

SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



ITEM: 3.6
(ID # 31420)

MEETING DATE:
Tuesday, September 22, 2026

FROM : EXECUTIVE OFFICE

SUBJECT: EXECUTIVE OFFICE: Approval of the Response to the 2025-2026 Civil Grand Jury Report 'Code Enforcement: Not Living Up to Code.'

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve, with or without modification, the attached response to the 2025-2026 Civil Grand Jury Report: Code Enforcement: Not Living Up to Code; and
2. Direct the Clerk of the Board to immediately forward the Board's finalized response to the Civil Grand Jury, the Presiding Judge of the Superior Court, and the County Clerk-Recorder.

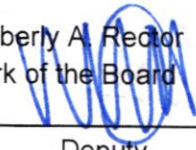
ACTION: Policy


Jeff Van Wageningen, County Executive Officer 9/17/2026

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Washington, seconded by Supervisor Medina and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Medina, Spiegel, Washington, Perez, and Gutierrez
Nays: None
Absent: None
Date: September 22, 2026
xc: EO, Grand Jury, Presiding Judge, TLMA, Recorder

Kimberly A. Rector
Clerk of the Board
By: 
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	N/A	N/A	N/A	N/A
NET COUNTY COST	N/A	N/A	N/A	N/A
SOURCE OF FUNDS: N/A			Budget Adjustment: No	
			For Fiscal Year:	

C.E.O. RECOMMENDATION: Approve.

BACKGROUND:

Summary

On June 24, 2026, the Riverside County Civil Grand Jury publicly released the report titled Code Enforcement: Not Living Up to Code. The report reviews Code Enforcement operations, workplace culture, employee confidence, communication practices, employee complaint processes, promotional processes, chain of command, director turnover, and fair enforcement of County ordinances.

Code Enforcement is a department within the Transportation and Land Management Agency. It performs public protection and quality-of-life work throughout the unincorporated areas of Riverside County, including enforcement of County ordinances related to public safety, neighborhood conditions, land use, short-term rentals, unpermitted activities, illegal dumping, recreational vehicles, homeless encampments, fireworks, inoperable vehicles, excessive noise, parking violations, roadside vending, and other community concerns.

The attached response acknowledges the Civil Grand Jury's review but disagrees with certain broad conclusions, particularly where the report relies on perception-based or unsupported allegations of retaliation, favoritism, selective enforcement, manipulated hiring lists, or improper outside influence. At the same time, the response recognizes that Code Enforcement has experienced leadership instability, communication gaps, outdated written procedures, employee-confidence concerns, and role-clarity challenges that require sustained attention.

The County remains committed to fair and consistent code enforcement, professional public service, respectful workplace conduct, employee confidence, and clear communication. Code Enforcement performs important work throughout the unincorporated areas of Riverside County, affecting public safety, neighborhood quality of life, property conditions, land use, and the County's relationship with residents, businesses, and community partners.

TLMA and Code Enforcement have already taken steps to stabilize leadership, update procedures, improve written communication, clarify reporting relationships, reinforce complaint pathways, revise interview-panel practices, increase leadership visibility, and strengthen documentation. The County will continue monitoring these efforts and supporting additional improvements necessary to maintain public trust, employee confidence, and fair enforcement of County ordinances.

SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA

Approval of this item will authorize submission of the Board's response in accordance with Penal Code sections 933 and 933.05 and Board Policy A-75.

ATTACHMENTS:

Attachment A. 2025-2026 Civil Grand Jury Report: Code Enforcement: Not Living Up to Code

Attachment B. Board of Supervisors Response to the 2025-2026 Civil Grand Jury Report:
Code Enforcement: Not Living Up to Code


Minh C. Tran, County Counsel 9/17/2026

2025-26 Grand Jury Report
Code Enforcement: Not Living Up to Code
September 22, 2026
Board of Supervisors, prepared by the Executive Office with input
from TLMA Code Enforcement

The Board of Supervisors appreciates the Civil Grand Jury's service and its review of Code Enforcement operations, workplace culture, employee confidence, and fair enforcement of County ordinances.

These responses were prepared by the Executive Office with input from County Counsel, the Transportation and Land Management Agency (TLMA), Code Enforcement, Human Resources, and other departments as appropriate.

