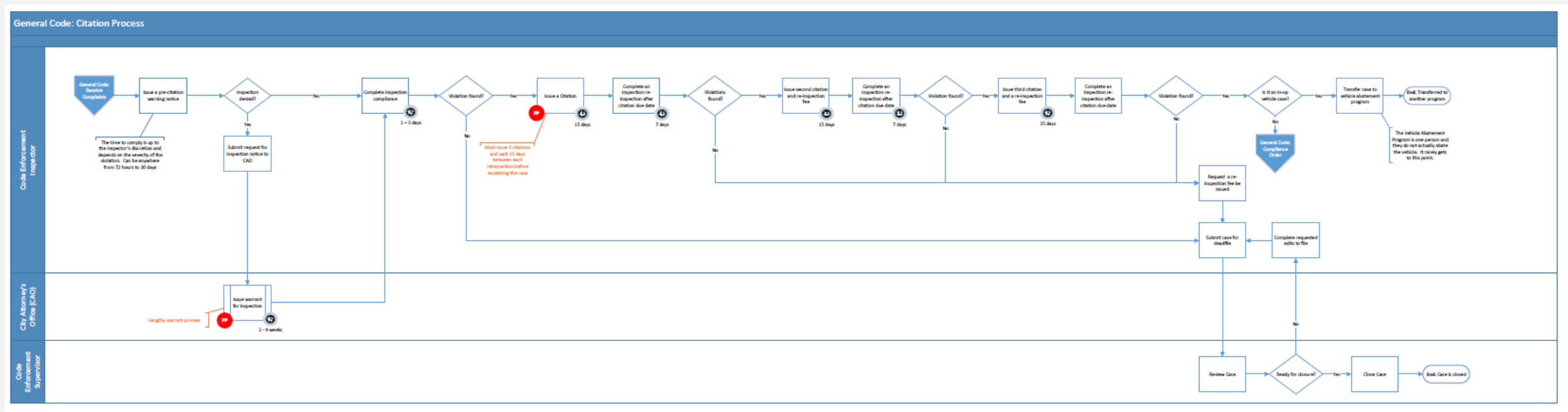


Appendix E: Process Maps

Appendix E: *Receive Complaints* Process Map



Appendix E: *Citation* Process Map









Appendix F: Workload & Staffing Analysis Support

Appendix F: Workload & Staffing Analysis Definitions

Analysis Step	Term	Definition
All	PY	Personnel Years, or Full-time equivalents (FTEs). For this analysis, 1 PY is equal to 1,266 hours (Available Hours*75% productivity). Available hours: 2,080 (annual calendar hours) minus vacation (120), sick (80), personal (32), furlough (32), holiday (128) equals 1,688. $1,688 \times .75 = 1,266$
Step 1-3. Workload Volume	Action	Actions are the tasks tracked by the Code Enforcement Division in CES. For this analysis, actions are considered work products
Step 1-3. Workload Volume	Action Category	Actions roll up into 14 categories: Administrative, Customer Service-Letters, Customer Service-Phone Call, Customer Service-Other, Investigation-Research, Investigation-Status Inspection, Investigation-Compliance Inspection, Investigation-Reinspection, Enforcement-Notices, Enforcement-Citation, Enforcement-Compliance Order, Enforcement-AHB, Compliance-Ready for Closure
Step 1-3. Workload Volume	Program	The Code Enforcement program for which the Guidehouse Team is analyzing the work product. For this analysis, Guidehouse is focused solely on the General Code Program
Step 1-3. Workload Volume	Period Unit	The period of time the work product is being measured. For this analysis, the Guidehouse Team is measuring the volume of each action for the period unit of 1 year (Calendar Year 2024)
Step 1-3. Workload Volume	Volume Completed	The volume of actions completed in period unit. Volume completed for each action is pulled directly from the 2024 actions report and includes actions for General Code Program Inspectors
Step 1-3. Workload Volume	Volume Demand	The estimated number of actions that would be completed to close all open, new, and closed cases in 2024
Step 1-3. Workload Volume	Average Hours Required to Complete One Unit	How long it takes on average to complete one action. For example, how long it takes to add a comment to a case in CES
Step 4. Staffing Gap Analysis	Total Estimated Work Demand (PY)	Estimated 2024 workload volume demand measured in PYs
Step 4. Staffing Gap Analysis	Total Reported Work Completed (PY)	2024 workload volume completed, measured in PYs
Step 4. Staffing Gap Analysis	Authorized Staffing (PY)	Number of funded positions (includes filled and vacant)

