Project Management Plan

San José Operational Assessment

City of San José

January 2025

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Section 1: Project Overview

1.1 Project Background

This engagement centers on an operational assessment of the City of San José's Code Enforcement Division. The Code Enforcement Division is comprised of approximately 72 Full-Time Employees and is divided into three major program areas: the General Code Program, the Multiple Housing Program, and Special Programs. As identified in the Code Enforcement Division's Annual Report, the Division's primary pain points are staffing and operational structure, budget and funding, and high case volume. Over the past five years, the General Code Program caseload has increased significantly as open cases outpace case closure. From fiscal year 2018-2019 to the present, the General Code Program case volume increased from 2,846 to 4,018 cases - an increase of 1,172 cases, or 41.2%. This can be attributed to several factors: suspension of services during COVID-19 pandemic, persistent staff vacancies, high workloads, and an imbalance of service demand to resources. Within the General Code Program, the volume of code enforcement cases has led to extremely high workloads. The increased workloads have resulted in an average caseload of 270 cases per budgeted inspector (or 324 cases per actual assigned program inspectors), which is over two times the target caseload of 120.

1.2 Major Deliverables

The following table provides an overview of the four deliverables that will be provided during the term of this project.

Table 1: Task Overview

Deliverable	Key Activities	Proposed Due Date
Task 1: Work Plan and Status Report	• **Develop Work Plan and Status Report** to include an overview of the work plan, timeline, and deliverables of the operational assessment.	1/24/2025
Task 2: Discovery and Current State Analysis	• **Complete document review** to understand services, strategic initiatives, partnerships with other Divisions, and organizational structure and staffing levels • **Interview internal stakeholders** to build the foundation of our understanding of processes, opportunities, and pain points • **Review operational functions and workflow processes** to identify pain points or challenges • **Conduct staffing level analysis** based on current and projected workloads	2/14/2025
Task 3: Operational Analysis	• **Complete desktop and benchmarking research** on peer departments and interview up to 3 subject matter experts • **Interview external stakeholders and up to 15 key city stakeholders** • **Conduct customer research on customer experience** to identify pain points and common impediments to compliance	3/14/2025

Task 4: Assessment Report	• **Design future state** and vet supporting recommendations with key stakeholders that refine and strengthen the way the Division serves the public • **Evaluate recommendations** based on level of effort and impact to understand the short-, medium-, and long-term recommendations • **Develop a high-level implementation roadmap** that includes sequence and prioritization of the recommendations	4/4/2025

1.3 Project Scope

The purpose of this project is to conduct an operational assessment of the Code Enforcement Division of the City of San José. This includes an analysis of processes and resources against the division's current workload, a review of alignment between customer and council expectations and Code Enforcement Division objectives, and identifying opportunities to streamline, prioritize, or invest in Code Enforcement services. As identified in the Code Enforcement Division's Annual Report, the Division's primary pain points are staffing and organizational structure, budget and funding, and high case volume. The final deliverable is a Future State Recommendations Report for both the Code Enforcement Division and the Mayor and City Council.

1.4 Project Approach

The approach is built upon a four-phased methodology demonstrated in the figure below:

