



# **Code Enforcement Division Annual Report**

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**Neighborhood Services and Education  
Committee  
April 9, 2026**

Presented by Rachel Roberts, Deputy Director  
Planning, Building, and Code Enforcement

# Background

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**Challenge:** Growing demand, expanding scope, and constrained resources combined with outdated systems- resulted in higher caseloads, service delays, and challenges in maintaining stakeholder and public confidence

**Vision 2030:** A trusted, fully resourced, and data-driven division recognized for delivering prompt, effective, ethical, and reliable enforcement through efficient processes, advanced technology, and strong community partnerships

**Focus:** Advance a more strategic, data-driven, and sustainable approach to code enforcement operations and build a foundation for long-term improvement while continuing to deliver core services to the community





- **Jan 2025 | City Council Study Session-** Established Initial Improvement Framework – *Streamline, Prioritize, Invest*
- **May 2025 | Guidehouse Operational Assessment-** 3 Themes for Transformation
- **Two Year Code Transformation Work Plan-** FY 25-26 - FY 26-27
- **Continue To Deliver Core Services**
- **Advance** Ongoing Work Including **City Council-directed Key Initiatives**

## **Building the Foundation for Improvement**

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# Core Service Delivery & Program Performance

## FY24-25 Key Performance Outcomes:

### All Services

- Total Case Volume | 7,800+ cases opened / 7,300+ cases closed
- 727 Citations issued
- 43 Hours of community outreach and engagement

### Multiple Housing

- 1,720 Buildings inspected (8,245 units)
- 8,389 Violations closed

### General Code

- 3,341 cases opened/ 3,292 cases closed
- 61% Cases resolved within standard timelines
- Exceeded priority and routine initial response targets-79% and 70%

### Special Programs

- >1,000 Special Program inspections

### Enforcement Support Services

- Fireworks
- Mobile Vendors (Police) -45 Citations /Q3
- Illegal Dumping Enforcement (PRNS)- Improved reporting workflow, 278 Referrals/Q3
- Tree Mitigation Enforcement (Planning)

# Improvement Efforts and Key Initiatives

## Targeted Enforcement

- Continued focus on blighted/chronically vacant properties
- Implemented Operationalizing Downtown Strategy/Interdepartmental Working Group
- Increased use of administrative and legal enforcement tools
- Active monitoring of 58 Downtown properties

## Enforcement Process Streamlining

- Prioritized high-impact cases for Appeal Hearing Board (AHB) and legal escalation
- Implemented AHB Horizon Report + biweekly tracking
- +258% increase in AHB cases (12 → 43)

## Expanded Enforcement Authority

- Adopted Vacant Lot Ordinance (SJMC 17.39) to strengthen proactive monitoring and accountability

# Improvement Efforts and Key Initiatives

## New Case Management Tools

- Pipeline Report: workload visibility by enforcement stage
- Last Action Report: most recent and next-step tracking tool

## Workload Rebalancing

- GIS-based workload rebalancing reduced General Code Inspector caseload variation to ~200–250 cases
- Special Programs Cross-training to improve efficiency, build capacity

## Ongoing Caseload Reduction

- Slowed General Code caseload growth to **1% (FY24–25)** compared to recent years (5 and 6%)

# Code Transformation Work Plan



## Scope

3 Themes/15 Recommendations & Sub-recommendations  
2- Years: July 1, 2025-June 30,2027



## Organizational Readiness and Leadership

Added 4<sup>th</sup> Theme  
Support Change Management/Strengthen Communication



## Structured Roadmap

Long-term Operational Improvement  
Service Delivery Enhancement



## Incorporated Ongoing And City-council Directed Key Initiatives

Abandoned Shopping Cart Pilot  
E3: Exterior Elevated Elements (State Law)



## Scum-based Approach

Quarterly Objectives And Key Results (OKRs) - 4 themes  
Executive Sponsor Oversight

# Code Transformation Work Plan

The OKRs were designed to:

1. Optimize available resources;
2. Maximize outcomes across Division priorities;
3. Align with service delivery goals; and
4. Incorporate City Council-directed initiatives

Tracking Progress/Status:



FY25-26 Q2 OKRs – Estimated Quarter End Status				
Objectives	Develop and Optimize Workforce	Improve Operational and Program Performance	Increase Customer Service and Communication	Organizational Readiness and Leadership
Key Results	Hire Two (2) Division Mangers [Rachel]	Launch TRL Task Force and Implement TRL Moratorium [Amber]	Optimize Communication and Improve Self-Service 3.1 (3.1.1, 3.1.2, 3.1.3) [Rick/Amber/Maria]	Send out Code Division Update on Progress [Rachel/Transformation Manager]
	Hire and Onboard Transformation Manager 1.1.1 [Rachel/Alex]	Establish Division Strategy: Part A: Determine Key Stakeholders; Set timeline for 1.3 Working sessions; Create Strategic Framework 2.1.1 [Transformation Manager]	Implement Private Property Encampment Abatement and Legal Dumping MOU with PRNS 3.3.1 [Rachel/Amber]	Approve Abandoned Shopping Cart Ordinance [Rachel]
	Hire Community Engagement Supervisor 1.1.2 [Rachel]	Update key policies to support strategic enforcement 2.4.1 and 2.4.2 part 2 (Routine 30 and Improved Prioritization) [Raymond]	Scope Improvements to Cross-Dept Coordination 3.3.1 PRNS, CAO, Planning, OEDCA [Amber]	Onboard new Scrum Team members [Alex]
	1.2.1 Complete Research of Inputs to the Classification Assessment [Raymond]	CodeX – Amend Contract [Rachel/Laura/Alex]	3.3.1 Implement new collection reporting process with Finance and identify improvements [Raymond]	Onboard Acting Supervisor [Rick]
1.2.2 Create workplan for Workload Analysis (Classification Assessment) [Raymond]	Streamline processes/manual tasks/Implement quality controls 2.5.1 (Maria) and 2.5.4, 2.5.9 and 2.5.10 [Amber/Rick]	Aged Case Triage Project: Review and process 100 Cases [Raymond]	Onboard Acting Division Manager [Rachel]	
1.3.1 Identify and Schedule Implicit Bias & Catalog relevant IAP2 Certifications [Rick]	Initiate Fine Study and complete deliverables 1 and 2 with Guidehouse [Rachel]	Implement opportunities to streamline and confirm CodeX meets requirements 2.7.1 Part 2 and 2.7.2 [Maria/Laura]	Develop fee and framework for Implementation of Vacant Lot Ordinance [Rachel/Amber/Raymond]	
Onboard retired-rehired for CodeX [Rachel/Laura]	Implement Chronic Offender Resolution and Enforcement Pilot (CORE) [Rachel/Amber]			
	Execute Work Agreement Contract [Rachel/Vance]			

# Code Transformation Work Plan FY25-26 Q3 Status

45% (or 26)-: 100% Complete

**FY25-26 OKR Status: 100% of Key Result Complete**

Objectives	Develop and Optimize Workforce	Improve Operational and Program Performance	Increase Customer Service and Communication	Organizational Readiness and Leadership*
Key Results	Hire and Onboard Transformation Manager 1.1.1	Implement Chronic Offender Resolution and Enforcement Pilot (CORE) 2.3.1	Implement opportunities to streamline and confirm CodeX needs requirements 2.7.1 part 2 and 2.7.2	Launch Code Scrum Team**
	Complete Research of Inputs to the Classification Assessment 1.2.1	Submit Budget Request for Enhanced VBS 2.3.1	Optimize Communication and Improve Self-Service 3.1.4	Communicate OKR/Scrum approach to staff
	Complete Internal Classification Assessment Survey 1.2.1	Update key policies to support strategic enforcement 2.4.1 part 2	Optimize Communication and Improve Self-Service 3.1.5 (Volunteer Policy)	Publish Blight/Vacant Info Memo**
	Create workplan for Workload Analysis (Classification Assessment) 1.2.2	Update key policies to support strategic enforcement 2.4.2 part 2 and 2.5.6 (Escalating Enforcement Policy)	Scope Improvements to Cross-Dept Coordination - Finance 3.2.1	Issue City Council Informational Memo**
	Create online reference guide for CACEO and ICC trainings 1.3.1	Streamline processes/manual tasks implement quality controls 2.5.1 (Freshness)	Create CodeX finance information sharing process for outstanding fines/fees 3.3.1	Update CD 1.1 to provide regular Op Assess Updates /Key milestones*
	Implement Monthly Focused Staff Training 1.3.2	Streamline processes/manual tasks/implement quality controls 2.5.2, 2.5.3, 2.5.5, 2.5.8	Implement new collection reporting process with Finance and identify improvements 3.2.1	Provide Transformation updates at three (3) all-staff trainings*
	Onboard retired-rehire to Support CodeX 2.7.1	Complete Fine Study with Guidehouse**		
		Ordinance adopted for Max 500k fines-fines fee study complete**		
		Complete Abandoned Shopping Cart Pilot**		
				*Not included in Operational Assessment **Council Director- Key Initiative