Appendix F: Workload & Staffing Analysis Calculations

Analysis Step	Calculation	Formula
Step 1-3. Workload Volume	Volume Demand in 2024	Volume Completed * Workload Demand Multiplier
Step 1-3. Workload Volume	Volume Not Completed in Year	Volume Demand - Volume Completed
Step 1-3. Workload Volume	Total Hours Needed for Volume Demand	Volume Demand * Average Hours Required to Complete One Unit
Step 1-3. Workload Volume	Total Hours for Completed Actions	Volume Completed * Average Hours Required to Complete One Unit
Step 1-3. Workload Volume	PY Demand	Total Hours Needed for Volume Demand/1266
Step 1-3. Workload Volume	PY Completed	Total Hours Needed for Completed Actions/1266
Step 4. Staffing Gap Analysis	Demand Delta PYs	Current PYs - Demand PYs
Step 4. Staffing Gap Analysis	Completed Delta PYs	Completed PYs - Demand PYs
Step 4. Staffing Gap Analysis	Staffing Gap Demand	Total Work Demand (PY) - Authorized Staffing (PY)

Appendix F: Actions/Work Product List (1 of 4)

Action Category	Action	Description
Administrative	Address Change	CES generated message when address is changed
	Comments-Continued	Continued comment entry after Comments-General has reached max character limit
	Comments-General	General comments for Inspector notes. Has been used for general actions, including email correspondence.
	File Attachment	Indicates a document (notices, warnings, citations, etc.) has been attached to a case file
	Inspection Scheduling Attempt	Inspector action to show they have attempted to schedule an appointment, but the CP or RP did not respond or answer
	Letter-City Letterhead	City letterhead template
	Memo-Reinspection Fee Gen	Memo for reinspection fee for General Code. To submit to support staff to start the process of reinspection fee
	Message	Action to message a recipient internally
	Reassigned	Action to use when Supervisor reassigns case to another CEI
Compliance-Ready for Closure	1System Message	CES generated message. Notifies supervisors when cases are ready to review for closure
	Submit for DF	Submit for Deadfile. When Inspector is ready to close the case and submit for supervisor review
Customer Service-Letters	A-Courtesy RP Letter	Notice to RP to inform them of noted violations
	Letter-Auto Repair	Notice to RP of auto repair regulations. Provided 72 hours to comply
	Letter-Bin Storage	Notice to RP of bin regulations - cannot leave them on the street
	Letter-Early Set Out	Notice to RP if cans have been set out too early
	Letter-Graffiti	Notice to RP of alleged graffiti violation on their property. Provides anti-graffiti hotline
	Letter-Illegal Dumping	Notice to RP that there is alleged violation of illegal dumping. Either correspondence in dump refuse or license plate identification
	Letter-Inop	Notice to RP that there is alleged inoperable vehicle.

Appendix F: Actions/Work Product List (2 of 4)

