



APRIL 2025

# Operational Analysis for the Code Enforcement Division

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**FUTURE STATE RECOMMENDATIONS REPORT**

Guidehouse

outwit complexity™



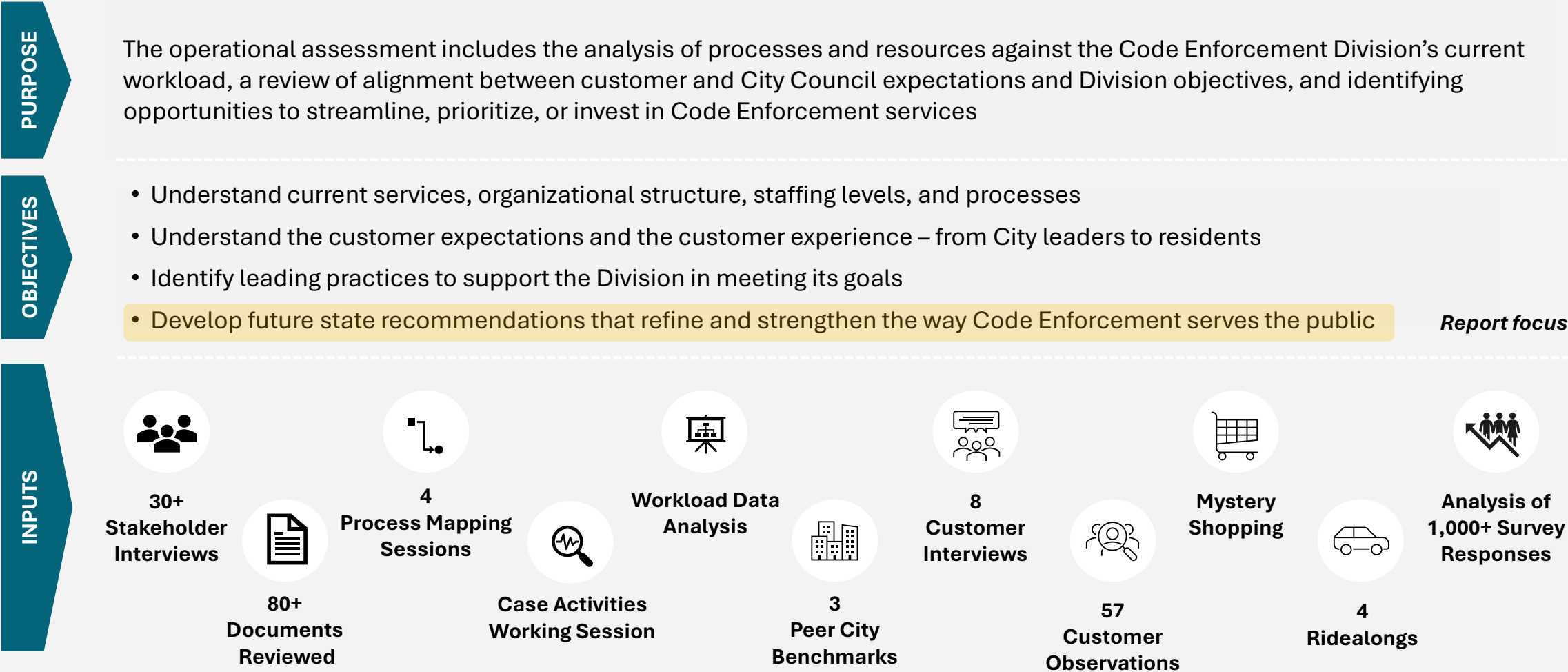
# Table of Contents

Project Overview	2-3
Recommendations Overview	4-10
Recommendations Detail	11-43
Implementation Roadmap	44-65
Appendices A-C	66-75



# Operational Assessment | Project Background & Objectives

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



# Operational Assessment | Project Approach

Guidehouse's approach to achieving project objectives is organized into four phases

	Task 1: Work Plan & Status Report	Task 2: Discovery & Current State Analysis	Task 3: Operational Analysis	Task 4: Assessment Report
KEY ACTIVITIES	<ul style="list-style-type: none"> <li>Develop Work Plan and Status Report</li> </ul>	<ul style="list-style-type: none"> <li>Conduct document review</li> <li>Interview internal stakeholders</li> <li>Review operational functions and workflow processes</li> <li>Complete staffing level analysis based on current and projected workloads</li> </ul>	<ul style="list-style-type: none"> <li>Conduct desktop and benchmarking research of three peer cities</li> <li>Interview external stakeholders</li> <li>Conduct customer research on customer experience</li> </ul>	<ul style="list-style-type: none"> <li>Design future state recommendations</li> <li>Evaluate recommendations based on level effort vs. impact</li> <li>Develop high-level implementation roadmap</li> </ul>
DELIVERABLES	<b>Work Plan &amp; Status Report</b> (January 24 <sup>th</sup> )	<b>Current State Findings Report</b> (February 14 <sup>th</sup> )	<b>Operational Report</b> (March 14 <sup>th</sup> )	<b>Future State Recommendations Report</b> (April 4 <sup>th</sup> )



# Recommendations Overview



# Recommendations Overview (1/2)

Current state gaps map to three recommendations themes to support Code Enforcement's mission and objectives




## Current State Gaps

- Staffing Gaps and Workload
- Communication Breakdowns
- Process Inefficiencies
- Overextended Scope
- Technology Gaps
- Decreasing Service Quality
- Inconsistent Enforcement
- Complexity of Scope & Cases
- Long Case Closure Times

Recommendation Theme	Detailed Recommendation
 <b>Develop &amp; Optimize Workforce</b>	1.1 Modify organizational structure and hire in key areas 1.2 Conduct classification assessment 1.3 Increase training opportunities 1.4 Optimize recruitment and retention 1.4 Establish a succession planning process
 <b>Improve Operational &amp; Program Performance</b>	2.1 Set strategic vision for Division 2.2 Realign and narrow program scope 2.3 Expand pilot programs 2.4 Update policies to support strategic enforcement 2.5 Streamline processes, reduce manual tasks, and implement quality controls 2.6 Enhance performance metrics and accountability 2.7 Expedite and prioritize adoption of CodeX
 <b>Increase Customer Service &amp; Communication</b>	3.1 Optimize communication and improve self-service 3.2 Invest in community education and partnerships 3.3 Improve cross-departmental coordination

# Recommendations Overview (2/2)

Each recommendation will support streamlining service delivery, prioritizing services, and identifying opportunities to invest<sup>1</sup>

Recommendation Theme	Detailed Recommendation	Streamline Service Delivery >>>	Prioritize Services 📋	Opportunities To Invest 💰
 <b>Develop &amp; Optimize Workforce</b>	1.1 Modify organizational structure and hire in key areas	✓		✓
	1.2 Conduct classification assessment	✓		✓
	1.3 Increase training opportunities			✓
	1.4 Optimize recruitment and retention			✓
	1.5 Establish a succession planning process			✓
 <b>Improve Operational &amp; Program Performance</b>	2.1 Set strategic vision for Division	✓	✓	
	2.2 Realign and narrow program scope	✓	✓	
	2.3 Expand pilot programs		✓	✓
	2.4 Update policies to support strategic enforcement	✓		
	2.5 Streamline processes, reduce manual tasks, and implement quality controls	✓		
	2.6 Enhance performance metrics and accountability	✓		
	2.7 Expedite and prioritize adoption of CodeX	✓		✓
 <b>Increase Customer Service &amp; Comms.</b>	3.1 Optimize communication and improve self-service	✓		
	3.2 Invest in community education and partnerships			✓
	3.3 Improve cross-departmental coordination		✓	

<sup>1</sup> See Appendix C for additional details 6

# Impact vs. Effort Evaluation Criteria

The table below defines the variables used to assess the impact and level of effort for each recommendation<sup>1</sup>

Impact or Effort	Criterion	Criterion definition	Score definition		
			1	2	3
Impact	Workforce/Staffing	Level of impact on staffing and workforce	Does not impact productivity, engagement or morale	Potential for minor shifts in productivity, engagement, or morale	Significant changes to productivity, engagement or morale
	Operational Performance	Level of impact on operational performance	Minimal impact on operations (e.g., addresses one pain point or key challenge area)	Moderate impact on operations (e.g., addresses multiple pain points or key challenge area)	Significant impact on operations (e.g., addresses multiple pain points and key challenge areas)
	Customer Experience	Level of impact on customer experience	Does not directly impact customers	Positively impacts Division employees or residents/businesses	Positively impacts both City employees and residents/businesses
Effort	Cost	Fixed cost of implementing the recommendation	No additional investment necessary	Expanded utilization of current resources	Additional investment necessary
	Organizational Commitment	Level of organizational commitment required to implement the recommendation	Minimal implementation barriers (e.g., Division-level involvement, intra-departmental approval)	Moderate implementation barriers (e.g., Division-level and/or departmental approval/involvement)	Significant implementation barriers (e.g., City Council-wide approval, 3 <sup>rd</sup> party involvement)
	Organizational Capacity	The ability of the organization to support and sustain the recommendation	Existing resources and skills are sufficient	Some additional resources or training required	Significant resources and training required
	Time	Fixed amount of time required to implement the recommendation	Less than 6 months	6 - 12 months	1+ years

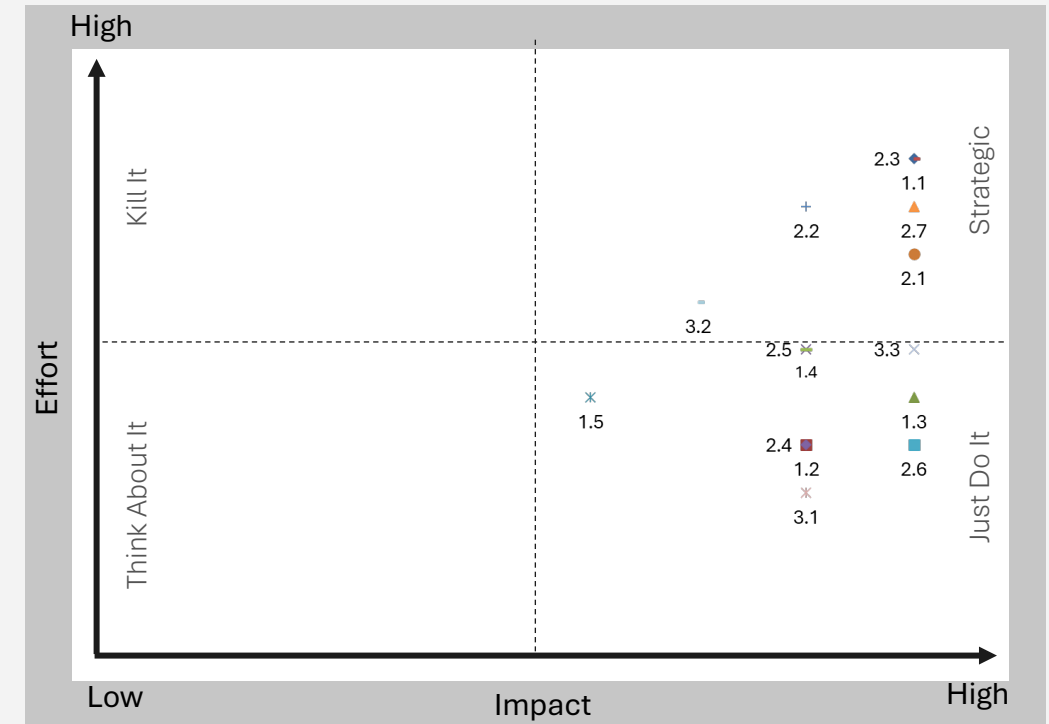
<sup>1</sup> See Appendix C for additional information on scoring 7



# Impact vs. Effort Evaluation

The graphic below shows **level of impact vs. effort** mapped for each of the recommendations outlined in the report




Theme	Recommendation
1.0 Develop & Optimize Workforce	1.1 Modify organizational structure and hire in key areas
	1.2 Conduct classification assessment for inspectors
	1.3 Increase training opportunities and support a culture of development
	1.4 Optimize recruitment and retention
	1.5 Establish a succession planning process
2.0 Improve Operational & Program Performance	2.1 Set strategic vision for Division
	2.2 Realign and narrow program scope
	2.3 Expand pilot programs
	2.4 Update policies to support strategic enforcement
	2.5 Streamline processes, reduce manual tasks, and implement quality controls
	2.6 Enhance performance metrics and accountability
	2.7 Expedite and Prioritize the Adoption of CodeX
3.0 Increase Customer Service & Communications	3.1 Optimize communication and improve self-service
	3.2 Invest in community education and partnerships
	3.3 Improve cross-departmental coordination



All recommendations fall into either the **“Just Do It”** or **“Strategic”** quadrants of the Impact vs. Effort Matrix

# Prioritizing Recommendations

The table below outlines **level of impact vs. effort** for each of the recommendations as well as their implementation phase

Recommendation Theme	Detailed Recommendation	Level of Impact <sup>1</sup>	Level of Effort <sup>1</sup>	Priority Phase <sup>2</sup>
 <b>Develop &amp; Optimize Workforce</b>	1.1 Modify organizational structure and hire in key areas	High	High	Now
	1.2 Conduct classification assessment	High	Low	Next
	1.3 Increase training opportunities	High	Low	Now
	1.4 Optimize recruitment and retention	High	Medium	Now
	1.5 Establish a succession planning process	Medium	Low	Later
 <b>Improve Operational &amp; Program Performance</b>	2.1 Set strategic vision for Division	High	High	Now
	2.2 Realign and narrow program scope	High	High	Next
	2.3 Expand pilot programs	High	High	Next
	2.4 Update policies to support strategic enforcement	High	Low	Now
	2.5 Streamline processes, reduce manual tasks, and implement quality controls	High	Low	Next
	2.6 Enhance performance metrics and accountability	High	Medium	Next
	2.7 Expedite and prioritize adoption of CodeX	High	High	Now
 <b>Increase Customer Service &amp; Comms.</b>	3.1 Optimize communication and improve self-service	High	Low	Now
	3.2 Invest in community education and partnerships	Medium	Medium	Later
	3.3 Improve cross-departmental coordination	High	Medium	Next

# Recommendation Roadmap Phases

Below are the three phases for implementing the recommendations

## Now Phase

*The first implementation phase focuses 1) strategic recommendations that will impact how other recommendations are implemented and 2) recommendations that can be implemented relatively quickly with lower effort and limited dependencies.*

## Next Phase

*The second implementation phase focuses 1) high impact recommendations that are dependent on recommendations in the “Now” phase and 2) medium to high-impact but lower effort recommendations with no dependencies.*

## Later Phase

*The final implementation phase focuses on the remaining recommendations that are dependent on recommendations outlined in the previous phases.*

Priority Level

1.1	Modify organizational structure/hire in key areas <i>(strategic)</i>
2.1	Set strategic vision for Division <i>(strategic)</i>
2.7	Expedite and prioritize adoption of CodeX <i>(strategic)</i>
1.4	Optimize recruitment and retention <i>(quick win)</i>
2.4	Update policies to support strategic enforcement <i>(quick win)</i>
3.1	Optimize communication and improve self-service <i>(quick win)</i>
1.3	Increase training opportunities <i>(quick win)</i>


1.2	Conduct classification assessment <i>(dependent on 1.1)</i>
2.2	Realign and narrow program scope <i>(high effort, high impact)</i>
2.3	Expand pilot programs <i>(dependent on 1.1)</i>
2.5	Streamline processes, reduce manual tasks, and implement quality controls <i>(high impact, medium effort)</i>
2.6	Enhance performance metrics and accountability <i>(dependent on 2.1)</i>
3.3	Improve cross-departmental coordination <i>(high impact, medium effort)</i>

1.5	Establish a succession planning process <i>(medium impact, low effort)</i>
3.2	Invest in community education and partnerships <i>(medium impact, medium effort)</i>



# Recommendations Detail

# Theme 1 | Develop & Optimize Workforce

Theme	Recommendation	Description	Level of Impact	Level of Effort	Priority Phase
 <b>Develop &amp; Optimize Workforce</b>	1.1 Modify organizational structure and hire in key areas	<ul style="list-style-type: none"> <li>Modify the Division's organizational structure to better align operations with Division functions</li> <li>Hire temporary Program Manager to implement recommendations</li> <li>Increase Division capacity by hiring in key areas</li> </ul>	High	High	Now
	1.2 Conduct classification assessment	<ul style="list-style-type: none"> <li>Conduct a classification assessment to understand current inspector job levels and staff capabilities.</li> <li>After resolving cases pending clearing from General Code backlog, conduct a detailed workload analysis considering case complexity and priority. Hire additional General Code Inspectors based on updated workload</li> </ul>	High	Low	Next
	1.3 Increase training opportunities	<ul style="list-style-type: none"> <li>Introduce new training opportunities and reinforce existing training to empower staff and improve performance</li> </ul>	High	Low	Now
	1.4 Optimize recruitment and retention	<ul style="list-style-type: none"> <li>Review recruitment practices to optimize and maximize reach and build talent pipeline</li> <li>Review talent management and retention practices</li> </ul>	High	Medium	Now
	1.5 Establish a succession planning process	<ul style="list-style-type: none"> <li>Prioritize succession planning and prepare staff to take over additional tasks when inspectors or leadership exit the organization</li> </ul>	Medium	Low	Later