The County does not agree with all of the Civil Grand Jury's conclusions, particularly where the report relies on perception-based or unsupported allegations of retaliation, favoritism, selective enforcement, or improper influence. At the same time, the County recognizes that Code Enforcement has experienced leadership instability, communication gaps, outdated written procedures, employee-confidence concerns, and role-clarity challenges.

TLMA and Code Enforcement have already begun corrective actions to strengthen communication, clarify roles, update policies, reinforce employee complaint pathways, improve hiring-panel practices, increase leadership visibility, and support fair and consistent enforcement. The County will continue to monitor these efforts and make additional adjustments as appropriate.

GRAND JURY FINDINGS:

Grand Jury Finding #1:

Evidence suggests that there is a perception that the culture between employees and management in Code Enforcement has resulted in abusive and retaliatory practices by management. These practices have been allowed to go unchecked by TLMA and HR as a result of downplaying internal complaints about upper management.

Response to Grand Jury Finding #1:

Respondent disagrees wholly with finding.

The County disagrees that abusive or retaliatory practices have been allowed to go unchecked by TLMA or Human Resources. TLMA and Code Enforcement maintain a zero-tolerance approach toward retaliation and expect all Code Enforcement employees, including the Director, managers, supervisors, officers, technicians, and aides, to comply

with County policies and established standards of professional and respectful workplace conduct.

TLMA takes employee complaints seriously. Complaints alleging conduct within the scope of Board Policies C-25 or C-27 are referred to the County Human Resources Department for appropriate review and investigation in accordance with County policy. Employees have multiple avenues for raising concerns and are not required to submit a complaint to an individual who is the subject of the complaint or through a strict departmental chain of command. Retaliation against an employee for raising concerns is not tolerated.

Where Human Resources identifies appropriate corrective or remedial action, TLMA and Code Enforcement are responsible for implementing such action consistent with Human Resources findings and recommendations. Several complaints remain under review by Human Resources, and TLMA will continue to work collaboratively with Human Resources to ensure that these matters are appropriately addressed in accordance with County policies and procedures.

The County recognizes, however, that employee perceptions regarding workplace culture, communication, and trust require continued attention. The County also recognizes that employees must have confidence that concerns are heard, reviewed, and addressed through appropriate channels.

During the period reviewed by the Civil Grand Jury, TLMA and Code Enforcement also received public-service concerns involving interactions with members of the public. Management had an obligation to review those concerns and reinforce expectations for professionalism, respectful communication, appropriate exercise of enforcement authority, and appropriate service to the public. Those management responsibilities are separate from, and do not diminish, employees' rights to raise workplace concerns or use County complaint processes.

TLMA and Code Enforcement will continue working with Human Resources to ensure employees have meaningful avenues to raise concerns, complaints are appropriately reviewed, retaliation is not tolerated, and managers and employees alike are held accountable to the professional standards expected by the County of Riverside.

Grand Jury Finding #2

The Code Enforcement Policy Manual has not been updated to reflect information on how the employee complaint process functions. The current version of the Policy and Procedures manual falls short of including critical Board of Supervisor policies C-25, C-27, and C-35 information.

Response to Grand Jury Finding #2:

Respondent disagrees wholly with finding.

Board Policies C-25, C-27, and C-35 are Countywide policies applicable to Code Enforcement employees regardless of whether they are separately included in the Code Enforcement Policy Manual. These policies and the associated employee complaint processes are made available to employees through established County resources. Their absence from the department manual does not affect their applicability or an employee's ability to access the County's complaint processes.

Including additional references to these Countywide policies in the Code Enforcement Policy Manual would provide another useful resource for employees and supervisors. TLMA and Code Enforcement were already undertaking a comprehensive update of the manual before issuance of the Civil Grand Jury report. As part of that effort, the revised manual will include appropriate references to Board Policies C-25, C-27, and C-35 and direct employees to applicable County resources and complaint procedures.

Upon completion, the revised manual will be communicated and made available to Code Enforcement employees.

Grand Jury Finding #3:

Possible violations of FMLA occurred when an employee was removed from a supervisory position in the field, had their work schedule substantially changed, and was reassigned to an undesirable location while they were out on FMLA leave.

Response to Grand Jury Finding #3:

Respondent disagrees wholly with finding.

