

# Cities RISE

Equitable Strategies for Code Enforcement  
Phase 1: Progress Presentation

JULY 12, 2018

DRAFT FOR REVIEW

# Agenda

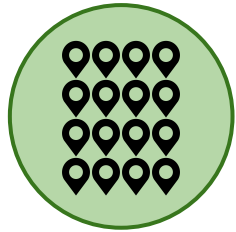
Approach & Methodology

Insights and Analysis

Next Steps

# Process

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**16 Cities**

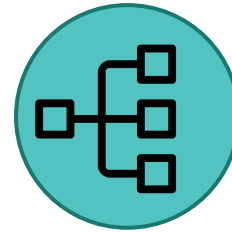
- Socio-economic research
- Case Studies
- Spruce Data Tracker



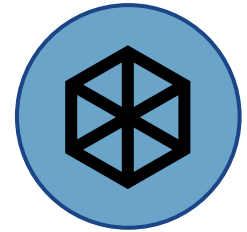
**4 Representative Municipalities**

**On-the-ground:**

- 8 Site visits
- 20+ Interviews
- 4 Ride-alongs



**Process Maps**

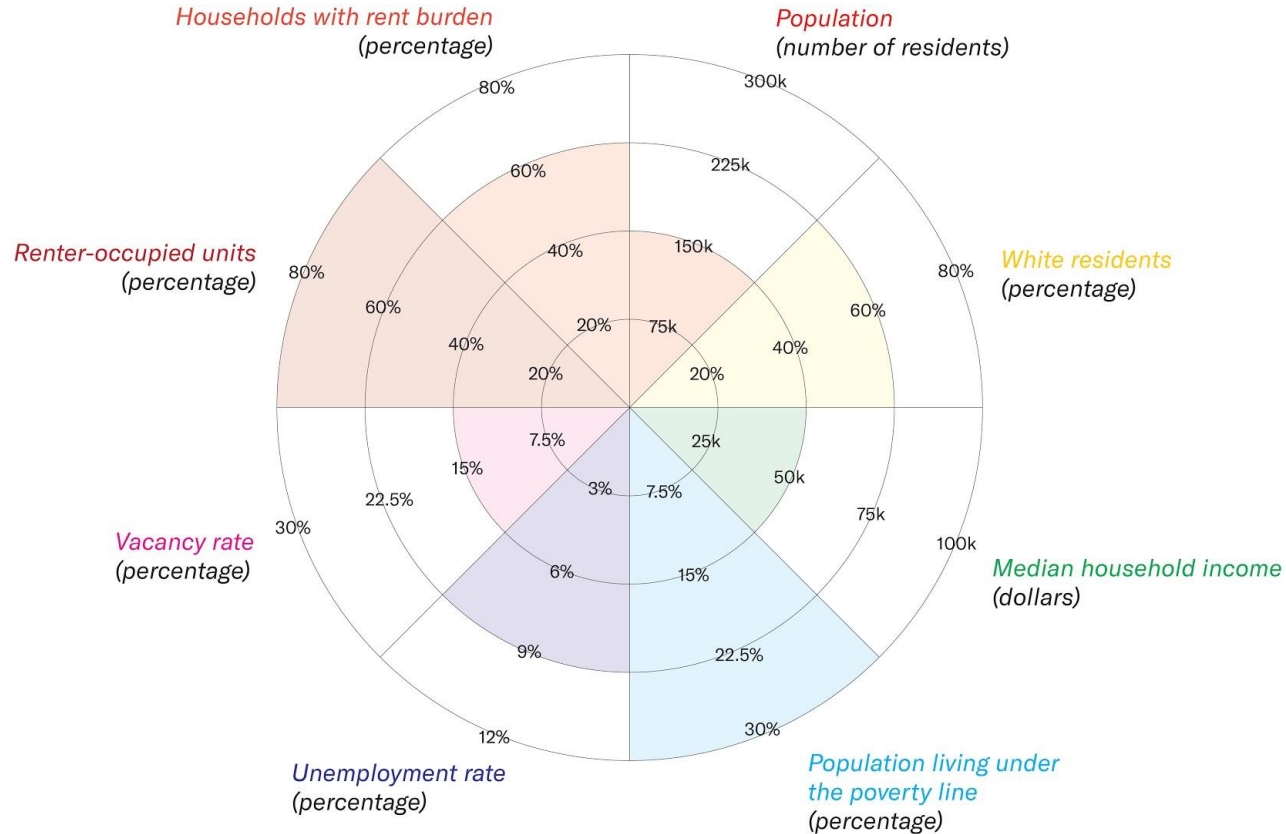


**Equitable CE Framework**



**Phase II**  
Assessment  
Engagement TA

# Municipality Analysis

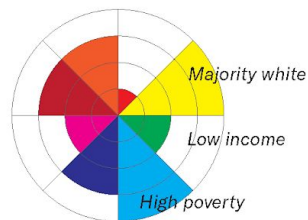


## Elmira

**Pop: 28,000**

**Median Income: \$29,950**

**Profile:** Small, low-income, majority white



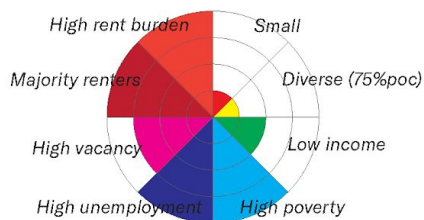