Key: Low: 4 - 6 Medium: 7 - 9 High: 10+

Output	>>>	\$
Phase	Now	

# Theme 1 | Develop & Optimize Workforce

## 1.1 Modify organizational structure and hire in key areas (1/4)

### Recommendations

Modify the Divisions’ organizational structure to better align operations with Division functions (*representative organizational chart on the following slide*) and increase Division capacity by hiring in key areas:

**1.1.1 Hire temporary Program Manager position** in FY25-26 to lead Division transformation efforts. More information can be found on the *Role of the Transformation Program Manager* slide in the Implementation Roadmap Section

**1.1.2 Create four new permanent positions:**

- Create two new Manager positions (Strategy & Engagement Manager and General Code Manager) to bring the total number of Division Managers to four
- Create new Community Engagement Manager position to support engagement with the external community and internal departments
- Create new Support Analyst position to support CodeX implementation and support the Sr. Analyst with data analytics

**1.1.3 Realign organizational structure:**

- Under Strategy & Engagement Manager, create new Management Support and Community Engagement groups. Move Program Support roles under this role
- Move all General Code inspectors under the General Code Manager
- Retitle Field Operations Division Manager to Multiple Housing Division Manager, overseeing the Multiple Housing and Community Development Block Grants functions
- Special Operations Division Manager to continue overseeing Special Programs and LEA

### Background

- The current organizational structure does not clearly align with the Division’s functional areas
- Inconsistent reporting structures can lead to accountability issues (e.g., some General Code staff do not report to General Code supervisors)
- Vacancies have caused inefficiencies and added to staff workloads
- There is a lack of dedicated roles for strategy, communications, community engagement, and IT support, further contributing to staff feeling stretched thin

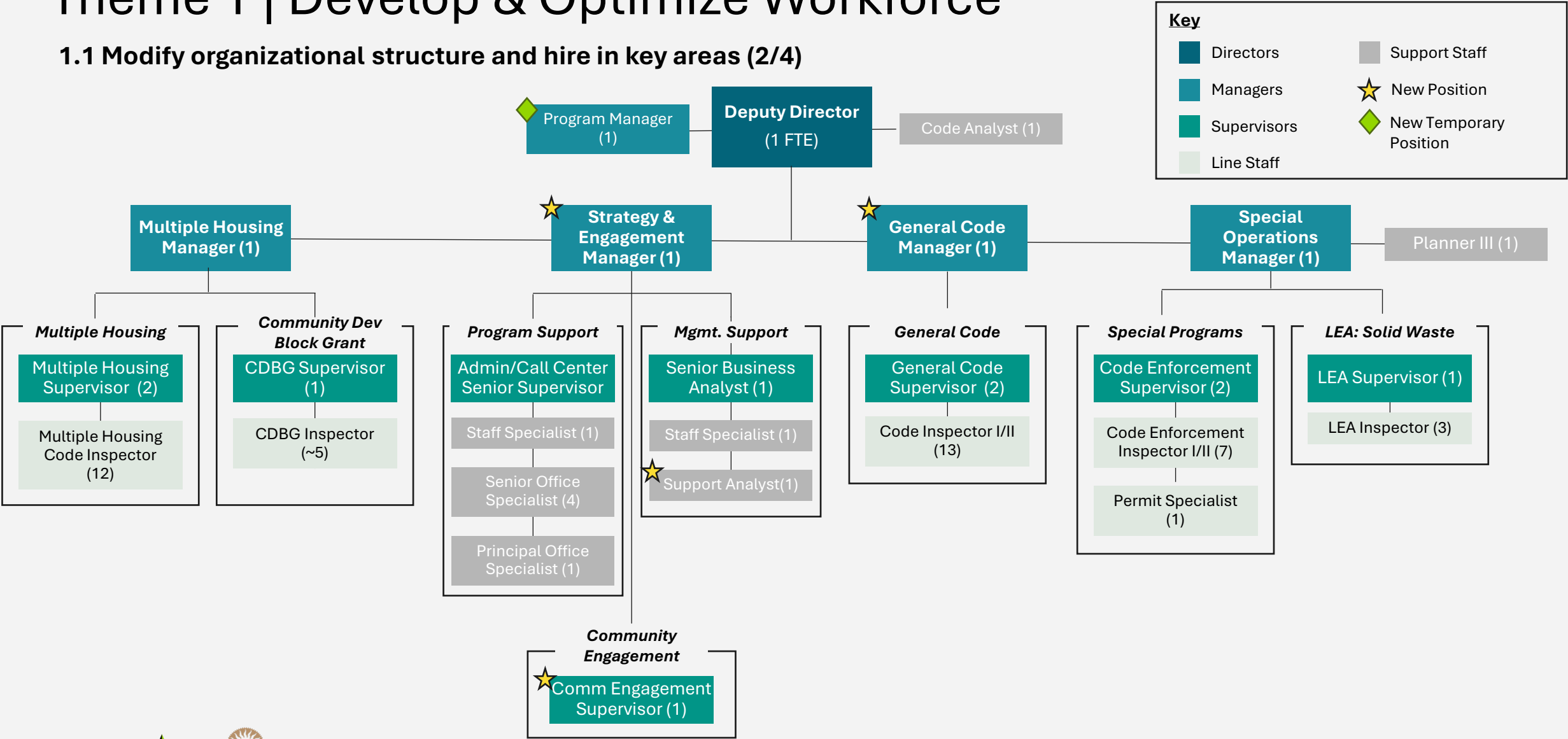
### Rationale & Benefits

- **Improved efficiency:** Functional alignment and clearer reporting structures can help ensure that staff understand their responsibilities
- **Enhanced service delivery:** Improved reporting and workflows, communication, and decision-making processes can lead to improved service delivery
- **Strategic thinking/oversight:** Dedicated strategic staff can focus on high-level planning and operations to meet the Division’s future challenges or opportunities
- **Community engagement:** A dedicated Community Engagement Manager can enhance trust between the Division and the community, leading to better compliance and improved public perception of the Division



# Theme 1 | Develop & Optimize Workforce

## 1.1 Modify organizational structure and hire in key areas (2/4)




# Theme 1 | Develop & Optimize Workforce

## 1.1 Modify organizational structure and hire in key areas (3/4)

New Position	Rationale & Benefits
<b>Transformation Program Manager (Temporary):</b> Oversees implementation of Operational Assessment recommendations and Division improvement initiatives.	<ul style="list-style-type: none"> <li>• <b>Accountable Owner:</b> Holds responsibility for guiding the City through the transformation. Has mandate and authority to address and influence decisions related to the transformation</li> <li>• <b>Centralized Communication:</b> Acts as a liaison between City stakeholders and CE. Eliminates barriers to change</li> <li>• <b>Risk Management:</b> Tracks outcomes from transformation efforts and mitigates risk with regular monitoring and controlling</li> </ul>
<b>Strategy &amp; Engagement Manager:</b> Oversees Program Support, Management Support, and Community Engagement positions. Drives Division-wide strategic initiatives.	<ul style="list-style-type: none"> <li>• <b>Strategic planning:</b> Focuses on long-term planning and strategic operations, helping align the Division's operations with broader City goals. Analyzes trends, identifies opportunities for operational improvements, and proactively addresses challenges</li> <li>• <b>Streamlined coordination:</b> Oversees all Division support staff operations, preventing miscommunication or duplication of efforts across different support functions. Owns interdepartmental collaboration efforts</li> <li>• <b>Task management:</b> Prioritizes tasks and manages workload distribution so that support and administrative functions support other Division functions efficiently. Supports staff in working towards a shared goal</li> </ul>
<b>General Code Manager:</b> Oversees all General Code positions and operations.	<ul style="list-style-type: none"> <li>• <b>Streamlined General Code operations:</b> Provides consistent oversight, streamlined communications, and more effective coordination of the inspector team</li> <li>• <b>Standardized enforcement:</b> Oversees processes to ensure that inspectors are enforcing codes consistently</li> <li>• <b>Centralized case management:</b> Oversees caseload distribution and strategic direction for management and processes</li> <li>• <b>Performance monitoring:</b> Monitors performance of General code Staff and identifies areas for improvement</li> </ul>
<b>Community Engagement Supervisor:</b> Acts as a bridge between the community and inspectors, organizing outreach efforts and addressing resident concerns. Adjusts strategies to neighborhood needs and coordinates resources to support compliance and community well-being. Coordinates with internal departments to strengthen communication and community outcomes.	<ul style="list-style-type: none"> <li>• <b>Improved communication:</b> Bridges the gap between the community, Code Enforcement inspectors, and other municipal divisions/departments, ensuring residents understand the regulations and support available to them</li> <li>• <b>Educational outreach:</b> Leads community focused pilots and organizes workshops and informational sessions to educate residents about Code requirements and the importance of compliance</li> <li>• <b>Enhanced trust:</b> Proactively communicates with residents for more cooperative and proactive problem-solving</li> <li>• <b>Tailored solutions:</b> Ensures the unique challenges of different neighborhoods are effectively addressed</li> <li>• <b>Represents a leading practice:</b> Two of three benchmarked cities have dedicated community engagement position</li> </ul>

# Theme 1 | Develop & Optimize Workforce

## 1.1 Modify organizational structure and hire in key areas (4/4)

New Position	Rationale & Benefits
<p><b>Support Analyst:</b> Supports the front-end operations of CodeX, coordinates/collaborates with Infinite Solutions, works with the IT Department as necessary, and supports other IT and business functions across the Division. Supports the Senior Business Analyst in various Division analytics projects.</p>	<ul style="list-style-type: none"> <li>• <b>Improved system efficiency:</b> Oversees case management system operations, identifies bottlenecks in the system, streamlines processes, and identifies opportunities to assist with case resolution and system errors</li> <li>• <b>Data-driven decision making:</b> Conducts data entry and analysis and reports information to deputies to enable decisions based on case trends, outcomes, and other data</li> <li>• <b>Compliance tracking:</b> Generates detailed reports, tracks compliance, and ensures all cases are documented and monitored in the system</li> <li>• <b>Improved coordination:</b> Acts as the Division's point of contact for the system, streamlining coordination with the IT Department and system vendors</li> </ul>
Considerations & Dependencies	Next Steps
<ul style="list-style-type: none"> <li>• Hiring experienced staff is more expensive than hiring entry level staff</li> <li>• Any new positions will need to go through City approval/hiring processes</li> <li>• Restructuring may be dependent on available resources</li> <li>• Communicating early and transparently about the new leadership structure can help reduce uncertainty and set expectations amongst staff</li> <li>• Organizational changes will require effort for change management ahead of, during, and following the change</li> <li>• Several recommendations are dependent on this recommendation</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm new organizational structure, roles, responsibilities, and reporting lines with key stakeholders</li> <li>• Seek and attain City Council approval and funding for new positions</li> <li>• Inform additional stakeholders of the changes, including rationale, benefits, and how the transition will take place</li> <li>• Recruit and hire for new positions</li> <li>• Realign resources as necessary to support the new structure</li> <li>• Conduct a classification assessment to determine additional inspector roles (see <a href="#">Recommendation 1.2</a>)</li> </ul>
<div>  <p><b>Case in Point:</b> To support strategic and community efforts, Austin's Development Services Department has a Stakeholder and Community Engagement Division, which is overseen by a Chief Strategy Officer. The Division includes an Engagement Manager who liaises with the public.</p> </div>	

Output	>>>	\$
Phase	Next	

# Theme 1 | Develop & Optimize Workforce

## 1.2 Conduct classification assessment for inspectors (1/2)

### Recommendations

- 1.2.1 Conduct a classification assessment** to understand current inspector job levels and staff capabilities
- Gather information on job descriptions and inspector workforce (e.g., qualifications, experience, daily tasks, and caseload)
  - Identify opportunities to clarify/update classifications to better align with organizational needs. This could include:
    - › Clarifying/standardizing qualifications and expectations for existing job classifications
    - › Updating requirements for existing job classifications
    - › Proposing changes to the existing classification structure (for example, creating new classification tiers)
  - Identify how inspector classifications fit into the Division’s overall organizational structure and define clear career pathways
- 1.2.2** After resolving cases pending clearing from General Code backlog, **conduct a detailed workload analysis** considering case complexity and priority. Hire additional General Code Inspectors based on updated workload and Division needs following recommendations in the *Next* priority phase

Background	Rationale & Benefits
<ul style="list-style-type: none"><li>• Case volume is higher than the staff available to process cases, leading to significant backlog and long processing times</li><li>• Staffing gap for General Code inspectors is 26 FTEs based on 2024 caseload data, after clearing the 1,300 cases from the backlog</li><li>• There is no strong pathway for internal promotions, exacerbated by differences in requirements for staff at different levels</li><li>• There are inconsistent reporting structures that lead to accountability issues</li><li>• Some cities have up to three tiers of inspectors supporting a Division Manager, such as Inspector A-C, Code Investigator, Inspection Supervisor (Austin) or Senior Inspector, Principal Inspector, Chief Inspector (Los Angeles)</li></ul>	<ul style="list-style-type: none"><li>• <b>Clarifies job expectations:</b> A classification assessment helps define the responsibilities, skills, and knowledge required at each level of the inspector role. This ensures clarity around job expectations, making it easier for staff to understand what is expected of them at different stages of their career</li><li>• <b>Supports professional development and growth:</b> By identifying the skills and knowledge required at each level, inspectors are aware of the competencies needed to advance. This can help motivate employees to perform well and aim for advancement within the Division</li><li>• <b>Informs organizational decision-making:</b> Classification assessments provide data on the varying levels of responsibility, expertise, and workloads across inspectors. This knowledge can help the Division make strategic decisions such as priority hiring areas</li><li>• <b>Supports inspector hiring:</b> The assessment can highlight key staffing gaps to inform hiring decisions</li></ul>

Output	>>>	\$
Phase	Next	

# Theme 1 | Develop & Optimize Workforce

## 1.2 Conduct classification assessment for inspectors (2/2)

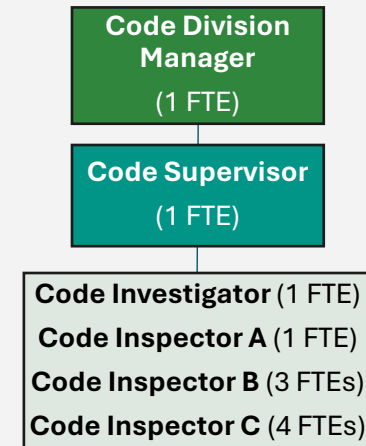
### Considerations & Dependencies

- Job classification changes (for example, job/education requirements) may require input and approval through other City departments (i.e., Human Resources) and/or City Council
- Consider conducting additional leading practices research to understand classification structures leveraged by other local government entities
- Union buy-in is essential and will impact approval and implementation of this recommendation

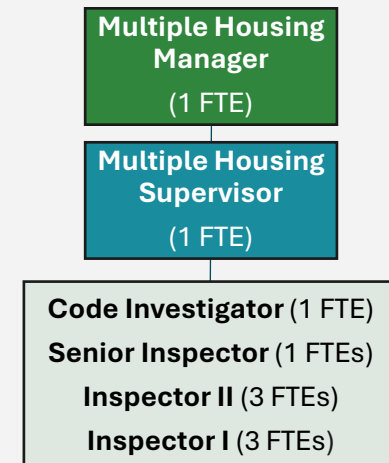
### Next Steps

- Collect existing job descriptions and classification materials and document the qualifications, skillsets, and case load of current staff
  - Interview staff at Code Inspector I, Code Inspector II, and Supervisor levels to understand daily tasks, challenges, career goals, and thoughts on the current classification system
- Review classification structure
  - Examine if each classification level aligns with current staff responsibilities and skills
- [As needed] Based on these findings, propose changes to the classification structure
  - Types of changes could include but are not limited to introducing new classification tier, creating specialized roles for certain violation types and complex cases, or adjusting caseload based on classification
- Define clear requirements, qualifications, and expectations for each position, including pathways for promotion
- Rerun the workload distribution with latest caseload following backlog clearing, to understand updated number and types of cases assigned at each level and identify areas where the workload could be streamlined
  - Analyses could include cases across classifications and skills vs. case complexity and priority
- If approved, roll out recommendations, including reclassifications, new workflows, training, and communications, and hiring staff if applicable

### Sample Group Organizational Structure - City of Austin Code Compliance



### Group Organizational Structure Option for San José



Output	\$
Phase	Now

# Theme 1 | Develop & Optimize Workforce

## 1.3 Increase training opportunities and support a culture of development (1/2)

### Recommendations

Introduce new training opportunities and reinforce existing training to empower staff and improve performance; an initial list of opportunities is below

