

Audit Report

***Community Development
Department ~
Building & Safety
Permits & Inspection Fees***

January 2013

AU13-02

City Manager
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Riverside, California

REPORT SUMMARY

Building & Safety is a division of the City of Riverside's Community Development Department (CDD). The division ensures that new and remodel construction adheres to state and local laws for building, electrical, housing, mechanical, and plumbing codes, disabled access regulations, energy conservation, green building regulations, etc. The division issues permits and conducts field inspections of construction work for compliance with those regulations and codes.

City leaders have long envisioned a customer-centric service model for building permitting and inspection customers. Much progress has been made over the past few years; the new CDD Director is poised to “harness the potential of technology” by implementing workflow processes to streamline the customer experience. Several online “tools” to improve customer service and speed the permit process can be found on the Division’s website at <http://www.riversideca.gov/building/>. Accessible online are drawings, forms and handouts for a variety of projects, current and archived building permit activity, and previously issued permit information by street name and address. Inspections can be scheduled using the Building and Safety Division’s automated Inspection phone number (951) 826-5361.

In prior audits (2006 and 2008) we found that the permitting system, PermitsPlus, lacked internal edit and process controls. These appear to have been corrected. Overall, we found that the permitting system has limited and appropriate employee (user) access, automatically calculates fees based on plan reviews and valuation levels, and has limited approval and modification capability. The Building and Safety Division has formal and comprehensive procedures to guide appropriate permitting and fee assessment practices. Staff is very knowledgeable and customer-oriented.

Trust Accounts In the prior performance audits of Building & Safety, we noted that an escrow/ trust account for certain construction projects was established within PermitsPlus, but was not being monitored to ensure that remaining balances in the trust account (also recorded in the general ledger as a liability in Special Deposits (Fund 720; GL Object 224200) were refunded when the project was completed and all inspections finalized. A balance of \$50,654 for these trust accounts has remained on the City’s financial records with no activity since 2009. While extensive efforts have been made by staff in CDD to research and refund these funds, based on our recommendation and with concurrence from the City Attorney’s Office and the City Controller, the funds were transferred as of December 31, 2012 to Miscellaneous Revenue in the General Fund. See the attached *Appendix A* for specifics of the trust/escrow accounts.

Fees and Charges Since the construction slow-down that began in 2008, the division has not been able to generate enough revenue to fully offset administrative expenditures. According to the Associated General Contractors (AGC) of California, there are signs that the overall construction market will grow slowly in 2013, most of it in manufacturing construction, with many contractors expecting recovery by 2015. As construction increases over time, consideration should be given to amending permit and inspection fees and charges.



Long-Term Financial Strategy The CDD Director has recently developed a new strategic plan to assist in setting priorities, establishing goals and creating objectives and action items

that includes the implementation of new technology to benefit businesses and residents while streamlining internal administrative processes. However, there does not appear to be a formulated long-term financial strategy that will provide financial sustainability. While increased economic development will help to offset the Department/Division administrative costs, a financial option to consider is capitalizing on Code Enforcement's revenue stream; establish a "reserve fund" or "special fund" for future Department/Division investments. Of course, this option would need City Manager and City Council approval.

Conclusion Based on our review and testing, in our opinion the Building & Safety Division has implemented adequate internal control processes and a system control environment related to its building permit, fee assessment and collection process. We have one internal control finding/recommendation that we believe will strengthen financial integrity of permit and inspection fee revenue in PermitsPlus and IFAS. This report has been discussed with and reviewed by CDD management. Management's response to our recommendation is included with the finding.

We extend our appreciation to the Community Development Director, Building & Safety Manager and the personnel who assisted and cooperated with us during the audit.

-Cheryl Johannes, Internal Audit Manager

OBJECTIVES, SCOPE, AND METHODOLOGY

Objectives

Our audit objectives were to assess general building permitting activities and the related fee calculations to determine the integrity and compliance of these processes with City Code and applicable regulations. Our second objective was to assess the financial integrity of fees collected and recorded on the City's financial records (IFAS) and in PermitsPlus.