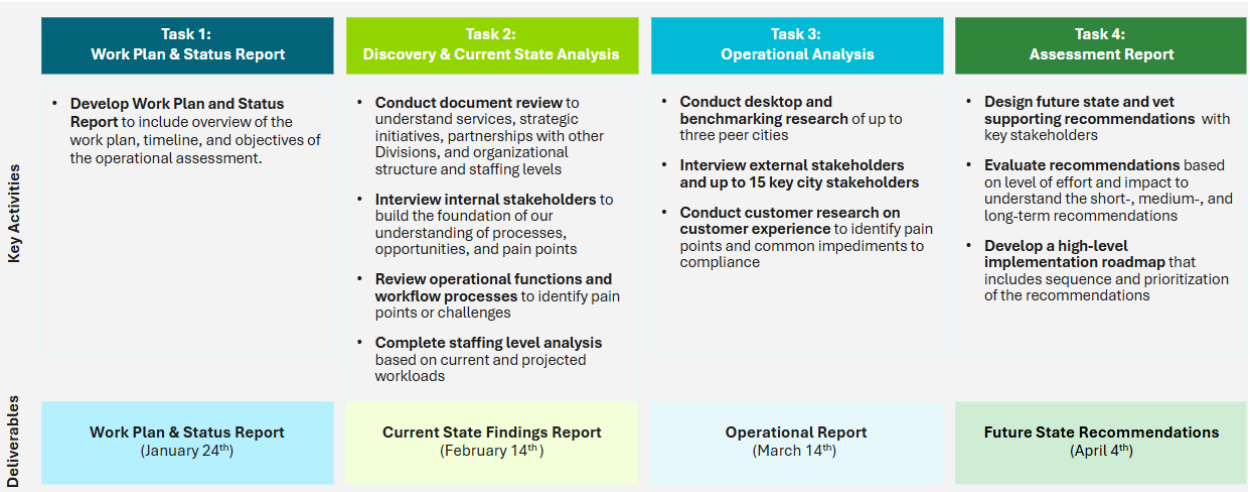


Figure 1: Approach Methodology

1.5 Project Schedule

The high-level project schedule below divides the deliverables across the four phases outlined in the project approach. A more detailed list of activities to be performed can be found in the Project Plan in a separate attachment.

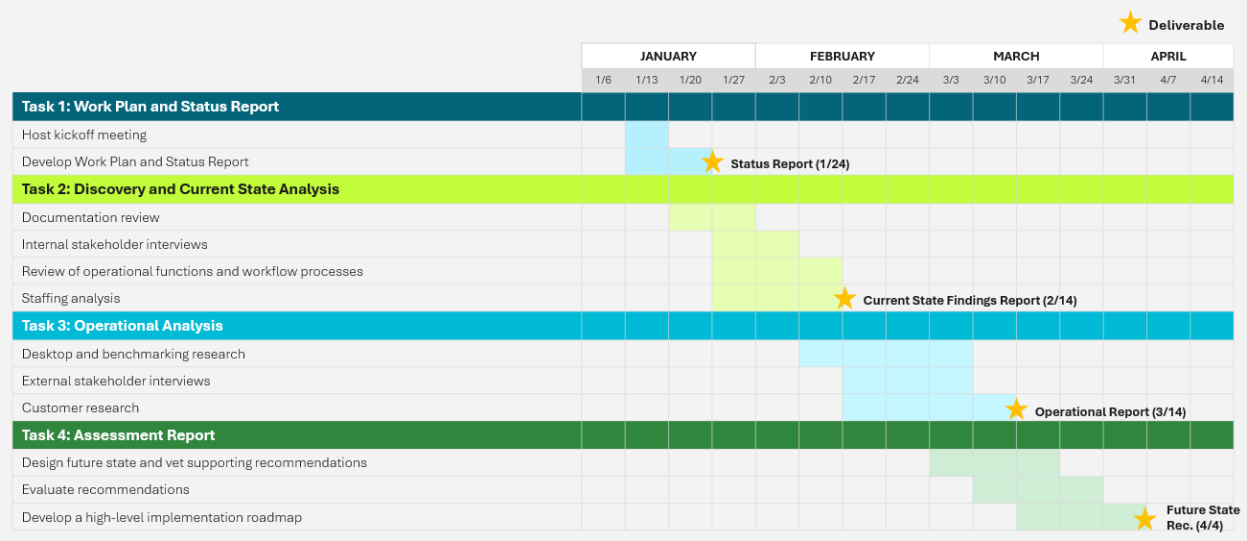


Figure 2: High-Level Project Schedule

Section 2: Project Management Approach

2.1 Project Organization

The San José Operational Assessment project team is comprised of members from both Guidehouse and the City of San José, as shown in the project organization chart along with their role on the project in **Figure 3**.

