

CITY OF EL PASO, TEXAS  
AGENDA SUMMARY FORM



DEPARTMENT / COUNCIL OFFICE: Internal Audit

AGENDA DATE: 6/9/26

PUBLIC HEARING DATE:

CONTACT PERSON NAME: Mike Montiel

PHONE NUMBER: (915) 212-1367

2nd CONTACT PERSON NAME: Adrian Serrano

PHONE NUMBER: (915) 212-1365

DISTRICT(S) AFFECTED: All Districts

**AGENDA ITEM:**

Discussion and Action to accept the results of the Code Enforcement Division Audit A2025-05.

**ISSUE STATEMENT:**

City Council is asked to accept the results of the Code Enforcement Division Audit. Acceptance of the results will allow the Internal Audit Department to finalize the report and make it available to the public via the Internal Audit website.

**BACKGROUND:**

The time frame for this audit was calendar years 2024 and 2025. The objective was to perform an assessment of enforcement efforts for nuisance cases.

1. Code Enforcement met the audit objectives in the following areas:
  - Documenting procedures manuals for 3 of the 5 top violations in accordance with City Ordinances.
  - Ensuring that 80% of cases are resolved within 30 days, and imposed penalties and costs match established fees and/or fines.
  - Establishing education and outreach efforts, and evaluating department's budget to ensure department needs.
2. Code Enforcement did not meet the audit objectives in the following areas:
  - Developing a department-wide SOP manual, and ensuring inspections are completed within the required time frames.



**COUNCIL OPTIONS:**

1. Accept the results of the Audit.
2. Not accept the results of the audit and provide further guidance.

**COMMITTEE REVIEW AND/OR RECOMMENDATION:**

This item was accepted by the Financial Oversight and Audit Committee (FOAC) on May 21, 2026.

**COMMUNITY AND STAKEHOLDER OUTREACH (if applicable, as an attachment) – please include:**

N/A

**RELATED CITY POLICIES:**

N/A

**PRIOR COUNCIL ACTION:**

City Council has accepted audit reports previously accepted by the FOAC.

**LEGAL REVIEW:**

- Legal counsel reviewed as a part of Council packet
- Legal counsel reviewed in advance of packet as an individual item

**AMOUNT AND SOURCE OF FUNDING:**

N/A

**REPORTING OF CONTRIBUTION OR DONATION TO CITY COUNCIL:**

N/A

NAME	AMOUNT (\$)
N/A	

**ATTACHMENTS:**

Audit Report draft

**FOR MORE INFORMATION:**

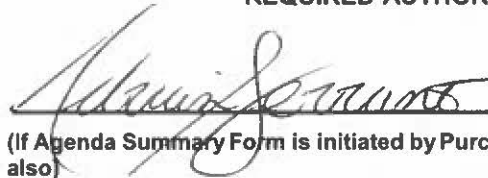
Adrian Serrano

(915) 212-1365

serranoaa@elpasotexas.gov

\*\*\*\*\*REQUIRED AUTHORIZATION\*\*\*\*\*

**SIGNATURE:**



(If Agenda Summary Form is initiated by Purchasing, client department should sign also)



**Code Enforcement Division Audit  
No. A2025-05**

Issued by the  
Internal Audit Department  
April 2, 2026

**City of El Paso  
Internal Audit Department  
Code Enforcement Division Audit A2025-05**

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***EXECUTIVE SUMMARY***

The Internal Audit Department has concluded the Code Enforcement Division Audit. The audit was approved in the Fiscal Year 2024-2025 Annual Audit Plan. The scope for this audit was Calendar Years 2024 and 2025. The audit's objective was to perform an assessment of enforcement efforts for nuisance cases. To accomplish this, we:

- Identified and reviewed the top five (5) types of violations and associated data.
- Reviewed if established enforcement processes are in accordance with City Ordinances.
- Evaluated whether imposed penalties are in accordance with established fees and/or fines.
- Identified and document education and outreach efforts.
- Evaluated budget for staffing levels of the Code Enforcement Division.