Scope and Methodology

The activities of Planning and that of other departments involved in the City's building permit process other than Community Development's Building & Safety Division were not included in the scope of this audit.

Our review was conducted during the period from November 2012 through January 2013. We focused our efforts on gathering and analyzing information relative to the building permit process from application through final inspection and collection of related fees. Our review encompassed the activity period of July 1, 2011 through June 30, 2012. Where appropriate, we also included information reflecting current state of business operations related to the City's building permit and inspection process. We relied upon the following to conduct our review:

- Prior internal performance audits AU06-09 (2006) and AF08-01 (2008);
- City Municipal Code Title 16 – Buildings and Construction, Chapters 16.04 through 16.20;
- Data from Accela permitting system (PermitsPlus);
- Data from the City's financial system, IFAS;
- Building & Safety documented procedures; and
- Physical walk-through of the permit processes and procedures.

We performed permit process and fee assessment testing of judgmentally selected commercial and residential permit applications for valuation amounts, permit fees assessed and paid, and confirmation of inspections completed. Due to the lack of hard case files and paper documentation, we relied on the accuracy of data reflected in PermitsPlus, including but not limited to project valuation figures, square footage, key permitting dates for application, permit issuance, plan review, plan processing and inspections.

Our review was conducted in accordance with the *Standards for the Professional Practice of Internal Auditing* of the Institute of Internal Auditors. Those standards require that the audit is planned and performed to afford a reasonable basis for judgments and conclusions regarding the department, division, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws and regulations when necessary to satisfy the audit objectives. We believe our audit provides a reasonable basis for our conclusions.

BACKGROUND

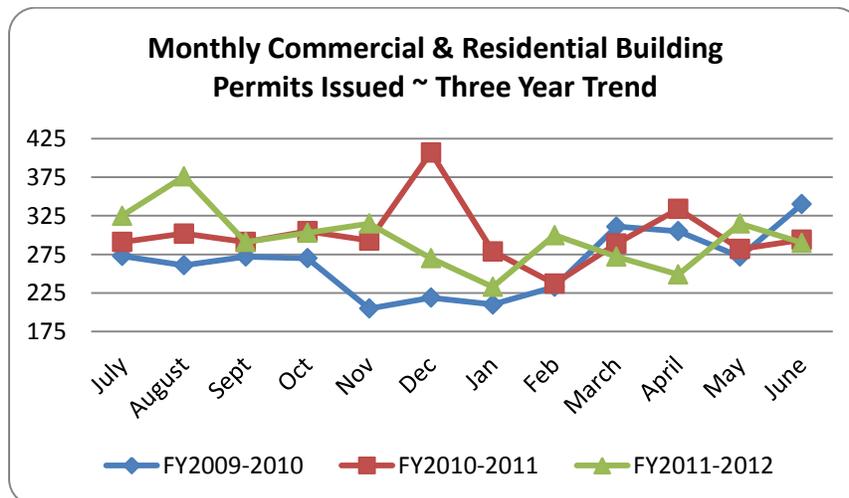
A City of Riverside permit is needed for all new commercial or residential construction, as well as for repair or replacement of existing fixtures, such as replacing windows. A plumbing, electrical or mechanical permit is needed for any addition or changes to a building's existing system (i.e., moving or adding an electrical outlet). Some projects can be handled with over-the-counter permits.



Building and Safety Division review includes looking at both how land is used and how buildings are built. Planners compare how the land is used with the zoning code while building plan reviewers and engineers compare how buildings are built with the building codes. Building staff not only review and approve plans but also inspect the site throughout construction to ensure work is performed according to approved plans. Federal, state and local laws govern construction, alteration, enlargement, conversion, reconstruction, remodeling, rehabilitation, erection, demolition, moving or repair of a building such as those covering energy conservation and disabled access. There are additional partners in the review process who look at how roads, sewers, fire safety, water supply and storm water are affected by a project. Because there are many different types of building (construction, remodel, installations, demolition) projects (commercial and residential), there are many different permit types. Refer to *Appendix B* for a narrative of the permit and inspection process.

