Cities RISE

Equitable Strategies for Code Enforcement
Phase 1: Progress Presentation

JULY 12, 2018
Agenda

Approach & Methodology
Insights and Analysis
Next Steps
Process

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
## Elmira

- **Population:** 28,000
- **Median Income:** $29,950
- **Profile:** Small, low-income, majority white

## Newburgh

- **Population:** 28,000
- **Median Income:** $33,000
- **Profile:** Diverse, high poverty city with majority renters

## Mount Vernon

- **Population:** 68,000
- **Median Income:** $51,000
- **Profile:** Diverse, mid-income, high unemployment

## Rochester

- **Population:** 210,000
- **Median Income:** $31,000
- **Profile:** Large, legacy city with high poverty

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### Patterns and Challenges

- **Low Capacity**
- **Strong community relations**
- **Opioid crisis**
- **Development pressures**
- **Overcrowding**
- **Large immigrant population**
- **Political structure**
- **Data sharing silos**
- **Higher capacity and resources**
- **Large vacant land/buildings inventory**
Insights and Analysis
Impacts and Opportunities

- 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

[Diagram showing a process map with various steps and decision points.]

Legend:
- Local office
- Complaint
- Inspection
- Enforcement
- Next steps

Steps:
1. Instigate the process
2. Inspection
3. Evaluation
4. Re-evaluation
5. Enforcement
6. Next steps

Notes:
- Code enforcement officers get initial referrals from the inspector general and are confirmed in a decision-making process, because they work to ensure an effective anti-corruption system.
- In past years, code enforcement paid the lowest amount of fines.
- Developers in this city were not able to earn.
- There is no policy to should be in the future.
- There is no code enforcement paid they have to report their financial interest.
- The code enforcement sent written reports for the process.
- Some officials, officials from more than they can handle, capacity, etc.
- Others who handle the decision. They are not needed to, beside their work, which can be a status, etc.
- The process includes analyzing various factors, such as financial, capacity, etc.
Process Map

1. Instigate the process
2. Inspection
3. Evaluation
4. Re-evaluation
5. Enforcement
6. Next Steps
Process Maps

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- Pain Point
- Opportunity
- Best Practice
Step One: **INSTIGATE THE PROCESS**

**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
Step Three: EVALUATION

**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

- 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

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

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<th>EQUITY PRINCIPLES</th>
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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