The County is not aware of a personnel action that violated an employee's rights under the Family and Medical Leave Act (FMLA). Personnel actions involving employees on or returning from protected leave are administered in consultation with Human Resources and in accordance with applicable FMLA requirements.

Federal FMLA regulations generally require an employee returning from protected leave to be restored to the same position held when leave commenced or to an equivalent position. An equivalent position must be virtually identical to the employee's former position in terms of pay, benefits, and working conditions and involve substantially similar duties, responsibilities, skill, effort, and authority.

When operational changes affect an employee who is on or returning from protected leave, the County remains responsible for ensuring that those changes comply with FMLA requirements and other applicable employment protections. Based on the information

provided in the finding, the County is unable to identify a personnel action that substantiates the alleged FMLA violation. The finding does not provide sufficient information to establish that an employee's FMLA rights were violated.

Grand Jury Finding #4:

There exists a biased promotional process within Code Enforcement that has been driven by a select few individuals. This process has been given silent approval because of outside relationships that influence the prepping of candidates, selecting the interviewing panel, and guiding the grading processes involved in departmental promotions. Additionally, there have been external communication with HR to manipulate certified hiring lists.

Response to Grand Jury Finding #4:

Respondent disagrees wholly with finding.

The County is not aware of evidence demonstrating that promotional processes or certified hiring lists were manipulated to favor particular candidates. Recruitment and promotional processes are conducted in coordination with Human Resources and in accordance with applicable County hiring requirements. Certified eligibility lists are established and administered by Human Resources in accordance with County recruitment and selection procedures and are not controlled by TLMA or Code Enforcement management.

Prior to publication of the Civil Grand Jury report, Code Enforcement had already implemented additional measures to promote objectivity, consistency, and fairness in its interview and selection processes. Code Enforcement no longer uses interview panels made up entirely of departmental staff for Supervisor, Senior Code Enforcement Officer, or Code Enforcement Officer recruitments. Interview panels now include Code Enforcement management from neighboring jurisdictions and/or management-level personnel from other TLMA or County departments.

For Code Enforcement Aide and Technician recruitments, Code Enforcement supervisors participate on interview panels on a rotational basis to provide broader participation and consistency in the selection process.

The County disagrees with the finding that promotional processes were biased, that certified hiring lists were manipulated, or that outside relationships improperly influenced candidate preparation, interview panels, or grading. The County remains committed to fair and competitive recruitment and promotional practices and will continue to work through Human Resources to ensure selection processes are consistent with County requirements.

Grand Jury Finding #5:

There are many instances of selective enforcement standards that may reflect outside influence from governing bodies within Riverside County. This creates an unequal playing field for most constituents of Riverside County by giving specific entities a different set of guidelines or allowances contrary to county ordinances.

Response to Grand Jury Finding #5:

Respondent disagrees wholly with finding.

Code Enforcement administers and enforces applicable County ordinances throughout the unincorporated areas of Riverside County. Enforcement decisions are based on applicable laws, the facts and circumstances of each case, available evidence, established enforcement procedures, and appropriate operational priorities.

Individual enforcement matters may require different responses based on case-specific factors, including the nature and severity of the violation, public health or safety considerations, compliance history, available evidence, enforcement history, resource constraints, and opportunities to achieve voluntary compliance. Differences in enforcement actions based on case-specific considerations do not constitute selective enforcement.

Communications from Board offices, elected officials, County departments, or outside agencies regarding Code Enforcement matters generally involve relaying constituent concerns, seeking information regarding the status of a case, requesting clarification regarding available paths to compliance, or coordinating around public health, safety, land use, environmental, or operational issues. Such communications do not, in themselves, constitute direction to alter, cease, or override enforcement requirements. Code Enforcement remains responsible for determining the appropriate enforcement response based on applicable County ordinances, established procedures, evidence, operational priorities, and the facts and circumstances of each case.

Management review of an enforcement matter to ensure appropriate application of County requirements, identify a lawful path to compliance, or address concerns regarding an employee's enforcement approach should not be characterized as selective enforcement or preferential treatment. Such oversight does not exempt a property or individual from applicable County requirements.

The County disagrees that the report establishes many instances of selective enforcement, improper outside influence, or different guidelines contrary to County ordinances. The Department remains committed to fair, consistent, and impartial

enforcement of County Ordinances while assisting property owners in identifying appropriate paths to achieve compliance whenever appropriate.