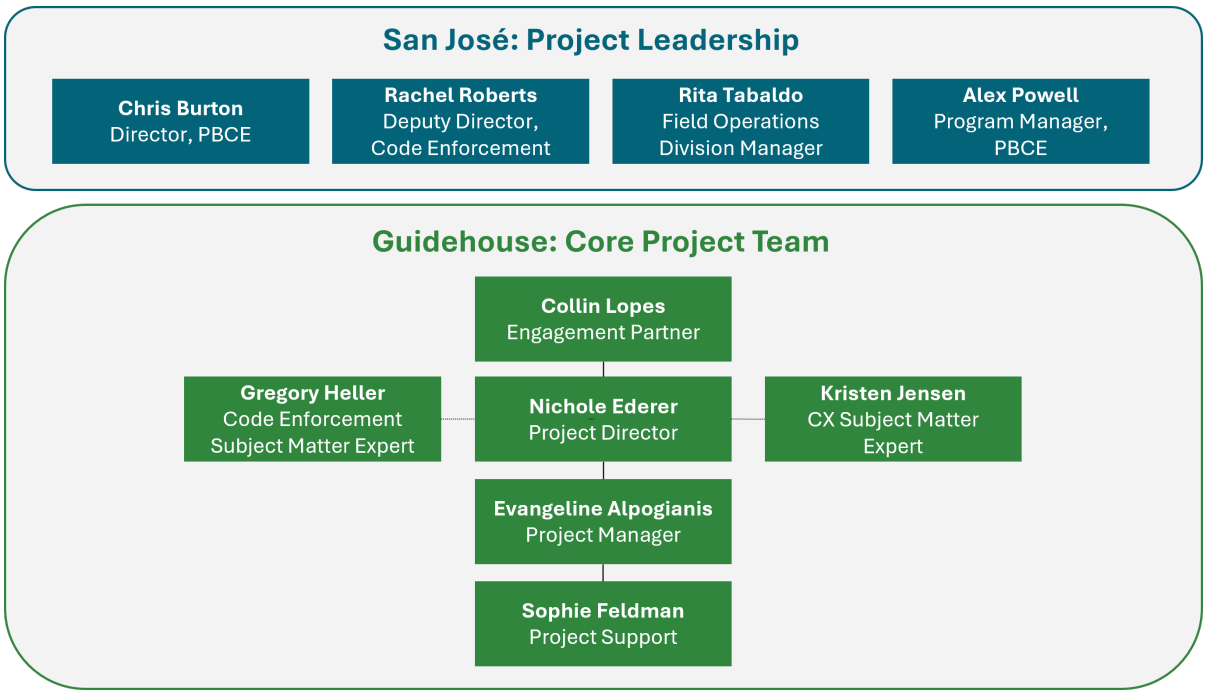


Figure 3: Project Team Organization

2.1.1 Project Team Contact Information

Contact information for the Guidehouse team can be found in **Table** 2 below.

Table 2: Guidehouse Contact Information

Name	Role	Email	Phone
Collin Lopes	Engagement Partner	clopes@guidehouse.com	(916) 631-3227
Nichole Ederer	Engagement Director	nederer@guidehouse.com	(202) 834-2111
Evangeline Alpogianis	Project Manager	ealpogianis@guidehouse.com	(312) 212-6237

Sophie Feldman	Project Support	sfeldman@guidehouse.com	(732) 354-8414
Kristen Jensen	Customer Experience Subject Matter Expert	kjensen@guidehouse.com	(303) 383-7303
Gregory Heller	Code Enforcement Subject Matter Expert	gheller@guidehouse.com	(215) 834-0181

2.2 Project Communications Management

The Guidehouse Team's communication approach is proactive and collaborative, and it emphasizes project status reporting, efficient and effective information sharing, and direct interaction with Code Enforcement personnel. It focuses on simple, practical processes and practices to manage the project team and enable consistent coordination of activities to meet project needs and neutralize execution risk.