Permits Issued PermitsPlus is used to process a building permit application, calculate and collect permit fees and track project workflow. Activity data is extracted from the system weekly; a monthly *Activity Report* is provided to CDD and Building Division management. The report includes number of permits issued by category (residential, commercial and miscellaneous) and related permit fees collected.

Total permits issued for the past three fiscal years were 3,171, 3,604 and 3,539 respectively. The following chart reflects the monthly trends for the past three fiscal years. The spike in December 2010 was due to the issuance of residential permits for construction of new two-story homes by *TRI Pointe Homes* in the Riverwalk area.



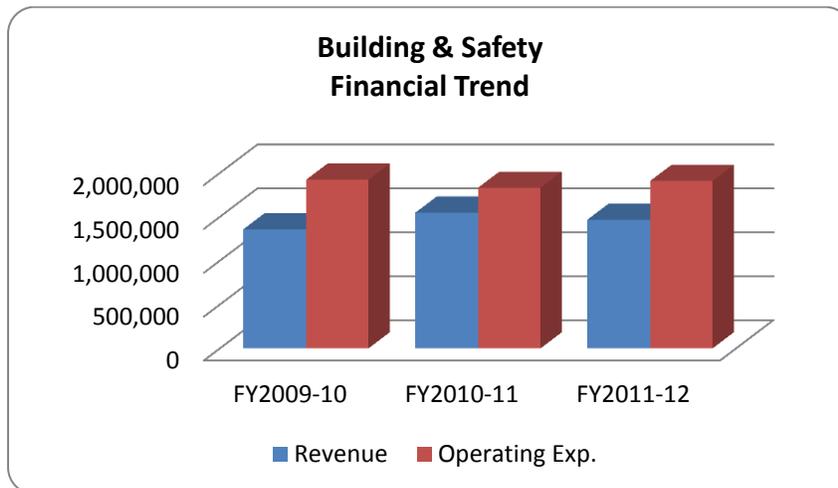
Permit & Inspection Fees Building & Safety fees for residential, commercial, electrical, plumbing, mechanical, site development, inspections and other compliance services are calculated to recover the full cost of administering and enforcing building codes. Authorized fees are intended to recover direct and indirect costs and are not permitted to exceed anticipated reasonable costs to administer and enforce Building and Municipal Codes.

The City sets permit fees via an approved City Council resolution, typically annually. Some fees are based on flat rates while others are calculated based on variables such as square footage or project valuation. Plan review fees must be paid at the time of application submittal and before plans are routed to plan review; all other permit fees are finalized, invoiced and payable when a permit is issued.

It is a “best practice” to examine on a regular basis the alignment between fees and the cost of services. Due to the economic downturn, permit and inspection fee rates have not increased since 2010 under the direction of the City Council.

Financial Impact Total building permit revenue for the past three fiscal years was \$1.4M, \$1.5M and \$1.5M respectively. Permit issuance and related fees are expected to move in an upward track as the local economy begins to rebound and Economic Development actively pursues new business for City growth.

	<u>FY2009-10</u>	<u>FY2010-11</u>	<u>FY2011-12</u>
Revenue \$	1,358,191	1,547,629	1,467,706
Operating Expenses \$	1,921,119	1,830,910	1,907,613



Source: IFAS

While CDD has developed a new strategic plan that includes Building & Safety, there does not appear to be a long-term financial strategy to increase the revenue stream to support long-term planned improvements (i.e., tools for electronic inspection reporting from the field), while ensuring business activities are covered by the revenue they generate. As the building industry rebounds in Riverside, CDD should consider aligning division administrative costs with the fee structure, to ensure the division is fully recovering its operating costs. Fees should not over-recover the cost of providing division services to the public.

CONCLUSION

Based on our review and testing, in our opinion the Building & Safety Division have a strong process and system control environment related to its building permit, fee assessment and collection process. The recommendation included in this report is intended to strengthen financial system controls.