Grand Jury Finding #6:

Although the guidelines and standards from BOS policies for filing complaints are made available to all employees, many of these complaints (C-25, C-27, etc.) are not heard or taken seriously. The concerns of the employees have not been recognized or addressed by management due to an incomplete understanding of the HR process.

Response to Grand Jury Finding #6:

Respondent disagrees wholly with finding.

The County disagrees that employee complaints are not heard or taken seriously. TLMA and Code Enforcement management understand and follow established Human Resources processes for employee complaints. Employees have multiple avenues for raising workplace concerns, including directly with supervisors, managers, department leadership, TLMA leadership, and the County Human Resources Department.

When a complaint is submitted pursuant to Board Policies C-25 or C-27 through the department, it is referred to Human Resources. This referral constitutes authorization for Human Resources to initiate the appropriate review and investigation in accordance with County policy. Once referred, Human Resources is responsible for conducting or coordinating the investigation, while department management maintains appropriate separation from the investigative process. Referral of a complaint to Human Resources should not be interpreted as management failing to hear, recognize, or take an employee's concerns seriously. Rather, referral to Human Resources is the established process for ensuring that complaints are appropriately and independently reviewed.

When Human Resources identifies corrective or remedial action, TLMA and Code Enforcement are responsible for implementing appropriate actions consistent with Human Resources findings and recommendations.

The County agrees, however, that complaint pathways, referral expectations, no-retaliation requirements, and manager/supervisor responsibilities should be reinforced..

The department also distinguishes between the employee complaint process and management's separate responsibility to address employee performance, conduct, and operational matters. An employee's use of the County complaint process does not diminish management's responsibility to establish performance expectations and address legitimate workplace or public-service concerns. Likewise, management

action does not diminish an employee's right to raise concerns through the County's established complaint processes.

Grand Jury Finding #7:

Undefined management-employee dynamics have created an uncertain hierarchy of leadership. Overlapping control, rather than a clearly defined chain of command, has created an environment of micromanagement.

Response to Grand Jury Finding #7:

Respondent disagrees partially with the finding.

The County agrees that organizational roles, reporting relationships, and lines of authority have not always been clearly understood or consistently applied throughout Code Enforcement. The County disagrees, however, with the conclusion that this necessarily created an environment of micromanagement.

Since January 2025, TLMA and Code Enforcement have taken deliberate steps to establish greater clarity regarding organizational roles, reinforce the chain of command, and strengthen communication and accountability throughout the organization. Managers and supervisors are responsible for the day-to-day direction and supervision of employees within their respective areas of responsibility, while department leadership provides broader operational oversight and direction.

The Director regularly visits district offices and meets with supervisors and employees to discuss operational issues, communicate department priorities and expectations, and strengthen collaboration. These interactions are intended to promote accessibility and communication and are not intended to circumvent established reporting relationships or diminish the responsibilities of managers and supervisors.

TLMA and Code Enforcement will continue reinforcing clear roles, expectations, responsibilities, and lines of authority while maintaining appropriate communication between department leadership and employees throughout the organization.

Grand Jury Finding #8:

The turnover at the director position in Code Enforcement has resulted in a culture of confusion and inconsistent direction. Strong, consistent leadership with a clear mission has been missing in the department for the past several years.

Response to Grand Jury Finding #8:

Respondent disagrees partially with the finding.

The County agrees that historical turnover of the Code Enforcement Director position contributed to confusion and inconsistent direction over several years. The County disagrees to the extent the finding suggests that strong, consistent leadership with a clear mission remains missing under current leadership.

Since the appointment of the current Director in January 2025, TLMA and Code Enforcement have focused on establishing consistent leadership, organizational stability, and long-term operational improvements. These efforts include updating department procedures, improving communication, increasing leadership visibility, reinforcing the chain of command, strengthening management practices, and aligning the department's work around its mission.

The County's agreement with this finding is limited to the historical effects of leadership turnover. The County recognizes that current leadership has taken steps to stabilize the department and will continue working to strengthen clarity, communication, accountability, and mission alignment.

Grand Jury Finding #9:

Clear, concise, and thorough communication has been lacking in Code Enforcement. Providing consistent written direction will avoid confusion and promote an aligned mission.