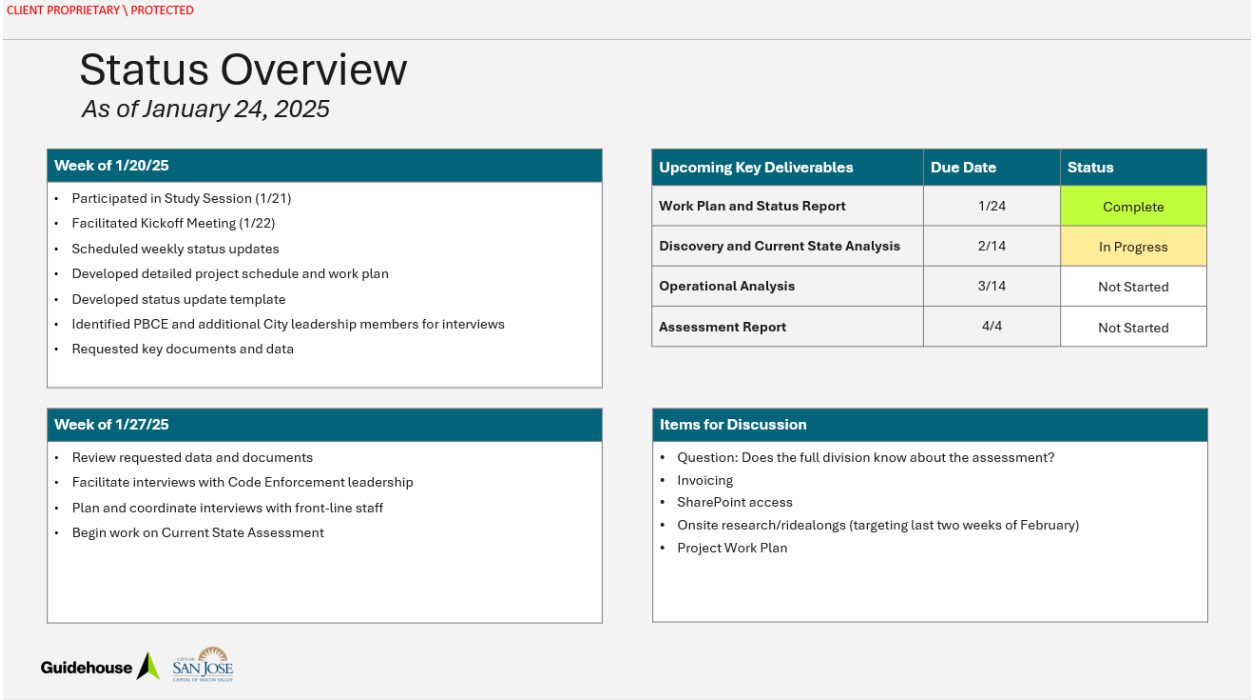
Guidehouse will work with Deputy Director Rachel Roberts to conduct regular meetings to provide status updates. Each scheduled meeting will include meeting minutes, a list of participants, discussion points, and action items for follow-up. Internal (Guidehouse) progress meetings will also be held to ensure the team is synchronized and to keep senior management up to date.

While official lines of communication (like status meetings) are a vital component of all projects, successful communication will lay within the daily informal communication between the Guidehouse team and the San José Project Team. The table below describes the key communication Guidehouse will use throughout the project.

Table 3: Project Communications

Communication	Frequency	Purpose
Day-to-Day Communications Between Guidehouse and San José	As Needed	To confirm the items in our progress report deliverables are relevant and actionable, we will capture input from all project staff during our day-to-day communications, and formal scheduled staff and status meetings. These inputs will be captured in an open environment enabled by the PM who fosters discussion with her team and appropriate stakeholders about potential issues, identification and tracking of solutions, and collaborative development of corrective action plans.
Internal Guidehouse Team Meetings	Daily	Fosters information sharing, collaboration and coordination across program initiatives. Also provides a touch point for collecting issues that may need to be elevated to the client.
Status Updates with Guidehouse and San José	Weekly	To give the project sponsor frequent status updates, and to provide an open discussion between Guidehouse and the project sponsor for issue/risk resolution and discussion on project execution.