A draft audit report was provided to the CDD Director and the Building Official; a meeting to discuss our assessment of the function and content of the draft report was conducted on February 8, 2013. The Department's comments and concerns during this discussion were considered prior to finalizing the report.

We extend our appreciation to the Community Development Director, Building & Safety Manager and the personnel who assisted and cooperated with us during the audit.

- Cheryl Johannes, Internal Audit Manager

FINDING & RECOMMENDATION

Finding 1: Reconciliation Needed to Ensure Data Integrity in IFAS and PermitsPlus

Building permit and inspection fees calculated and recorded in PermitsPlus are not automatically transmitted to the City's financial system, IFAS. Payments (revenue) in IFAS are recorded to the proper GL Objects by Treasury upon receipt of cash/checks/credit cards. The two systems frequently reflect different amounts collected. Data processing errors can cause differences in system records. For FY2011-12, Building Division revenue in IFAS was \$37,244 greater than PermitsPlus, a variance of only 2.5%. Regularly scheduled reconciliation helps detect system problems, manual recording errors and ensures data integrity.

Recommendation:

Ensure data contained in IFAS and PermitsPlus is accurate and complete by conducting routine reconciliations (monthly or quarterly; prior to fiscal year-end) of permit/inspection fees collected and recorded in the two systems. Investigate variances and identify corrective actions.

Management's Response

CDD management concurs. The replacement or upgrade to Permits Plus is needed to integrate the data from the land management software to the City's financial system to bring greater efficiencies through a significantly reduced manual process.