Action Category	Action	Description
Customer Service- Letters (cont.)	Letter-Lawn Parking	Notice to RP of alleged lawn parking violation on their property.
	Letter-Routine CP	Complaint received, and RP is notified of alleged violation. Notice explains due to staffing capacity, there is only a response to immediate threat to safety and/or property. Notice for CP to reach back if violation hasn't been corrected in 14 days
	LETTER-RP Routine	Sent at the same time as routine CP to the various stakeholders.
	Letter-RP Warning	Notice to RP warning identified alleged violations. If violation is not corrected by site inspection, they are subject to citation
	Letter-Yard Waste	Notice to resident regarding early yard waste set out, etc.
Customer Service- Other	Inspection Scheduled	Notice that an inspection has been scheduled
	Meeting	Request to meet and summarize meeting details
Customer Service- Phone Call	Phone Call	Input when a phone call has been made by Inspector or CP/RP, PM, etc.
Enforcement-AHB	AHB- NOH POS	To summarize outcome of hearing and document that hearing was held
	AHB- Resolution POS	To share the AHB Hearing Resolution
	Letter- AHB Warning	Notice to the RP that case is being brought to the AHB
Enforcement- Citation	Administrative Citation	Generated when support staff uploads the citation, similar to file attachment action. Used concurrently with Citation action
	Citation	Citation issued for violation(s) identified
	Comments-Citation Appeal	For cases when a citation when property owner is contesting citation
Enforcement- Compliance Order	Compliance Order-GA	To amend the compliance date on issued Compliance Order
	Compliance Order-General	Compliance order issued
	Director's Hearing	Hearing officer (HO). Action entered when Director's hearing occurs

Appendix F: Actions/Work Product List (3 of 4)

Action Category	Action	Description
Enforcement-Compliance Order	Director's Hearing Packet	When hearing packet is uploaded. Includes date of hearing, location, and mail out date in notes
	Director's Hearing Request	To track when a property owner files a request for hearing
	Director's Notice of Dec	To notify decision made from Director's Hearing
Enforcement-Notices	BLD Permit Finalized	Input when Building permit is finalized
	BLD Permit Issued	Building permit issued
	BLD Plan Revisions Req	To notify property owner to fix building plans
	BLD Plans Accepted	To notify building plans have been accepted by Code Enforcement Division and are ready to submit to Building Division
	BLD Plans Reviewed	Buildings plans approved and ready to be submitted to the Building Division
	BLD Plans Submitted	Building plans submitted by property owner
	IN Mailed	"Inspection Notice Mailed". Entry to notify that inspection notice has been mailed out
	Letter VA-NTR ORD	Vacant Building - Notice to Register Ordinance
	Letter-Expired Permit PCL	Building permits that have been expired. Notifies of expired permit and needs to renew
	Letter-Expired Permit Warning	To notify RP that their permit will soon expire
	Letter-Insp Notice GA	Inspection notice amended
	Letter-Insp Notice GEN	General Inspection Notice template
	Letter-Inspection Warrant	Notice that Division can and will pursue an inspection warrant
	Letter-Precite	Sent to RP for pre-cite
	OWN	OWNs are scanned and submitted via "File Attachment." This action is not currently used.

Appendix F: Actions/Work Product List (4 of 4)

Action Category	Action	Description
Investigation-Compliance Inspection	Inspection-Compliance	To notify of inspection after violations were identified and possible warning notice issued. Pre-cite, inspection notice, or OWN
Investigation-Initial Inspection	Inspection	For General Code, typically used for initial inspection
	Inspection Complaint Driven	Code Enforcement Inspector conducting complaint-driven inspections
	Inspection-Exterior	For inspections where Inspector did not enter into premises and did not perform full inspection relative to complaint. LBC, KOD, NA, etc..
	Letter-ATC	"Attempt to contact"
	Letter-Attempt, CP	Attempt to contact Complaining Party
	Letter-Attempt, RP	Attempt to Contact Responsible Party letter. Leave a business card and send a letter if RP is not available on property
Investigation-Reinspection	Picture	Attaching a picture to casefile
	Inspection-Reinspection	Triggers reinspection fee. To enter reinspection fee, use "Memo-Reinspection Fee"
	Reinspection 2	For FAST program: Second inspection to observe if corrections have been made for violations identified after FAST inspection was conducted
Investigation-Research	Research	Research for ownership, building records, permits, etc.
Investigation-Status Inspection	Inspection Status	When Inspector is monitoring a property and inspection may not be scheduled

Appendix F: Workload Analysis Sources

Information	Source
Leading practices in HR analytics, staffing assessments, and workforce demand forecasting	https://www.shrm.org
Methodologies for workforce planning, staffing gap analysis, and FTE calculations	https://www.opm.gov/policy-data-oversight/human-capital-framework/reference-materials/talent-management/workforce-planning-guide.pdf
Workforce analysis techniques used in public sector human resource management	https://www.ipma-hr.org/
Guidance on workload estimation, FTE-based forecasting, and efficiency considerations in government agencies	https://www.gao.gov/products/gao-20-195g
Guidance and data on productivity rates	Productivity Home Page : U.S. Bureau of Labor Statistics