**Low Capacity**  
**Strong community relations**  
**Opioid crisis**

## Newburgh

**Pop: 28,000**

**Median Income: \$33,000**

**Profile:** Diverse, high poverty city with majority renters



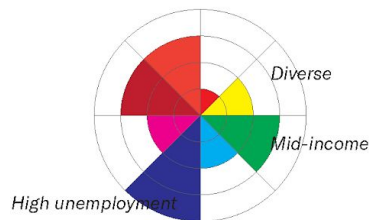
**Development pressures**  
**Overcrowding**  
**Large immigrant population**

## Mount Vernon

**Pop: 68,000**

**Median Income: \$51,000**

**Profile:** Diverse, mid-income, high unemployment



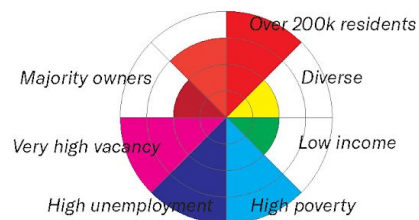
**Political structure**  
**Data sharing silos**

## Rochester

**Pop: 210,000**

**Median Income: \$31,000**

**Profile:** Large, legacy city with high poverty



**Higher capacity and resources**  
**Large vacant land/buildings inventory**

# Insights and Analysis

# Impacts and Opportunities

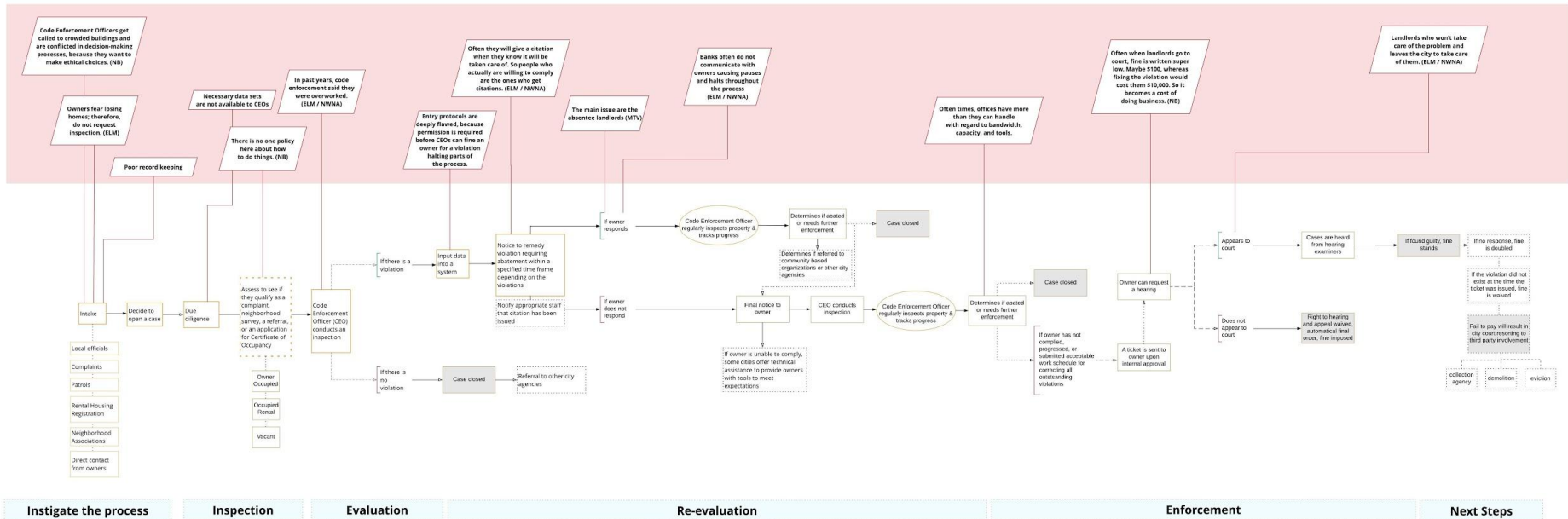
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- Make the case for equitable CE
- Systematize + give municipalities tools to operationalize equitable code enforcement
- Model equitable CE best practices by typology with Cities Rise grantees (and more broadly)
- Increase civic engagement
- Slow gentrification and displacement