Category	Training	Attendees	Rationale & Benefits
1.3.1 Introduce	<b>Implicit Bias:</b> Designed to help inspectors recognize and mitigate unconscious biases that can affect their decision-making and interactions with the community	<ul style="list-style-type: none"> <li>All CE Staff</li> </ul>	<ul style="list-style-type: none"> <li><b>Enhanced Trust &amp; Communication:</b> Learn to communicate more effectively with diverse populations, reducing misunderstandings and building trust<sup>1</sup></li> <li><b>Improved Decision-Making:</b> By recognizing and addressing their own biases, inspectors can make more impartial and fair decisions, leading to more equitable enforcement<sup>1</sup></li> </ul>
	<b>IAP<sup>2</sup> Certifications:</b> Equips Code Enforcement inspectors with tools to engage the community more effectively, leading to better compliance and a more harmonious relationship between residents and enforcement agencies	<ul style="list-style-type: none"> <li>Inspectors</li> <li>Supervisors</li> </ul>	<ul style="list-style-type: none"> <li><b>Improved Trust &amp; Communication:</b> Gain expertise in effectively communicating and building trust and positive relationships with residents, leading to better relationships and more effective and fairer enforcement<sup>2</sup></li> <li><b>Increased Community Input:</b> Learn to incorporate community input into decision-making processes, ensuring that enforcement actions are more transparent and equitable<sup>2</sup></li> </ul>
1.3.2 Reinforce	<b>Monthly Focused Training &amp; Quarterly Refreshers:</b> Monthly sessions provide deep dive training into specific topic areas. Quarterly refresher provides inspectors and supervisors a quarterly forum to receive updates on important process updates, receive refresher trainings, and share knowledge from their own experiences	<ul style="list-style-type: none"> <li>Inspectors</li> <li>Supervisors</li> </ul>	<ul style="list-style-type: none"> <li><b>Improved Consistency and Accuracy:</b> Reinforces consistency in inspection procedures</li> <li><b>Keeps Skills And Knowledge Updated:</b> Ensures inspectors are up-to-date on changes in laws, regulations, codes, and leading practices, reducing risk of errors and improving compliance</li> <li><b>Boosts Employee Confidence:</b> Regular opportunities for skill enhancement and knowledge sharing can increase inspectors' confidence in their work</li> <li><b>Enhanced Problem Solving:</b> Offers inspectors the opportunity to share experiences, discuss challenges, and learn from one another, helping them feel empowered to make decisions</li> </ul>

<sup>1</sup> Source: [Implicit Bias - M.C. Kimball and Associates, Inc.](#)

<sup>2</sup> Source: [IAP2 USA - Professional Certification](#)



Output	\$
Phase	Now

# Theme 1 | Develop & Optimize Workforce

## 1.3 Increase training opportunities and support a culture of development (2/2)

### Background

- Many inspectors are new to the position and therefore encounter challenges in operating independently
- Inspectors' approach to cases can vary widely, which can cause a perception of inconsistency in enforcement and delay case closure
- As the Division increases proactive and enhanced enforcement that may impact communities differently, it is critical to equip staff with training to mitigate biases

### Considerations & Dependencies

- The Division will need to identify an owner responsible for planning and running the monthly training and quarterly refreshers
- Incorporate additional training improvements from the Division's draft training plan (in progress)
- Refreshers can be Division-wide or held at the program level during regularly scheduled monthly program meetings, depending on the topic and audience
- In addition to formal training, the quarterly refreshers could incorporate opportunities for knowledge sharing and team bonding
  - For example, inspectors could present a recent case with key challenges and takeaways on a rotating basis
- Consider soliciting inspector feedback on what they would like to see in the monthly focused training and quarterly refreshers

### Next Steps

- Develop detailed training plan that combines planned monthly training on new topics with quarterly refreshers to reinforce learning throughout the year
- Assign refresher topics and build refresher training curriculum
- Introduce monthly training plan and quarterly refresher program to staff
- Explore adding Implicit Bias and IAP2 certification training to onboarding
  - Procure trainings
  - Incorporate them into training schedule

Output	\$
Phase	Now

# Theme 1 | Develop & Optimize Workforce

## 1.4 Optimize recruitment and retention (1/2)

### Recommendations

Establish an approach to support the Division with recruiting, human capital management, and retention challenges:

- **1.4.1 Review recruitment practices** to optimize and maximize reach and build talent pipeline
  - Establish process for updating the City’s official jobs board with open positions
  - Utilize multiple recruitment channels such as job boards, social media platforms, community organizations, and professional associations
- **1.4.2 Explore allowing years of experience to replace a college degree requirement** in leadership positions
- **1.4.3 Review talent management and retention practices**
  - Provide clear expectations and pathways for career advancement (see [Recommendation 1.5](#))
  - Offer continuous education and professional development opportunities (see [Recommendation 1.3](#))
  - Regularly solicit employee feedback to identify areas for improvement
  - Create an employee recognition program to acknowledge achievements and career milestones

Background	Rationale & Benefits
<ul style="list-style-type: none"><li>• There are currently ten vacant positions (two key leadership positions), causing leaders to spend more time on operations and less on strategy</li><li>• One of the leadership positions has been vacant since summer of 2024</li><li>• In 2022-2023, the Division had an average inspector vacancy rate of 17%</li><li>• There is no strong pathway for internal promotions, exacerbated by differences in requirements for staff at different levels</li><li>• Current job postings can be found on job search websites but do not seem to be active on the City’s official jobs board</li></ul>	<ul style="list-style-type: none"><li>• <b>Attracting skilled candidates:</b> Targeted recruitment strategies can help the Division attract individuals with the relevant skills and passion for the work</li><li>• <b>Faster onboarding:</b> A streamlined recruit to hire process will allow the Division to onboard staff faster</li><li>• <b>Engagement and retention:</b> A better understanding of why staff stay or leave will allow for a more informed retention strategy</li><li>• <b>Reduced turnover:</b> Strengthening the pathway for internal promotions helps retain institutional knowledge and experience. Professional development offerings and recognition programs can help staff feel valued and want to stay</li></ul>

Output	\$
Phase	Now

# Theme 1 | Develop & Optimize Workforce

## 1.4 Optimize recruitment and retention (2/2)

Considerations & Dependencies	Next Steps
<ul style="list-style-type: none"> <li>Revamp position requirements based on the outcome of <a href="#">Recommendation 1.2</a> and update current job postings on the City's official jobs board</li> <li>Special considerations may be required for critical or hard to fill positions</li> <li>Consider outsourcing for inspector positions to help fill immediate need</li> <li>All peer cities benchmarked allow years of experience to replace a college degree requirement in leadership positions</li> <li>Consider partnering with current Citywide recruitment events and targeted outreach at San José State University (SJSU) to build talent pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Review and update current recruit-to-hire policies and procedures to identify areas for increased efficiency and streamlining</li> <li>Identify where and why prospective applicants leave the recruitment process</li> <li>Identify factors in retention of longer-tenured employees</li> <li>Gain insight on resignation decisions by fleshing out the offboarding and exit interview process</li> </ul>



**Case in Point:** Seattle's Department of Construction & Inspections acknowledges the value of on-the-job experience, customer service expertise, and Code Enforcement experience by allowing qualified employees to advance from Inspectors to other technical and leadership positions, even in the absence of formal degrees.



**Case in Point:** San Diego's Building & Land Use Division has instituted a policy to allow internal staff without formal degrees to substitute years of experience for degree requirements as they apply for promotions. San Diego also has a program that connects staff with scholarships to local City Colleges, facilitating employees' continuing education efforts.

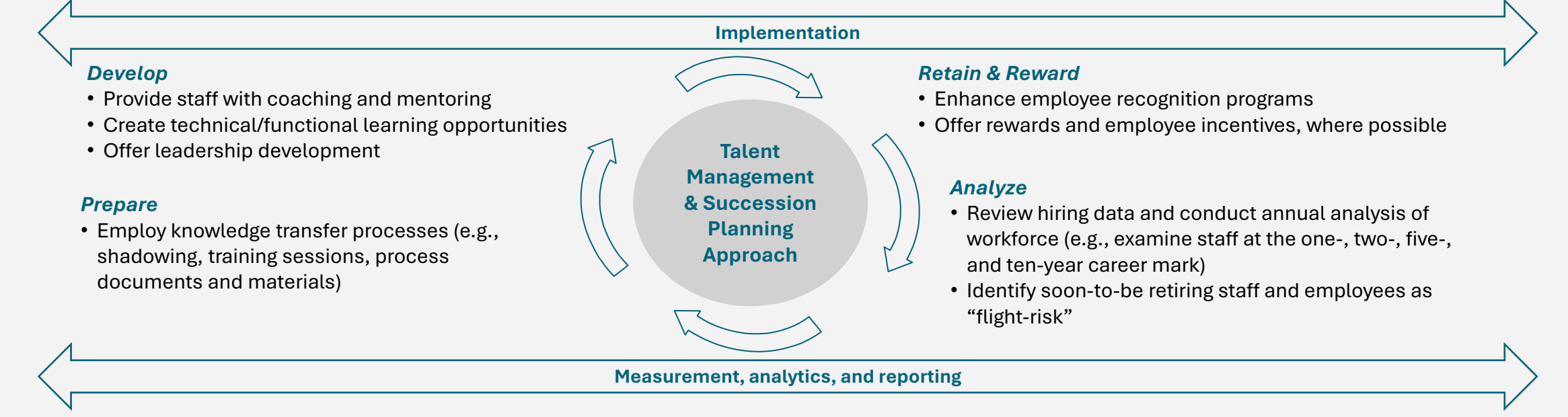
Output	\$
Phase	Later

# Theme 1 | Develop & Optimize Workforce

## 1.5 Establish a succession planning process

### Recommendation


1.5.1 Prioritize succession planning and prepare staff to take over additional tasks when inspectors or leadership exit the organization



Considerations & Dependencies	Next Steps
-------------------------------	------------

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Succession planning processes should be aligned with knowledge transfer efforts (e.g., Standard Operating Procedure and training development)</li><li>• Some degree of employee turnover can be considered healthy (e.g., a separation of low performers can improve productivity and increase employee engagement)</li></ul> | <ul style="list-style-type: none"><li>• Work with Division leadership to identify likelihood of staff separation (e.g., low, medium, and high “flight-risk”) and impact<ul style="list-style-type: none"><li>○ Monitor low to high flight-risk staff with low impact</li><li>○ Retain low to medium flight-risk staff with medium to high impact</li><li>○ Prepare high flight-risk staff with medium to high impact</li></ul></li><li>• Partner with relevant departments (e.g., Human Resources, Compliance) to coordinate training and employee retention efforts</li></ul> |
|---|--|

# Theme 2 | Improve Operational & Program Performance

Theme	Recommendation	Description	Level of Impact	Level of Effort	Priority Phase
 <b>Improve Operational &amp; Program Performance</b>	2.1 Set strategic vision for Division	<ul style="list-style-type: none"> <li>Establish Division strategy to align on vision, goals, outcomes, and metrics</li> </ul>	High	High	Now
	2.2 Realign and narrow program scope	<ul style="list-style-type: none"> <li>Identify programs requiring realignment and/or resource planning</li> </ul>	High	High	Next
	2.3 Expand pilot programs	<ul style="list-style-type: none"> <li>Expand current pilot programs and introduce new programs to take a more proactive approach to violations and increase accountability</li> </ul>	High	High	Next
	2.4 Update policies to support strategic enforcement	<ul style="list-style-type: none"> <li>Revise existing and implement new policies to support strategic enforcement and encourage compliance</li> </ul>	High	Low	Now
	2.5 Streamline processes, reduce manual tasks, and implement quality controls	<ul style="list-style-type: none"> <li>Update process steps for complaints intake, inspections, scheduling, citations, Compliance Orders, and Appeals Hearing Board preparation</li> </ul>	High	Low	Next
	2.6 Enhance performance metrics and accountability	<ul style="list-style-type: none"> <li>Assess current KPIs, assess gaps, and select KPIs in support of the Division's goals</li> <li>Establish benchmarks and targets for each metric</li> </ul>	High	Medium	Next
	2.7 Expedite and prioritize adoption of CodeX	<ul style="list-style-type: none"> <li>Prioritize the adoption of CodeX as a new Case Management system, identifying opportunities to expedite this timeline where possible</li> <li>Ensure CodeX meets specific requirements and needs of the inspectors and customers</li> <li>Identify which mobile technologies would be best suited for each group, position, and duty and procure and/or expand use of chosen technologies</li> </ul>	High	High	Now

Key: Low: 4 - 6 Medium: 7 - 9 High: 10+

# Theme 2 | Improve Operational & Program Performance

## 2.1 Set strategic vision for Division

### Recommendation

#### 2.1.1 Establish Division strategy to align on mission, vision, goals, and outcomes

##### Current State Mission & Vision

- We work in partnership with the people of San José to promote and maintain a safe and desirable living and working environment. This work happens in these three ways:
- We administer a fair, unbiased enforcement program to correct violations of municipal codes and land use requirements
  - We work with residents, neighborhood associations, public service agencies, and other City departments to empower community self-help and public outreach programs. We listen to public feedback to help establish priorities for the enforcement program
  - We initiate special programs targeted toward specific problems in our community

##### Key Strategic Questions to Inform the Future State

- How has the code enforcement environment changed since the Division last established its mission and vision?
- How can the Division set sustainable goals to meet the priorities set by City leadership and community expectations?
- How can the Division best balance its priorities and constraints?
- Which Division-wide and Department-wide specific goals, initiatives, and tactics should be prioritized?
- How should the Division monitor progress towards realizing goals?

### Background

- Over time, the Division’s core mission and expectations have expanded and shifted
- Current mission and vision are broad, contributing to lack of programmatic focus.
- To ensure Code Enforcement is positioned to fulfill its mission, the Division should revisit and confirm its strategy and approach to case management through a series of planning exercises and workshops

### Rationale & Benefits

- **Clearer scope:** Builds understanding of how the Division fits into the City’s overall strategy and clearly conveys priorities and services
- **Enhanced Division focus:** Focuses program decision-making
- **Improved prioritization:** Improves resource and task prioritization and meaningful performance tracking

### Considerations & Dependencies

- Requires stakeholder investment and participation for high impact outcome
- A rebranding (including Division name) can signify a new, refined scope (e.g., changing San Diego’s Division name from Code Enforcement to Building & Land Use)
- Strategy & Engagement Manager can oversee strategic planning activities once hired, but should not be a barrier for implementing this recommendation

### Next Steps

- Determine key stakeholders for strategic planning
- Set timeline for 1-3 working sessions with broader stakeholder group to revisit and realign strategy, vision, and goals
- Create strategic framework and validate with key stakeholders
- Roll out strategy with supporting change management activities
- Align current and future initiatives with goals and revisit metrics to track progress and enhance accountability (see [Rec 2.6](#))



# Theme 2 | Improve Operational & Program Performance

## 2.2 Realign and narrow program scope (1/2)

### Recommendation

**2.2.1 Identify programs that need realignment and/or resource planning.** To effectively manage its existing/future responsibilities, Code Enforcement should either:

- **Option 1:** Keep existing programs and receive dedicated funding/resources
- **Option 2:** Move programs to other divisions/departments based on leading practices in peer cities and existing collaboration

Program	Staff Effort	Dedicated Funding?	Peer City Programs?	Current Enforcement	Detail	Recommendation
Abandoned Shopping Carts	Med	✓	X	Full Program	1 CE FTE funded by retailer program fees. FTE conducts inspections. Proposed new cost recovery process. Peers use independent contractors (SD), Public Utilities (Seattle).	Keep in CE
Off-Sale Alcohol (OSA)	Med	✓	X	Full Program	Fee funded through annual inspection program fee. Enforced in San Diego by State entity	Keep in CE
Tobacco Retail License (TRL)	Med	✓	X	Full Program	Funded by license sales paid by retailers. Peers use a County program (SD), Dept of Revenue (Seattle), and State Comptroller (Austin)	Keep in CE
ADU Amnesty	Low*	X	3/3	Full Program	Absorbed by General Code using existing GF. Managed by all peers	Keep and Fund
Illegal Dumping Enforcement	Low*	X	2/3	Enforcement Support	Absorbed by General Code using existing GF. Peer administers with Environmental Services Dept (SD)	Keep and Fund
E3 & Soft Story	N/A	X	E3: 2/3; SS: 1/3	Future Programs	Future programs to be absorbed by Building Code Compliance cost recover fees, GF, and Multiple Housing funding. E3 managed by two peers (SD, Austin (permitting))	Keep and Fund
Massage	High	✓	1/3	Full Program	Funded by program permit fees. SD manages unpermitted use	Move to other Dept.
Fireworks	Med*	X	X	Enforcement Support	Absorbed by General Code using existing General Fund (GF). Peers administer program through Police Department (PD)	Move to Police Dept.
Mobile Vendors	Low*	X	1/3	Enforcement Support	Absorbed by General Code using existing GF. SD successfully moved program to Police Dept.	Move to other Dept.

Priority of Keep to Move

# Theme 2 | Improve Operational & Program Performance

## 2.2 Realign and narrow program scope (2/2)

### Background

Code Enforcement manages significantly more programs than its peers. The Division is assigned tasks beyond its core responsibilities, expanding its scope without corresponding increase in funding, authority, or staffing.



**Case in Point:** In San Diego, the Mobile Vendor program was originally assigned to Building & Land Use due to “enforcement” nature. As a result of case complexity and challenges with enforcing, leaders determined it was a better suited to be enforced by the Police Department.