26% (or 15): > 60% Complete

**FY25-26 OKR Status: >60% of Key Result Complete**

Objectives	Develop and Optimize Workforce	Improve Operational and Program Performance	Increase Customer Service and Communication	Organizational Readiness and Leadership*
Key Results	Hire Two (2) Division Managers*	Update key policies to support strategic enforcement 2.4.2 part 1 (Routine 30 and Improved Prioritization)	Implement improvements to new collection process with Finance 3.3.1	Approve Abandoned Shopping Cart Ordinance**
	Hire Community Engagement Supervisor 1.1.2	Update AHB packet template 2.5.9	Implement Private Property Encampment Abatement and Legal Dumping MOU with PRNS 3.3.1	Send out Code Division Update on Progress*
	Identify Strategy/ Hire Transformation Manager 1.1.1	Develop Notice of Hearing Template How To's and Train Staff 2.5.10	Scope Improvements to Cross-Dept Coordination 3.1 PRNS, CAO, Planning, OEDCA	
	Schedule and hold Implicit Bias Training 1.3.1	Execute Weed Abatement Contract*		
		CodeX - Amend Contract*		
		CodeX - (1) Complete CES Data Clean up, (2) 10% record clean-up, & (3) plan for address clean-up*		
				*Not included in Operational Assessment **Council Key Initiative

29% (or 17): < 60% Complete

**FY25-26 OKR Status: < 60% of Key Result Complete**

Objectives	Develop and Optimize Workforce	Improve Operational and Program Performance	Increase Customer Service and Communication	Organizational Readiness and Leadership
Key Results	Complete Workload Analysis (Classification Assessment) 1.2.2	CORE Roll out to Staff, advance identified cases through process, and complete Q3 analysis in prep for Annual Report	Agree Case Triage Project: Review and process 100 Cases 2.4.2 part 3	Onboard Acting Division Manager
	Submit Budget Request for Support Analysis 1.1.2	CodeX - Complete Requirements for (1) Violations, (2) Inspections Screens and (3) Case People/Citations	Create resources for customer self-service* 3.1.1	Develop fee and framework for Implementation of Vacant Lot Ordinance**
		Establish Division strategy to align on mission/vision/goals/ outcome 2.1.1	Create internal tools for standard timelines and FAQs 3.1.2	CodeX: Deliver first "early preview" of CodeX to all staff
		Establish Division Strategy, Part A: Determine Key Stakeholders, Set timeline for 1-3 Working sessions, Create Strategic Framework 2.1.1	Develop internal templates for customer comms 3.1.3	
		Update key policies to support strategic enforcement 2.4.1 part 1		
		Streamline processes/manual tasks/implement quality controls 2.5.4, 2.5.7		
		CodeX: Determine if mobile web or app is required for in field devices (tablets), 2.7.2		
		Launch TRL Task Force and Implement TRL Moratorium**		
				*Not included in Operational Assessment **Council Key Initiative