# Process Map : Identifying Pain Points

## CODE ENFORCEMENT PROCESS

Diagram of a code enforcement process is to process tenant housing and business responses in the city, to enforce for additional regulations and to protect the safety, health and welfare of the persons who live, work and conduct in the city.





# Process Map

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**1. Instigate  
the process**



**3. Evaluation**



**5. Enforcement**



**2. Inspection**



**4. Re-evaluation**



**6. Next  
Steps**

# Process Maps

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# Step One: **INSTIGATE THE PROCESS**

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## Pain Point

Intake comes from various sources



## Opportunity

Formalize a process that checks for implicit biases, unfairly distributed assets prior to opening a case.

Use Building Blocks Data to inform the decision



## Best Practice

Elmira  
Mt Vernon

1. Instigate

2. Inspection

3. Evaluation

4. Re-evaluation

5. Enforcement

6. Next Steps

## Step Three: EVALUATION

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### Pain Point

Follow-up and referral to avoid  
issuing a fine



### Opportunity

Analysis of root causes of issue

Proactive referrals to resources

City support for referral bodies



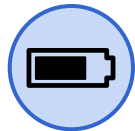
### Best Practice

Newburgh

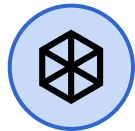
Rochester

# Themes

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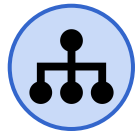
**Capacity and Training**



**Mindset and Framework**



**Decisions and Handoff**



**Leadership and Governance Structure**

# Landscape Analysis

## Issues



Capacity/Training



Mindset/Framework



Decisions/Handoff



Leadership/Governance

## Cities

Elmira

Newburgh

Mt. Vernon

Rochester



KEY:  Above Average

 Average

 Below Average

# Working Principles for an Equity-Centered CE Process

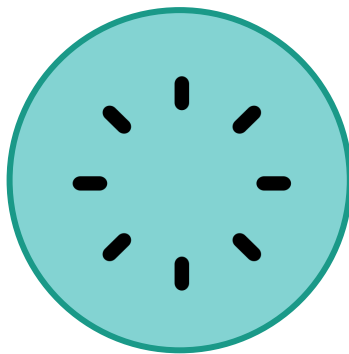
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Nurture a strong culture of **transparency, collaboration and accountability.**



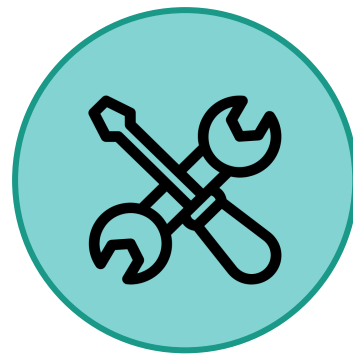
Systematize process in order to **minimize implicit biases.**



Encourage **holistic, proactive and cross-sectoral approaches.**



Deploy CE as a **community building** tool.



Equip CE staff with **standardized tools, training and support** to conduct both contextual and data driven inquiry

# Opportunities throughout Process

## STEPS

## EQUITY PRINCIPLES

Transp  
arency

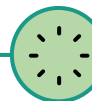
Implicit  
Bias

Holistic

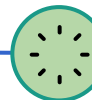
Community  
Building

Training

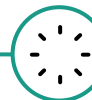
1. Instigate the process



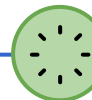
2. Inspection



3. Evaluation



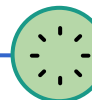
4. Re-evaluation



5. Enforcement



6. Next Steps





# Next Steps

## Next Steps

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- Finalize Phase I findings + share with 4 municipalities + other grantees
- Develop catalogue of CE challenges and possible collaborative projects to address them for Phase II