### Rationale & Benefits

- **Expanded inspector expertise:** Limiting program areas enables inspectors to become experts more quickly. Repeated exposure to similar cases boosts confidence and autonomy, enabling quicker, more independent, and effective decisions
- **Improved backlog:** Narrowed scope and increased specialization help to improve the ratio of open-closed cases

### Considerations & Dependencies

- Other departments within the City are also operating with lean staffing and may not have capacity to take on programs
- Requires investment from leadership to effectively transition programs to another division/department
- Consider outsourcing for programs with high effort level (i.e., shopping carts)



**Case in Point:** San Diego partners with an independent contractor to administer its abandoned shopping carts program. The contractor collects carts based on agreements with specific stores. Customers can expect a resolution within 24-72 hours.

### Next Steps

- Determine if programs are aligned to Code Enforcement’s strategic goals (see [Recommendation 2.1](#))
- Determine required funding and staffing support to maintain these programs in Code Enforcement, if desired
- Secure Council approval for required funding and resources to keep programs
- Socialize findings with stakeholders to determine potential alternative locations or outsourcing for programming
- Make determination for programs to stay within Code Enforcement or to realign with another department

# Theme 2 | Improve Operational & Program Performance

## 2.3 Expand pilot programs (1/2)

### Recommendation

**2.3.1 Expand current pilot programs and introduce new programs** to take a more proactive approach to violations and increase offender accountability

Program	Key Changes	Rationale & Benefits
<b>Focus Area Service Team (FAST) Pilot Program (<i>Expand</i>):</b> Focuses on leveraging existing resources to enhance enforcement efforts, address blight promptly, and promote compliance on private property	<ul style="list-style-type: none"> <li>Continue with community outreach, education and engagement efforts in the six original FAST Focus Areas</li> <li>Expand pilot process to include additional areas within the City</li> </ul>	<ul style="list-style-type: none"> <li><b>Proactive Blight Management:</b> Blight is the #1 reported community issue across every region of the City. Helps maintain neighborhood aesthetics and prevents issues from escalating</li> <li><b>Improved Response Times:</b> Quicker responses to code violations, enhancing the overall efficiency of City services</li> <li><b>Community Engagement:</b> Fosters relationships between the City and residents which can lead to increased community cooperation</li> </ul>
<b>Enhanced Vacant Buildings and Storefronts Program (<i>Expand</i>):</b> Aims to activate ground floor storefronts and prevent neglect and blight in vacant properties. Properties in the Downtown Registration Area that have been vacant for 30 days must register and pay a quarterly fee for regular inspections	<ul style="list-style-type: none"> <li>Expand to other areas in the City that could benefit from proactive approach</li> <li>City may consider adding a vacant building tax<sup>1</sup> to free up time for finance team and ensure fines are paid on time</li> <li>To address “white elephant” properties, use strike force strategy to return to active use with a collaborative, multi-agency approach</li> </ul>	<ul style="list-style-type: none"> <li><b>Support from Stakeholders:</b> Received positive feedback from external stakeholders on the impacts of this program</li> <li><b>Aligns with Beautify SJ:</b> Improves overall appearance and appeal of various neighborhoods</li> <li><b>Increased Economic Activity and Community Engagement:</b> Attracting new businesses can foster community involvement as residents see tangible improvements in their neighborhoods</li> </ul>
<b>Escalated Intervention Program (<i>Introduce</i>):</b> Escalates enforcement on properties with frequent code violations, requiring them to register and undergo more frequent inspections. Aims to ensure properties meet health and safety standards.	<ul style="list-style-type: none"> <li>Define program registration criteria (e.g., two+ violations within 24 months)</li> <li>Establish tiered registration fees based on property size and penalties for non-compliance</li> <li>Perform regular inspections on registered properties to ensure compliance</li> </ul>	<ul style="list-style-type: none"> <li><b>Reduced Repeat Violations:</b> Regular inspections and penalties discourage property owners from allowing violations to persist</li> <li><b>Improved Living Conditions:</b> Ensures properties meet minimum health and safety standards</li> <li><b>Public Transparency:</b> A publicly accessible list of registered properties promotes accountability and transparency</li> <li><b>Supports a leading practice:</b> Austin has a successful peer program<sup>2</sup></li> </ul>

<sup>1</sup>See [City of Oakland's Vacant Property Tax](#)

<sup>2</sup>Source: [Repeat Offender Program | AustinTexas.gov](#)

Output	🔄	\$
Phase	Next	

# Theme 2 | Improve Operational & Program Performance

## 2.3 Expand pilot programs (2/2)

### Considerations & Dependencies

- Consider developing a plan that eventually expands both FAST and Vacant Building programs across San José to avoid the perceptions of bias
- Ensuring adequate funding and staffing is crucial to support the expansion of these programs (e.g., funded by participating Council Districts that opt in)
- Community Engagement Manager position (see [Recommendation 1.1](#)) will be critical to success
- Successful expansion depends on strong community support and involvement
- Economic development efforts impact persistence of vacant buildings
- There may be a need to review and adjust existing policies and regulations to ensure they are effective and applicable to new areas
- Ensure the plan is based on data (e.g., number of complaints/violations)

### Next Steps

- Identify required resources for inspection and enforcement in program areas
- Secure required funding and resources to expand programs
- Identify repeat offenders and additional areas of City with high vacancy rates and blight to be included in respective programs
- Review and adjust registration requirements to ensure they are effective and fair for the new areas/offenders
- Socialize program expansion and encourage participation with community stakeholders

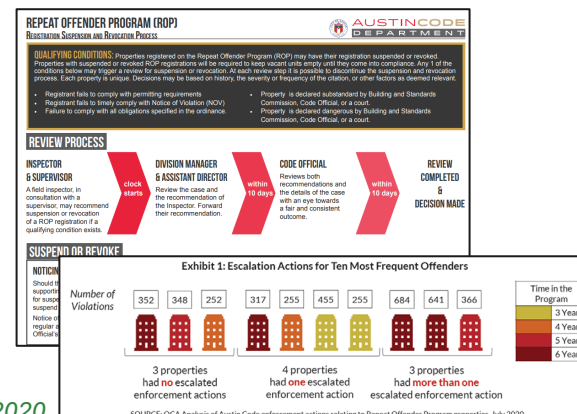


### Case In Point: City of Austin Repeat Offender Program

#### Program Background

- Rental registration program for properties with multiple code violations
- Created in 2013 in response to structural failures that endangered public health and safety in multifamily residences
- Property must remain in the program until it has not had violations that trigger program registration for two years
- Program supported by registration fees and \$8.95 monthly “clean community service” paid by all residents with a utility account

Source: [City of Austin Repeat Offender Audit, 2020](#)



#### Considerations from 2020 Program Audit

- Having program in place is not enough – Leverage escalated enforcement options (citations, property suspensions) for frequent offenders and reinforce responsible property management with incentives like free training, technical assistance, a single point of contact at City Hall, and tenant acquisition help
- Implement an efficient (ideally automated) process for identifying program-eligible properties to avoid labor-intensive manual work and potential oversight
- Consider a more friendly name, such as “Good Landlord Program”
- Establish system for larger properties to pay proportionate share of program costs (e.g., tiered registration fees)

# Theme 2 | Improve Operational & Program Performance

## 2.4 Update policies to support strategic enforcement (1/2)

### Recommendation

Revise existing and implement new policies to support strategic enforcement and encourage compliance

Category	Policy	Key Changes	Rationale & Benefits
2.4.1 Revise	<b>Complaint Response Emergency (CE-204), Priority (CE-205), and Routine Procedure (CE-206):</b> Aim to provide a consistent and structured approach to handling emergency, priority, and routine complaints in a fair and timely manner, with the goal of achieving compliance	<ul style="list-style-type: none"> <li>Implement prioritization process following initial inspection</li> <li>Focus resources on priority cases by safety and revisit timelines for addressing each priority level</li> </ul>	<ul style="list-style-type: none"> <li><b>Increased follow-through:</b> Current Emergency (204), Priority (205), and Routine (206) policies outline steps from complaint intake to initial inspection; there is a need for prioritization to continue beyond initial inspection</li> <li><b>Improved prioritization:</b> Carrying out prioritization throughout case lifecycle and focusing resources on safety issues will ensure Emergency/Priority cases are closed quickly</li> </ul>
	<b>Verbal Warning Policy (CE-300):</b> Provides guidance on when verbal warnings are appropriate and the expectations of recording and following up with RP	<ul style="list-style-type: none"> <li>Replace verbal warning with written warning</li> </ul>	<ul style="list-style-type: none"> <li><b>Enhanced accountability:</b> Verbal warnings are difficult to keep track of and do not keep Responsible Party (RP) accountable. Written warning creates more formality and instills accountability in RP</li> </ul>
2.4.2 Introduce	<b>Complaint Response Lowest Priority Procedure:</b> This policy will aim to provide a consistent and structured approach to handling low-priority complaints in a fair and timely manner, with the goal of achieving compliance	<ul style="list-style-type: none"> <li>Add additional priority level for cases that can be addressed within 30 days</li> </ul>	<ul style="list-style-type: none"> <li><b>Reclassification:</b> The existing lowest priority case level (Routine) requires initial inspection within 15 calendar days. To support revisions to policy #s CE 204-206, which will require case prioritization to continue beyond initial inspection, the lowest priority cases can be categorized into this new tier</li> <li><b>Expedited timelines:</b> Will open inspectors' availability to not only address Emergency/Priority cases quickly but also reach compliance and close cases faster</li> </ul>
	<b>Escalating Enforcement Policy (in progress CE-313):</b> This policy will set standards for inspectors to use when determining compliance timelines/due dates based on violation type to standardize timelines, provide guidance, and improve consistency	<ul style="list-style-type: none"> <li>Create standard compliance timeline based on violation type and priority level</li> </ul>	<ul style="list-style-type: none"> <li><b>Increased consistency:</b> Inspectors may use discretion when determining time RP has for compliance when issued warning or citation. Standardizing timelines across Division will provide definitive guidance to inspectors and create consistency</li> <li><b>Faster timelines:</b> Avg. time to close Emergency/Priority cases will decrease</li> </ul>

# Theme 2 | Improve Operational & Program Performance

## 2.4 Update policies to support strategic enforcement (1/2)

Category	Policy	Key Changes	Rationale & Benefits
Introduce	<b>Backlog Management Policy:</b> This policy will support continuous monitoring and controlling of the Code Enforcement case backlog	<ul style="list-style-type: none"> <li>Develop standard for reviewing and clearing case backlog</li> </ul>	<ul style="list-style-type: none"> <li><b>Resolution for long-standing cases:</b> Some Code Enforcement cases have been open for years without any action taken on them. A policy for monitoring and controlling the backlog will ensure resolved, duplicative, and lowest priority cases are being addressed and closed out</li> </ul>

### Background

The Code Enforcement Division's policies are crucial in guiding case management and ensuring compliance, directly affecting customer service. To enhance efficiency and reduce case backlog, it is essential to expedite the compliance process. By expanding current prioritization and warning policies, and introducing a new case escalation and backlog management strategy, the Division can achieve faster compliance and swifter case resolution

### Considerations & Dependencies

- The *Escalating Enforcement Policy* and *Backlog Management Policy* are already in progress
- The success of the *Escalating Enforcement Policy* will depend on the success of the new *Complaint Response Lowest Priority Procedure* and revised *Complaint Response Emergency, Priority, and Routine Procedures*



**Case in Point:** San Diego's Building & Land Use Division issues warnings, notices of violation, and then administrative citations within short succession, resulting in an expedited process that can progress to fines within a short (~10 day) timeframe.

### Next Steps

- Collaborate with Division on changes and inform staff
- Develop community outreach materials to convey updates on public-facing policies to residents. For example, create flyer for Code Enforcement website with overview of four response buckets and customer-friendly process maps for each priority level
- Provide follow-up training and regular reminders via multiple channels (update emails, team meetings, quarterly refreshers, etc.)
- Adjust based on feedback and performance data
- Document leading practices and lessons learned
- Acknowledge and celebrate team members to keep them motivated



**Case in Point:** Austin's Development Services Department issues notices of violation immediately after a violation is confirmed to ensure an efficient and consistent enforcement process.



# Theme 2 | Improve Operational & Program Performance

## 2.5 Streamline processes, reduce manual tasks, and implement quality controls (1/2)

### Background

The Guidehouse Team mapped four sub-processes within the General Code enforcement process (1. Receive Complaints, 2. Citation, 3. Compliance Order, 4. Appeals) and identified several pain points. This section provides an overview of process-related recommendations to address these pain points. This section does not include recommendations for staffing or technology, which can be found in their respective areas of the Report (see [Recommendations 1.1-1.2](#) and [Recommendation 2.7](#)). Overall findings from process mapping exercises include:

- Current complaint intake process is fragmented - complaints submitted via website, phone, in person, or multiple email inboxes
- Observations and customer feedback highlight communication inefficiencies around the scheduling and inspection processes
- The Appeals Hearing Board (AHB) preparation process is a pain point for Support Staff, inspectors, and supervisors due to length of the packets and required details

Process	Recommendation	Rationale & Benefits
1. Receive Complaints	<b>2.5.1 Establish one centralized email inbox for all Code Enforcement cases</b>	<ul style="list-style-type: none"> <li>• <b>Improved tracking:</b> Complaints are received in many ways, which can be difficult to track across platforms. Streamlining email inboxes into one will enable Support Staff team to more easily track cases via email and balance the additional intake options offered to meet varying customer needs</li> </ul>
	<b>2.5.2 Develop talking points and templates</b> to be shared with customer-facing staff in other divisions (see <a href="#">Recommendation 3.1</a> )	<ul style="list-style-type: none"> <li>• <b>Alignment to scope:</b> Complaints are frequently received by Support Staff that are not the responsibility of the Code Enforcement Division, which take time to field and transfer to the correct team</li> <li>• <b>Enhanced customer experience:</b> Providing talking points to all customer-facing staff in relevant divisions can reduce the frequency of incorrect transfers and support a more effective customer service experience</li> </ul>
	<b>2.5.3 Realign inspection scheduling for non-Code cases to Planning &amp; Building</b>	<ul style="list-style-type: none"> <li>• <b>Improved scheduling:</b> Support Staff schedule inspections for Planning &amp; Building, even for non-Code cases. Removing this responsibility from Support Staff will enable them to focus on scheduling for Code</li> </ul>
2. Citation & 3. Compliance Order	<b>2.5.4 Confirm inspection before visiting a property</b> (when applicable)	<ul style="list-style-type: none"> <li>• <b>Improved scheduling:</b> Inspectors may miss opportunity for inspections due to unresponsive property owners for follow-up inspections, or waste valuable time going to property when violation has not been resolved. Requiring confirmation from property owners ahead of inspection will increase accountability and save time</li> </ul>
	<b>2.5.5 Remove verbal warning step to Responsible Party (RP)</b> (see <a href="#">Recommendation 2.4</a> )	<ul style="list-style-type: none"> <li>• <b>Leading practices:</b> Verbal warnings are not leading practice among peer cities</li> <li>• <b>Simplified tracking process:</b> Issuing only written warnings will simplify tracking for inspectors and enhance RP accountability</li> </ul>

# Theme 2 | Improve Operational & Program Performance

## 2.5 Streamline processes, reduce manual tasks, and implement quality controls (2/2)

Process	Recommendation	Rationale & Benefits
2. Citation & 3. Compliance Order cont.	<b>2.5.6 Standardize time to comply to align with case priority assignment</b> (see <a href="#">Recommendation 2.4</a> )	<ul style="list-style-type: none"> <li><b>Standardized processes:</b> Time to comply upon receiving a pre-citation warning notice is up to inspector's discretion, leading to inconsistencies in compliance timelines (can range from 72 hours to 30 days based on the violation severity). Standardizing time to comply requirement will create consistency in enforcement practices</li> </ul>
	<b>2.5.7 Align number of citations issued to case priority level</b> (see <a href="#">Recommendation 2.4</a> )	<ul style="list-style-type: none"> <li><b>Case lifecycle and increased accountability:</b> Multiple rounds of inspections and citations occur before issuing a Compliance Order. Standard practice for citations is to allow 15 days for compliance between each reinspection before escalating the case. Reducing inspections offered will motivate RP to comply more quickly, reducing case lifecycle length</li> </ul>
4. Appeals	<b>2.5.8 Provide digital copies of AHB packet</b>	<ul style="list-style-type: none"> <li><b>Increased efficiency:</b> AHB Liaison (Support Staff) currently prints copies of the 100+ page packets and packages them for multiple stakeholders. Removing printed packet will save AHB Liaison time and allow for focus on additional tasks such as completing a quality assurance review</li> </ul>
	<b>2.5.9 Review and update Notice of Hearing templates</b> to remove any unnecessary data input and reduce opportunities for errors	<ul style="list-style-type: none"> <li><b>Standardization:</b> Streamlined templates will reduce the time needed for review cycles and ensure uniformity across all notices, speeding up the process</li> <li><b>Improved notice accuracy:</b> Removing unnecessary data will minimize errors, leading to more accurate and reliable notices</li> </ul>
	<b>2.5.10 Train inspectors on how to properly complete AHB packets using template Support Staff developed</b>	<ul style="list-style-type: none"> <li><b>Staff efficiency and prioritization:</b> Standardizing the use of new templates ensures uniform documentation, minimizing additional formatting work and allowing staff to focus on higher-priority tasks</li> </ul>
Considerations & Dependencies		Next Steps

