

Organizational Structure and Staffing Direction City of Rockford CED – Construction & Development Services

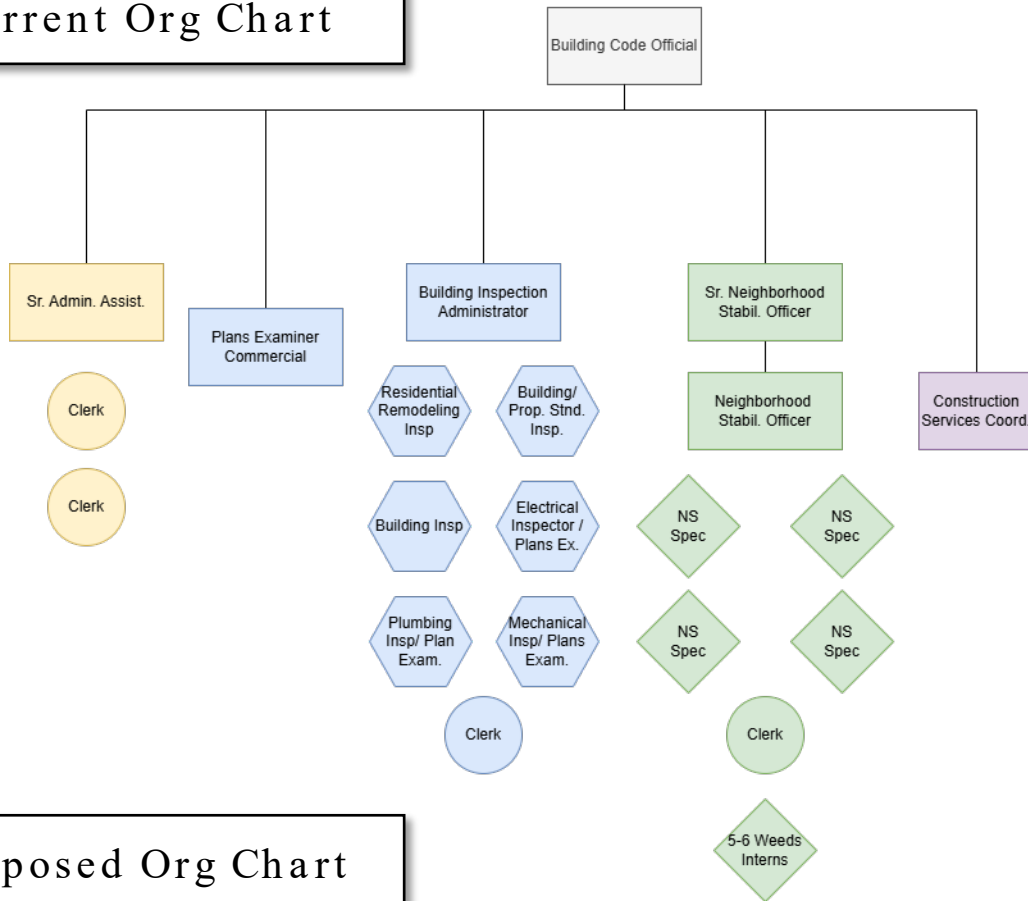
The **CURRENT** Construction and Development Services structure essentially consists of two primary operational sections: **Building** and **Neighborhood Standards**, with administrative support staff. The Building section currently combines building inspection, plans examination, property standards, clerical support, and construction services coordination under the Building Official. Property standards work is partially embedded within building inspector roles, representing approximately two full-time equivalents. Neighborhood Standards, which is now often referred to as code enforcement, does not currently have the same level of divisional identity, supervisory structure, or operational framework that the workload demands.

The **PROPOSED** organizational chart creates a clearer, more functional, and more consistent best-practices model. It includes a new Community and Economic Development Deputy Director / Building Code Official position; a new Building Division Manager / Deputy Building Code Official position; a commercial plans examiner and a new residential plans examiner; and six inspector positions, including building, combination, electrical, plumbing, and mechanical inspection / plans examiner roles. The proposed structure also maintains senior administrative support and establishes a distinct **Code Enforcement Division** with a Code Enforcement Manager, Code Enforcement Administrator, six Code Enforcement Specialists, clerical support, weeds interns, and a proposed **Vacant / Foreclosure Property Program** unit.

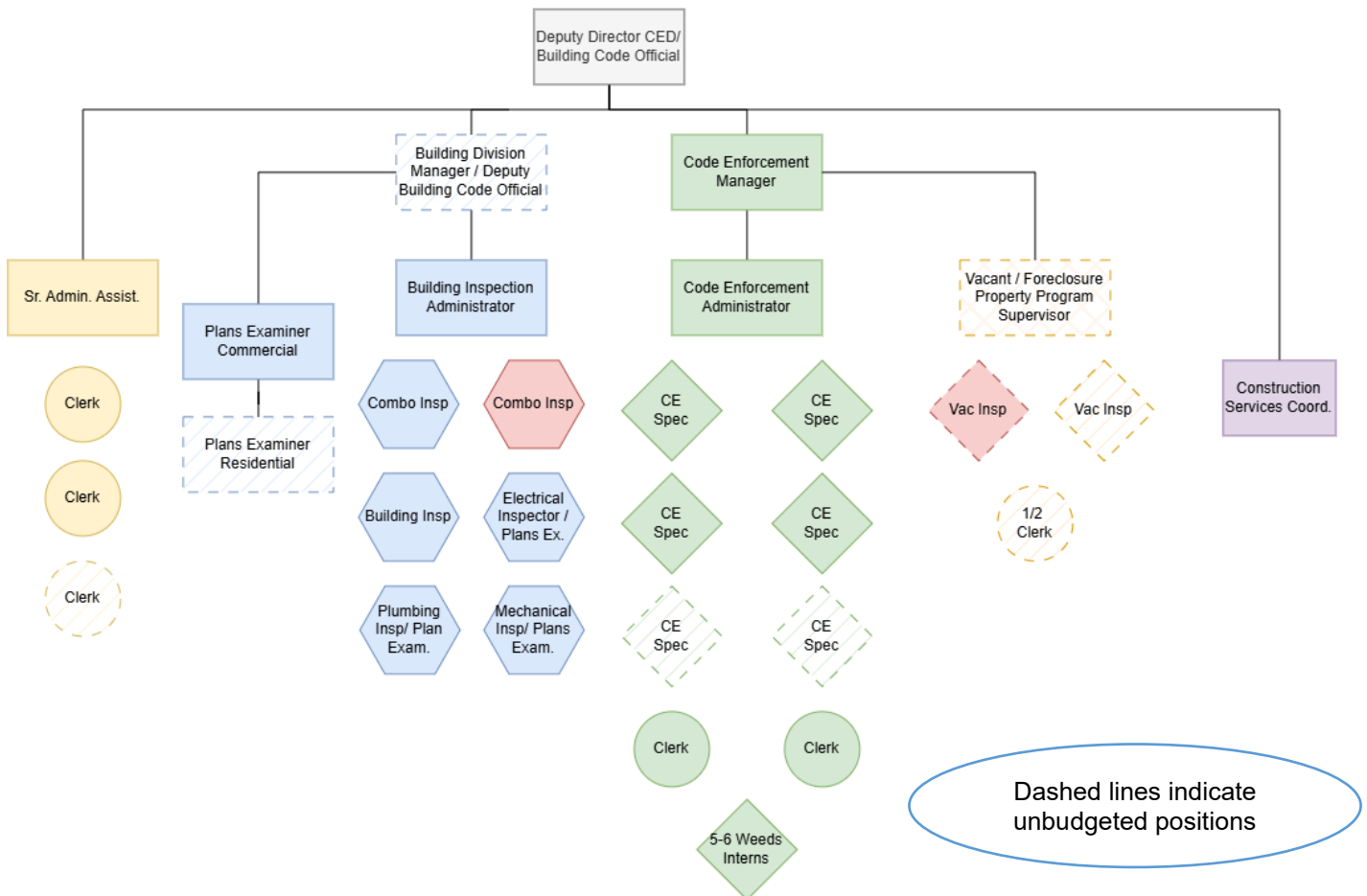
The **PROPOSED** organizational chart reflects the staffing structure currently necessary to maintain and enhance existing service levels. However, it should be viewed as an evolving framework rather than a final organizational structure. The proposed chart is not reflected in the 2026 budget, and the dashed positions are not budgeted for 2026. Those dashed positions should be evaluated as potential amendments to the current 2026 budget or as proposed 2027 budget items. The forthcoming full consulting report will provide additional discussion regarding future staffing considerations, growth-related needs, and potential implementation scenarios.

Understanding current budget constraints, one of the building inspector positions may be allocated to the Vacant / Foreclosure Property Program. This is indicated in **red** on the proposed organization chart.

Current Org Chart



Proposed Org Chart



Dashed lines indicate unbudgeted positions

Organizational Structure and Staffing Direction

City of Rockford CED – Construction & Development Services

Position / unit	Operational purpose	Budget / Implementation
CED Deputy Director / Building Code Official	Provides executive-level operational leadership, final code administration, cross-department accountability, problem-properties leadership, and development-services strategy.	Updated role should be reflected in authority documents, job description, performance expectations, and reporting routines.
Building Division Manager / Deputy Building Code Official	Provides day-to-day building division supervision, inspection/plan review coordination, staff development, and backup code official capacity.	New position to evaluate as a high-priority 2027 position to reduce single-point-of-failure risk.
Plans Examiner - Commercial	Maintains commercial/multifamily plan review capacity and supports development predictability.	Fee study should evaluate whether plan review fees recover the cost of this function.
Plans Examiner - Residential	Supports targeted residential plan review for new homes, additions, structural changes, decks, basement finishes, solar/roof coordination, and repeated field-correction categories.	Shown as dashed/future; should be considered for 2027 because Rockford currently pushes many residential corrections into field inspection.
Code Enforcement Manager	Provides division leadership, Council/ward priority coordination, case review standards, quality control, metrics, and interdepartmental coordination.	Core to making Code Enforcement an accountable division rather than a reactive case queue.
Code Enforcement Administrator	Oversees day-to-day operations, field training, evaluations, code hearing case review, and consistency among Code Enforcement Specialists.	New position supervises specialists and handles daily operations. Reports to manager.
Code Enforcement Specialists	This new role will conduct interior and exterior inspections of all types of properties. It combines Neighborhood and Property Standards.	2 additional specialists need to be added to maintain the current level of service.
Vacant/Foreclosure Property Program Supervisor	Runs vacant-property registry compliance, field verification, interior inspection coordination, registration enforcement, vacant building plans, and revenue/cost tracking.	Shown as dashed/future; should be evaluated as a self-funded or substantially self-funded 2027 position.
Vacant Property Inspectors	Verify vacant structures, inspect registered properties, support notices and rechecks, identify unsafe conditions and illegal occupancy, and support rehabilitation/demolition pathways.	Potentially self-funded through registry fees if enforcement is scaled.

Community and Economic Development

STAFFING UPDATE

JULY 27, 2026

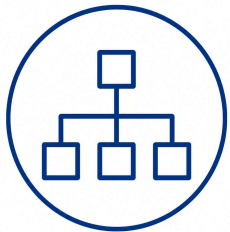


Agenda



Consulting Contract Update

- Full division assessment



Organizational Structure for Construction & Development Services (CDS)

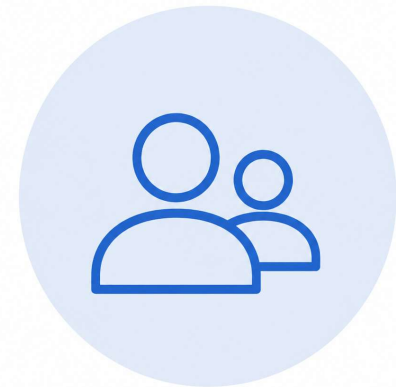
- Alignment of Services & Leadership
- Current & Proposed Structure

Consulting Contract Update

➤ Previous report provided

Full Division Assessment

- Brought in for observation, evaluation, and process improvement
- Also to serve as Building Official as needed
 - Staffing and Organizational Structure
 - Software for Permitting, Planning, and Code Enforcement
 - Process Improvement & SOPs
 - Training
 - Developing Priorities
 - Vision, Mission & Values

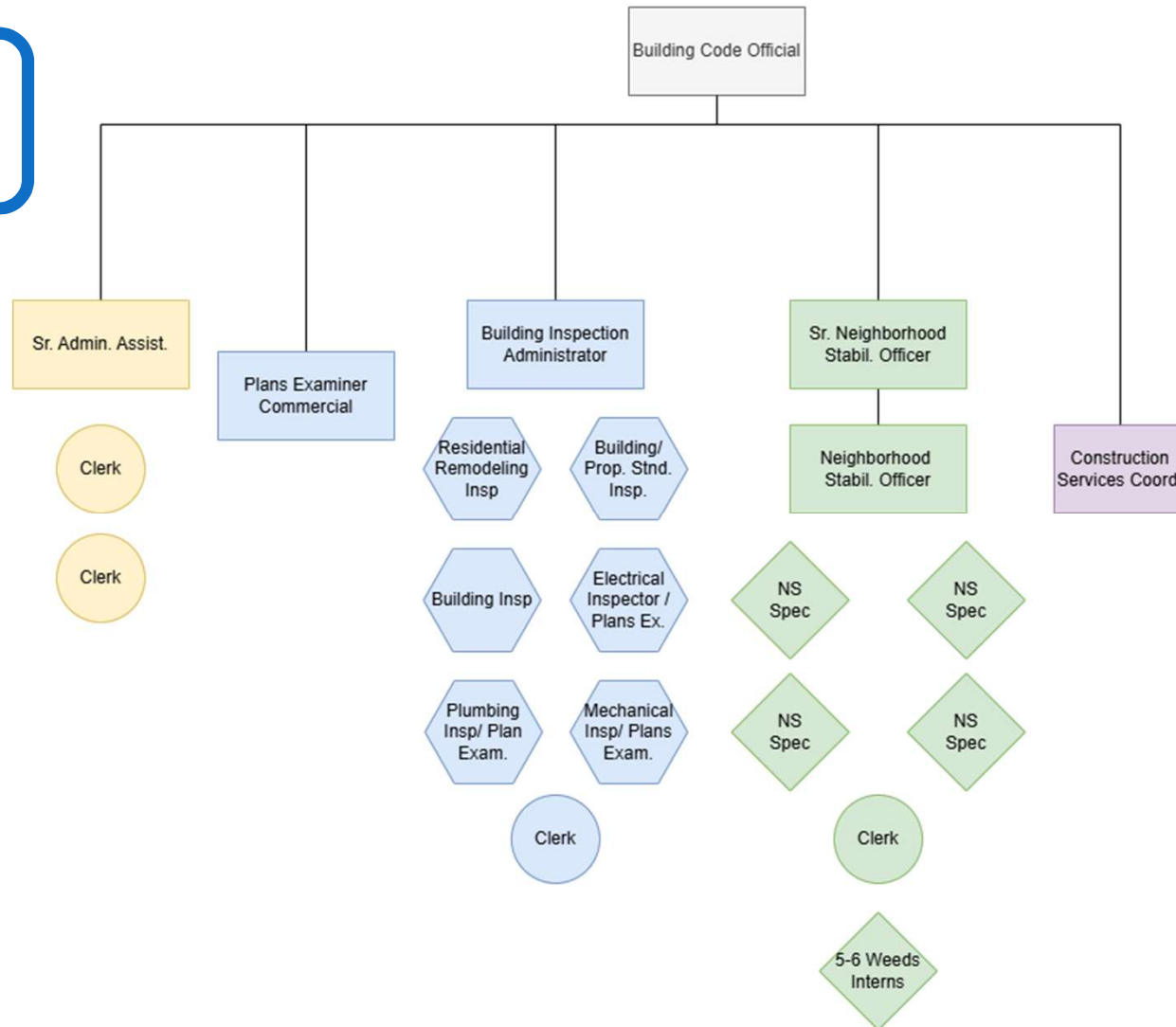


Staffing and Organizational Structure

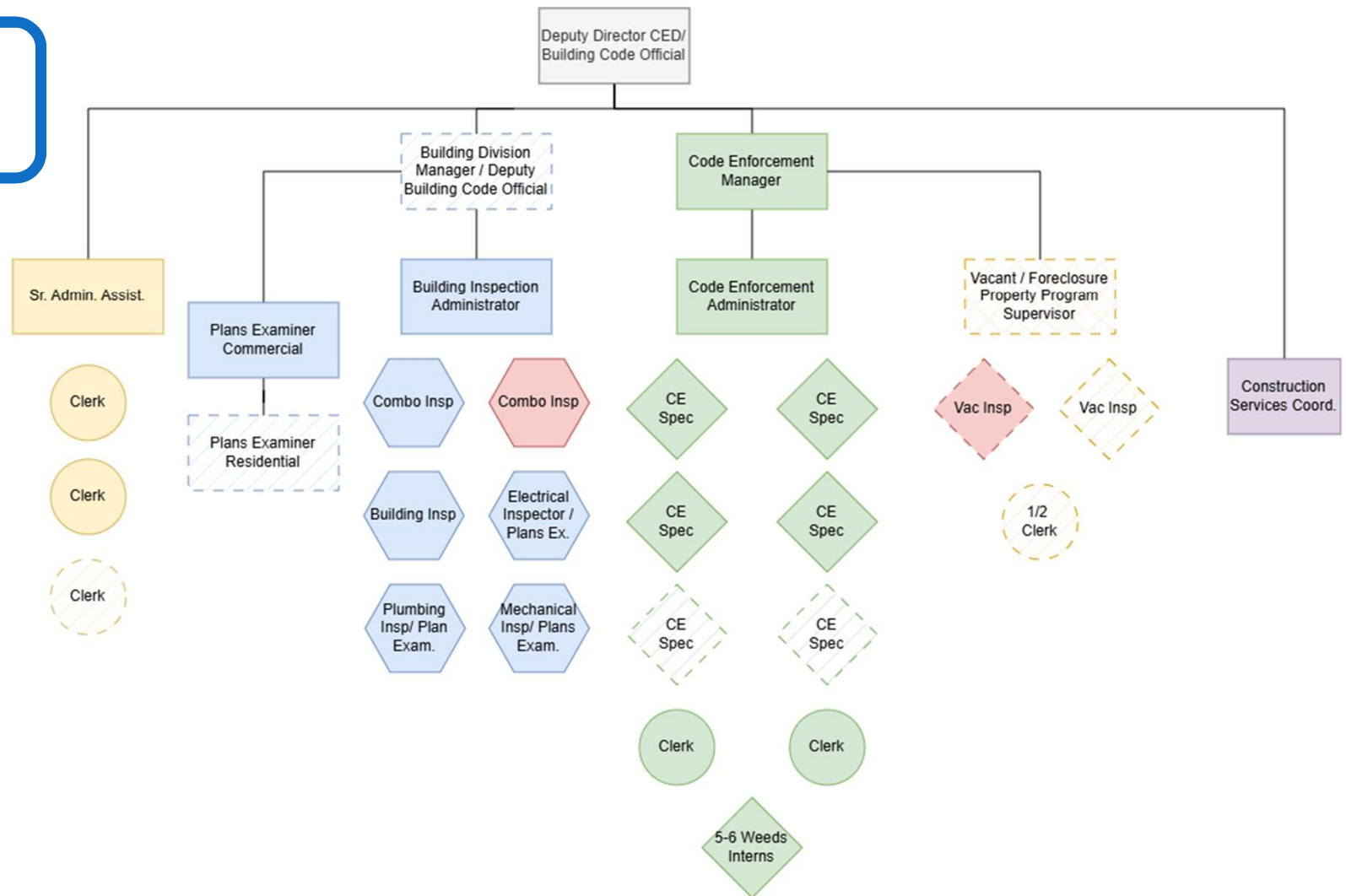
- Observed and evaluated division needs
- Looked at industry best practices and Rockford's needs
- Updated and Reorganized Organization Structure
- Staffing vs. Budget - may cause service deficiencies



Current Structure



Proposed Structure



Code Enforcement

Current:

- Property Standards under Building
- Neighborhood Standards separate

Proposed:

- Property Standards combined with Neighborhood Standards
- Code Enforcement now a single section
- Code Enforcement Management Enhancement
- Vacant / Foreclosure Property Program



Org Chart Preview

- Deputy Director of Community & Economic Development / Building Code Official
 - Expanded role, support entire CED department
- Building Division Manager / Deputy Building Code Official
 - Day-to-day supervision, backup building official
- Residential Plans Examiner
 - Currently Rockford DOES NOT do residential plans
 - Field changes become costly and delay projects
- Vacant / Foreclosure Property Program
 - 2,000 – 3,000 Vacant Properties (estimated)
 - Turn vacants into productive uses



Next Steps

- Release Full Report: anticipated in 1 month
- Code Enforcement Development
- Continued improvement



QUESTIONS??