Listed below is a summary of the findings identified in this report:

1. A review of eight (8) Code Enforcement Policy Procedure Manuals, provided on August 14, 2025, identified the following:
  - Eight (8) Manuals reflect the El Paso Police (EPPD) name instead of Code Enforcement letterhead.
  - Two (2) Manuals do not have an effective date. The remaining six (6) Manuals include effective dates ranging from 2017 to 2023.
  - The listed Manuals do not outline specific procedures followed by Code Enforcement regarding Illegal Parking and Sidewalk Obstruction.
  - Code Enforcement is in the process of developing a department-wide Standard Operating Procedures manual.
2. A review of a sample of complaints for the top 5 Code Enforcement violations: Brush, Illegal Dumping, Junked Vehicle, Illegal Parking, and Sidewalk Obstruction – identified that Code Enforcement resolved 93.08% of cases within 30 days. However, timeliness requirements for initial site visits and follow-up inspections were not consistently met.
  - Initial Inspections were not consistently completed within 5 days of receiving complaint:
    - Of the sample of 130 January 2024 cases, 110 (84.62%) had an initial inspection within 5 calendar days, while the remaining 20 (15.38%) were inspected 6 - 39 calendar after receipt.
  - Follow-up visits were not performed within 7 calendar days (10 days for Junked Vehicles):
    - Of the sample of 65 cases requiring a first follow-up visit, 23 (35.39%) had a first follow-up site visit within 7 calendar days of the initial visit (10 days for Junked Vehicles). The remaining 42 (64.61%) cases had first follow-up visits 8 – 34 calendar days from initial visit.
  - Second follow-up visits were not performed within 7 calendar days, (10 days for Junked Vehicles), of the first follow-up:
    - Of the sample of 12 cases requiring a second follow-up visit, 2 (16.67%) had a second follow-up site visit within 7 calendar days of the first follow-up (10 days for Junked Vehicles). The remaining 10 (83.33%) cases had second follow-up visits 9 – 34 calendar days from the first follow-up.

For a detailed explanation of the findings, please refer to the body of this Audit Report.

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***BACKGROUND***

The Code Enforcement Department is responsible for upholding City Codes and Ordinances to promote a clean, safe, and vibrant community. Until March 31, 2025, the department operated as a division within the Police Department. During that period, the Code Enforcement Director reported directly to the Chief of Police and oversaw approximately 40 employees.

Code enforcement functions were independently managed by program administrators across five City departments. For instance, Recycling and Vector Control were overseen by the Environmental Services Department, Food Safety Inspection by the Department of Public Health, and Parking Control by the International Bridges Department.

These programs have since been consolidated to form the Code Enforcement Department. Beginning with Fiscal Year 2026, the department operates with approximately 141 full-time employees and an annual budget of nearly \$1.8 million.

The five most common violations addressed by Code Enforcement are Brush, Illegal Dumping, Junked Vehicles, Illegal Parking, and Sidewalk Obstructions. These are regulated under City of El Paso Municipal Code:

- Chapter 9.04, Article XVII – Weeds and Vegetation,
- Chapter 9.04, Article XIII – Litter and Illegal Dumping,
- Chapter 9.08 – Junked Vehicles,
- Chapter 12.44 for Illegal Parking, and
- Chapter 13.20.030 for Sidewalk Obstructions.

Code Enforcement case data is maintained across multiple systems as each case progresses through different stages. Initial complaints are entered through the El Paso 311 Contact Center (ep311) system or by a Code Officer. Cases are then reviewed in Accela, and may transition to Full Court Enterprise if referred to Municipal Court. The Department of Information Technology manages the ep311 and Accela systems, which are used by both Code Enforcement and Environmental Services, while Full Court Enterprise is administered by Municipal Court.

For the month of January 2024, a total of 4,028 complaints were recorded, of which 2,573 pertained to the five most common violations. The distribution for each violation is presented in the table below:

Complaints Logged	Brush	Illegal Dumping	Junked Vehicle	Illegal Parking	Sidewalk Obstruction
January 2024	1,366	110	348	467	282

Because case data is maintained across multiple systems, statistical tables for Code Enforcement activities and court dispositions will be presented separately.

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Summaries of the statistical results for the selected samples are presented below:

	<b>Brush</b>	<b>Illegal Dumping</b>	<b>Junked Vehicle</b>	<b>Illegal Parking</b>	<b>Sidewalk Obstruction</b>
<b># of Sample Cases Requiring Initial Visit</b>	27	22	27	28	26
<b>Percentage of complaints with verified violations</b>	85.19%	36.35%	77.77%	89.29%	69.23%
<b>Number of cases in compliance by date of first follow-up</b>	16	4	10	0	15
<b>Number of cases in compliance by date of second follow-up</b>	5	N/A	0	N/A	0
<b>Number of cases referred to other departments or entities</b>	2	3	10	22	2
<b>Average number of days between referral and final disposition</b>	171	49	*No Data	20	528
<b>Number of cases referred to court</b>	N/A	3	3	22	1

With the exception of brush cases, the other four top violations may proceed to court for disposition. The statistical results obtained from Full Court Enterprise for the selected samples are summarized below:

	<b>Brush</b>	<b>Illegal Dumping</b>	<b>Junked Vehicle</b>	<b>Illegal Parking</b>	<b>Sidewalk Obstruction</b>
<b>Number of cases referred to court</b>	N/A	3	3	22	1
<b>Number of cases for which fines were assessed</b>	N/A	3	*No Data	22	1
<b>Total fines/fees assessed</b>	N/A	\$1,193.60	*No Data	\$3,700.00	\$402.00
<b>Total fines/fees collected</b>	N/A	\$684.00	*No Data	\$580.00	\$402.00
<b>Number of cases ending up in a court hearing</b>	N/A	3	*No Data	2	1
<b>Number of violations dismissed at court</b>	N/A	0	*No Data	2	0
<b>Total collected by court order</b>	N/A	\$684.00	*No Data	\$25.00	\$402.00
<b>Total outstanding</b>	N/A	\$509.60	*No Data	\$3,120.00	\$0.00

\* Note: No data was available or provided to cross-reference the 3 Junked Vehicle cases with Full Court Enterprise.  
N/A – Not Applicable

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The Fiscal Year 2025 Key Performance Indicator (KPI) for Code Enforcement requires that 80 percent of cases be resolved within 30 days. A review of a sample of enforcement cases indicated that the department’s performance met or exceeded this KPI.

<b>Violation Type</b>	<b>Adjusted Sample Size</b>	<b>Completed in 30 Days</b>	<b>Completed in 31 Days or More</b>	<b>Percentage Completed in 30 Days</b>
<b>Brush</b>	27	25	2	92.59%
<b>Illegal Dumping</b>	22	20	2	90.90%
<b>Junked Vehicle</b>	27	23	4	85.19%
<b>Illegal Parking</b>	28	28	0	100.00%
<b>Sidewalk Obstruction</b>	26	25	1	96.15%
	130	121	9	93.08%

Additional information for each of the top 5 violations is provided in the following Appendices:

- Appendix A – Brush
- Appendix B – Illegal Dumping
- Appendix C – Junked Vehicle
- Appendix D – Illegal Parking
- Appendix E – Sidewalk Obstruction

***AUDIT OBJECTIVES***

The objective of the Code Enforcement Division Audit was to perform an assessment of enforcement efforts for nuisance cases. To achieve the audit objectives, the Internal Audit Department:

- Identified and reviewed the top five (5) types of violations and associated data.
- Reviewed and determined if established enforcement processes are in accordance with City Ordinances.
- Evaluated whether imposed penalties and costs are in accordance with established fees and/or fines.
- Identified and document education and outreach efforts.
- Evaluated budget for staffing levels of the Code Enforcement Division.

***AUDIT SCOPE AND METHODOLOGY***

The scope for this audit was Calendar Years 2024 and 2025. To achieve our audit objectives, we:

- Interviewed Code Enforcement personnel to understand enforcement processes, monitoring, education program, and court proceedings.
- Conducted a review of Code Enforcement’s Policies, Procedures, and City Ordinances.
- Selected a sample of the top five types of violations: Brush, Illegal Dumping, Illegal Parking, Junked Vehicles, and Sidewalk Obstructions for the month of January 2024 to identify the following:
  - Total number of complaints logged.
  - Number of complaints with verified violations.
  - Number of repeat offenders.
  - Number of cases in compliance by date of first follow-up visit.

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- Number of cases in compliance by date of second follow-up, (if required).
- Number of referrals to other departments/entities.
- Average length of time between referral and final disposition.
- Number of cases for which fines were assessed.
- Total fines/fees collected.
- Number of cases ending up in a court hearing.
- Number of violations dismissed at court.
- Total collected by court order.
- Evaluated whether imposed penalties and costs are in accordance with established fees and/or fines
- Evaluated education and outreach efforts.
- Analyzed the Department's resources, and corroborated with the Code Enforcement Director that the department's budget is sufficient to achieve the department's short-term goals.

Scope limitations:

The original scope of the audit encompassed a review of case files for calendar years 2024 and 2025. However, because the relevant data is stored across three separate databases, compiling and analyzing two full years of information would require substantial manual effort. As a result, the review was limited to case files from January 2024 only. Additional data limitations were encountered in identifying:

- Repeat offenders.
- The final disposition of Junked Vehicle cases.

We conducted this audit in accordance with Generally Accepted Government Auditing Standards and the Global Internal Audit Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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***FINDINGS, CRITERIA, RECOMMENDATIONS,  
AND MANAGEMENT'S RESPONSES***

**Finding 1**

**Departmental Procedures**

A review of eight (8) Code Enforcement Policy Procedure Manuals, provided on August 14, 2025, identified the following:

- Eight (8) Manuals reflect the El Paso Police (EPPD) name, the department that previously housed the Division, instead of Code Enforcement letterhead.
- Two (2) Manuals do not have an effective date. The remaining six (6) Manuals include effective dates ranging from 2017 to 2023. The effective dates of the eight Manuals are listed as:

No.	Manual Name	Effective Date
1	<i>101 General Case Management</i>	November 14, 2023
2	<i>111 Case Timeline Policy</i>	March 17, 2017
3	<i>204 BR Case Procedure (Brush)</i>	April 11, 2019
4	<i>203 Case Transfer Procedure (Brush)</i>	October 1, 2019
5	<i>Repeat Offender Transfer Cases (Brush)</i>	January 23, 2023
6	<i>207 JV Case Procedure (Junked Vehicle)</i>	August 29, 2017
7	<i>New Removal Process (Junked Vehicle)</i>	No Date
8	<i>210 Illegal Dumping Procedure</i>	No Date

- The listed Manuals do not outline specific procedures followed by Code Enforcement regarding Illegal Parking and Sidewalk Obstruction. Sidewalk Obstruction cases are currently addressed under the Brush procedure.
- Code Enforcement is in the process of developing a department-wide Standard Operating Procedures manual.

**Standard/Criteria**

City of El Paso Strategic Plan:

- *Goal 6.12 Maintain systems integrity, compliance and business continuity.*

*A strong system of internal controls requires that Policies and Procedures be developed that document routine or repetitive activity followed by an organization. The development and use of Policies and Procedures are an integral part of a successful quality system as it provides individuals with the information and guidance to perform a job properly.*

**Recommendation**

The Code Enforcement Department should continue developing a department-wide Procedures Manual that:

- Incorporates the new department letterhead,
- Includes an effective date,
- Documents the procedures for Illegal Parking and Sidewalk Obstruction.

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**Management's Response**

The new Code Enforcement Department was created on September 1, 2025. We previously reported to the El Paso Police Department. The development of a department-wide Standard Operating Procedures Manual is a top priority. We have a cross-functional team working on this manual, with a target implementation date of August 31, 2026. The manual will include all code-nuisance enforcement processes, including our new enforcement divisions.

**Responsible Party**

Steve Alvarado, Code Enforcement Director.

**Implementation Date**

August 31, 2026

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**Finding 2**

**Timely Completion of Inspections and Follow-Up Visits**

A review of a sample of complaints initiated in January 2024 for the top five Code Enforcement violations: Brush, Illegal Dumping, Junked Vehicle, Illegal Parking, and Sidewalk Obstruction – identified that Code Enforcement resolved 93.08% of cases within 30 days; however, timeliness requirements for initial site visits and follow-up inspections were not consistently met.

- Initial Inspections were not consistently completed within 5 days of receiving complaint in accordance with *El Paso Police Code Enforcement Procedure Manual, 111 Case Timeline Policy*.
- Follow-up visits were not performed within 7 calendar days, (10 days for Junked Vehicles) in accordance with *El Paso Police Code Enforcement Policy Procedure Manuals*.
- Second follow-up visits were not performed within 7 calendar days, (10 days for Junked Vehicles) of the first follow-up in accordance with *El Paso Police Code Enforcement Policy Procedure Manuals*.

Of the sample of 130 cases initiated in January 2024, 110 cases (84.62%) received an initial inspection within 5 calendar days. The remaining 20 cases (15.38%) received an initial inspection between 6 – 39 calendar days after the receipt of the case.

Violation Type	# of Sample Cases Requiring Initial Visit	# Initial Visit Within 5 Days	% w/in 5 days	# Initial Visit Past 5 Days	% late	Days Late
Brush	27	26	96.30%	1	3.70%	8
Illegal Dumping	22	13	59.09%	9	40.91%	1-34
Junked Vehicle	27	26	96.30%	1	3.70%	1
Illegal Parking	28	25	89.29%	3	10.71%	1-3
Sidewalk Obstruction	26	20	76.92%	6	23.08%	1-9
<b>Totals</b>	130	110	<b>84.62%</b>	20	<b>15.38%</b>	

Of the sample of 65 cases requiring a first follow-up visit, 23 cases (35.39%) received the visit within 7 calendar days of the initial inspection (10 days for Junked Vehicles). The remaining 42 cases (64.61%) received their first follow-up visit 8 – 34 calendar days after the initial inspection.

Violation Type	Cases Requiring First Follow-Up	First Follow-Up, w/7 Days of Initial Visit * (10 Days for JV)	% on time	First Follow-Up, Late	% late	Days Late
Brush	23	9	39.13%	14	60.87%	1-14
Illegal Dumping	4	1	25.00%	3	75.00%	3-27
* Junked Vehicle (JV)	17	2	11.77%	15	88.23%	1-15
Illegal Parking	3	3	100%	0	0	N/A
Sidewalk Obstruction	18	8	44.44%	10	55.56%	1-23
<b>Totals</b>	65	23	<b>35.39%</b>	42	<b>64.61%</b>	

Of the sample of 12 cases requiring a second follow-up visit, 2 cases (16.67%) had a second follow-up site visit completed within 7 calendar days of the first follow-up (10 days for Junked Vehicles). The remaining 10 cases (83.33%) received their second follow-up visit 9 – 34 calendar days after the first follow-up.

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Violation Type	Cases Requiring Second Follow-Up	Second Follow-Up w/7 Days of 1 <sup>st</sup> Follow-Up * (10 Days for JV)	% on time	Second Follow-Up, Late	% late	Days Late
Brush	6	0	0.00%	6	100%	2-15
Illegal Dumping	0	0	N/A	0	N/A	N/A
* Junked Vehicle (JV)	5	2	40.00%	3	60.00%	3-24
Illegal Parking	0	0	N/A	0	N/A	N/A
Sidewalk Obstruction	1	0	0.00%	1	100%	4
<b>Totals</b>	<b>12</b>	<b>2</b>	<b>16.67%</b>	<b>10</b>	<b>83.33%</b>	

**Standard/Criteria**

City of El Paso Strategic Plan:

- Goal 6.12 *Maintain systems integrity, compliance and business continuity.*

*El Paso Police Code Enforcement Policy Procedure Manual – 111 Case Timeline Policy:*

- *ENEC Code Cases are complete if:*
  - *Initial inspection was done within 5 days; and...*

*204BR Case Procedure, A. 2. Violation:*

2. *Follow-up after 7 calendar days of notification...*
  - a. *Property owner signature obtained:*
    - 2) *Follow up after 7 calendar days of notification...*
  - b. *Non-property owner signature obtained:*
    1. *Post correction notice on door/gate-take photos (close-up/wide shot) of posting...*
    2. *Take initial photos of the violation.*
    3. *Follow up after 7 calendar days of notification.*
      - b. *Non-compliance: mail letter to property owner:*
        - i. *Follow up after 7 calendar days of mailing letter...*
  - c. *No answer:*
    - 1) *Post correction notice...*
    - 2) *Take initial photos of the violation.*
    - 3) *Follow up after 7 calendar days of notification...*

*207 JV Case Procedure, A. 2. Violation, a.:*

- 2,3, &4. *Follow-up after 10 calendar days of notification...*

**Recommendation**

The Code Enforcement Department should evaluate and strengthen controls to improve compliance with required five-day initial visit and seven-day (ten-day for Junked Vehicle) follow-up benchmarks. This may include implementing workload monitoring tools, adjusting case assignment practices, or leveraging automated alerts to ensure timely inspections. While the department is meeting its overall 30-day case completion KPI, improving interim milestone performance will support more effective enforcement, reduce backlogs, and improve service responsiveness.

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**Management's Response**

Meeting the department's process timelines is highly important for all cases. When we did not follow our outlined timelines, these instances were attributed to staff vacancies and to supervisors not tracking cases. To better address these situations, we are making sure that we fill all current vacancies. We are also recruiting a Quality Assurance and Training Specialist to track case processing, identify areas of improvement, and train managers, supervisors, and staff. The objective will be to improve all current processes and identify deficiencies department-wide.

**Responsible Party**

Steve Alvarado, Code Enforcement Director.

**Implementation Date**

The vacant Code Enforcement Officer positions should be filled by July 1, 2026, and the Quality Assurance and Training Specialist will be onboarded by September 1, 2026.

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***INHERENT LIMITATIONS***

Because of the inherent limitations of internal controls, errors or irregularities may occur and not be detected. Also, projections of any evaluation of the internal control structure to future periods beyond the Audit Report date are subject to the risk that procedures may become inadequate due to changes in conditions, management override of internal controls, or that the degree of compliance with the procedures may deteriorate. This was a limited scope audit which only reviewed the areas stated in the Audit Objectives during the Audit Scope period. No representations of assurance are made to other areas or periods not covered by this audit.

***CONCLUSION***

We have concluded our work on the objectives of the Code Enforcement Division Audit. The audit evidence used in our analysis is sufficient and appropriate for addressing the objectives and supporting the findings and conclusion. In accordance with Generally Accepted Government Auditing Standards, we are required to conclude on whether Code Enforcement met the objectives of this audit. Based on our audit work, we have determined that:

1. Code Enforcement met the audit objectives in the following areas:
  - Documenting procedures manuals for 3 of the 5 top violations (Brush, Junked Vehicle, and Illegal Dumping) in accordance with City Ordinances.
  - Ensuring that 80% of cases are resolved within 30 days.
  - Ensuring imposed penalties and costs are in accordance with established fees and/or fines.
  - Establishing education and outreach efforts.
  - Evaluating department's budget to ensure current needs and future growth of the department.
2. Code Enforcement did not meet the audit objectives in the following areas:
  - Developing a department-wide Standard Operating Procedures manual.
  - Ensuring that initial and follow-up inspections are completed within the requirements listed on the City Ordinances and Code's Procedures Manuals.

We wish to thank the Code Enforcement Department management and staff for their assistance and courtesies extended during the completion of this audit.

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Liz De La O, CFE, CIA, CGAP, MPA  
Deputy Chief Internal Auditor

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Martha L. Vargas, CPA, CIA, CFE, CGFM  
Auditor IV

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Miguel A. Montiel, CIA, CGAP  
Audit Manager

Distribution:

Financial Oversight and Audit Committee  
Dionne Mack, City Manager  
Mario D'Agostino, Deputy City Manager  
Steve Alvarado, Code Enforcement Director

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**Appendices:**

- Appendix A – Brush
- Appendix B – Illegal Dumping
- Appendix C – Junked Vehicle
- Appendix D – Illegal Parking
- Appendix E – Sidewalk Obstruction

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*Appendix A – Brush*

**January 2024 Analysis of Brush Violations**

<b>Metric</b>	<b>Count</b>	<b>%</b>	<b>Notes</b>
Complaints logged (January 2024)	1,366	—	Volume for the month
Sample selected	29	—	Initial sample size
Corrected sample (duplicates removed pre-test)	27	—	Two duplicates removed prior to testing
<b>Initial visit completed within 5 days</b>	26 / 27	<b>96.30%</b>	Timeliness against 5-day benchmark
<b>Initial visit outcomes – Duplicates</b>	2 / 27	7.41%	Identified at initial visit
Initial visit outcomes – Not violations	2 / 27	7.41%	No enforcement required
<b>Initial visit outcomes – Violations requiring follow-up</b>	<b>23 / 27</b>	<b>85.19%</b>	Proceeded to first follow-up
<b>First follow-up timeliness (from initial visit) – On time (≤7 days)</b>	9 / 23	<b>39.13%</b>	Late: 14 / 23 (60.87%)
<b>First follow-up outcomes – In compliance</b>	16 / 23	<b>69.57%</b>	Resolved at first follow-up
First follow-up outcomes – Referred for cleanup	1 / 23	4.35%	ESD cleaned; case pending final resolution as of January 6, 2026
<b>First follow-up outcomes – Still in violation (second follow-up required)</b>	<b>6 / 23</b>	<b>26.09%</b>	Proceeded to second follow-up
<b>Second follow-up timeliness (from first follow-up) – On time (≤7 days)</b>	0 / 6	<b>0.00%</b>	None met 7-day benchmark
<b>Second follow-up outcomes – In compliance</b>	5 / 6	<b>83.33%</b>	Resolved at second follow-up
Second follow-up outcomes – Referred for cleanup	1 / 6	16.67%	Cleaned by property owner; case closed
<b>Cleanup referrals (total across follow-ups)</b>	<b>2</b>	—	1 closed; 1 pending final resolution

**Notes:**

- “On time” is defined as within **7 days** of the prior visit for follow-ups.
- The on-time rate for first follow-ups is **39.13%**; for second follow-ups, **0%**.
- Percentages are calculated on the relevant denominators (27 for initial visit metrics; 23 for first follow-up metrics; 6 for second follow-up metrics).

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***Appendix B – Illegal Dumping***

**January 2024 Illegal Dumping Violations**

<b>Metric</b>	<b>Count</b>	<b>%</b>	<b>Notes</b>
Complaints logged (January 2024)	110	—	Monthly volume
Sample selected	24	—	Initial sample size
<b>Corrected sample (duplicates removed pre-test)</b>	<b>22</b>	—	Two administrative duplicates removed
<b>Initial visit within 5 days</b>	13 / 22	<b>59.09%</b>	Timeliness against 5-day benchmark
<b>Initial visit outcomes – Duplicates (field)</b>	2 / 22	9.09%	Identified at initial site visit
<b>Initial visit outcomes – Referrals to other departments/entities</b>	3 / 22	13.63%	All three cited at initial visit and referred to Court
<b>Initial visit outcomes – Not violations</b>	12 / 22	54.54%	No enforcement required
Initial visit outcomes – In compliance during initial visit	1 / 22	4.54%	No follow-up required
<b>Initial visit outcomes – Verified violations (requiring follow-up)</b>	<b>4 / 22</b>	<b>18.18%</b>	Proceeded to first follow-up
<b>First follow-up timeliness (from initial visit) – On time (≤7 days)</b>	1 / 4	<b>25.00%</b>	Late: 3 / 4 (75.00%)
<b>First follow-up outcomes – In compliance</b>	4 / 4	<b>100.00%</b>	No second follow-ups required
<b>Court referral details (3 cases)</b>	—	—	Avg days to final disposition: <b>48.67</b> ; <b>Dismissals: 0</b>
<b>Financials (court-referred cases)</b>	—	—	Fines assessed: <b>\$1,076.00</b> ; Late/collection fees: <b>\$117.60</b> ; <b>Total owed: \$1,193.60</b> ; <b>Collected: \$684.00</b> ; <b>Outstanding: \$509.60</b>

**Notes:**

- % use the relevant denominators (22 for initial-visit metrics; 4 for first-follow-up metrics).
- “On-time” follow-up = within **7 days** of the prior visit.
- All three court referrals were cited at the initial visit; two fines (**\$342.00** each) were upheld and paid in full; one case had a **Failure to Appear** and remains outstanding (**\$509.60**, including late/collection fees).

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*Appendix C – Junked Vehicle*

**January 2024 Junked Vehicle Violations**

<b>Metric</b>	<b>Count</b>	<b>%</b>	<b>Notes</b>
Complaints logged (January 2024)	348	—	Monthly volume
Sample selected	28	—	Initial sample size
<b>Corrected sample (duplicates removed pre-test)</b>	<b>27</b>	—	One administrative duplicate removed
<b>Initial visit within 5 days</b>	26 / 27	<b>96.30%</b>	Timeliness vs 5-day benchmark
<b>Initial visit outcomes – Duplicate (field)</b>	1 / 27	3.70%	Identified at initial site visit
<b>Initial visit outcomes – Not violations</b>	5 / 27	18.52%	One “No Violation” case was later flagged as if a follow-up were required (data entry issue)
<b>Initial visit outcomes – Referrals</b>	4 / 27	14.81%	2 to Police Dept. Abandoned Auto Unit (AAU); 2 to Parking Enforcement
<b>Verified violations (requiring follow-up)</b>	17 / 27	<b>62.96%</b>	Proceeded to first follow-up
<b>First follow-up timeliness (≤10 days)</b>	2 / 17	<b>11.77%</b>	Late: <b>15 / 17</b> (88.23%); <i>denominator reflects cases with a scheduled F/U in system</i>
<b>First follow-up outcomes – In compliance</b>	10 / 17	<b>58.82%</b>	Resolved at first follow-up
First follow-up outcomes – Referred to PD AAU	2 / 17	11.76%	Transferred to PD for action
<b>First follow-up outcomes – Still in violation</b>	<b>5 / 17</b>	<b>29.41%</b>	Required a second follow-up
<b>Second follow-up timeliness (vs scheduled date)</b>	2 / 5	<b>40.00%</b>	Late: <b>3 / 5</b> (60.00%) by 3–24 days
<b>Second follow-up outcomes – In compliance</b>	0 / 5	<b>0.00%</b>	No cases resolved at second follow-up
Second follow-up outcomes – Referred to PD AAU	1 / 5	20.00%	Additional PD referral
<b>Second follow-up outcomes – Referred to Court</b>	<b>2 / 5</b>	<b>40.00%</b>	One later <b>complied</b> ; one <b>pending</b> (warrant issued; no further updates as of Jan 8, 2026)
<b>Third follow-up (for 2 still in violation) – Outcomes</b>	1	—	One <b>complied</b> ; one <b>court/warrant</b> as noted above
<b>Overall resolution (violation cases, eventual)</b>	<b>12 / 17</b>	<b>70.59%</b>	10 resolved at first F/U + 1 at third F/U + 1 via court compliance

**Notes & Data Limitations:**

- Two initial referrals (verified violations) were recorded in the system as if two separate visits occurred (entry anomaly).
- One “No Violation” case was nevertheless flagged for follow-up in system records.
- As of **February 23, 2026**, Code Enforcement did not provide **Notice of Violation (NOV) numbers**, limiting our ability to independently confirm dispositions with Municipal Court.

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***Appendix D – Illegal Parking***

**January 2024 Analysis of Illegal Parking Violations**

<b>Metric</b>	<b>Count</b>	<b>%</b>	<b>Notes</b>
Complaints logged (January 2024)	467	—	Monthly volume
Sample selected	28	—	Initial sample size
<b>Initial visit within 5 days</b>	<b>25 / 28</b>	<b>89.29%</b>	3 visits late by 1–3 days
<b>Initial visit outcomes – Not violations</b>	3 / 28	10.71%	No enforcement required
<b>Initial visit outcomes – Verified violations</b>	<b>25 / 28</b>	<b>89.29%</b>	Proceeded to either court referral or follow-up
<b>Initial visit compliance (within verified violations)</b>	<b>3 / 25</b>	<b>12.00%</b>	2 recorded as compliant; 1 complied during officer contact though status shows “Violations”
<b>Initial visit referrals to other departments/entities</b>	<b>19 / 25</b>	<b>76.00%</b>	All 19 issued citations at initial visit and referred to Court
<b>First follow-up timeliness (≤7 days)</b>	<b>3/3</b>	<b>100%</b>	Late: <b>0</b>
<b>First follow-up scheduled (from verified violations)</b>	<b>3 / 25</b>	<b>12.00%</b>	None were compliant at first follow-up; all 3 cited and referred to Court
<b>Second follow-up required</b>	0	—	All cases handled between initial visit and first follow-up
<b>Court referrals (total)</b>	<b>22 cases</b>	—	19 at initial visit + 3 at first follow-up
<b>Court offenses (total)</b>	<b>26</b>	—	4 cases had two offenses each
<b>Court outcomes – Cases found liable</b>	<b>20 / 22</b>	<b>90.91%</b>	By case
<b>Court outcomes – Offenses found liable</b>	<b>23 / 26</b>	<b>88.46%</b>	By offense
<b>Financials (assessed)</b>	—	—	<b>\$3,700.00</b> (Fines <b>\$2,250.00</b> ; Late/Collection fees <b>\$1,450.00</b> )
<b>Financials (collected)</b>	—	—	<b>\$580.00</b> (Fines <b>\$570.00</b> ; Fees <b>\$10.00</b> )
<b>Financials (outstanding)</b>	—	—	<b>\$3,120.00</b> (Fines <b>\$1,680.00</b> ; Fees <b>\$1,440.00</b> )
<b>Avg. time from court referral to final disposition</b>	—	—	<b>20.18 days</b>

**Notes:**

- Denominators: 28 for initial-visit metrics; 25 for verified-violation subsets; 22 cases / 26 offenses for court metrics.
- One case had mixed outcomes (two offenses): **Not Liable on one count, Liable on the second**; the \$25 fine was paid and is included in collected totals.
- Another case (one offense) was **dismissed** (Not Liable), with no fines assessed.

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*Appendix E – Sidewalk Obstruction*

**January 2024 Analysis of Sidewalk Obstruction Violations**

<b>Metric</b>	<b>Count</b>	<b>%</b>	<b>Notes</b>
Complaints logged (January 2024)	282	—	Monthly volume
Sample selected	27	—	Initial sample size
<b>Corrected sample (duplicates removed pre-test)</b>	<b>26</b>	—	One administrative duplicate removed
<b>Initial visit within 5 days</b>	<b>20 / 26</b>	<b>76.92%</b>	6 visits late
<b>Initial visit outcomes – Not violations</b>	8 / 26	30.77%	No enforcement required
<b>Initial visit outcomes – Verified violations</b>	<b>18 / 26</b>	<b>69.23%</b>	Proceeded to first follow-up
<b>First follow-up timeliness (from initial visit) – On time (≤7 days)</b>	<b>8 / 18</b>	<b>44.44%</b>	Late 10/18 (55.56%)
<b>First follow-up outcomes (for 18 violations) – In compliance</b>	<b>15 / 18</b>	<b>83.33%</b>	Resolved at first follow-up
First follow-up outcomes – Marked “No Violations” & referred to Streets/Maintenance	1 / 18	5.56%	Steep driveway; builder agreed to correct
First follow-up outcomes – Still in violation	1 / 18	5.56%	Required second follow-up
Data entry anomaly – Complied at initial visit but recorded as violation/first follow-up	1 / 18	5.56%	Workflow recorded as if follow-up needed
<b>Second follow-up required</b>	<b>1</b>	—	For the single case still in violation
<b>Second follow-up outcomes – In compliance</b>	<b>0 / 1</b>	<b>0.00%</b>	Not resolved at second follow-up
Second follow-up outcomes – Referred for cleanup	1 / 1	100.00%	Cleanup performed by property owner; tenants notified of pending case
<b>Court referral (single case) – Outcome</b>	1	—	Found <b>Guilty</b> ; fine <b>\$402.00 paid in full</b>
<b>Time from referral to final disposition (court case)</b>	528 days	—	Single case measure

**Notes:**

- Denominators: 26 for initial-visit metrics; 18 for first-follow-up metrics; 1 for second-follow-up metrics.
- One case complied during the initial visit but was recorded as a violation and had a follow-up scheduled (data entry anomaly).
- The single case requiring a second follow-up ultimately resulted in the property owner completing the cleanup and a court process that concluded with a paid fine of **\$402.00**. The court disposition took **528 days** from referral to final resolution.