- Process improvement will rely on reorganization and hiring key roles in [Recommendations 1.1 & 1.3](#) and success of policy changes outlined in [Recommendation 2.4](#)
- Process changes will help stakeholders work more effectively and improve quality of work
- CodeX implementation will support case intake and schedule streamlining
- Implementing recommendations may allow Support Staff to own new administrative/research responsibilities (e.g., code enforcement inspector scheduling) to alleviate inspector time

- Inform Division of changes and provide training for impacted team members
- Leverage quarterly training and provide regular reminders via multiple channels (update emails, team meetings, etc.)
- Adjust based on feedback and performance data
- Document leading practices and lessons learned
- Acknowledge and celebrate team members to keep them motivated

# Theme 2 | Improve Operational & Program Performance

## 2.6 Enhance performance metrics and accountability (1/2)

### Recommendations

Assess and adjust Key Performance Indicators (KPIs) to ensure they accurately reflect the Division's goals and are effectively measuring performance and progress

- **2.6.1 Review identified key goals of Code Enforcement** (see [Recommendation 2.1](#))
- **2.6.2 Assess current KPIs, identify gaps, and select KPIs** in support of the Division's goals (initial list of current/potential KPIs can be found on the following slide)
- **2.6.3 Set benchmarks and targets** for each metric

### Background

- City leadership and elected officials desire to better understand the Division's activities and performance
- The Division makes some use of data, but does not utilize comprehensive metrics to inform inspector or Division performance
- Understanding performance at inspector level is necessary for understanding manageable caseloads, realistic number of inspections to be performed in a day, and key metrics related to customer service and closing cases

### Rationale & Benefits

- **Improved accountability:** A well-defined KPI strategy ensures performance is tracked, measured, and reported in alignment with Division goals
- **Improved efficiency:** A KPI strategy can help the Division identify where performance is lagging, and where improvements can be made
- **Enhanced transparency:** KPIs increase transparency, allowing stakeholders to see results and measure progress over time

### Considerations & Dependencies

- Ensure KPIs are SMART (specific, measurable, achievable, relevant, and time-bound)
- Consider what tracking/metric data will be available in CodeX
- Consider how the Division's KPIs align with the City's overall strategic vision (see [Recommendation 2.1](#))

### Next Steps

- Determine KPIs for each key goal and target for each KPI
- Assess current KPIs and metrics and identify gaps
- Identify KPIs to address performance measure gaps
- Establish baseline data and realistic performance targets to measure progress over time
- Implement processes to track and report data against metrics
- Continuously monitor and leverage to identify program, policy, and process improvements

# Theme 2 | Improve Operational & Program Performance

## 2.6 Enhance performance metrics and accountability (2/2)

KPI Category	Example Current State KPI	Example Future KPI
<b>Inspector Performance:</b> Measures the speed and productivity of inspectors in responding to complaints, conducting inspections, and reaching compliance. Indicates the Division's responsiveness and efficiency	<ul style="list-style-type: none"> <li>Initial response to Emergency Cases as a % (24 hrs)</li> <li>Initial response to Priority Cases as a % (72 hrs)</li> <li>Initial response to Routine Cases as a % (15 calendar days)</li> <li>Total Buildings Inspected</li> </ul>	<ul style="list-style-type: none"> <li># of inspections per week by inspector</li> <li>% of inspections completed within designated timeframe by inspector</li> <li>Initial response to Emergency, Priority, and Routine cases as % by inspector</li> <li>Inspection follow-up rate by inspector</li> <li>Case resolution rate by inspector</li> <li>Number of AHB packets returned due to errors</li> </ul>
<b>Compliance:</b> Focuses on the Division's effectiveness in ensuring that properties meet City codes and regulations. Indicates Division's ability to enforce rules and adhere to regulations	<ul style="list-style-type: none"> <li># of Cases Opened by type</li> <li># of Cases Closed by type</li> <li>Average time to resolve violations by type</li> </ul>	<ul style="list-style-type: none"> <li># of properties brought into compliance as % of total caseload</li> <li>Repeat violation rate as % of total caseload</li> <li>Average time to resolve violations by type and priority</li> </ul>
<b>Customer Service:</b> Assesses the Division's relationship to the public and how well it communicates with its customers. Indicates the Division's responsiveness to customers and ability to foster public trust	<ul style="list-style-type: none"> <li>% of customers that felt their issue was resolved</li> <li>% of customers that responded CE is responsive and helpful</li> <li>% of customers that responded CE is courteous and timely</li> <li>% of customers that rate the overall quality of service from CE as excellent or good</li> <li>Phone transfers to inspectors</li> </ul>	<ul style="list-style-type: none"> <li>% of interactions resolved by Support Staff</li> <li>% of issues resolved in first interaction</li> <li>% of complaints addressed per week</li> <li>First response time to complaints by program</li> <li>Average first response time to complaints by program</li> </ul>
<b>Strategic Performance:</b> Focuses on higher-level, long-term goals that align with the broader mission of the City and its objectives. Indicates the Division's progress towards its overall goals	<ul style="list-style-type: none"> <li>% of total FY target inspections completed</li> <li># of cases resolved within case closure standard</li> <li>% case closure via voluntary compliance</li> <li>Number of community education classes and attendees</li> </ul>	<ul style="list-style-type: none"> <li>Rate of case complexity (high, medium, low)</li> <li>Quarterly overall voluntary compliance/non-compliance rate</li> <li>Quarterly overall repeat violation rate</li> <li>Number of cases requiring collaboration with other divisions/departments</li> </ul>

# Theme 2 | Improve Operational & Program Performance

## 2.7 Expedite and prioritize the adoption of CodeX (1/2)

### Recommendations

- **2.7.1 Expedite and prioritize the adoption of CodeX** as a new Case Management system, identifying opportunities to expedite this timeline where possible
- **2.7.2 Ensure CodeX meets the following requirements** and needs of the inspectors and customers:
  - Scalable to accommodate increases in transaction volume
  - Capable of handling case creation, specifying case complexity, case management, case archives, data analytics, and reporting, and optimized for responsive web design dashboards
  - Allows for automatic updating of user-friendly dashboards, configurable based on user type, so that customers can check on their case status
  - Able to effectively coordinate with existing Code Enforcement processes by integrating with Granicus, AMANDA, Esri ArcGIS, and SimpliSign
  - Full functionality in the field from mobile devices, allowing inspectors to input/edit case information, email documents, upload pictures, and create new cases
  - Able to effectively support cross-departmental coordination (for example, collaboration between Code Enforcement and Planning & Building Divisions)
- **2.7.3 Identify which mobile technologies would be best** suited to each group, position, and duty and procure/expand use of chosen technologies (see next slide)

### Background

- Current Case Management system (CES) is legacy technology first implemented in 1999
- CES does not support mobile technology, is integrated with Word 1998, requires inspectors to utilize complex workarounds to upload case documentation, and does not support selection of case subtypes
- Code Enforcement has already contracted with a technology vendor, CodeX, to replace CES as the dedicated case management system and is targeting a rollout in early 2026, a timeline which has been extended past its original intended launch date of mid-summer 2025

### Rationale & Benefits

- **Process improvements:** CodeX will enhance case management workflows and reduce downtime issues, leading to a more efficient process
- **KPI enhancements:** More specific case labels will support accuracy for KPI reporting and enable inspectors to more quickly understand cases while doing research
- **Mobile capabilities:** CodeX will improve use of mobile technologies like laptops and tablets
- **Employee benefits:** CodeX will alleviate procedural inefficiencies and frustrations, improving morale and retention
- **Customer service:** CodeX will enable dynamic, user-friendly dashboards for customers and City stakeholders, facilitating self-service and freeing up staff time
- **Improved inspections:** Where possible, CodeX and associated technologies can be leveraged during inspections to streamline processes


# Theme 2 | Improve Operational & Program Performance

## 2.7 Expedite and prioritize the adoption of CodeX (2/2)

Mobile Device Option	Rationale & Benefits	Drawbacks	Considerations & Dependencies
<b>Expand use of Laptops:</b> Once CodeX is deployed, optimize laptops for on-the-go use and charging, encouraging staff to use laptops portably	<ul style="list-style-type: none"> <li><b>Functionality:</b> High degree of functionality and equipped with the most features</li> <li><b>Familiarity:</b> Familiar design for most staff</li> </ul>	<ul style="list-style-type: none"> <li><b>Practical constraints:</b> The Division currently provides laptops to inspectors, but given technological and ergonomic constraints, they function more similarly to desktop computers and do not support on-the-go use</li> </ul>	<ul style="list-style-type: none"> <li>May require additional investments/resources to encourage adoption, including ergonomic truck design so that staff can use laptops on-the-go</li> </ul>
<b>Introduce Tablets:</b> Procure tablets (such as iPads) with mobile operating systems and touchscreen displays to be used as personal, portable computers. Encourage staff to use tablets to update case documentation and perform other daily tasks	<ul style="list-style-type: none"> <li><b>User friendly:</b> As mobile as a cell phone, but more user friendly and portable than a laptop</li> <li><b>Camera:</b> Capable of taking high quality pictures</li> </ul>	<ul style="list-style-type: none"> <li><b>Technical constraints:</b> Currently, CES does not integrate with tablets</li> <li><b>Limited adoption in peer cities:</b> Representatives of other peer cities, such as Seattle and San Diego, noted that inspectors had mixed interest in tablets when offered</li> </ul>	<ul style="list-style-type: none"> <li>The Division is currently planning to procure tablets for inspectors, and has set aside funding to do so pending CodeX implementation</li> </ul>
<b>Leverage mobile devices:</b> Develop an app for users to check on case status, integrated with CodeX so inspectors can submit photos	<ul style="list-style-type: none"> <li><b>Familiarity:</b> Intuitive design</li> <li><b>Integration:</b> Integrated with CodeX, allowing for updates and user-friendly dashboards</li> </ul>	<ul style="list-style-type: none"> <li><b>Integration into CES:</b> Phone photos do not import into CES, requiring resizing</li> </ul>	<ul style="list-style-type: none"> <li>Inspectors currently use City-issued phones in the field to take photos</li> <li>The City of Austin utilizes an app to time stamp pictures taken during inspections</li> </ul>
Considerations & Dependencies		Next Steps	
<ul style="list-style-type: none"> <li>While CodeX development is in progress, the timeline for this technology integration has been extended. The Division should work to ensure the updated timeline is met</li> <li>CodeX currently has a temporary Project Manager and lacks a dedicated Product Owner. Upon implementation, new Support Analyst role can take ownership</li> <li>The use of mobile technology is contingent on CodeX implementation, as the existing system does not support mobile devices. Following CodeX implementation, Division should assess and choose mobile devices suitable for each group, position, and duty</li> <li>Change management is critical to successful implementation/adoption of CodeX</li> </ul>		<ul style="list-style-type: none"> <li>Identify and/or hire Support Analyst to serve the role of Product Owner (see <a href="#">Recommendation 1.1</a>)</li> <li>Maintain focus on CodeX implementation, collaborating with the vendor to find ways to accelerate the timeline</li> <li>Create a strategic plan and KPIs for case management to align the system with Code Enforcement's needs before go-live (see <a href="#">Recommendations 2.1</a> and <a href="#">2.6</a>)</li> <li>Facilitate 'train the trainer' modules to prepare staff for CodeX</li> <li>Assess and address barriers to staff utilization of existing devices</li> </ul>	



# Theme 3 | Increase Customer Service & Communication

Theme	Recommendation	Description	Level of Impact <sup>1</sup>	Level of Effort <sup>1</sup>	Priority Phase
 <b>Increase Customer Service &amp; Comms.</b>	3.1 Optimize communication and improve self-service	<ul style="list-style-type: none"> <li>Create internal reference tools and templates to standardize customer service processes and support effective communications</li> <li>Update call center scripts to include instructions on accessing the self-service portal</li> <li>Require inspectors to leave a voicemail when calling back a customer and develop a standard script for what information inspectors should share</li> </ul>	High	Low	Now
	3.2 Invest in community education and partnerships	<ul style="list-style-type: none"> <li>Offer educational workshops to inform residents about local codes, rules, and regulations</li> <li>Distribute informational flyers and newsletters through various channels to inform the public about code violations and offer materials in multiple languages</li> <li>Host public meetings and explore hosting office hours to discuss enforcement issues, upcoming changes in regulation, and gather feedback from residents</li> <li>Tailor community outreach to the needs of the specific neighborhood</li> </ul>	Medium	Medium	Later
	3.3 Improve cross-departmental coordination	<ul style="list-style-type: none"> <li>Explore strengthening and formalizing partnerships with other City organizations</li> </ul>	High	Medium	Next

Key: Low: 4 - 6 Medium: 7 - 9 High: 10+



# Theme 3 | Increase Customer Service & Communication

## 3.1 Optimize communication and improve self-service (1/2)

### Recommendations

Develop tools and resources to optimize customer communication and improve customer awareness of self-service

- **3.1.1 Create and share resources** to increase customer awareness of self-service
- **3.1.2 Create internal reference tools** for standard process timeframes and other frequently asked questions
- **3.1.3 Develop internal templates and tools** to enhance communication
- **3.1.4 Update call center scripts** to include instructions for accessing the self-service portal
- **3.1.5 Require inspectors to leave a voicemail** upon returning customer calls, and develop a standard script specifying the details to be included in (e.g., time of call-back, status of inspection, referral to self-service portal)

### Background

- Currently, Code Enforcement dedicates a significant amount of time to guiding customers through their experience, which may be detracting from other tasks like inspections
- Customers frequently expressed confusion about Code Enforcement's scope and the status of their case
- Customers are rarely informed by Support Staff and inspectors on how to check their case status online, which is crucial for promoting self-service
- Even where self-service opportunities do exist, offerings are not always well publicized or understood
- Most customers from observations called to seek information about cases, violations, or laws, indicating a need for greater education on regulations
- Many customers expressed frustration that their cases were subject to significant wait times

### Rationale & Benefits

- **Reduced customer inquiries:** Encouraging customers to use self-service can reduce inquiries to staff as customers resolve their inquiries online, allowing inspectors to focus on inspections, appointments, and other non-customer service tasks
- **Saved time:** Ready-to-use templates allow staff to avoid crafting responses from scratch, accelerating replies to common inquiries
- **Reduced decision fatigue:** Pre-approved templates and FAQ tools enable staff to quickly respond to inquiries and accurately explain code enforcement policies, regulations, and procedures
- **Support for new inspectors:** These resources can be helpful for onboarding new staff as they provide responses for common scenarios, helping them get up to speed faster and feel more confident in their customer communications

# Theme 3 | Increase Customer Service & Communication

## 3.1 Optimize communication and improve self-service (2/2)

### Considerations & Dependencies

- Consider implementing courtesy automatic responses for inspector emails, so customers receive confirmation and an initial City touchpoint without any additional work for the inspector
- The consolidated FAQ guide can also be adapted for the public and added to the website
- Development of materials and accompanying training on tools may require investment of time and resources

### Next Steps

- Identify all existing self-service resources (like customer dashboards, case status information, and FAQs) and consolidate into an accessible, easy-to-find format
- Update call center scripts to include instructions on accessing the self-service portal
- Analyze the timeframe for common processes and develop timeframe reference guides that are easy to use and reference them in communications
- Identify most common types of inquiries and design templates to answer questions
- Create internal FAQ reference guide to help staff respond to inquiries more quickly
- Create voicemail script for what information inspectors should include in the voicemail (e.g., time of call-back, status of inspection, referral to self-service portal)
- Roll out new materials and templates to staff

### Sample Auto Response Email

Hello,

Thank you for contacting Code Enforcement for the City of San José. We wanted to let you know that we have received your inquiry and are working on getting back to you soon. You should receive a response in # days.

We encourage you to visit our website [Code Enforcement | City of San José](#) to check the status of your case. For same-day support, please contact our support team at 408-535-7770.