The figure below is an example of the weekly status reports that will be provided by Guidehouse during our weekly status updates.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Status Overview

As of January 24, 2025

Week of 1/20/25

- Participated in Study Session (1/21)
- Facilitated Kickoff Meeting (1/22)
- Scheduled weekly status updates
- Developed detailed project schedule and work plan
- Developed status update template
- Identified PBCE and additional City leadership members for interviews
- Requested key documents and data

Upcoming Key Deliverables	Due Date	Status
Work Plan and Status Report	1/24	Complete
Discovery and Current State Analysis	2/14	In Progress
Operational Analysis	3/14	Not Started
Assessment Report	4/4	Not Started

Week of 1/27/25

- Review requested data and documents
- Facilitate interviews with Code Enforcement leadership
- Plan and coordinate interviews with front-line staff
- Begin work on Current State Assessment

Items for Discussion

- Question: Does the full division know about the assessment?
- Invoicing
- SharePoint access
- Onsite research/ridealongs (targeting last two weeks of February)
- Project Work Plan

Guidehouse

Figure 4: Weekly Status Report

2.3 Project Risk Management

Guidehouse will work with the Code Enforcement Division to identify threats to schedule, cost, and quality early in the project to mitigate or prevent foreseeable problems and provide a foundation for dealing with any problems that arise. Guidehouse will adhere to a formal risk management process that is designed to identify risks and to implement mitigation strategies before potential problems impact performance.

2.3.1 Potential Project Risks