# Theme 1 - Develop and Optimize Workforce

Recommendation	Accomplishments
1.1 Modify Organizational Structure and <b>Hire in Key Areas</b>	<p>Advanced staffing and recruitment for critical roles:</p> <ul style="list-style-type: none"> <li>➤ Transformation Manager- April 2026</li> <li>➤ Community Engagement Supervisor- May 2026</li> <li>➤ Division Manager- June 2026</li> <li>➤ Onboarded retiree-rehire analyst to support CodeX</li> </ul>
1.2 Conduct <b>Classification Assessment</b>	<ul style="list-style-type: none"> <li>➤ Developed a work plan, gathered inputs to conduct the assessment</li> <li>➤ Conducted all-staff job classification survey</li> </ul>
1.3 <b>Increase Training Opportunities</b> and Support a Culture of Development	<ul style="list-style-type: none"> <li>➤ Implemented an annual training plan, July 2025 -case management best practices, and inspection protocols</li> <li>➤ Resource guide of approved trainings -in development</li> <li>➤ Quarterly Supervisor Training Plan - FY26-27</li> </ul>

# Theme 2 - Improve Operational and Program Performance

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Recommendation	Accomplishments
2.1- Set <b>Strategic Vision</b> for the Division	<ul style="list-style-type: none"><li>➤ Developed a five-year strategic plan incorporating- Operational Assessment recommendations/key initiatives</li><li>➤ Developed a working strategic vision, Vision 2030</li></ul>
<p><i><b>Vision 2030:</b> A trusted, fully resourced, and data-driven division recognized for delivering prompt, ethical, effective, and reliable enforcement through efficient processes, advanced technology, and strong community partnerships.</i></p>	

# Theme 2 - Improve Operational and Program Performance

Recommendation	Accomplishments
<p>2.3.1- Establish <b>Chronic Offender Resolution and Enforcement Pilot Program (CORE)</b></p>	<ul style="list-style-type: none"> <li>➤ Implemented the Chronic Offender Resolution and Enforcement (CORE) Pilot Program</li> <li>➤ Launched in March 2026</li> <li>➤ Expanded pilot to include new/ongoing cases</li> <li>➤ September 2026 -Evaluate the pilot program to analyze effectiveness, make improvements, identify resource needs, and potential scalability to other programs</li> </ul>
<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>✓ 3+ confirmed violations of chronic blight, substandard housing, hazardous conditions, or nuisance activities at the same property within three years; or</li> <li>✓ 3+ such violations across different properties owned by the same responsible party within 3 years; or</li> <li>✓ Unresolved violation(s) involving these conditions for at least 3 years.</li> </ul>	

# Theme 2 - Improve Operational and Program Performance

Recommendation	Accomplishments
<p>2.4- Update Policies to Support Strategic Enforcement- <b>Escalated Enforcement Policy</b></p>	<ul style="list-style-type: none"> <li>➤ Updated 2002 Policy- clearer procedures, step-by-step framework to ensure consistent/ timely enforcement</li> <li>➤ Establishes defined timelines, formal escalation process, expanded criteria for City Attorney referrals</li> <li>➤ Implemented in September 2025- Measurable improvements in case progression</li> </ul>

## Q2 Data: FY24-25 v. FY25-26



# Theme 2 - Improve Operational and Program Performance

Recommendation	Accomplishments
<p>2.4.2- Backlog Management Policy- <b>Aged Case Triage Project</b></p>	<ul style="list-style-type: none"> <li>➤ <b>Goal:</b> Systematically review cases with no activity for 2+ years (2023 and prior) and advance cases toward resolution- reactivation, escalate enforcement, or case closure</li> <li>➤ <b>Launched in July 2025</b></li> <li>➤ <b>Identified 1,216 cases for review-</b> building cases (55%)/substandard housing (23%)/ other* (12%)/zoning (9%)/ and blight (1%)</li> <li>➤ <b>January 2026, # of Inactive cases reduced to 893</b></li> <li>➤ Inform the development of the Backlog Management Policy to support ongoing monitoring/ management of the case inventory</li> </ul>
<p>2.5.1- Establish One Centralized Email Inbox- <b>Freshdesk</b></p>	<ul style="list-style-type: none"> <li>➤ <b>Goal:</b> Improve tracking, consistency, and accountability in managing, and responding to incoming service requests while maintaining public-facing inboxes needed to meet varying customer needs</li> <li>➤ <b>December 2025, implemented the use of Freshdesk</b> a help-desk application</li> <li>➤ Consolidated 3 main inboxes into a single, shared workspace</li> <li>➤ <b>Within the first 90 days, all service requests/general inquiries addressed -&lt; 14 working hours</b></li> </ul>

