



*City of Arts & Innovation*

# Governmental Affairs Committee Memorandum

**TO: GOVERNMENTAL AFFAIRS COMMITTEE** **DATE: JULY 5, 2017**

**FROM: INTERNAL AUDIT DIVISION** **WARDS: ALL**

**SUBJECT: COMMUNITY AND ECONOMIC DEVELOPMENT CODE ENFORCEMENT  
ASSESSMENT REPORT - DIRECT SUBMITTAL**

## **ISSUE:**

Receive, review, provide input on, and recommend to the City Council approval of the consulting engagement report on the Community and Economic Development Department's Code Enforcement Assessment.

## **RECOMMENDATION:**

That the Governmental Affairs Committee receive, review, provide input on, and recommend to the City Council approval of the consulting engagement report on the Community and Economic Development Department's Code Enforcement Assessment.

## **BACKGROUND:**

In accordance with the Fiscal Year 2016/17 Internal Audit Workplan, and at the request of the Community and Economic Development Department (CEDD) Director, an assessment of the Code Enforcement Division was conducted. The assessment report with recommendations was finalized and released on May 2, 2017.

The specific objectives of the requested consulting engagement included in the assessment report were to determine if:

1. Code Enforcement staffing levels are adequate to provide
  - a. Cost-effective service to the community;
  - b. Sufficient collaborative support to other City departments as needed;
2. Management of case load and other performance related data is sufficient; and
3. Code Enforcement management of unscheduled time off is satisfactory.

## **DISCUSSION:**

Our assessment revealed no major discrepancies for the objectives listed over the period under

review. The GoEnforce application, used to manage code enforcement cases, allows for sufficient case management for the division. The system is regularly updated for cases that involve other agency assistance, and appropriate approvals are obtained prior to Code Enforcement contact with external groups (such as Police, Fire, etc.). Of the nearly 9,000 cases in FY2015/16, a staffing of 22-24 Code Enforcement officers have:

1. Received generally positive feedback from the public;
2. Managed a caseload in FY2016/17 that is respectable compared to peer cities;
3. Closed 75% of its cases in less than five (5) weeks and 88% in less than three (3) months; and
4. Reduced its unscheduled time off between FY2014/15 and FY2015/16 by 19% while experiencing a 10% funding reduction for FY2016/17.

### *Recommendation and Management Response*

Over the last several months, the City of Riverside has been implementing a Citywide Performance Measurement and Reporting Program (PMRP), and all departments have uploaded external and internal performance measures into the HIVE, the City's enterprise project management information system. The table below illustrates the CEDD's strategic goal and performance measure related to Code Enforcement Division activities.

Updated Strategic Goal	Performance Measure	Target
Promote and maintain a safe and desirable living and working environment	Percentage of Code Enforcement complaints responded to within 5 days	Increase above 90% (Quarterly)

The Code Enforcement Division should further develop and define performance measures that can be used for strategic planning and goal setting purposes, in an effort to determine and address productivity and efficiency needs.

### *Management Response:*

*Thank you for your thorough report pertaining to code enforcement's adequacy of performance and cost-effectiveness of service given its staffing levels and case-loads, and collaboration with and support to other departments. (As you noted in Appendix B, including the City's newly formed Ward Action Teams (WAT), Code Enforcement participates on 9 special project teams that depend on inter-departmental collaboration).*

*I personally have appreciated the performance levels of this code enforcement team, and have observed that, generally, this team has done an above-average job addressing code complaints by the public and other constituents. Your report validates this observation.*

*According to your report, the Code Enforcement Unit has:*

- A. *received generally positive feedback from the public - which is especially noteworthy given the unit's focus on enforcement and telling people what needs to be corrected on their property, etc.,*

- B. managed a caseload in FY 16/17 that is respectable compared to peer cities, and
- C. closed 75% of its cases in less than 5 weeks and 88% in less than 3 months. Assuming this trend continues or improves, it is a positive statement given the team has reduced its unscheduled time off between FY 14/15 and FY 15/16 by 19%, experienced 10% funding reduction for FY16/17, anticipated a 2% increase in expenditures for FY 17/18, and had only 22 of the 24 positions filled at the time of your report.

*I greatly appreciate the suggested opportunities to improve the team's performance and its measurement thereto. In addition to the ICMA suggestions, I hope that the focused and consistent nature of WAT to address the more challenging code cases would result in reduction of closed cases in the "10+ Weeks" category to at or below 10% by end of FY 18/19 (compared to 12% in FY 15/16).*

*I would also hope that we could move the needle of closed cases in the "5 or less weeks" category from 75% to as much as 80% by end of FY 18/19. And, I absolutely agree that assessing customer service satisfaction of both complaining parties as well as those who have violations would be helpful in fine-tuning this well-performing team.*

*Thank you again for undertaking this study. While no division is perfect, given the challenging nature of this team's work, I am generally pleased with your findings. And I am very proud of the work you've done on this study and others - our organization improves because of your quality work.*

### **FISCAL IMPACT:**

There is no fiscal impact associated with review of the assessment and recommendations at this time.

Prepared by: Cheryl Johannes, Internal Audit Manager  
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Certified as to  
availability of funds: Scott G. Miller, PhD., Chief Financial Officer/City Treasurer  
Approved as to form: Gary G. Geuss, City Attorney

### **Attachments:**

1. CEDD Code Enforcement Assessment Report
2. Presentation