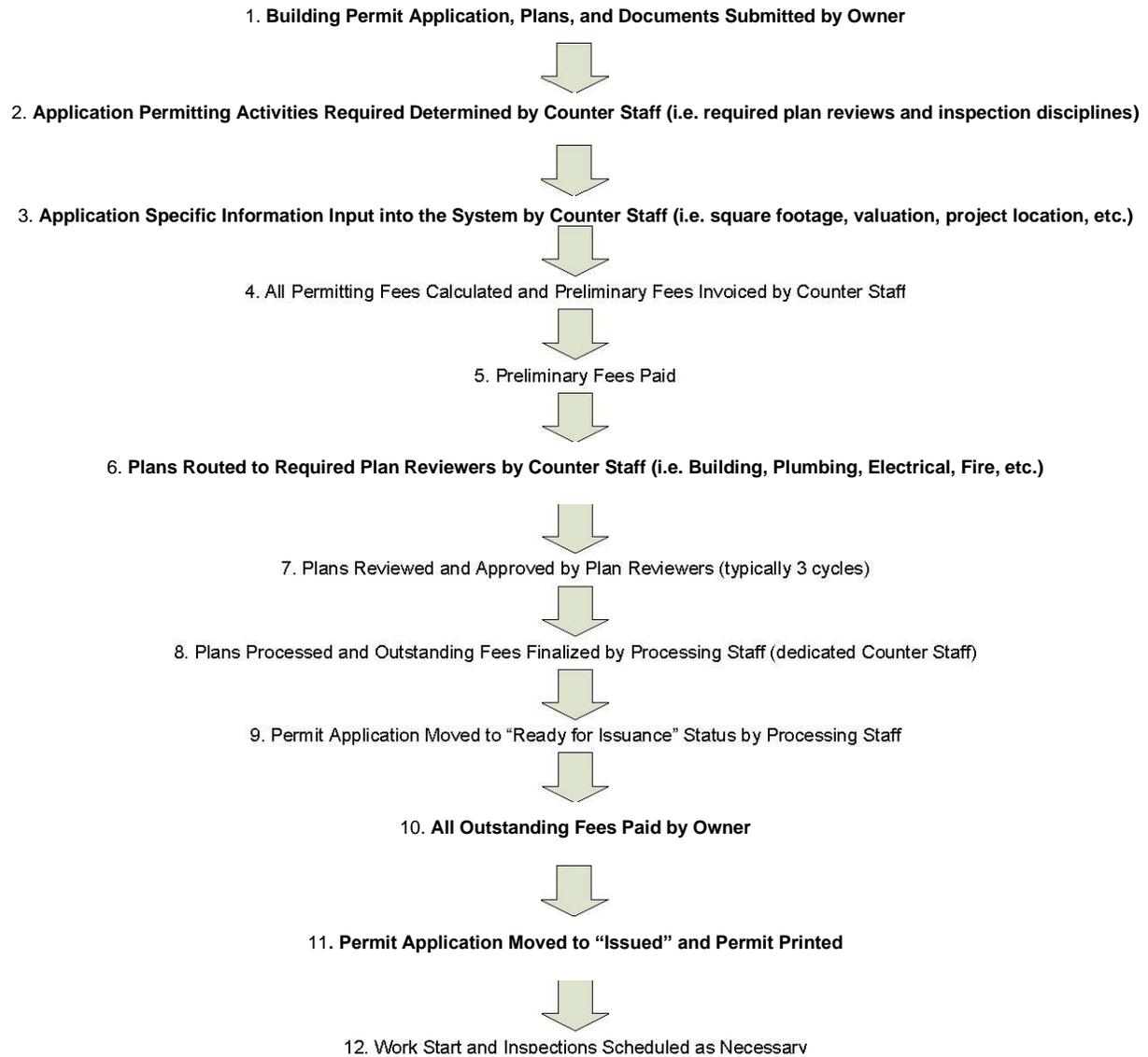
Appendix A

TRUST ACCOUNT ACTIVITY

BUILDING AND SAFETY TRUST 0000720 - 224200					
Trust Key	Name	Description	Balance	Date Deposit	Date Last Activity
TRU0000003	David De Gennaro	Clearing Account	\$ 91.82	08/28/2009	08/28/2009
TRU0000018	Prestige Homes	Tract 29478	\$ 1,995.70	09/24/2003	10/07/2004
TRU0000023	Riverside Community Health Foundation	Riverside Community Health Foundation 04-0121	\$ 151.17	01/07/2004	04/21/2008
TRU0000025	D R Horton Los Angeles Management	D R Horton	\$ 74.39	12/30/2003	01/04/2007
TRU0000027	A C Nejedly	Historic Consultant	\$ 650.93	05/05/2004	12/14/2004
TRU0000030	Sycocanyon5 TIC	Sycocanyon5 TIC	\$ 10,854.86	06/18/2004	11/04/2005
TRU0000031	Renaissance Radiology Medical Group, Inc	Renaissance Radiology Medical Group, Inc 04-3565	\$ 154.00	06/18/2004	06/18/2004
TRU0000034	The Source Group, Inc	The Source Group, Inc	\$ 54.60	06/09/2004	01/28/2005
TRU0000035	The Sheepfold	The Sheepfold for 04-1321	\$ 25.00	08/10/2004	08/10/2004
TRU0000039	Magnolia Avenue Baptist Church	04-5948 - Magnolia Ave Baptist Church	\$ 579.95	10/06/2004	10/06/2004
TRU0000040	PDE Financial Imprest Account	04-6264 thru 04-6270 PDI Financial Imprest Acct	\$ 8,998.93	10/25/2004	05/19/2005
TRU0000041	Shields Restaurant Group	Morgan T and Annamarie E Shields - 04-6670	\$ 1,754.50	11/17/2004	11/17/2004
TRU0000045	Alvarez Lincoln Mercury Jaguar	Alvarez Lincoln Mercury Jaguar	\$ 165.00	12/22/2004	12/22/2004
TRU0000046	Bryan Bergeron	Bryan Bergeron - Beazer Homes	\$ 4.54	01/04/2005	07/28/2005
TRU0000048	Wald Oakridge Holdings	Wald Oakridge Holdings	\$ 1,484.45	03/14/2005	03/14/2005
TRU0000049	T T L Building Company	TTL Building Company, Inc	\$ 1,500.00	03/24/2005	03/24/2005
TRU0000050	KB Home	KB Homes	\$ 6.61	03/31/2005	03/31/2005
TRU0000054	Canyon Springs Marketplace North CP	Canyon Springs Marketplace North CP	\$ 17.96	06/29/2005	06/13/2007
TRU0000056	Providence Day Street LLC	Providence Day Street LLC	\$ 2,463.45	06/30/2005	06/30/2005
TRU0000057	KB Home	KB Home	\$ 10.43	07/14/2005	06/15/2007
TRU0000059	Operating Engineers Pension Trust	Operating Engineers Pension Trust	\$ 1,943.77	09/07/2005	09/28/2006
TRU0000061	Canyon Crossings, LLC	Canyon Crossings, LLC	\$ 4,475.97	11/16/2005	11/16/2005
TRU0000064	Goodrich Aerostructures Group	Goodrich Aerostructures Group	\$ 935.35	03/01/2006	10/14/2008
TRU0000067	Trammell Crow Company	Trammell Crow Company - 06-2453	\$ 1,693.45	06/08/2006	06/08/2006
TRU0000070	McPhillips Investment LLC	McPhillips Investment LLC	\$ 470.00	06/09/2006	06/13/2006
TRU0000071	Low and Archibald Reg, Inc	Magnolia Business Center - 06-2864	\$ 5,851.00	06/21/2006	06/21/2006
TRU0000077	MBK Homes, Inc - Tract 31014	MBK Homes, Inc - Tract 31014	\$ 3,000.00	08/24/2006	08/24/2006
TRU0000078	92 Magnolia LLC	11511 Magnolia Ave	\$ 166.00	01/25/2007	01/25/2007
TRU0000081	Brookton Medical Building - Doug Jacobs	Jones & Stokes - Jacobs Medical Ctr Bldg EIR	\$ 1,040.53	02/15/2007	12/29/2008
TRU0000086	Western Realco	Jones & Stokes - Western Realco Alessandro EIR	\$ 28.06	09/10/2007	03/11/2009
TRU0000092	Century Quality Management, Inc	Century Quality Management, Inc	\$ 11.84	11/19/2007	11/19/2007
			\$ 50,654.26		

