

Detailed Follow Up Report - Auditor Determined Status

Rec#	Recommendation	Auditor FollowUp	City Auditor's Status	Closed
2108	Code Enforcement Operations	Issued:	1/29/2021	

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1	<p>The Code Enforcement program should develop performance goals and reports that accurately measure the program effectiveness and provide supervisory oversight. These should include:</p> <ul style="list-style-type: none"> • Evaluating the results and levels of activities, prioritized by importance, and the amount of activity recorded during work hours, including the necessity of Saturday sign duty. • Updating the program’s policies and procedures, providing an “expert” resource list, and holding regular staff meetings to encourage shared knowledge and ensure consistent code enforcement activities citywide. • Installing GPS on department vehicles and laptops to improve employee safety and ensuring that City vehicles are not used for personal commuting. 	<p>May 2021: Management reported that a reorganization is underway. The results and levels of activities, including Saturday sign duty which is currently on hold, are being evaluated and will be prioritized. The policies and procedures manual is underway as well. These three efforts are planned to be completed by September 30, 2021. In addition, management stated GPS was installed on laptops in February. However, only about half the staff locations are currently displaying on the map and information technology staff are working to debug the issue. Sept 2021: Management reported that a new Code Enforcement manager has been hired and starts in late October. The new manager will be expected to assess a reorganization of the team based on the recent staffing changes; evaluate team results and activities by levels of importance, including Saturday sign duty; update policies and procedures; and establish regular staff and leadership meetings. Further, an expert resource list will be created, and the previous GPS issue has been debugged and all staff locations are now visible. Dec 2021: The new Code Enforcement manager reported that the expert resource list has been created and added to their Sharepoint documents for staff reference. Also, monthly team meetings are now scheduled and two have been completed. The manager will be evaluating activities for prioritization and deployment and has begun drafting new Operating Procedures. March 2022: The manager reported that she continues to work with IT to resolve GPS issues, which is anticipated within the next quarter. As well, the manager reported analyzing activity levels, holding regular staff meetings, and working to update operating policies and procedures, which were outdated and not easily searchable. Filling the open Supervisor position is expected to help the completion of policies and procedures. June 2022: The GPS issues have been resolved and staff are visible on the Fleet Locator System. An inspector has been promoted to the Supervisor position, and policies and procedures will be updated with priorities placed on the more immediate needs. Some areas not needing staff input will be completed more quickly by management. The weekly staff meetings</p>	Implemented	<input checked="" type="checkbox"/>

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1		will help with standardization and training.	Implemented	
2A	The Code Enforcement program should consider consolidating its offices to one location and reclassifying supervisory positions into working leads to provide more field coverage.	<p>May 2021: Management stated that a reorganization is underway and should be completed by September 30, 2021. However, office space is not currently available to consolidate the area offices. Sept 2021: Management reported that a new Code Enforcement manager has been hired and will start in late October. The new manager will be expected to participate in evaluating a reorganization and exploring the potential for consolidating the offices, in conjunction with the Area Director and Executive Director. Further, the two remaining supervisors are expected to be working supervisors and assist with providing field coverage. Dec 2021: The new Code Enforcement manager reported the office consolidation potential is being reviewed, and the current work plan notes that the supervisors are expected to assist with providing field coverage. March 2022: the manager reported plans are continuing to consolidate the staff into One Civic Center by late 2022 or early 2023. June 2022: Consolidation of offices has begun and will be completed in a phased approach. The first step was preparing space, after the Records staff consolidated. The next phase, installation of office equipment, is scheduled for late June, to be followed by administrative staff moving in files and work items. Moving the remaining staff into the area is anticipated to be completed in July.</p>	Implemented	<input checked="" type="checkbox"/>

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2B	<p>The Code Enforcement program should cross-train employees on specialized knowledge, such as Area 4, and enforce documentation requirements so that case knowledge and history is not lost.</p>	<p>May 2021: Management reported that Area 4 cross-training started in January and is ongoing. Also, they are implementing a process to ensure all Area 4 actions are documented to provide case knowledge and history, as well as a process for monitoring completeness of this documentation. Auditors will review the implementation of these processes for the next quarterly update. Sept 2021: Management reported that a new Code Enforcement manager has been hired and starts in late October. The new manager will be expected to evaluate these processes that are underway and create a succession plan for the team that includes knowledge transfer for all code enforcement areas. Dec 2021: The new Code Enforcement manager reported that cross-training is underway for Area 4, and a succession plan with knowledge transfer will be developed for all areas. March 2022: The manager reported that cross-training continues with staff transition expected by July 1. As well the updated policies and procedures will include the department's documentation requirements. June 2022: In addition to the cross-training, the manager reported that the soon-to-be-retiring staff has been preparing historic files and documenting necessary information in his cases. As well, this process is established as a standard practice for all department staff, which will ease transition of cases. In addition, the new area supervisor has begun monitoring cases in the downtown area to ensure the City is addressing high profile and complex complaints.</p>	Implemented	<input checked="" type="checkbox"/>
3A	<p>The Code Enforcement program should work with Revenue Recovery to collect delinquent accounts and clarify with Accounting how to handle delinquent abatement fees that involve liens.</p>	<p>May 2021: Management reported meeting with Revenue Recovery and implementing a process to collect delinquent accounts and delinquent abatement fees that involve liens. Auditors will review this implementation for the next quarterly update. Sept 2021: In mid-June, auditors confirmed with Revenue Recovery that the process has been put into place.</p>	Implemented	<input checked="" type="checkbox"/>

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3B	The Code Enforcement program should limit administrative access to the Code Enforcement Tracking System to the least number of accounts that is feasible and limit user access to the information necessary to carry out the related job duties.	May 2021: Management reported that staff has worked to limit CETS access by establishing a list of appropriate users and access levels as needed for their job duties. They will review the access annually. In addition, read-only access has been granted to certain SPD staff to assist in investigating potential Nuisance Party or Unlawful Gathering violations. Auditors reviewed the current access list to confirm the stated updates.	Implemented	<input checked="" type="checkbox"/>
3C	The Code Enforcement program should correct performance measurement calculations to include only relevant cases and activity for each measure.	May 2021: Management reported working with staff to implement the data formula corrections in the CETS and other reports to ensure consistency and effectiveness. These changes included first response goal excluding inspector-initiated cases, average cycle time excluding sign removal cases, and inspector-initiated cases excluding complaint-initiated graffiti cases. Auditors reviewed the updated reports to verify the calculations have been corrected.	Implemented	<input checked="" type="checkbox"/>