



PLEASANTON.

MEMORANDUM

Date: August 29, 2025

To: Gerry Beaudin, City Manager *GB*

From: Mark Dennis, Senior Code Enforcement Officer *LMD*
 Ellen Clark, Director of Community and Economic Development *ENC*

Subject: Code Enforcement Activity and Workload Overview

This memo summarizes the status of Pleasanton's Code Enforcement (CE) resources and workload. The City's (CE) Division comprises a single Code Enforcement Officer, who responds to verify and pursue code enforcement complaints. This officer works closely with key City departments, including Police, Building, Planning, Fire, and the City Attorney's Office, to ensure the efficient enforcement of city codes.

Code Enforcement Volumes

The table below summarizes the last three years of code enforcement case volumes, with an average of 539 cases across the three years.

Fiscal Year	Number of Code Enforcement Cases
2024-25	571
2023-24	515
2022-23	531
Average Cases / Year	539

The above figures are for actual Code Enforcement cases (i.e., valid complaints verified and acted upon). The figures exclude complaints received, phone calls, general inquiries, and requests for inter-department assistance made. Staff does not track each individual contact, but estimates that the total workload, inclusive of these items, would exceed 1,000 contacts annually.

Individually, the time needed to respond to and resolve complaints varies widely. While many cases are resolved after a single visit or phone contact, the most involved cases can take dozens or hundreds of hours to resolve, including repeated site visits, phone, email and mail contacts, issuance of citations, and, in rare cases, direct remediation by the City and court actions.

Pleasanton's approach to Code Enforcement has favored more gradual approaches, through warnings and opportunities for voluntary compliance, rather than moving quickly to citations and fines. While appreciated by the population and resulting in less punitive actions, this approach takes longer and can be more staff intensive.

Code Enforcement Approach and Prioritization

With extremely limited staffing, Code Enforcement operates on a reactive model (responding to complaints), versus a mix of proactive efforts (e.g. surveying areas, conducting education and outreach), and complaint-based enforcement. Staffing limitations mean Code Enforcement staff must prioritize the calls received – giving the most urgent and immediate attention to the highest priority complaints. The prioritization generally follows (from highest to lowest priority):

1. Immediate health and safety issues
2. Substandard conditions
3. Complaints received via City Councilmembers or through the City Manager's Office¹
4. All other complaints received

Key Factors Increasing Workload

In recent years, several factors have increased the workload for Code Enforcement. These include the adoption of new ordinances, State regulations, and upticks in referrals from the public and other City departments, including the following factors:

- Adoption of Tobacco Retailer Ordinance. Enforcement includes required retail tobacco license inspections (two annual inspections plus special inspections per retailer).
- Adoption of the gas-powered leaf blower ban. Estimated complaints about the use of gas-powered leaf blowers amount to more than 30 per month.
- General increase in Public Records Act requests, many of which relate to code enforcement complaints
- Introduction of the online complaint portal intake. While the portal provides a convenient way for the public to make a complaint, it can generate additional work as staff re-routes items submitted as a general complaint to a specific department or division with oversight of that specific area (e.g. parks maintenance complaints)
- Related to other areas of maintenance responsibility (e.g. tree trimming or landscape), requests for research from other departments into historic files and project-specific conditions of approval for which records are housed within the Community and Economic Development Department.
- Increase in chronic complainants. Previously, 2-3 individuals were submitters of multiple complaints on a regular basis; there are now up to 9 such community members.
- Increase in “wild posting” of marketing and advertising signs.

Regional Staffing Benchmark (Comparable Cities)

Staff conducted a survey of similar-sized jurisdictions to Pleasanton to determine the current resources allocated to Code Enforcement (Table 1). As shown, Pleasanton is the only comparably sized city with just a single code enforcement officer.

¹ Complaints received from City Council or through the City Managers office can also generate additional reporting and follow-up, since there is typically an expectation that not just the complainant will be updated on the status of case, but also the City Manager's Office and the City Council as a whole.

Table 1: Code Enforcement Staffing Comparison

Jurisdiction	Population	Staffing (Current FTE)
Pleasanton	81,000	1.0
Livermore	87,000	4.0
Dublin	71,000	3.5 (3 CE staff, 0.5 Admin)
Cupertino	60,000	3.0 (1.5 vacant positions)
San Ramon	85,000	2.0
Redwood City	84,000	4.0 (4 CE staff, 1 Admin)
Walnut Creek	71,000	2.0
Milpitas	79,000	3.0
Brentwood	67,000	5.0
Morgan Hill	45,000	2.0
Citrus Heights	87,000	3.0

Conclusions and Summary

While Pleasanton's neighborhoods are generally safe and livable, without significant blight or some of the more serious negative conditions faced by other communities, there is nonetheless a rising volume of code enforcement complaints and issues. Community expectations about response when complaints are made that are well beyond the ability of a single Code Enforcement Officer to respond effectively. The lack of capacity also limits staff's ability to proactively enforce, educate, and dedicate resources to supporting other City functions (e.g., housing and homeless-related issues, research requests by other departments).

Finally, Pleasanton's single-person staffing means there is no redundancy or backup for the Code Enforcement Officer when they are on vacation or otherwise out of the office, nor is there an opportunity for succession planning to occur. There is an opportunity to review the current operating model in the forthcoming Organizational Assessment, to determine potential strategies to review alternative staffing and service delivery models, to better align with community priorities and resources.