# Theme 2 - Improve Operational and Program Performance

Recommendation	Accomplishments
<p><b>2.7- Expedite and Prioritize Adoption of CodeX</b></p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>✓ Requirement gathering for core service, violations, corrective actions, and macros;</li> <li>✓ Data integrity, re-alignments, and clean up;</li> <li>✓ Retention schedule; and</li> <li>✓ Document mail merge</li> </ul> <p>Estimated phase one <b>projected go-live in July 2027.</b></p> <p><b>In Progress:</b> Contract Amendment to update project scope, revise timeline, and align deliverables and complete a mail merge project for the existing system to preserve functionality until go-live</p>
<p><b>Project Delays:</b> Driven primarily by resource constraints, technical challenges, and greater-than-anticipated complexity.</p> <ul style="list-style-type: none"> <li>• Limited staffing -balancing project work with day-to-day responsibilities</li> <li>• Limited support capacity from partner departments</li> <li>• Age and condition of the Division’s legacy system</li> <li>• The overall project scope and complexity were initially underestimated</li> <li>• Evolving business needs, including new requirements from the operational assessment have added to the level of effort required.</li> </ul>	

# Theme 3 - Increase Customer Service and Communication

Recommendation	Accomplishments
3.3.1- Explore strengthening and formalizing <b>partnerships with other City divisions/departments</b>	<p><b>Finance</b></p> <ul style="list-style-type: none"><li>➤ <b>December 2025-</b> Implemented shared monthly report of outstanding Code Enforcement invoices to improve transparency/support collection efforts</li><li>➤ <b>January 2026-</b> Launched biweekly Finance/Code Coordination Series focusing on two initial objectives: 1) Strengthen and Improve Collection Rates; 2) Improve Invoicing Process, Coordination, and Systems Integration</li></ul> <p><b>City Attorney's Office (CAO)</b></p> <ul style="list-style-type: none"><li>➤ Creation of an intradepartmental tracking tool to document cases referred to CAO for litigation/other legal support</li><li>➤ Expanded the Code/CAO biweekly meeting to include 2 newly assigned litigation and transactional attorneys</li></ul>

# Theme 4 - Organizational Readiness and Leadership

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Accomplishments	
<b>Goal:</b> To support change management and transparency and communication within the division and organization	
<b>June 2025</b>	Executive sponsored Scrum Team launched
<b>July 2025</b>	Status of Blighted Properties Informational Memorandum published
<b>September 2025</b>	Transformation Work Plan and Key Initiatives Memorandum published
<b>October 2025</b>	<ul style="list-style-type: none"><li>➤ Held all-staff meeting to share Operational Assessment outcomes and Transformation Work Plan</li><li>➤ Established “Story of Progress” framework to communicate transformation milestones</li><li>➤ Launched regular updates through monthly staff meetings and trainings</li></ul>
<b>February 2026</b>	Key Transformation milestone updates provided as part of Planning, Building, and Code Enforcement/Councilmember 1:1s

# Status of Key Initiatives

Key Initiative	Status
Maximum Administrative Penalties and Fine Study	<ul style="list-style-type: none"> <li>➤ <b>&gt;60% Complete</b></li> </ul> <p><b>Maximum Penalties- August 2025</b></p> <ul style="list-style-type: none"> <li>➤ Ordinance amendment increasing per day maximum administrative penalty from \$2,500 to \$20,000 per violation and total maximum administrative penalty from \$100,000 to \$500,000- <b>Completed</b> (effective October 2025)</li> </ul> <p><b>Fine Study</b></p> <ul style="list-style-type: none"> <li>➤ Part 1- Fine study (Guidehouse) –<b>Completed, February 2026</b></li> <li>➤ Part 2- Continue benchmarking/analysis and develop proposed fine amendments - <b>FY26-27</b></li> </ul>
Abandoned Shopping Cart Pilot Program	<ul style="list-style-type: none"> <li>➤ <b>100% Complete</b></li> </ul> <p><b>August to November 2025</b></p> <ul style="list-style-type: none"> <li>➤ 3-month pilot program, 2 designated hotspot areas, 734 carts addressed</li> <li>➤ Improved cart related operations/processes-311 complaint response, cart storage, retrieval logistics</li> <li>➤ Tracked data to help inform future operations/enforcement</li> <li>➤ Gained insights- proactive model, pain points/challenges of current processes, and hotspot data</li> </ul>