Appendix B

Public Counter Submission Process



Appendix B

Narrative Description of the Community Development Department

Building & Safety

Permit and Inspection Processes

CDD's Building & Safety (B&S) Division is responsible for structural and life-safety concerns related to construction, demolition, or alteration of buildings within the City of Riverside. The Division governs parcels, but not public ways. As such, the Division is responsible for reviewing construction plans, issuing permits (building, demolition, etc.) and conducting inspections on permitted projects. The California Building Standards Code determines when a project requires a permit— Chapter 1 Section 105.1¹ states:

“Any owner or authorized agent who intends to construct, enlarge, alter, repair, move, demolish, or change the occupancy of a building or structure, or to erect, install, enlarge, alter, repair, remove, convert or replace any electrical, gas, mechanical or plumbing system, the installation of which is regulated by this code, or to cause any such work to be done, shall first make application to the building official and obtain the required permit.”

According to B&S, a building permit is required for projects such as new construction, additions, tenant improvements, swimming pools, spas, signs, and remodeling, as well as repair and maintenance work on electrical, mechanical, and plumbing systems. Unless the project is within a design review area or preservation district (or a historic landmark), a building permit is not required for projects such as:

- One story detached accessory buildings used as tool and storage sheds where the floor area does not exceed 120 square feet.
- Fences, other than masonry walls, that are less than six feet in height.
- Retaining walls that are less than four feet in height from the bottom of the footing.
- Painting, papering, and similar finish work.

Permit Application Submittal

One of B&S's key responsibilities is issuing building permits, which allow construction to begin on a building project and provide the means for inspectors to ensure project activities comply with all applicable building codes and standards. The typical process to obtain a building permit typically begins when property owners or contractors submit a permit application² and project plan (including Scope of Work) via the application intake process at B&S's permit counter. B&S's permit counter is the City's one-stop public information and service center that assists customers with building and planning inquiries and issues. While B&S counter staff manage the bulk of the permit counter workload,

¹ See also Riverside Municipal Code 16.04.460 and 16.04.510

² “Permit application” is not a hard copy form; the applicant provides information verbally to the Building & Safety counter service representative for input directly to PermitsPlus.

employees from CDD's Planning Division and employees from other city departments are also available to respond to permitting inquiries related to their specialties.