Various potential risks associated with this project were identified and outlined in **Table 4**. For each potential risk, Guidehouse estimated the probability each will occur and the ensuing impact to the health of the project (i.e., High, Medium, or Low). Finally, high-level mitigation strategies were identified for each risk.

Table 4: Potential Project Risks

Potential Project Risk	Probability	Impact	Mitigation Strategies
Aggressive timeline could impact on time submission of deliverables	M	H	Continuously communicate with PM on progress of deliverables and ensure all requested data is provided to the team by the date promised.

Potential Project Risk	Probability	Impact	Mitigation Strategies
Stakeholder availability and responsiveness	M	H	Regularly communicate with PM to check on meeting status and notify of any unresponsive stakeholders.
Continuous growth in the project scope (scope creep)	M	H	Work with PM to resolve any scope creep issues and clearly define the scope up front.

2.4 Project Quality Management

To help ensure that we achieve the level of quality expected by our partners at the City of San José, Guidehouse is committed to ensuring that each member of our team is dedicated to providing the highest levels of customer satisfaction and professionalism. As part of our quality assurance process, the leadership will place great emphasis on the quality control approach. This approach affords the City a collaborative partner who understands the value of quality control processes to meet the requirements of the engagement.

Section 3: Project Assumptions

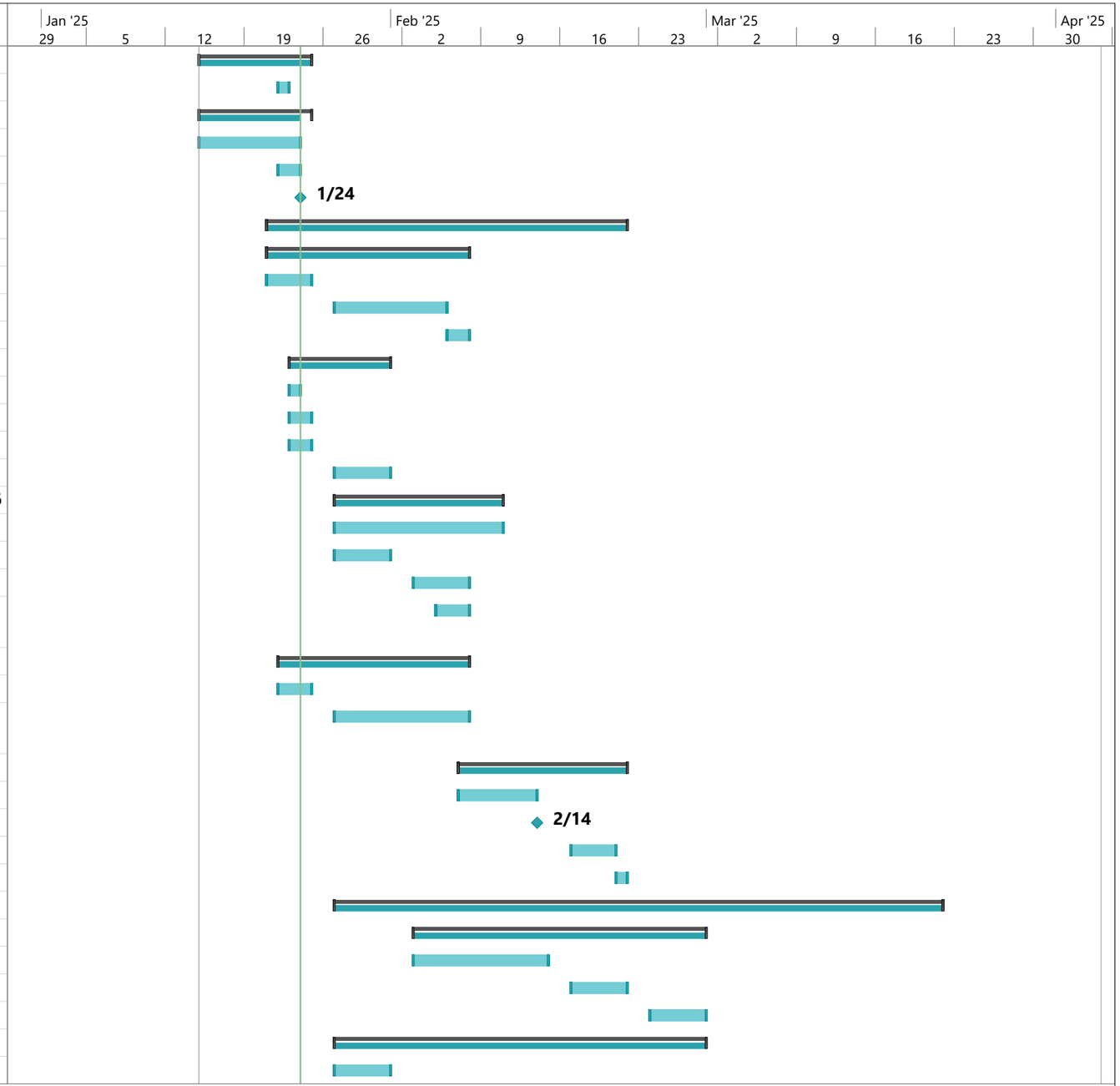
3.1 Assumption 1 – Project Deliverables and Scope