Thank you,

### Sample Code Enforcement Process from the City of Cupertino Website

#### What happens when I submit a concern to City of Cupertino Code Enforcement?



Output	\$
Phase	Later

# Theme 3 | Increase Customer Service & Communication

## 3.2 Invest in community education and partnerships (1/2)

### Recommendations

- **3.2.1 Conduct public education campaigns**
- **3.2.2 Offer educational workshops** to inform residents about local codes, rules, and regulations
- **3.2.3 Distribute informational flyers and newsletters online**, at community centers, and through other channels to educate the public about code violations
- **3.2.4 Ensure educational materials are available** and distributed in Spanish, Vietnamese, and Mandarin
- **3.2.5 Engage with the community directly** through community meetings and town halls
- **3.2.6 Host public meetings** to discuss enforcement issues, upcoming changes in regulation, and gather feedback from residents
- **3.2.7 Tailor community outreach** to the needs of the specific neighborhood
- **3.2.8 Explore hosting weekly office hours**

### Background

- Since 2013-2014, overall positive responses in customer experience surveys have decreased by 14%
- Most customers from observations called to seek information about cases, violations, or laws, indicating a need for greater education on regulations
- Peer agencies leverage community education initiatives such as public relations campaigns, hotlines, and social media activation to increase resident awareness of enforcement processes and their rights
- Investments in community education to date have had positive downstream effects, with interviewed customers referencing how the FAST Pilot Program helped to build trust and relationships

### Rationale & Benefits

- **Community empowerment:** Regular community engagement mechanisms provide residents a direct forum for advising and collaborating with Code Enforcement
- **Improved compliance:** When residents are more informed and engaged, they are more likely to comply with Code regulations
- **Stronger neighborhood relationships:** Regular engagement with the community can help strengthen relationships within neighborhoods
- **Better decision-making:** Community engagement provides valuable feedback that can help shape future Division policies and practices

Output	\$
Phase	Later

# Theme 3 | Increase Customer Service & Communication

## 3.2 Invest in community education and partnerships (2/2)

Considerations & Dependencies	Next Steps
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- The new Community Engagement Manager can oversee the implementation of this recommendation (see [Recommendation 1.1](#))
  - The Division can leverage existing City community events and programs to give presentations/host informational sessions on Code Enforcement (e.g., Project Hope, Neighborhood Forum)
  - The Division can consider partnering with Neighborhood Associations to ensure compliance in planned communities and providing educational materials for neighborhood-specific issues
  - Similar to the FAST Pilot Program, staff can conduct neighborhood community meetings in English, with Spanish and Vietnamese interpreters as needed
- If approved, begin recruitment efforts for the Community Engagement Manager (see [Recommendation 1.1](#)). If filled, this role can assume ownership of these activities
  - Create materials for public awareness campaigns
  - Determine schedule/process for distributing educational materials
  - Create resources and outreach materials for community events
  - Coordinate with other City Departments on providing informational sessions or tables at existing community events (see [Recommendation 3.3](#))
  - Determine schedule for Code Enforcement-specific community events

Consistency

**1. Meet commitments**  
Respond to inquiries promptly in a solution-oriented manner and adhere to deadlines

**2. Be dependable**  
Be reliable in all interactions, delivering quality, trustworthy work product, following the defined process

**3. Steward the process**  
Provide transparency into next steps and expected timelines to help customers navigate the process confidently

Connection

**4. Build relationships**  
Treat customers respectfully and use active listening skills to create understanding and foster trust

**5. Optimize interactions**  
Choose the best communication channel for the desired result, and connect them to the right colleagues directly with "warm hand-offs"

**6. Communicate clearly**  
Use plain language, explaining acronyms and technical terms when necessary

Credibility

**7. Embrace your expertise**  
Excel at your responsibilities and support colleagues by sharing knowledge

**8. Exceed Expectations**  
Find ways to do a little extra, offering additional guidance, resources, or assistance

**9. Improve continuously**  
Identify pain points, escalate issues, and strive to improve how we work by welcoming feedback

**Case in Point:** Austin's Development Services Department engages the community through its online educational materials, YouTube channel, and dedicated outreach.

Videos

Detrás del Permiso - Inspector Alonso Iruegas  
26 views • 2 months ago

Behind the Permit - Inspector Alonso Iruegas  
102 views • 2 months ago

Behind the Permit - Inspector Hyatt Dunn  
254 views • 5 months ago

Conozca el proceso de desarrollo urbano en Austin...  
20 views • 6 months ago

Conozca el proceso de desarrollo urbano en Austin...  
25 views • 6 months ago

COMMON EXTERIOR VIOLATIONS AND HOW TO CORRECT THEM TO AVOID A CITATION

DO NOT ALLOW GRAFFITI TO REMAIN ON PROPERTY

Paid Meta Ads	Nextdoor	Instagram	Facebook	X	Total
64,707	38,625	921	747	317	105,317

City of Austin Development Services Division – Customer Service Highlights and YouTube Channel

San Jose's FAST Program Outreach Highlights

Guidehouse

CITY OF SAN JOSE

CAPITAL OF SILICON VALLEY

42

# Theme 3 | Increase Customer Service & Communication

## 3.3 Improve cross-departmental coordination

### Recommendations

#### 3.3.1 Explore strengthening and formalizing partnerships with other City divisions/departments:

Department/Division	Opportunities for Collaboration
Police Department	<ul style="list-style-type: none"> <li>Identify additional opportunities to coordinate inspections and Mobile Vending and Fireworks programs</li> </ul>
Fire Department	<ul style="list-style-type: none"> <li>Identify opportunities to coordinate inspections for properties at the same time</li> <li>Train staff on how to leverage AMANDA to check on case status and draft reports to ensure Fire remains updated on building issues</li> </ul>
Parks, Recreation, & Neighborhood Services	<ul style="list-style-type: none"> <li>Establish regular touchpoints to discuss innovative programs/approaches to addressing blight</li> </ul>
Housing Department	<ul style="list-style-type: none"> <li>Establish process for resident housing referrals</li> <li>Establish regular meetings to discuss housing disputes related to Code Enforcement and align on invoices and fees</li> </ul>
Planning & Building	<ul style="list-style-type: none"> <li>Establish regular touchpoints between Code Enforcement Division and Planning &amp; Building Division</li> <li>Look for opportunities to streamline efficiencies in Division collaboration (e.g., plan review and inspection scheduling)</li> </ul>
Finance Department	<ul style="list-style-type: none"> <li>Create information sharing process for outstanding fines and fees (e.g., regular reporting) to support improved collection rate by Finance</li> </ul>
City Attorney's Office (CAO)	<ul style="list-style-type: none"> <li>Establish tracking process for all CAO/Code Enforcement matters so both departments are informed</li> </ul>
Office of Economic Development	<ul style="list-style-type: none"> <li>Identify additional collaboration opportunities for addressing blight in the Downtown, including through the Vacant Buildings &amp; Storefronts (VBS) program</li> </ul>

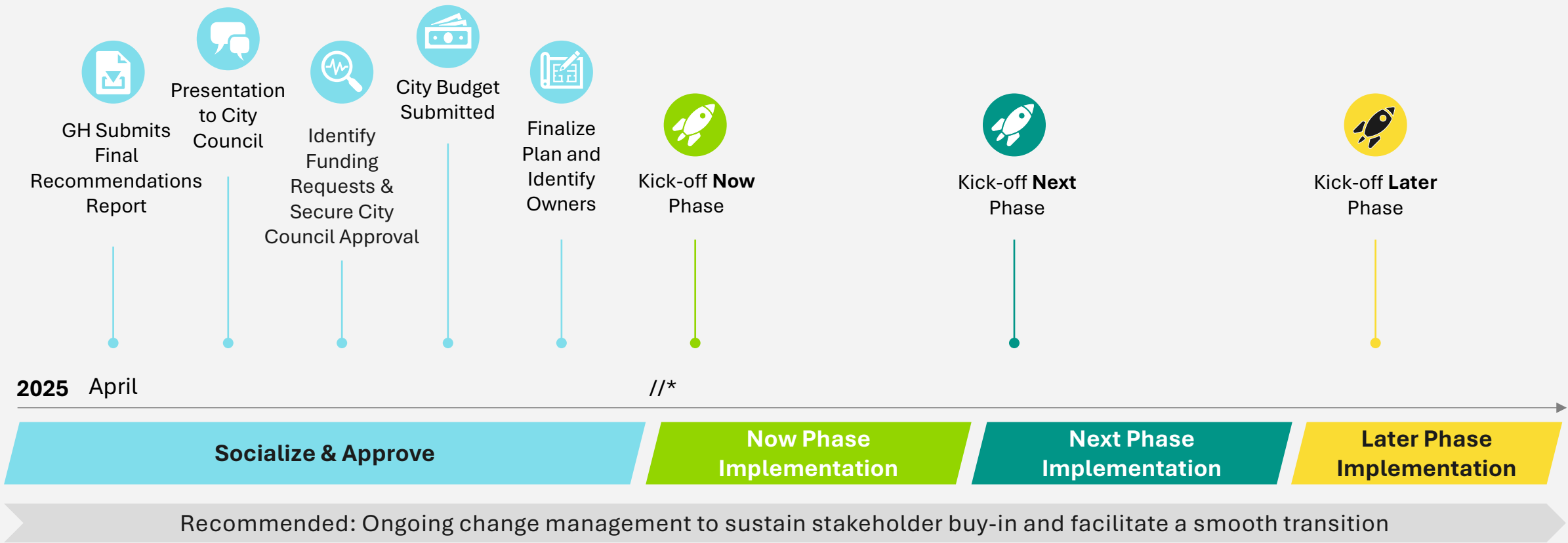
Background	Rationale & Benefits	Considerations & Dependencies
<ul style="list-style-type: none"> <li>Code Enforcement has multifaceted cases, requiring cross-departmental collaboration</li> <li>Code Enforcement does not have many regular, formal touchpoints with other departments</li> </ul>	<ul style="list-style-type: none"> <li><b>Improved Efficiency:</b> Establishing formalized processes/touchpoints can increase information sharing, reduce duplication of efforts, and help improve response time to interdepartmental problems</li> </ul>	<ul style="list-style-type: none"> <li>The new Strategy &amp; Engagement Manager can oversee implementation of this recommendation (see <a href="#">Recommendation 1.1</a>)</li> <li>PBCE leadership has already established regular meeting cadence with City Councilmembers to discuss pressing Code issues</li> <li>Regular formal touchpoints may depend on the resources/availability of the other departments</li> </ul>



# Implementation Roadmap: Path to the Future State

# Path to the Future State: High-Level Timeline

A successful change to the future state will require City Council approval, stakeholder buy-in, and a detailed implementation plan. Below is a high-level timeline illustrating the actions necessary over the course of a year, assuming City Council approves recommended staffing and resource recommendations in full for FY 25-26.





# Recommendation Roadmap Phases

Below are the three phases for implementing the recommendations

## Now Phase

*The first implementation phase focuses 1) strategic recommendations that will impact how other recommendations are implemented and 2) recommendations that can be implemented relatively quickly with lower effort and limited dependencies.*

## Next Phase

*The second implementation phase focuses 1) high impact recommendations that are dependent on recommendations in the “Now” phase and 2) medium to high-impact but lower effort recommendations with no dependencies.*

## Later Phase

*The final implementation phase focuses on the remaining recommendations that are dependent on recommendations outlined in the previous phases.*

Priority Level

1.1	Modify organizational structure/hire in key areas <i>(strategic)</i>
2.1	Set strategic vision for Division <i>(strategic)</i>
2.7	Expedite and prioritize adoption of CodeX <i>(strategic)</i>
1.4	Optimize recruitment and retention <i>(quick win)</i>
2.4	Update policies to support strategic enforcement <i>(quick win)</i>
3.1	Optimize communication and improve self-service <i>(quick win)</i>
1.3	Increase training opportunities <i>(quick win)</i>

1.2	Conduct classification assessment <i>(dependent on 1.1)</i>
2.2	Realign and narrow program scope <i>(high effort, high impact)</i>
2.3	Expand pilot programs <i>(dependent on 1.1)</i>
2.5	Streamline processes, reduce manual tasks, and implement quality controls <i>(high impact, medium effort)</i>
2.6	Enhance performance metrics and accountability <i>(dependent on 2.1)</i>
3.3	Improve cross-departmental coordination <i>(high impact, medium effort)</i>

1.5	Establish a succession planning process <i>(medium impact, low effort)</i>
3.2	Invest in community education and partnerships <i>(medium impact, medium effort)</i>

# Illustrative Recommendation Roadmap

The table below lays out a potential path forward for the implementation of recommendations discussed in the report, in order of implementation phase\*

				Month														
	Recommendation	Phase	Est. Duration	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.1	Modify organizational structure and hire in key areas	Now	6 - 12 months															
2.1	Set strategic vision for Division	Now	3 months															
2.7	Expedite and prioritize adoption of CodeX	Now	12+ months															
1.4	Optimize recruitment and retention	Now	5-7 months															
2.4	Update policies to support strategic enforcement	Now	3 months															
3.1	Optimize communication and improve self-service	Now	3 months															
1.3	Increase training opportunities	Now	6-9 months															
1.2	Conduct classification assessment	Next	2 months															
2.2	Realign and narrow program scope	Next	5 months															
2.3	Expand pilot programs	Next	6 months															
2.5	Streamline processes, reduce manual tasks, and implement quality controls	Next	4 months															
2.6	Enhance performance metrics and accountability	Next	6 months															
3.3	Improve cross-departmental coordination	Next	4 months															
1.5	Establish a succession planning process	Later	4 months															
3.2	Invest in community education and partnerships	Later	6 months															

# Recommendation Roadmap | Now Phase

Next Steps	Sub-Recommendations	Est. Duration	Related Recs	Dependencies
<b>1.1 Modify organizational structure and hire in key areas</b> <ul style="list-style-type: none"> <li>Confirm new organizational structure, roles, responsibilities, and reporting lines with key stakeholders</li> <li>Seek and attain City Council approval and funding for new positions</li> <li>Inform additional stakeholders of the changes, including rationale, benefits, and how the transition will take place</li> <li>Recruit and hire for new positions</li> <li>Realign resources as necessary to support the new structure</li> <li>Conduct a classification assessment to determine additional inspector roles</li> </ul>	<ul style="list-style-type: none"> <li>1.1.1 Create temporary Program Manager position</li> <li>1.1.2 Create four new permanent positions</li> <li>1.1.3 Realign organizational structure</li> </ul>	6 - 12 months	<ul style="list-style-type: none"> <li>1.2</li> </ul>	<ul style="list-style-type: none"> <li>Additional funding for new positions</li> <li>Ability to recruit and hire for new positions</li> <li>City approval processes for funding and hiring</li> </ul>
<b>2.1 Set strategic vision for Division</b> <ul style="list-style-type: none"> <li>Determine key stakeholders for strategic planning</li> <li>Set timeline for 1-3 working sessions to revisit and realign strategy, vision, and goals</li> <li>Create strategic framework for the Division</li> <li>Validate strategic framework with key stakeholders</li> <li>Roll out strategic framework to the Division with supporting change management activities</li> <li>Align current and future initiatives with goals and revisit metrics to track progress and enhance accountability</li> </ul>	<ul style="list-style-type: none"> <li>2.1.1 Establish Division strategy to align on mission, vision, goals, and outcomes</li> </ul>	3 months	<ul style="list-style-type: none"> <li>2.6</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder investment and participation</li> <li>Owner could be the Strategy &amp; Engagement Manager (see <a href="#">Recommendation 1.1</a>)</li> </ul>
<b>2.7 Expedite and prioritize adoption of CodeX</b> <ul style="list-style-type: none"> <li>Identify and/or hire Support Analyst to serve the role of Product Owner</li> <li>Maintain focus on CodeX implementation, collaborating with the vendor to find ways to accelerate the timeline</li> <li>Create a strategic plan and KPIs for case management to align the system with Code Enforcement's needs before go-live</li> <li>Facilitate 'train the trainer' modules to prepare staff for CodeX</li> <li>Assess and address barriers to staff utilization of existing devices</li> </ul>	<ul style="list-style-type: none"> <li>2.7.1 Expedite and prioritize the adoption of CodeX as a new Case Management system, identifying opportunities to expedite this timeline where possible</li> <li>2.7.2 Ensure CodeX meets requirements and needs of inspectors and customers</li> <li>2.7.3 Identify best mobile technologies</li> </ul>	12 months	<ul style="list-style-type: none"> <li>1.1</li> <li>1.2</li> <li>2.1</li> <li>2.6</li> </ul>	<ul style="list-style-type: none"> <li>CodeX implementation timeline</li> </ul>

# Recommendation Roadmap | Now Phase

Next Steps	Sub-Recommendations	Est. Duration	Related Recs	Dependencies
<b>1.4 Optimize recruitment and retention</b> <ul style="list-style-type: none"> <li>Review and update current recruit-to-hire policies and procedures to identify areas for increased efficiency and streamlining</li> <li>Identify where and why prospective applicants leave the recruitment process</li> <li>Identify factors in retention of longer-tenured employees</li> <li>Gain insight on resignation decisions by fleshing out the offboarding and exit interview process</li> </ul>	<ul style="list-style-type: none"> <li>1.4.1 Review recruitment practices</li> <li>1.4.2 Explore allowing years of experience to replace a college degree requirement</li> <li>1.4.3 Review talent management and retention practices</li> </ul>	5 - 7 Months	<ul style="list-style-type: none"> <li>1.2</li> <li>1.3</li> <li>1.5</li> </ul>	<ul style="list-style-type: none"> <li>Citywide recruitment policies</li> <li>Outcome of <a href="#">Recommendation 1.2</a></li> </ul>
<b>2.4 Update policies to support strategic enforcement</b> <ul style="list-style-type: none"> <li>Collaborate with Division on changes and inform staff</li> <li>Develop community outreach materials to convey updates on public-facing policies to residents. For example, create flyer for Code Enforcement website with overview of four response buckets and customer-friendly process maps for each priority level</li> <li>Provide follow-up training and regular reminders via multiple channels (update emails, team meetings, quarterly refreshers, etc.)</li> <li>Adjust based on feedback and performance data</li> <li>Document leading practices and lessons learned</li> <li>Acknowledge and celebrate team members to keep them motivated</li> </ul>	<ul style="list-style-type: none"> <li>2.4.1 Revise existing and implement new policies</li> </ul>	3 Months	<ul style="list-style-type: none"> <li>2.5</li> </ul>	N/A