Response to Grand Jury Finding #9:

Respondent disagrees partially with the finding.

The County agrees that consistent written direction is important to avoid confusion and promote an aligned mission. The County also recognizes that historical communication practices within Code Enforcement needed improvement, particularly given the department's multiple district offices, field-based operations, prior leadership turnover, and evolving operational priorities.

The County disagrees to the extent the finding may be read to suggest that Code Enforcement has not taken steps to improve communication. Effective and consistent communication has been a priority of current leadership. The department has strengthened its communication practices by emphasizing written documentation of operational direction, department priorities, policy changes, procedural guidance, and expectations.

Information is communicated to employees through multiple channels, including written memoranda, emails, Standard Operating Procedures, department directives, recurring

meetings, district office visits, and other documented communications distributed across district offices. These efforts are intended to provide employees with clear and consistent guidance, reduce uncertainty, and promote a common understanding of department expectations and priorities.

Code Enforcement will continue evaluating and strengthening its communication practices to support transparency, organizational alignment, and consistent operations throughout the department.

GRAND JURY RECOMMENDATIONS:

Grand Jury Recommendation #1:

Code Enforcement must take steps to comply with all directives and provisions of Board Policies C-25 and C-27 by taking initial complaints seriously and ensuring that all managers and supervisors take action.

Response to Grand Jury Recommendation #1:

Recommendation has been implemented.

TLMA and Code Enforcement comply with Board Policies C-25 and C-27 by taking employee complaints seriously and referring matters within the scope of these policies to Human Resources for appropriate review and investigation. The department's referral constitutes authorization for Human Resources to conduct the appropriate review or investigation.

Department management does not independently determine the validity of allegations that are subject to the Human Resources investigative process, particularly when allegations involve management. Upon completion of an investigation, TLMA and Code Enforcement take appropriate corrective or remedial action consistent with Human Resources findings and recommendations.

Department leadership will continue to reinforce these procedures and expectations for professional conduct, accountability, respectful workplace behavior, complaint referral, and non-retaliation. Employees will continue to be informed that they may raise concerns through supervisors, managers, department leadership, TLMA leadership, or Human Resources.

Grand Jury Recommendation #2:

The management team must update the Code Enforcement Policies and Procedures manual in accordance with R-1.

Response to Grand Jury Recommendation #2:

Recommendation has not been implemented, but will be implemented. The implementation time frame is noted in the response.

TLMA and Code Enforcement initiated a comprehensive update of the Code Enforcement Policies and Procedures Manual before issuance of the Civil Grand Jury report. That effort remains ongoing as departmental practices, procedures, and operational needs continue to evolve.

The revised manual will include appropriate references to Board Policies C-25, C-27, and C-35, employee complaint pathways, and applicable County resources. In addition, multiple Standard Operating Procedures governing field operations have been developed, distributed, and implemented, with additional updates continuing as part of the department's ongoing efforts to strengthen and modernize its policies and procedures.

The revised Code Enforcement Policies and Procedures Manual will be completed and made available to employees by January 31, 2027. However, as with any policy document, the manual will remain subject to ongoing review and refinement as operational needs and practices evolve.

Grand Jury Recommendation #3:

All managers must complete FMLA compliance training and certification to promote awareness of employment law.

Response to Grand Jury Recommendation #3:

Recommendation has been implemented.

TLMA and Code Enforcement management staff complete mandatory County-required FMLA and supervisory training in accordance with County training requirements. Personnel actions involving employees on or returning from protected leave are administered in consultation with Human Resources and in accordance with applicable FMLA requirements.

TLMA and Code Enforcement will continue to monitor required training completion for managers and supervisors and will ensure newly appointed managers complete applicable training in accordance with County requirements.

Grand Jury Recommendation #4:

In order to promote an unbiased and neutral interview panel, it is recommended that interview panel members are chosen from a rotating pool of supervisory personnel by the director of the department. These personnel should reflect a blend of TLMA supervisors.

Response to Grand Jury Recommendation #4:

Recommendation has been implemented.

Code Enforcement has implemented a revised interview process to promote objectivity, consistency, and fairness. Supervisor, Senior Code Enforcement Officer, and Code Enforcement Officer recruitments now utilize interview panels that include Code Enforcement management from neighboring jurisdictions and/or management-level personnel from other TLMA or County departments, rather than panels made up entirely of internal departmental staff.