Appendix G: Peer City Research Sources

Appendix G: Peer City Research Sources (1 of 2)

Information	Source
Land Area, Population, Median Household Income	https://data.census.gov/profile/
Monthly Bill Expense Per Household	https://www.doxo.com/w/insights/report-the-most-expensive-and-most-affordable-largest-u-s-cities-2024/
San José Budget	www.sanjoseca.gov/home/showpublisheddocument/115762/638659772555570000
San Diego Budget and Code Enforcement Information	https://www.sandiego.gov/development-services/building-land-use-enforcement/priority-cases
	www.sandiego.gov/sites/default/files/2024-10/iba-budget-guide-eng.pdf
	https://www.sandiegocounty.gov/content/sdc/pds/ce5/home/investigate.html
	https://www.sandiego.gov/sites/default/files/ced_cow_presentation_-_may_2018.pdf
Los Angeles Budget and Code Enforcement Information	https://dbs.lacity.gov/
	https://cao.lacity.gov/budget24-25/ProposedBudget/
Santa Cruz Budget and Code Enforcement Information	https://www.cityofsantacruz.com/home/showpublisheddocument/100559/638560511765030000
	https://www.cityofsantacruz.com/government/city-departments/planning-and-community-development/code-compliance
Fresno Budget and Code Enforcement Information	https://www.fresno.gov/cityattorney/codeenforcement/school-area-team/
	https://www.fresno.gov/cityattorney/codeenforcement/
	https://www.fresno.gov/wp-content/uploads/2024/10/FY-2025-ADOPTED-BUDGET.pdf

Appendix G: Peer City Research Sources (2 of 2)

Information	Source
Seattle Budget and Code Enforcement Information	https://www.seattle.gov/sdci/about-us/who-we-are/code-compliance
	https://openbudget.seattle.gov/#!/year/default
Austin Budget and Code Enforcement Information	https://www.austintexas.gov/news/austin-city-council-approves-fiscal-year-2024-2025-budget
	https://www.austintexas.gov/department/dsd-code-compliance
Dallas Budget and Code Enforcement Information	https://dallascityhall.com/departments/codecompliance/Pages/district-offices.aspx
	https://dallascityhall.com/departments/budget/financialtransparency/AnnualBudget/FY%202024-25%20Adopted%20Annual%20Operating%20and%20Capital%20Budget.pdf
	https://dallascrm.my.site.com/public/s/
Baltimore Budget and Code Enforcement Information	https://dhcd.baltimorecity.gov/ce/code-enforcement
	FY2025-PRELIM BUDGET-FINAL 1.pdf
Philadelphia Budget and Code Enforcement Information	https://www.phila.gov/departments/department-of-licenses-and-inspections/inspections/code-enforcement/
	rental-enforcement-in-philly.pdf
	https://www.phila.gov/media/20240829150436/budget-in-brief-FY2025-approved.pdf

Organizational Structure

The Code Enforcement Division is composed of 70.5 positions, divided into six functional areas. The chart below is a high-level overview of each functional area, the number of FTEs, and its core functions. Included in the headcount below are nine vacant positions.