# Recommendation Roadmap | Now Phase

Next Steps	Sub-Recommendations	Est. Duration	Related Recs	Dependencies
<b>3.1 Optimize communication and improve self-service</b> <ul style="list-style-type: none"> <li>Identify all existing self-service resources (like customer dashboards, case status information, and FAQs) and consolidate into an accessible, easy-to-find format</li> <li>Update call center scripts to include instructions on accessing the self-service portal</li> <li>Analyze the timeframe for common processes and develop timeframe reference guides that are easy to use and reference them in communications</li> <li>Identify most common types of inquiries and design templates to answer these questions</li> <li>Create internal FAQ reference guide to help staff respond to inquiries more quickly</li> <li>Create voicemail script for what information inspectors should include in the voicemail (e.g., time of call-back, status of inspection, referral to self-service portal)</li> <li>Roll out new materials and templates to staff</li> </ul>	<ul style="list-style-type: none"> <li>3.1.1 Create and share resources</li> <li>3.1.2 Create internal reference tools</li> <li>3.1.3 Develop internal templates and tools</li> <li>3.1.4 Update call center scripts</li> <li>3.1.5 Require inspectors to leave a voicemail</li> </ul>	3 Months	N/A	N/A
<b>1.3 Increase training opportunities</b> <ul style="list-style-type: none"> <li>Develop detailed training plan that combines planned monthly training on new topics with quarterly refreshers to reinforce learning throughout the year</li> <li>Assign refresher topics and build refresher training curriculum</li> <li>Introduce monthly training plan and quarterly refresher program to staff</li> <li>Explore adding Implicit Bias and IAP2 certification training to onboarding               <ul style="list-style-type: none"> <li>Procure trainings</li> <li>Incorporate them into training schedule</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>1.3.1 Introduce new training opportunities</li> <li>1.3.2 Reinforce existing training opportunities</li> </ul>	6 – 9 Months	N/A	<ul style="list-style-type: none"> <li>Availability of resources to procure new trainings</li> </ul>

# Recommendation Roadmap | Next Phase

Next Steps	Sub-Recommendations	Est. Duration	Related Recs	Dependencies
<b>1.2 Conduct classification assessment</b> <ul style="list-style-type: none"> <li>Collect existing job descriptions and classification materials and document the qualifications, skillsets, and case load of current staff <ul style="list-style-type: none"> <li>Interview staff at Code Inspector I, Code Inspector II, and Supervisor levels to understand daily tasks, challenges, career goals, and thoughts on the current classification system</li> </ul> </li> <li>Review classification structure <ul style="list-style-type: none"> <li>Examine if each classification level aligns with current staff responsibilities and skills</li> </ul> </li> <li>[As needed] Based on these findings, propose changes to the classification structure <ul style="list-style-type: none"> <li>Types of changes could include but are not limited to introducing new classification tier, creating specialized roles for certain violation types and complex cases, or adjusting caseload based on classification</li> </ul> </li> <li>Define clear requirements, qualifications, and expectations for each position, including pathways for promotion</li> <li>Rerun the workload distribution with latest caseload following backlog clearing, to understand updated number and types of cases assigned at each level and identify areas where the workload could be streamlined <ul style="list-style-type: none"> <li>Analyses could include cases across classifications and skills vs. case complexity and priority</li> </ul> </li> <li>If approved, roll out recommendations, including reclassifications, new workflows, training, and communications, and hiring staff if applicable</li> </ul>	<ul style="list-style-type: none"> <li>1.2.1 Conduct a classification assessment</li> <li>1.2.2 Conduct a detailed workload analysis</li> </ul>	2 Months	<ul style="list-style-type: none"> <li>1.1</li> <li>1.3</li> </ul>	<ul style="list-style-type: none"> <li>City approval processes for job classifications</li> <li>Outcome of <a href="#">Recommendation 1.1</a></li> </ul>

# Recommendation Roadmap | Next Phase

Next Steps	Sub-Recommendations	Est. Duration	Related Recs	Dependencies
<b>2.2 Realign and narrow program scope</b> <ul style="list-style-type: none"> <li>Determine if programs are aligned to Code Enforcement's strategic goals</li> <li>Determine what funding and staffing support is required to maintain these programs in the Division, if desired</li> <li>Socialize findings with stakeholders to determine potential alternative locations or outsourcing for programming</li> <li>Make determination for programs to stay within Code Enforcement or to realign with another department</li> </ul>	<ul style="list-style-type: none"> <li>2.2.1 Identify programs that need realignment and/or resource planning</li> </ul>	5 Months	<ul style="list-style-type: none"> <li>1.1</li> <li>2.1</li> </ul>	<ul style="list-style-type: none"> <li>Availability and resources of other departments</li> <li>Will/effort required to move programs to other departments</li> <li>Outcome of <a href="#">Recommendation 1.1</a></li> </ul>
<b>2.3 Expand pilot programs</b> <ul style="list-style-type: none"> <li>Identify required resources for inspection and enforcement in program areas</li> <li>Secure required funding and resources to expand programs</li> <li>Identify repeat offenders and additional areas of City with high vacancy rates and blight to be included in respective programs</li> <li>Review and adjust registration requirements to ensure they are effective and fair for the new areas/offenders</li> <li>Socialize program expansion and encourage participation with community stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>2.3.1 Expand current pilot programs and introduce new programs</li> </ul>	6 Months	<ul style="list-style-type: none"> <li>1.1</li> </ul>	<ul style="list-style-type: none"> <li>Availability of adequate funding and staffing</li> <li>Outcome of <a href="#">Recommendation 1.1</a></li> <li>Community support</li> </ul>
<b>2.6 Enhance performance metrics and accountability</b> <ul style="list-style-type: none"> <li>Determine KPIs for each key goal and target for each KPI</li> <li>Assess current KPIs and metrics and identify gaps</li> <li>Identify KPIs to address performance measure gaps</li> <li>Establish baseline data and realistic performance targets to measure progress over time</li> <li>Implement processes to track and report data against metrics</li> <li>Continuously monitor and leverage to identify program, policy, and process improvements</li> </ul>	<ul style="list-style-type: none"> <li>2.6.1 Review identified key goals of Code Enforcement</li> <li>2.6.2 Assess current KPIs, identify gaps &amp; select KPIs</li> <li>2.6.3 Set benchmarks and targets</li> </ul>	6 Months	<ul style="list-style-type: none"> <li>1.1</li> <li>2.4</li> </ul>	<ul style="list-style-type: none"> <li>Outcome of <a href="#">Recommendation 1.1</a></li> <li>The tracking/metric data that will be available in CodeX</li> <li>City's overall strategic vision and goals</li> </ul>



# Recommendation Roadmap | Next Phase

Next Steps	Sub-Recommendations	Est. Duration	Related Recs	Dependencies
<b>2.5 Streamline processes, reduce manual tasks, and implement quality controls</b> <ul style="list-style-type: none"> <li>• Inform Division of changes and provide training for impacted team members</li> <li>• Leverage quarterly training and provide regular reminders via multiple channels (update emails, team meetings, etc.)</li> <li>• Adjust based on feedback and performance data</li> <li>• Document leading practices and lessons learned</li> <li>• Acknowledge and celebrate team members to keep them motivated</li> </ul>	<ul style="list-style-type: none"> <li>• 2.5.1 Establish one centralized email inbox for all Code Enforcement cases</li> <li>• 2.5.2 Develop talking points and templates to be shared with customer-facing staff in other divisions</li> <li>• 2.5.3 Realign inspection scheduling for non-Code cases to Planning &amp; Building</li> <li>• 2.5.4 Confirm inspection before visiting a property</li> <li>• 2.5.5 Remove verbal warning step to Responsible Party (RP)</li> <li>• 2.5.6 Standardize time to comply to align with case priority assignment</li> <li>• 2.5.7 Align number of citations issued to case priority level</li> <li>• 2.5.8 Provide digital copies of AHB packet</li> <li>• 2.5.9 Review and update Notice of Hearing templates to remove any unnecessary data input and reduce opportunities for errors</li> <li>• 2.5.10 Train inspectors on how to properly complete AHB packets using template Support Staff developed</li> </ul>	4 Months	<ul style="list-style-type: none"> <li>• 3.1</li> </ul>	<ul style="list-style-type: none"> <li>• CodeX implementation progress</li> </ul>
<b>3.3 Improve cross-departmental coordination</b> <ul style="list-style-type: none"> <li>• Identify opportunities for collaboration</li> <li>• Coordinate with other Departments to establish touchpoints</li> </ul>	<ul style="list-style-type: none"> <li>• 3.3.1 Explore strengthening and formalizing partnerships with other City divisions/departments</li> </ul>	4 Months	<ul style="list-style-type: none"> <li>• 1.1</li> </ul>	<ul style="list-style-type: none"> <li>• Availability/resources of other departments</li> <li>• Owner can be the Strategy &amp; Engagement Deputy (see <a href="#">Recommendation 1.1</a>)</li> </ul>

# Recommendation Roadmap | Later Phase

Next Steps	Sub-Recommendations	Est. Duration	Related Recs	Dependencies
<b>1.5 Establish a succession planning process</b> <ul style="list-style-type: none"> <li>• Work with departmental leadership to identify likelihood of staff separation (e.g., low, medium, and high “flight-risk”) and impact               <ul style="list-style-type: none"> <li>○ Monitor low to high flight-risk staff with low impact</li> <li>○ Retain low to medium flight-risk staff with medium to high impact</li> <li>○ Prepare high flight-risk staff with medium to high impact</li> </ul> </li> <li>• Partner with relevant departments (e.g., Human Resources and Compliance) to coordinate training and employee retention efforts</li> </ul>	<ul style="list-style-type: none"> <li>• 1.5.1 Prioritize succession planning and prepare staff to take over additional tasks</li> </ul>	4 Months	<ul style="list-style-type: none"> <li>• 1.4</li> </ul>	<ul style="list-style-type: none"> <li>• Aligned with knowledge transfer efforts</li> </ul>
<b>3.2 Invest in community education and partnerships</b> <ul style="list-style-type: none"> <li>• Create materials for public awareness campaigns</li> <li>• Determine schedule/process for distributing educational materials</li> <li>• Create resources and outreach materials for community events</li> <li>• Coordinate with other City Departments on providing informational sessions or tables at existing community events (see <a href="#">Recommendation 3.3</a>)</li> <li>• Determine schedule for code enforcement specific community events</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2.1 Conduct public education campaigns</li> <li>• 3.2.2 Offer educational workshops</li> <li>• 3.2.3 Distribute informational flyers and newsletters online</li> <li>• 3.2.4 Ensure educational materials are available</li> <li>• 3.2.5 Engage with the community directly</li> <li>• 3.2.6 Host public meetings</li> <li>• 3.2.7 Tailor community</li> <li>• 3.2.8 Explore hosting weekly office hours</li> </ul>	6 Months	<ul style="list-style-type: none"> <li>• 1.1</li> <li>• 3.3</li> </ul>	<ul style="list-style-type: none"> <li>• Owner could be the Community Engagement Manager (see <a href="#">Recommendation 1.1</a>)</li> </ul>



# Implementation Roadmap: Responsibilities

# Recommendations RACI | Theme 1.0

The table below lays out the stakeholders that would be responsible, accountable, consulted, and informed for each of the recommendations discussed in the report

	PBCE				City of San José Leadership			Other Divisions/Departments							
	PBCE Leadership	Code Enforcement Leadership	Code Enforcement Managers	Code Enforcement Staff	City Council and Mayor	City Manager's Office	City Attorney's Office	Fire Department	Police Department	PRNS Department	Housing Department	Planning & Building Divisions	Finance Department	Human Resources Department	IT Department
<div><div>Responsible?</div><div>Accountable?</div><div>Consulted?</div><div>Informed?</div></div> <div><div>The stakeholder who is <b>assigned</b> to execute the recommendation</div><div>The stakeholder who makes <b>final decisions</b> and has <b>ultimate ownership</b></div><div>The stakeholder who must be consulted <b>before</b> decision or action is taken</div><div>The stakeholder who must be informed of decision or <b>action has been taken</b></div></div>															
Recommendation															
1.1 Modify organizational structure and hire in key areas	A	R	C	I	C	A							I	C	I
1.2 Conduct classification assessment	A	R	R	I	I	I							I	R	
1.3 Increase training opportunities and support a culture of development	I	A	R	I	I	I							I	I	
1.4 Optimize recruitment and retention	C	A	R	I	I	I							I	C	
1.5 Establish a succession planning process	C	A	R	I	I	I							C	C	

# Recommendations RACI | Theme 2.0

The table below lays out the stakeholders that would be responsible, accountable, consulted, and informed for each of the recommendations discussed in the report

<b>Responsible?</b>	▶ The stakeholder who is <b><u>assigned</u></b> to execute the recommendation
<b>Accountable?</b>	▶ The stakeholder who makes <b><u>final decisions</u></b> and has <b><u>ultimate ownership</u></b>
<b>Consulted?</b>	▶ The stakeholder who must be consulted <b><u>before</u></b> decision or action is taken
<b>Informed?</b>	▶ The stakeholder who must be informed of decision or <b><u>action has been taken</u></b>

Recommendation	PBCE				City of San José Leadership			Other Divisions/Departments							
	PBCE Leadership	Code Enforcement Leadership	Code Enforcement Managers	Code Enforcement Staff	City Council and Mayor	City Manager's Office	City Attorney's Office	Fire Department	Police Department	PRNS Department	Housing Department	Planning & Building Divisions	Finance Department	Human Resources Department	IT Department
2.1 Set strategic vision for Division	A	R	C	I	I	C	I	I	I	I	I	I	I	I	
2.2 Realign and narrow program scope	A	R	C	I	C	C	C	I	I	I	I	I	I	I	
2.3 Expand pilot programs	C	A	R	I	C	C	I	I	I	I	I	I	I	I	
2.4 Update policies to support strategic enforcement	C	A	R	I	I	I	C	I	I	I	I	I	I	I	
2.5 Streamline processes, reduce manual tasks, and implement quality controls	I	A	R	C	I	I	I	I	I	I	I	I	I	I	
2.6 Enhance performance metrics and accountability	C	A	R	I											
2.7 Expedite and prioritize the adoption of CodeX	A	A	R	I	I	I	I	I	I	I	I	I	I	I	C

# Recommendations RACI | Theme 3.0

The table below lays out the stakeholders that would be responsible, accountable, consulted, and informed for each of the recommendations discussed in the report

Responsible?

Accountable?

Consulted?

Informed?

The stakeholder who is **assigned** to execute the recommendation

The stakeholder who makes **final decisions** and has **ultimate ownership**

The stakeholder who must be consulted **before** decision or action is taken

The stakeholder who must be informed of decision or **action has been taken**

Recommendation	PBC	Code Lea	Code Man	Code	City	City	City	Fire	Police	PRN	Hou	Plan	Divi	Finan	Hum	Dep	IT D
3.1 Optimize communication and improve self-service	C	A	R	I	I	I	I			I				I			I
3.2 Invest in community education and partnerships	C	A	R	I	I	I	I			I							I
3.3 Improve cross-departmental coordination	A	R	R	C	C	C	C	C	C	C	C	C	C	C	C		



# Implementation Roadmap: Transformation Program Manager



# Role of the Transformation Program Manager

Given the significant challenges faced by the Code Enforcement Division, including managing large caseload volume, owning multiple initiatives, and hiring for multiple key roles, a Transformation Program Manager is **essential to implement the recommendations effectively** and ensure the Division can evolve to meet the community's needs. The effectiveness of the transformation effort **requires a clear strategy**, and more importantly, **success requires skillful and timely execution of the strategy**. People, process, and systems must be managed effectively to realize transformational change. By **appointing a Program Manager who is responsible for the transformation**, San José can remain on track to complete the necessary activities for achieving transformation in the Code Enforcement Division.