# Status of Key Initiatives

Key Initiative	Status
Tobacco Retail License Temporary Moratorium Work Plan	<ul style="list-style-type: none"> <li>➤ <b>&lt; 60% Complete</b> <ul style="list-style-type: none"> <li>• Dec 2025- Tobacco Retail License Temporary Moratorium Two-Year Work Plan approved (Jan 2026 - Nov 2027)</li> <li>• Recent and ongoing staff vacancies have delayed progress toward Work Plan goals.</li> </ul> </li> <li>➤ <b>March 2026-</b> “Adopted” new product list issued by State as guideline for enforcement</li> <li>➤ <b>April 2026-</b> <ul style="list-style-type: none"> <li>• Onboarding Retire-rehire- <b>In process</b></li> <li>• Issue cease-and-desist letters for 80+ known unpermitted businesses and begin enforcement – <b>In process</b></li> </ul> </li> <li>➤ <b>May 2026-</b> Finalize inter-agency procedures/workflow and present to agencies for review-<b>In process</b></li> </ul>

FY26-27:	Work Plan Item	Next Steps	Target
	<b>Amend Fine Schedule</b> Increase TRL fines per Council direction	Begin Fine Study Part 2 including benchmarking, analysis, and development of fine amendment recommendations (Staff)	FY26-27
	<b>Ordinance Updates</b> Strengthen TRL regulations and close loopholes	Complete ordinance research/benchmarking	FY26-27
	<b>Proactive Inspections and Complaint Response</b>	Continue inspections and complaint responses per required timelines.	Ongoing



## FY25-26 Q4 OKRs PROPOSED



Objectives	Develop and Optimize Workforce	Improve Operational and Program Performance	Increase Customer Service and Communication	Organizational Readiness and Leadership
Key Results	Complete interviews and extend offer to Division Manger	CodeX – Amend Contract	Scope resources for customer self-service 3.1.1	Hold Division-Wide Meeting to Update on Progress
	Hire and Onboard Community Engagement Supervisor 1.1.2	CodeX – Complete Reqs for (1) Violations, (2) Messaging & (3) Case People/Citations and (4) 25% Reporting	Create internal tools for standard timelines and FAQs* 3.1.2	Continue regular updates to CD 1:1 on Op Assess
	Onboard Transformation Manager 1.1.1	CodeX – (1) Complete CES Data Clean up, (2) 10% record clean-up, & (3) begin address clean-up.	Develop internal templates for customer comms 3.1.3	
	Complete Workload Analysis (Classification Assessment) 1.2.2	Complete Analysis for Potential Fine Amendments	Implement Improvements to Cross-Dept Coordination 3.3.1 PRNS, CAO, OEDCA	Provide Code Annual Report to NSE
	Schedule and hold Implicit Bias Training 1.3.1		Implement improvements to new collection process with Finance 3.3.1	
			Aged Case Triage –establish primary process for advancement of cases through process.	

# FY 25-26 Q4 Code Transformation Work Plan Goals

# FY 25-26 Q4 Code Transformation Work Plan Goals

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## FY 26-27 Code Transformation Work Plan Development

1. *Conduct* comprehensive review of outstanding key results, status of Council-directed initiatives, and emerging Division priorities to inform the FY26-27 Work Plan OKRs
2. *Continue* refining and communicating transformation progress to staff, key stakeholders, City Council, and the community
3. *Provide* status update in FY 26–27 Code Enforcement Annual Report



# Looking Ahead FY26-27

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- **Continue** progress on the Code Enforcement Transformation Work Plan
- **Strengthen** service delivery to improve customer satisfaction and community confidence
- **Advance key priorities** in a deliberate and sustainable manner
- **Improve capacity** to coordinate and execute priority initiatives as key positions are filled and stabilized
- **Build on foundation** for a more efficient, responsive, and sustainable enforcement program



**Thank you**