For Code Enforcement Aide and Technician recruitments, Code Enforcement supervisors participate on interview panels on a rotational basis to provide broader participation and consistency in the selection process.

These changes satisfy the recommendation's objective by reducing the potential for insular interview panels and strengthening the neutrality and consistency of the hiring process.

Grand Jury Recommendation #5:

Consistent code enforcement standards must be applied to all constituents in Riverside County, regardless of political or monetary influences, to ensure equal treatment of all residents. Document all communications from other departments or elected officials which may affect the outcome of Code Enforcement duties involving ordinance compliance.

Response to Grand Jury Recommendation #5:

Recommendation has been implemented.

Code Enforcement applies County ordinances consistently and impartially based on applicable requirements, established procedures, evidence, operational priorities, and the facts and circumstances of each case. Communications from Board offices, elected officials, County departments, or outside agencies may involve constituent concerns, requests for case status, questions regarding available paths to compliance, or coordination regarding public health, safety, land use, environmental, or operational issues. Such communications do not override County ordinances or enforcement requirements.

The Department will continue to appropriately document communications related to enforcement matters in accordance with County recordkeeping requirements and established procedures.

Grand Jury Recommendation #6:

Create an annual anonymous internal survey (Ex: Pulse Survey) to measure the employee experience and engagement within the Code Enforcement department. Actionable data can be shared at all levels to promote departmental growth, culture, and opportunities.

Response to Grand Jury Recommendation #6:

Recommendation has not been implemented, but will be implemented. The implementation time frame is noted in the response.

The County Executive Office and the Human Resources Department conduct periodic employee engagement surveys that provide employees an opportunity to anonymously provide feedback regarding workplace culture, communication, supervision, organizational effectiveness, and related areas.

TLMA and Code Enforcement will use department-level survey results, where available, to identify action steps responsive to Code Enforcement employee feedback. If department-level results are not available in a usable form, TLMA and Code Enforcement will work with the Executive Office to identify an appropriate supplemental pulse-survey mechanism or other anonymous feedback tool as necessary.

Grand Jury Recommendation #7:

The director of Code Enforcement must establish a consistent schedule to visit district offices and meet with supervisors and employees to promote leadership, collaboration, and to reinforce the chain of command.

Response to Grand Jury Recommendation #7:

Recommendation has been implemented.

The Code Enforcement Director has established regular district office visits, recurring supervisor meetings, and ongoing employee engagement to strengthen communication and collaboration throughout the organization. The Director regularly meets with supervisors and employees at district offices to discuss operational matters, reinforce organizational expectations, identify concerns, and provide employees with direct access to department leadership.

These interactions are intended to promote open, two-way communication, strengthen working relationships between leadership and field personnel, and provide opportunities for discussion, collaboration, and continuous improvement. They also reinforce organizational roles and responsibilities while maintaining the department's established chain of command and supervisory structure.

The Director will continue visiting district offices on a regular schedule and will continue meeting with supervisors and employees to promote leadership visibility, collaboration, and accountability.

Grand Jury Recommendation #8:

In order to promote clear and consistent communication, any and all directives should be communicated, in writing, via e-mail or printed memo, and shared with employees at all levels, and in all district offices. In addition, all employees should be made aware of management schedules and availability.

Response to Grand Jury Recommendation #8:

Recommendation has been implemented.

Code Enforcement has implemented a practice of issuing substantive operational directives, department priorities, policy updates, and procedural guidance in writing through emails, written memoranda, Standard Operating Procedures, and department directives distributed to employees throughout assigned district offices.

The County does not interpret this recommendation to require that every routine verbal instruction, field direction, coaching conversation, or day-to-day supervisory communication be reduced to writing. Rather, the department understands the recommendation to address substantive operational direction, policy changes, procedural guidance, management expectations, and other communications that should be documented and shared consistently across the organization.

Leadership schedules, recurring meetings, and management availability are routinely communicated to staff to improve accessibility, consistency, and organizational awareness. These practices have become the department's standard method for communicating operational expectations and will continue as part of Code Enforcement's broader effort to improve clarity, accountability, and mission alignment.