The Transformation Project Manager should:

- **Update City Leadership including the Mayor and City Council and City Manager's Office**, CE stakeholders, and stakeholders from other divisions and departments identified in the RACI matrices
- **Proactively manage communication and facilitate collaboration** as a liaison with CE and City stakeholders. This will include **helping to set the tone and promote the transformation vision**. A **leadership development curriculum focused on continuous improvement** will help to reinforce the cultural values and design principles for the transformation to sustain over time
- Be an extension of CE, with the **mandate and authority to address and influence decisions related to the transformation**
- **Be responsible for guiding the Division** through the transformation
- Identify and work to **eliminate any barriers to change**
- Work with Code Enforcement leadership to assess areas for improvement
- **Track outcomes** from the transformation efforts
- **Manage risk** with continuous monitoring, controlling, and reporting

It is important to note that while the Transformation Project Manager guides and supports the transformation activities, **all stakeholders are responsible for collaboration to execute these tasks**. Organizations that are successful in achieving change and transformation rely on the participation of staff members at all levels. Employees want to have some control over the proposed change by providing input to leadership, and more control leads to embracing change rather than resisting it. If people know and feel they are part of the change process they will create the necessary momentum to make it happen. **Connecting with employees in the organization and bringing them into the overall process increases the potential for success.**



# Implementation Roadmap: Leveraging Change Management

# Change Management Overview

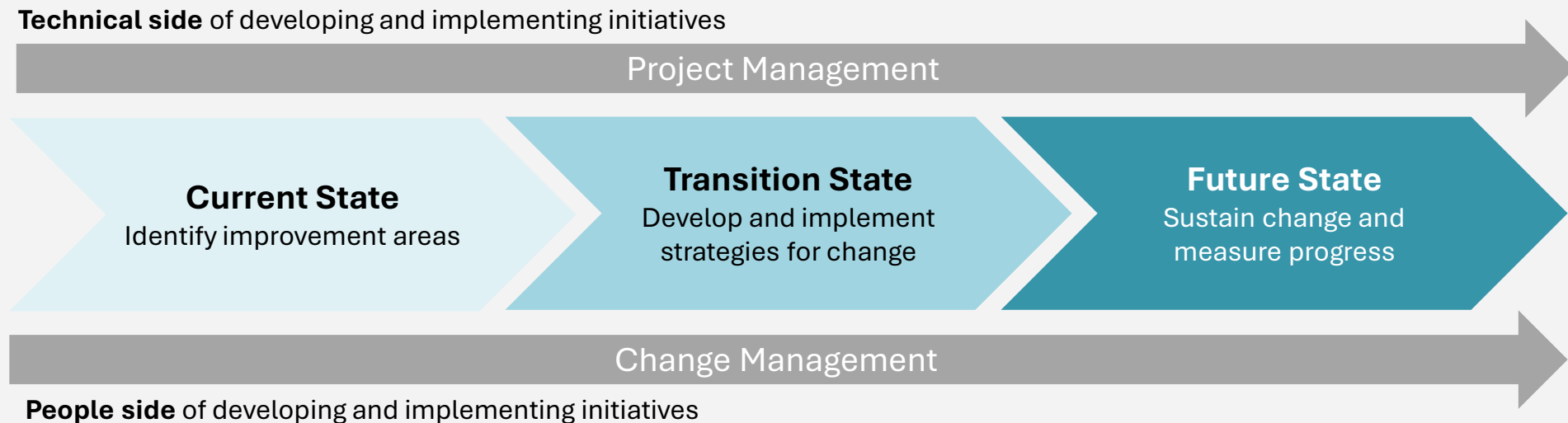
Change Management is an essential component of successful implementation initiatives

## What is Change Management?

Change management is typically a **separate** **workstream** on a project that **runs in parallel to** **all content development** streams

Change management **supports the organization** by **identifying specific needs of individual stakeholders** and facilitating their fulfillment

When incorporating the people-side of implementation (i.e., identifying and addressing the needs of stakeholders) alongside the technical side (i.e., training design and operational planning), the program is more likely to achieve its desired outcome

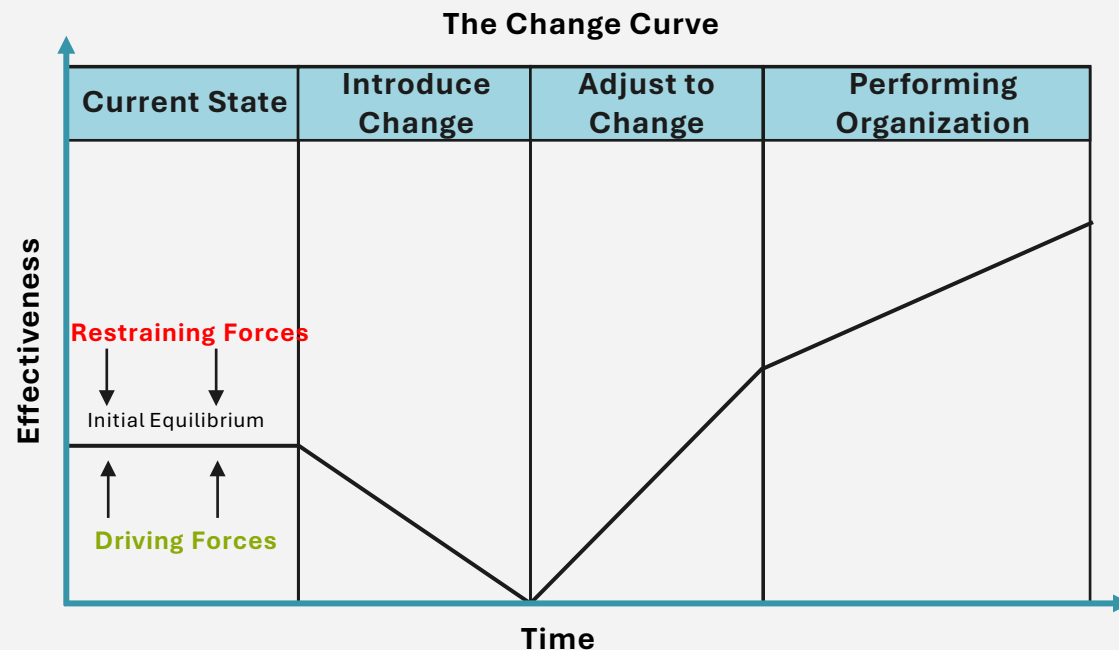


# Change Management Overview | The Change Curve

Change Management is an essential component of successful implementation initiatives

The change management approach is designed to guide leaders in PBCE along the change curve shown below in the most effective and efficient manner and provides steps to:

- Overcome restraining forces
- Minimize negative effects of introducing change by maximizing initial benefits
- Manage change over time to ensure the executive branch reaches the desired organizational structure



The change management curve is divided into three stages:

- The first stage—**Introduce Change**—is the development stage in which leadership communicates proposed changes and addresses issues
- Next, stakeholders **Adjust to Change**. Here, components of the transformation are implemented, and results materialize
- In the final stage—**Performing Organization**—everyone is in sync and executing the initiatives. Effectiveness steadily increases as change is sustained

# Change Management Objectives

Change management tools are instrumental in optimizing staff buy-in and should be guided by the following objectives:

## Ensure Effective Communication



- Establish clear, multi-channel communication strategies to impart the vision, objectives, and procedural shifts as the Division implements changes to all levels of the organization

## Foster Leadership Alignment and Support



- Cultivate strong, visible advocacy from leadership to drive change momentum and establish accountability

## Empower Stakeholders



- Equip stakeholders with the necessary information, tools, and training to adapt to and embrace changes, ensuring a seamless integration into their daily workstreams
- Leverage existing leaders in the to further promote changes and internal buy-in

## Tailor Training to Needs



- Develop and provide tailored training resources that align with changes that impact staff roles.
- Update training offerings periodically to realign with Division goals

# Tactics for Managing Resistance

These ten tactics can promote effective resistance management to maximize success in organizational change:



# Appendices

**Additional information located below:**

Appendix A: Code Enforcement Policies & Procedures 67-68	
Appendix B: Code Enforcement Current Initiatives	69-73
Appendix C: Definitions	74-75







# Appendix A: Code Enforcement Policies & Procedures

# Code Enforcement Division Policies & Procedures

Policy #	Policy Name	Description
CE-203	<u>Complaint Intake Procedures</u>	This policy ensures that complaints are processed consistently during intake, that accurate information is obtained, and effective communication and appropriate follow up occurs.
CE-204	<u>Complaint Response Emergency Procedures</u>	The policy aims to provide a consistent and structured approach to handling emergency complaints in a fair and timely manner, with the goal of achieving compliance.
CE-205	<u>Complaint Response Priority Procedures</u>	The policy aims to provide a consistent and structured approach to handling priority complaints in a fair and timely manner, with the goal of achieving compliance.
CE-206	<u>Complaint Response Routine Procedures</u>	The policy aims to provide a consistent and structured approach to handling routine complaints in a fair and timely manner, with the goal of achieving compliance.
CE-300	<u>Verbal Warnings</u>	This policy provides guidance of when verbal warnings are appropriate and the expectations of recording and following up with the RP.
CE-336	<u>Partner Inspector Policy</u>	This policy applies to Code Enforcement Inspectors performing high-risk inspections requiring a minimum of two (2) inspectors. A Code Enforcement Supervisor/Manager may go in place of one inspector. <b>This policy is mandatory when conducting inspections performed in conjunction with the Massage Program and cannabis businesses.</b>
CE-313	<u>Escalating Enforcement (WIP)</u>	This policy applies to Code Enforcement staff, outlining the procedures for utilizing enforcement tools and the steps to take when escalating enforcement actions in cases of non-compliance.
CE-116	<u>Periodic Case Review</u>	This policy and procedure applies to all Code Enforcement Division staff with supervisory and management oversight responsibilities.
CE-216	<u>Fair Service</u>	The “Fair Service Policy” was developed to update “Prolific and Chronic Complainants Policy” from March 20, 2007. Code Enforcement has had a policy to address instances where we have individuals who want to submit large numbers of complaints to our office since 1998. This policy was developed to ensure fair distribution of staff resources throughout the City and individual Council Districts.
CE	<u>Stop, Knock, and Talk (WIP)</u>	This policy applies to all Code Enforcement Inspection staff during field inspections.
CE-318	<u>Condemnation Guideline Procedures</u>	This policy applies to Code Enforcement staff. The policy provides procedural steps to condemning a property until compliance is met.



# Appendix B: Code Enforcement Current Initiatives

# Code Enforcement Current Initiatives (1 of 4)

Item	Description	Staffing	Status
Enhanced Vacant Buildings and Storefronts (VBS)	Branch of Code Enforcement's city-wide VBS program. While VBS is already complaint response AND proactive, the enhanced focuses on the most chronically vacant and blighted properties in the downtown and expedites and streamlines the enforcement process moving to Compliance Order more quickly and leveraging legal action more quickly such as receivership, nuisance lawsuits, collections, etc.	Supported by one limit dated inspector with funding ending this fiscal year and one Supervisor. There is direction in the Mayor's budget message to allow one time funding for another year to continue this program.	Launched in December 2023; ongoing
Vacant Building and Storefronts Webpage and Compliance Guide	Code Enforcement is in the process of creating a compliance guide and dedicated webpage to educate property owners who have a vacant building or storefront to understand the obligations to maintain the building, resources available to assist, and potential penalties if the property is not maintained. The webpage will also provide more transparency to the public stakeholders and broader community.	Supported by one limit dated inspector, Senior Analyst, PW GIS, and our Public Information team	85% complete
Escalation of Enforcement Policy	This policy sets standards for inspectors to use when determining compliance timelines/due dates based on violation type to standardize timelines across the division, provide definitive guidance to inspectors, and create consistency.	Senior Analyst, Supervisors, Deputy Director	Almost complete; estimated completion time mid-April 2025
Completion of Audit Recommendations involving management and controls	Code Enforcement has implemented audit recommendations seeking to improve performance metrics, oversight, and operations.	All relevant staff	

# Code Enforcement Current Initiatives (2 of 4)

Item	Description	Staffing	Status
Pipeline and Last Action Reports Pilot	Code Enforcement has created two reports - the pipeline report and last action report to oversee, track and evaluate inspectors and team case management, inspector activity and the enforcement process. The pipeline report shows the supervisor and inspector how many cases are in each phase of the process- pre-investigation, investigation, enforcement, and compliance. The last action report gives the supervisor insight into the date and type of action that was last taken on the case. Before rolling out to all Supervisors and staff, Code Enforcement is conducting a pilot with the General Code team.	Senior Analyst, General Code Supervisors, Deputy Director, Acting Division Manager	Implemented in December 2024; ongoing
P2Hub Policy Review, Revision, and Creation	Code Enforcement has a goal of reviewing/creating three policies per quarter, which the Division has met up to now. As part of the review process of existing policies, the Division is making changes to the process to streamline and gain efficiency and ensure consistency.		
BCC Workplan	Ongoing initiatives include streamlining processes, eliminating 1,600 customer email backlogs, creating process/letter to proactively notify customers of pending expiration and expired permits, and reviewing of fees to ensure they are being charged correctly.	BCC team, Senior Analyst, Deputy Director, Code Supervisor,	In progress
GC Rebalance and Caseload Reduction Project	Initiative to reduce open active caseload by utilizing last action data and age of case data to pull out cases from current workload of inspectors and reviewing and determining appropriate next steps. Code Enforcement has identified approximately 1,300 cases that have not had an action in over 2 years that have been removed from the current General Code caseload as of 3/25/25, which has reduced the inspector average caseload from approximately 300 cases per inspector to 204 cases per inspector.	Senior Analyst, Division Manager, Support Staff, Deputy Director, Temp Inspector, PW GIS, BCC team	In progress
MH Workload Rebalancing Project	Code Enforcement has added weight to buildings based on tier/frequency of required inspection so that the workloads could be balanced properly and is working to rebalance workloads across MH/CDBG inspectors.	CDBG Supervisor, PW GIS team	In progress

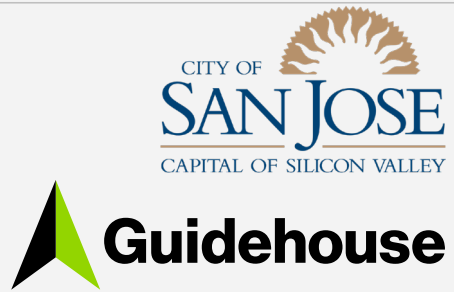
# Code Enforcement Current Initiatives (3 of 4)

Item	Description	Staffing	Status
TRL/OSA Streamlining	Many of our businesses in TRL are also in OSA. This project aims to reconcile both lists and redistribute workload between TRL and OSA inspectors so that they can perform both required inspections at once. There are 296 accounts are in both programs.	TRL inspector, OSA inspector, Code Supervisor, Senior Analyst	In progress
Fees/Task Labor Average Project	The Division needs to conduct Task Labor Average analysis for all fees to ensure fees are being properly calculated (i.e. all staff involved, time, etc.). This will include program, permit, license, and reinspection fees and hourly rates.	All Code staff, PBCE Admin team	Planned for FY25-26; prep work in progress
Appeals Hearing Board (AHB)	The Division has created a horizon report and reviewed it with Code Supervisors, Acting Division Manager, and AHB Secretary to ensure cases are moving through timely to the AHB for administrative remedies contributing to case resolution. The Division has discounted printing packets for all Code staff and will provide hard copies to AHB Commissioners upon request. The Division is also updating Notice of Hearing templates.	Code Supervisors, Acting Division Manager, and AHB Secretary	85% complete
Abandoned Shopping Cart Pilot	Multidepartment project to address shopping carts. The initiative is on track to launch a pilot with a third-party vendor to retrieve carts from April to May.	ASC inspector, Code Supervisor, Deputy Director, Acting Division Manager, City Attorney's Office, City Manager's Office, PRNS Dept, DOT	In process
CES Replacement	The Division is working to replace the current case management system with CodeX, a new system. Improvements include significant gains in technology, case management including dashboards, reporting, public portal including registered users who can track their cases, permits and licenses, oversight, interface for use in the field on tablets or other device, reliability, storage, user experience, document management, etc.	All Code staff, Temp Project Manager, City ITD	In progress Anticipated Phase-I Go-Live February 2026
Administrative Remedies Max Fine	Council Direction to increase from 100k to 500k in max penalty for admin remedies.	Deputy Director, CAO	Delayed

# Code Enforcement Current Initiatives (4 of 4)

Item	Description	Staffing	Status
Massage Program Work plan (joint program with Police Department)	Completed MOU with PD defining roles and streamlining processes. Review of PD permit fee to include Code resources. Addressing audit recommendations including outreach and education to unpermitted businesses (approximately 300+ businesses).		Signed MOU in July 2024; approximately 80% complete
Performance Metrics	Revised and/or created new performance metrics on Code FY Dashboard to better track and monitor fee funded programs and reflect accurate billing cycles. Included revisions to nearly all programs.	Senior Analyst, Supervisor group, Deputy Director, PBCE Admin	Ongoing





# Appendix C: Definitions

# Definitions

Word/Phrase	Definition
<i>Streamline Service Delivery</i>	Identify opportunities to streamline current service delivery to increase overall capacity and better meet customer expectations, council expectations, and Code Enforcement Division objectives
<i>Prioritize Services</i>	Identify areas where Code Enforcement could prioritize or deprioritize certain services to better meet expectations and objectives
<i>Opportunities To Invest</i>	Identify opportunities to add resources to better meet expectations and objectives
<i>Level of Impact - High</i>	Received an impact score of 8 - 9 on the Impact vs. Effort Evaluation
<i>Level of Impact - Medium</i>	Received an impact score of 6 - 7 on the Impact vs. Effort Evaluation
<i>Level of Effort - High</i>	Received an effort score of 10+ on the Impact vs. Effort Evaluation
<i>Level of Effort - Medium</i>	Received an effort score of 7 – 9 on the Impact vs. Effort Evaluation
<i>Level of Effort - Low</i>	Received an effort score of 4 – 6 on the Impact vs. Effort Evaluation