Key

■ Deputy Group

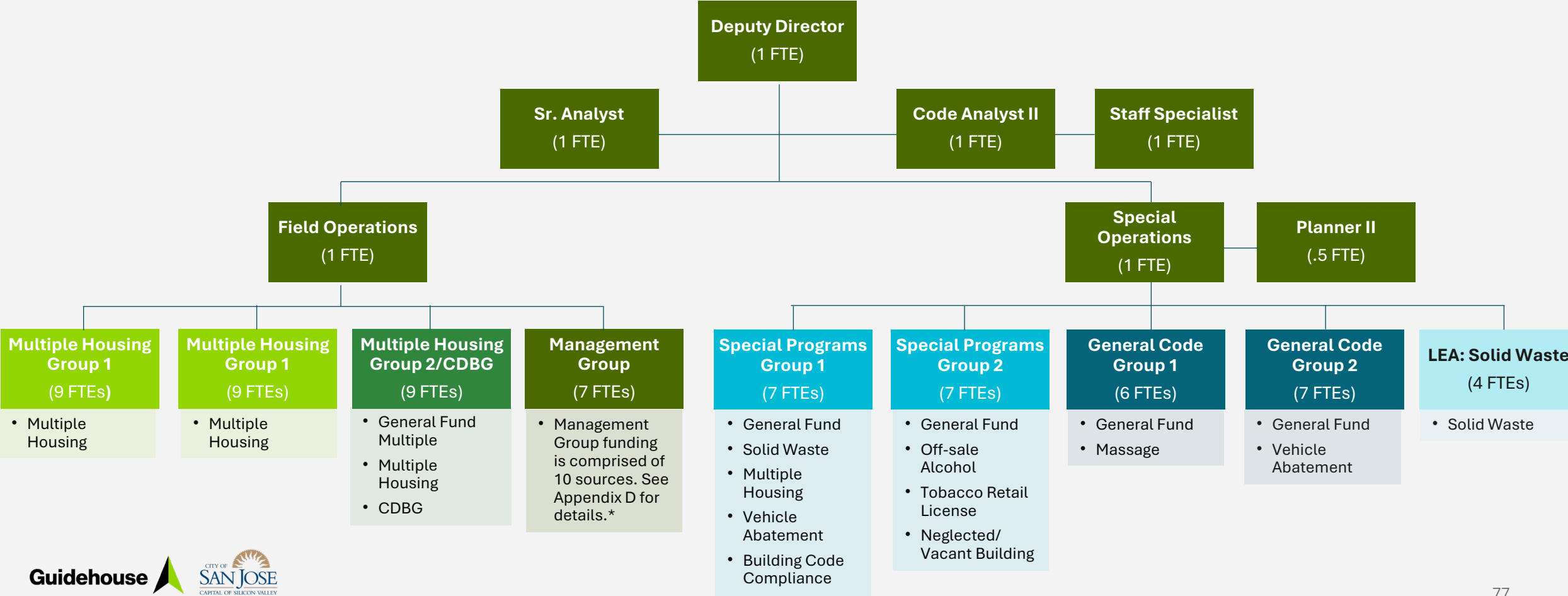
■ Multiple Housing (MH)

■ General Code

■ Community Development Block Grant (CDBG)

■ Special Programs

■ Local Enforcement Agency (LEA)



Functional Area Overview

The Code Enforcement Division has the following six functional areas.



General Code

- › General Fund and Fee Funded
- › Oversees code inspections and oversight on all Single/Two Family, Commercial, Industrial, and Vacant Private Property



Special Programs

- › Fee funded
- › Oversees Vacant Buildings and Storefronts, Tobacco Retail License, Off-Sale Alcohol, Abandoned Shopping Carts, Building Code Compliance, and Massage



Multiple Housing

- › Fee funded
- › Provides proactive inspections on a three-, five-, or six-year basis and responds to customer complaints on apartments, SROs, Hotels/Motels, Frats/Sororities, and other multi-unit dwellings
- › Oversees 6,752 Buildings and 102,862 Units



Local Enforcement Agency

- › Fee Funded
- › Serves as the State enforcement arm for regulation of 34 local landfills and solid waste facilities including landfills, materials recycling facilities, zero waste facilities, and green waste facilities



Community Development Block Grant

- › Grant Funded
- › Enhanced Multiple Housing Program in CDBG areas, providing inspections for ROP buildings located in Project Hope areas across the city, including Cadillac Winchester, Foxdale, Guadalupe Washington, Hoffman Via Monte, McKinley Bonita, Mclaughlin Area Tenants, Poco Way, Roundtable, and Welch Park



Deputy Group

- › General Fund and Fee Funded
- › Support staff assist with administrative and support tasks, including support with the Appeals Hearing Board process, issuing vehicles to inspectors, and providing logistical to inspectors and supervisors
- › Management staff provide strategic and operational direction for the Division