- Project duration will be from January 15, 2025, to April 4, 2025

3.2 Assumption 2 – Stakeholder Involvement

- San José PM will provide on-site space for workshops in San José, CA
- San José PM will make stakeholders available for all meetings and workshops
- San José PM will provide Guidehouse project team with requested information and data in a timely manner
- San José PM will review deliverables a single time before the deliverable is considered final
- San José PM will review deliverables and provide feedback within five days of receipt

ID	Task Name	Duration	Start	Finish
1	**Task 1: Work Plan and Status Report**	**8 days**	**Wed 1/15/25**	**Fri 1/24/25**
2	***Host kickoff meeting***	1 day	Wed 1/22/25	Wed 1/22/25
3	***Develop Work Plan and Status Report***	**8 days**	**Wed 1/15/25**	**Fri 1/24/25**
4	Draft Project Work Plan	7 days	Wed 1/15/25	Thu 1/23/25
5	Draft Status Report Template	2 days	Wed 1/22/25	Thu 1/23/25
6	Submit Project Work Plan & Status Report Template	0 days	Fri 1/24/25	Fri 1/24/25
7	**Task 2: Discovery and Current State Analysis**	**24 days**	**Tue 1/21/25**	**Fri 2/21/25**
8	***Documentation Review***	**14 days**	**Tue 1/21/25**	**Fri 2/7/25**
9	Submit data and documentation list	4 days	Tue 1/21/25	Fri 1/24/25
10	Review data, identify follow-up questions and key findings	8 days	Mon 1/27/25	Wed 2/5/25
11	Discuss follow-up questions via email or request meeting	2 days	Thu 2/6/25	Fri 2/7/25
12	***Internal Stakeholder Interviews***	**7 days**	**Thu 1/23/25**	**Fri 1/31/25**
13	Draft stakeholder interview list	1 day	Thu 1/23/25	Thu 1/23/25
14	Schedule stakeholder interviews	2 days	Thu 1/23/25	Fri 1/24/25
15	Develop stakeholder interview guides	2 days	Thu 1/23/25	Fri 1/24/25
16	Conduct stakeholder interviews	5 days	Mon 1/27/25	Fri 1/31/25
17	***Operational functions and workflow processes***	**11 days**	**Mon 1/27/25**	**Mon 2/10/25**
18	Review and analyze process maps, draft questions	11 days	Mon 1/27/25	Mon 2/10/25
19	Identify front line staff to interview	5 days	Mon 1/27/25	Fri 1/31/25
20	Interview front line staff	5 days	Mon 2/3/25	Fri 2/7/25
21	Review and analyze additional process maps, draft questions, draft initial key findings	3 days	Wed 2/5/25	Fri 2/7/25
22	***Conduct staffing analysis***	**13 days**	**Wed 1/22/25**	**Fri 2/7/25**
23	Request staffing and workload data	3 days	Wed 1/22/25	Fri 1/24/25
24	Conduct staffing and workload data analysis, draft questions, and develop key findings	10 days	Mon 1/27/25	Fri 2/7/25
25	***Develop Current State Report***	**11 days**	**Fri 2/7/25**	**Fri 2/21/25**
26	Synthesize findings into draft Current State Report	5 days	Fri 2/7/25	Thu 2/13/25
27	Submit Report for review	0 days	Fri 2/14/25	Fri 2/14/25
28	Incorporate feedback	4 days	Mon 2/17/25	Thu 2/20/25
29	Submit final Report	1 day	Fri 2/21/25	Fri 2/21/25
30	**Task 3: Operational Analysis**	**40 days**	**Mon 1/27/25**	**Fri 3/21/25**
31	***Benchmarking and desktop research***	**20 days**	**Mon 2/3/25**	**Fri 2/28/25**
32	Identify peer cities to benchmark	10 days	Mon 2/3/25	Fri 2/14/25
33	Meet with peer city contacts and SMEs to gain insights	5 days	Mon 2/17/25	Fri 2/21/25
34	Consolidate leading practices and key findings	5 days	Mon 2/24/25	Fri 2/28/25
35	***Customer Research***	**25 days**	**Mon 1/27/25**	**Fri 2/28/25**
36	Identify customer research methods with city team	5 days	Mon 1/27/25	Fri 1/31/25



Project: SJ CE Operational Assessment
Date: Fri 1/24/25

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone	

ID	Task Name	Duration	Start	Finish
37	Develop plan for customer research execution	10 days	Mon 2/3/25	Fri 2/14/25
38	Execute customer research	10 days	Mon 2/17/25	Fri 2/28/25
39	***External Stakeholder Interviews (City Council, staff from other departments)***	**25 days**	**Mon 1/27/25**	**Fri 2/28/25**
40	Draft list of external stakeholders	5 days	Mon 1/27/25	Fri 1/31/25
41	Schedule stakeholder interviews	10 days	Mon 2/3/25	Fri 2/14/25
42	Develop stakeholder interview guides	5 days	Mon 2/10/25	Fri 2/14/25
43	Stakeholder interviews	10 days	Mon 2/17/25	Fri 2/28/25
44	***Develop Operational Report***	**21 days**	**Fri 2/21/25**	**Fri 3/21/25**
45	Draft Report	15 days	Fri 2/21/25	Thu 3/13/25
46	Submit Report for review	1 day	Fri 3/14/25	Fri 3/14/25
47	Incorporate feedback	2 days	Mon 3/17/25	Tue 3/18/25
48	Finalize Report	3 days	Wed 3/19/25	Fri 3/21/25
49	**Task 4: Assessment Report**	**15 days?**	**Mon 3/17/25**	**Fri 4/4/25**
50	***Develop Future State Recommendations Report***	***15 days?***	***Mon 3/17/25***	***Fri 4/4/25***
51	Draft initial recommendations and evaluation criteria	5 days	Mon 3/17/25	Fri 3/21/25
52	Socialize recommendations and incorporate feedback	5 days	Mon 3/24/25	Fri 3/28/25
53	Develop roadmap for implementation for final report	4 days	Mon 3/31/25	Thu 4/3/25
54	Develop Executive Summary for 4/10 NSA meeting	10 days	Mon 3/24/25	Fri 4/4/25
55	Submit final report	0 days	Fri 4/4/25	Fri 4/4/25

Project: SJ CE Operational Assessment
Date: Fri 1/24/25

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone