



City of Toledo

Division of Code Compliance

2026 Budget Committee

January 8, 2026

Our 2026 General Fund Budget Request

General Fund Budget Items for Year 2026 \$2,600,234

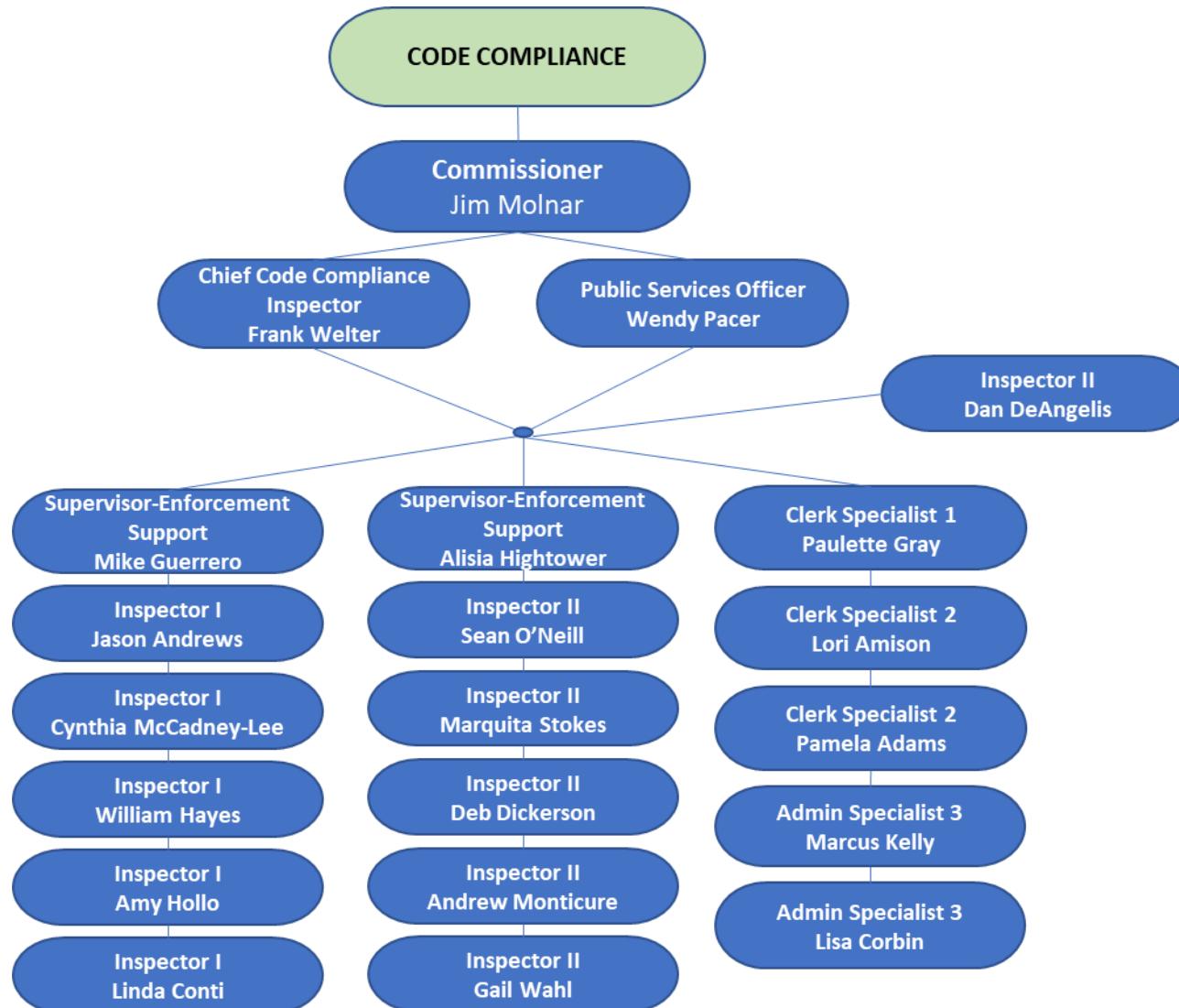
- A. Ask for Salary and Fringe Cost: \$2,186,296
- B. Ask for Training: \$14,800
- C. Ask for Supplies: \$80,692 (Office Supplies, Computer Supplies, Publications, Postage, Clothing & Linen)
- D. Ask for Computer Software: \$102,779
- E. Ask for Chargebacks: \$215,667 (Water, Phone, Copier, Insurance, Sewer, Muni Garage, Data)

Total 2026 Budget Request from General Fund: \$2,600,234

Total 2025 Amended Budget Request from General Fund: \$2,374,498

The 2026 Budget request is a 8.7% increase above the 2025 Amended General Fund Budget

Code Compliance 2026 Organizational Chart



Code Compliance Full-Time Equivalent Positions

Position Title	2024 Budget	2025 Budget	2026 Proposed Budget	% Funded by G.F.
Administrative Services Officer 2	2	0	0	100%
Admin Specialist 3	1	2	2	100%
Chief Code Inspector	1	0	1	100%
Clerk Specialist 1	1	1	1	100%
Clerk Specialist 2	1	2	2	100%
Code Compliance Inspector 1	8	7	5	100%
Code Compliance Inspector 2	2	4	6	100%
Commissioner	1	1	1	100%
Convenience Store Specialist 3	1	0	0	100%
Legal Technician	1	0	0	100%
Manager-Administrative Services	0.75	0	0	100%
Public Services Oficer 1	0	0	1	100%
Superintendent	0	1	0	100%
Supervisor-Enforcement Support	0	2	2	100%
Total	19.75	20.00	21	

Increase due to position change for 1 employee

Code Compliance Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Admin Specialist 3 Lead Safe/Rental Registry Enforcement Specialist	Lisa Corbin	Oversees rental registration, lead ordinance, assists with vacant property registrations	1	1	100%
Admin Specialist 3 Convenience Store Enforcement Coordinator	Marcus Kelly	Inspects convenience stores and other commercial properties as needed.	1	1	100%
Chief Code Inspector	Franklin Welter	Oversees employees and supervisors, citizen outreach, inspections, court hearings, policies, answers escalated calls, assists with budget preparation, time off approvals, leads division meetings, organizes training, develops policy & procedure, quality assurance, special projects. Employee discipline if required	1	1	100%
Clerk Specialist 1	Paulette Gray	Assists Dan with court processes, phones, mailings, walk-ins, processes payments, other duties as assigned. Monitors code compliance email, assists title companies.	1	1	100%

Code Compliance Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Clerk Specialist 2	Lori Amison	Payroll, purchasing, other duties as assigned, walk-ins, phones, payments, front desk coverage. Monitors code compliance email, assists title companies. Information requests.	1	1	100%
Clerk Specialist 2	Pamela Adams	Phones, mailings, will be backup payroll/purchasing once trained, court processes, sheriff sale updates, front desk coverage, walk-ins, payments, additional duties as assigned. Monitors code compliance emails, assists title companies.	1	1	100%
Code Compliance Officer	Wendy Pacer	Demo, demo lawsuits, appeals board, oversees clerks, supervisors and inspectors, answers escalated calls, time off approvals/timecards. Assists with budget preparation. Backup if Admin is off, employee discipline if required.	1	1	100%
Commissioner	Jim Molnar	everything listed, media,	1	1	100%
Inspector I	Jason Andrews	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, court appearances as needed	1	1	100%

Code Compliance Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Inspector I	Cynthia McCadney-Lee	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, court appearances as needed	1	1	100%
Inspector I	William Hayes	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, court appearances as needed. Division union steward	1	1	100%
Inspector I	Amy Hollo	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, court appearances as needed	1	1	100%
Inspector I	Linda Conti	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, court appearances as needed	1	1	100%

Code Compliance Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Inspector II Court Liaison	DeAngelis, Dan	Court inspections, prepares cases, appears in court for the division, provides advice & guidance related to court proceedings. Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, Court as needed	1	1	100%
Inspector II	Sean O'Neill	Court inspections, special projects, regular inspections when needed, inspects foreclosure properties for landbank, sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits for court, appear as needed.	1	1	100%
Inspector II	Marquita Stokes	Inspects properties, processes cases, neighborhood meetings, creates work orders, department union steward, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals.	1	1	100%

Code Compliance Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Inspector II	Deb Dickerson	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, court as needed Union Divisional steward.	1	1	100%
Inspector II	Andrew Monticure	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, court appearances as needed. Union Divisional Steward	1	1	100%
Inspector II	Gail Wahl	Inspects properties, processes cases, neighborhood meetings, creates work orders, TPD sweeps, Interior inspections for large complexes, enter and abates, health department referrals. Files affidavits, Court as needed	1	1	100%

Code Compliance Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Supervisor-Enforcement Support	Alisia Hightower	Wheel officer, oversees 5 inspectors, approves timesheets, assists walk ins, reviews mileage logs, vetting for transfers, inspections as needed, large complex inspections, team meetings	1	1	100%
Supervisor-Enforcement Support	Mike Guerrero	Illegal transfers, oversees 5 inspectors, approves timesheets, assists walk ins, reviews mileage logs, vetting for transfers, inspections as needed, large complex inspections, team meetings, property redemptions.	1	1	100%

A string of lightbulbs hangs from a black cord against a background of a colorful, abstract mural. The mural features horizontal bands of various colors including yellow, pink, purple, blue, and orange. The lightbulbs are clear glass with black bases, and the background is slightly out of focus.

2025 Accomplishments

2025 ACCOMPLISHMENTS TO DATE

Building a More Strategic, Consistent, and Equitable Code Compliance Division

The Division of Code Compliance continues to follow and implement the recommendations of the Center for Community Progress study, “A More Strategic, Equitable Approach to Housing and Building Code Enforcement in Toledo, Ohio” (2021).

This study serves as the framework for setting priorities, developing operations, and deploying limited resources to address complex and persistent housing challenges citywide.

While there is still work to do, the last several years have produced meaningful progress across organizational structure, technology, partnerships, and on-the-ground outcomes.



Approximate housing units per inspector

2025 ACCOMPLISHMENTS TO DATE

I. Organizational & Cultural Change (*Purpose-Driven Compliance*)

• Cultural shift from “checking boxes” to working with intention

- Moving away from going through the motions toward deliberate, outcome-focused enforcement
- Staff encouraged to understand *why* an action is taken, not just *what* action is required
- Greater emphasis on problem-solving, judgment, and consistency

• Enforcement philosophy realigned around compliance and fairness

- Focus on education, transparency, and opportunity to remedy
- Clear pathways for extensions, owner Action Plans, and the **Save Your Home from Demolition** program
- Accountability remains, but escalation is purposeful rather than automatic

• Policies and procedures centralized to support intentional decision-making

- Single handbook provides clarity so staff can act with confidence and consistency
- Reduces mixed expectations and “assembly-line enforcement”
- Allows staff to focus on outcomes instead of process confusion

2025 ACCOMPLISHMENTS TO DATE

II. Workforce Development & Professionalization

- **Empowered workforce supported by training and professional development**

- Investment in education and certification reinforces confidence, judgment, and professionalism
- Encourages staff to see their work as public service with real neighborhood impact

- **Training and certification program launched:**

- Continuing Education offered for entire Code Compliance in Team Setting in best practices and legislative updates (clerks, inspectors, supervisors, administration)
- 10 team members now certified IPMC Inspectors
- 4 staff hold dual IPMC and Zoning certifications
(Only 19 individuals statewide are dual-certified, reflecting a high level of expertise)

2025 ACCOMPLISHMENTS TO DATE

III. Systems, Data, and Process Improvements (*How the work gets done*)

- **Improved data collection and analysis using tools such as Tolemi:**

- Centralized property information
- Identification of repeat offenders
- Monitoring of compliance trends

- **Modernized workflows across:** (*Improving consistency, transparency, and tracking*)

- Inspections
- Property transfer vetting
- Illegal transfer identification
- Court review screening

- **Vacant Property Registration added to the online permit portal**

- Online payments remain a next implementation step

- **Continued rollout of the “Vetting and Consent to Transfer” policy**

- Coordinated with title companies and prospective buyers
- Prevents problematic transfers before they occur

2025 ACCOMPLISHMENTS TO DATE

IV. Strategic Programs & Project Examples (*Visible, concrete results*)

•ODOD Demolition Grant Program (with Urban Beautification & Lucas County Land Bank):

- Approximately 700 demolitions completed

•Candidate for Demolition Program:

- Identifies highest-risk properties for strategic funding
- Requires safety/internal inspection to qualify for *Save Your Home*
- 250+ properties currently identified

•Save Your Home from Demolition Program:

- Requires properties identified for demolition to be brought to safe, habitable condition
- Reinforces compliance-based outcomes while preserving housing stock

•Targeted sweeps of large property owners:

- Improves compliance
- Reduces blight
- Enhances health, safety, and welfare for tenants and neighborhoods

2025 ACCOMPLISHMENTS TO DATE

V. High-Profile Outcomes & Inter-Agency Coordination (*Results that required partnership*)

- **Successful resolution of high-profile cases:**

- Riverside Mobile Home Park
- Covenant House

- **Improved inter-agency coordination with:**

- Urban Beautification
- Building Inspection
- Toledo Police Department
- Law Department
- Engage Toledo

- **Court-ordered abatements coordinated with Urban Beautification and TPD**

- **TEAM Initiative / Quality of Life Program with TPD**

- **Enforcement and collections improvements:**

- Over \$50,000 in fines collected with Finance Department support
- Passage of ordinance enabling third-party collections through the Law Department

2025 DATA

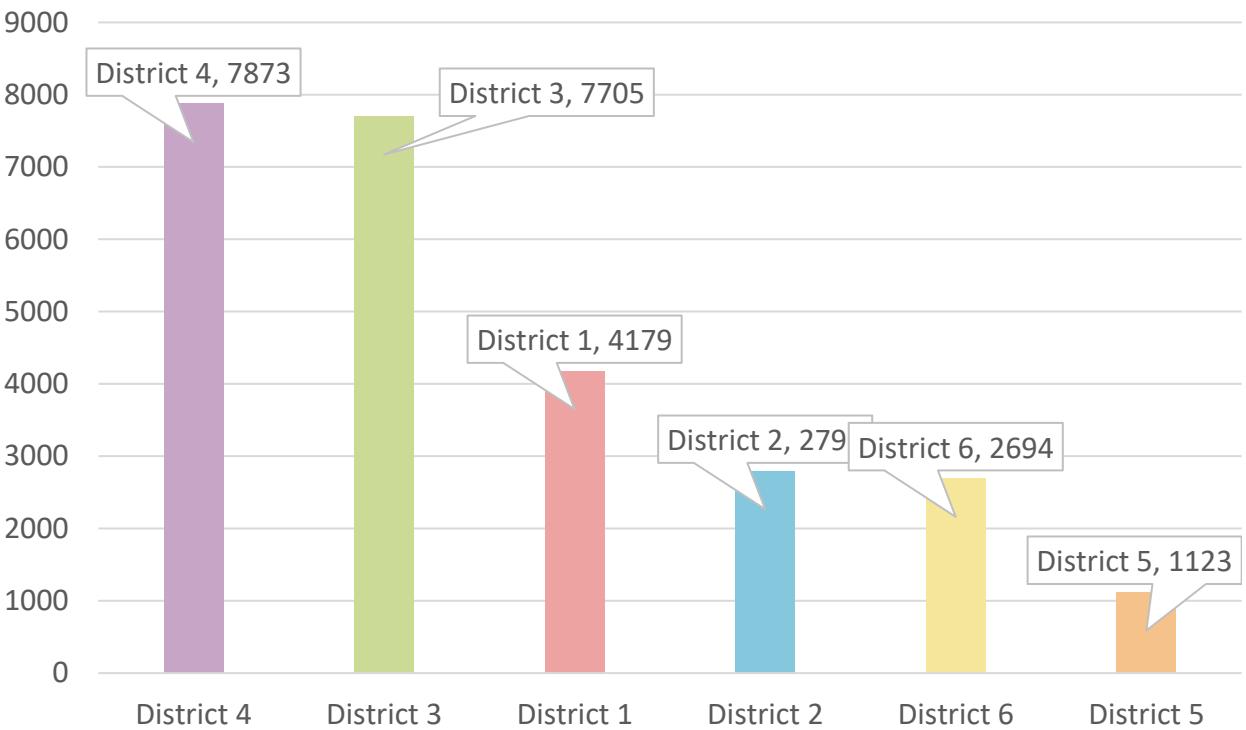
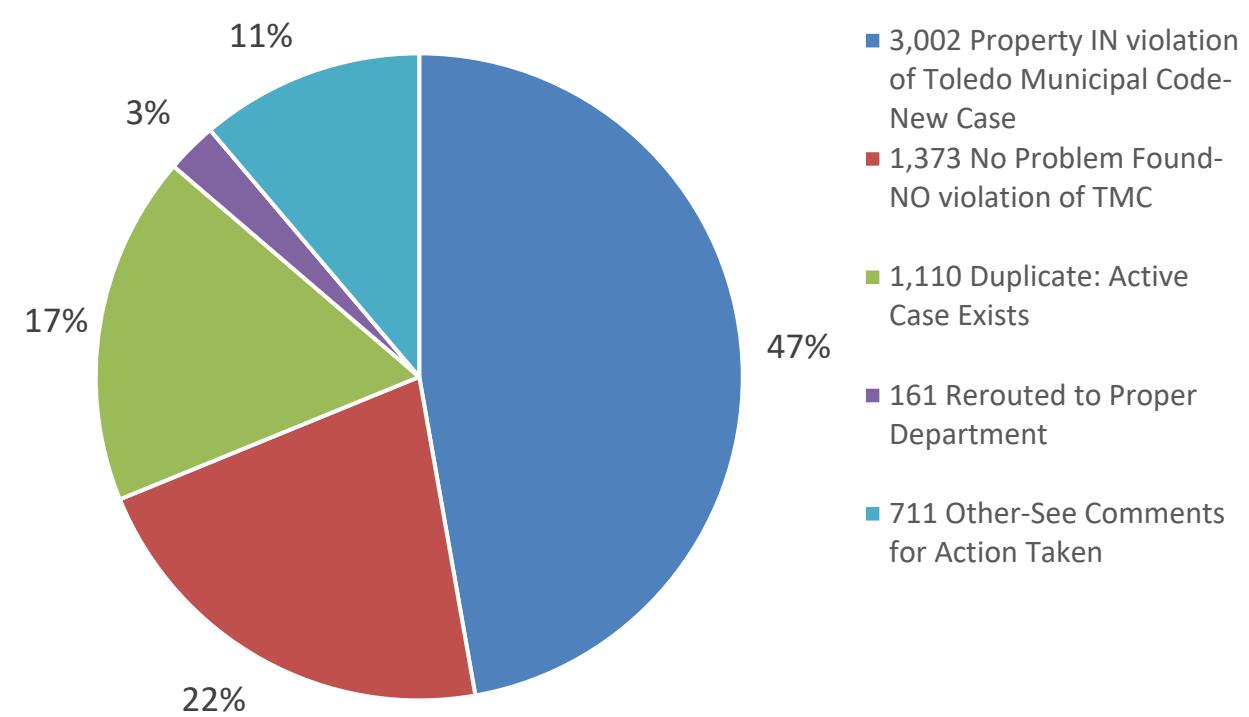
The 47% of Service Request that were indeed in violation of TMC resulted in a total of 26,371 actions

Actions: Re-inspections/Extensions/Fines/Court Filings/Tow Notice/Posting Notices/Additional Violations

Highest volume areas that need follow up, sweeps, and proactive inspections

2025 Service Requests/Resident Complaints through Engage

Toledo Total: 6,287



A string of lightbulbs hangs from a black cord against a background of colorful, abstract shapes. The shapes are in shades of yellow, pink, purple, and blue, creating a vibrant, artistic backdrop.

2026 Priorities

2026 PRIORITIES

A Strategic Roadmap Powered by a Small but Highly Capable Workforce

The Division of Code Compliance's recent accomplishments reflect deliberate progress aligned with the recommendations of the *Center for Community Progress*' study, "A More Strategic, Equitable Approach to Housing and Building Code Enforcement in Toledo, Ohio." This study continues to serve as the Division's roadmap for success.

Through a small but highly capable and caring workforce, Code Compliance has focused on building the right foundation — modernizing policies, strengthening systems, and targeting risk more effectively.

These efforts demonstrate how strategic alignment and disciplined execution can produce meaningful results, even with limited resources.

The priorities that follow represent the next phase of this roadmap.

2026 PRIORITIES

Strengthening Compliance Through Data, Policy, and People

• Data-Driven Enforcement

- Continue leveraging *Tolemi* to identify high-risk properties and repeat offenders
- Combine data insights with resident input (polls / focus groups) to prioritize enforcement

• Policy Implementation

- Finalize and implement revised **Vacant Property** and **Rental Registration** policies
- Ensure consistent workflows, staff training, and public guidance

• Multi-Property Ownership Strategy

- Pilot a systematic approach to tracking and engaging **Top Residential Owners**
- Coordinate inspections and compliance across multiple properties

• Owner Engagement & Culture of Compliance

- Expand transfer reviews, Action Plans, and *Save Your Home* applications
- Emphasize education, fairness, and timely remediation to prevent escalation

• Workforce Development

- Increase inspector capacity through ICC certification and cross-training
- Maintain service levels despite staffing and resource constraints

2026 PRIORITIES

Operational Efficiency, Legal Tools, and Sustainable Outcomes

• Legal Coordination

- Establish a **Legal Supervisor / Court Liaison** to support case flow and compliance follow-up

• Operational Efficiency & Access

- Improve responsiveness through streamlined workflows and technology
- Implement **online payment options** for Code Compliance fines

• Conduct Polls/Focus Groups

- Meeting with stakeholders to try and prioritize what citizens believe are the “Top 10” issues which Code Compliance should focus on.

• Revenue Stabilization

- Continue implementation with collections to pursue approximately **\$1.5M in uncollected fines**
- Explore civil actions and liens where appropriate
- Reinvest recovered funds into staffing, demolitions, and technology

• Multi-Unit Apartment Complex Licensing (Exploration)

- Develop a licensing program for large apartment complexes to address life-safety risks at scale

• Transparency & Public Access

- Continue improving *Tolemi*, including development of a **public-facing platform** for residents and title companies



Thank you.

➡ **toledo.oh.gov**