According to California Health and Safety Code Section 19825 (a), an application must be submitted for any project that requires a building permit:

“Every city, county, or city and county, whether general law or chartered, that requires the issuance of a permit as a condition precedent to the construction, alteration, improvement, demolition, or repair of any building or structure, shall require the execution of a permit application, in substantially the same form set forth under this subdivision, and require any individual who executes the Owner-Builder Declaration to present documentation sufficient to identify the property owner and, as necessary, verify the signature of the property owner.”

During the initial permit application intake process, applicants submit basic project information that B&S counter staff input into PermitsPlus, the City's automated permitting system, including:

- Description of the work
- Legal address of the project
- Owner name and telephone number
- Applicant name, address, telephone number, fax number, and email address
- Contractor, architect and/or engineer name, license number, address, and telephone number (if applicable)
- Valuation of the proposed work (including materials and labor)
- Plans (if required)—one plan set for each discipline required (minimum two)

Depending on the scope and type of project, additional forms may be required to be submitted. In addition to providing basic project data at the time of application submittal, B&S requires applicants to also present either proof of property ownership, such as a copy of the Deed of Trust, or a signed letter of authorization by the property owner if the information is different from the County Assessor data in PermitsPlus.

Relying on the specific project information provided by the applicants, B&S counter staff is responsible for:

- Establishing the type of permit needed
- Determining the plan reviews/approvals required (if any)
- Estimating the total amount of permitting fees due (required at time of permit issuance)
- Invoicing preliminary fees required at time of application submittal as well as invoicing outstanding fees due at time of permit issuance
- Identifying the inspection disciplines required.

After establishing the type of building permit needed and determining which City departments must be involved in reviewing and approving building plans, B&S counter staff route the plans accordingly via

target boxes located within CDD. Permitting requirements can range from not requiring any plans be submitted for review to requiring plans be reviewed and approved by plan reviewers within multiple city departments, including B&S, Fire, Utilities, Public Works, Parks and Recreation and Industrial Waste. Counter staff also identify which inspection disciplines will be required after plans are approved, permits are issued and work begins, which typically include the same entities involved in the plan review.

Also during the initial permit application intake process, counter staff preliminarily estimate all permitting fees related to a building permit. In addition to the building permit fee (covers inspections), there are numerous other fees and taxes that apply to almost all building permits, such as plan review fee, general plan fee, etc. The preliminary fee estimate includes certain initial fees that are invoiced and due at the time of permit application submission, including plan review. These fees must be paid at the time of application submittal (prior to plan review) and are due whether or not a permit is issued. All other permitting fees are finalized, invoiced, and payable when the permit is issued after the building plans are approved.

Expiration of a Permit

Permits expire after 180 days of inactivity.

Section 16.04.310 Expiration of permits.

Except as otherwise specified, every permit issued by the Building Official under the provisions of Chapters 16.04 through 16.20 shall expire by limitation and become null and void if the work authorized by the permit is not commenced within one hundred eighty days from the date of such permit, or if the work authorized by such permit is suspended or abandoned at any time after the work is commenced for a period of one hundred eighty days. A permit for demolition, however, shall expire by limitation and become null and void if the work authorized by the permit is not completed within sixty days from the date of such permit or on the thirtieth day after work is commenced, whichever comes sooner.

The Building Official has the authority to extend a permit for an additional 180 days.

Plan Review and Approval

Building permits requiring plans may require the following types of plans and documents be reviewed and approved, which must be prepared by the owner (residential only), architect, engineer, draftsman or designer:

- Site Plan
- Floor Plan
- Exterior Elevations
- Structural Plan
- Structural Engineering Calculations
- Energy Compliance Demonstration
- Product "Listing" Numbers
- Automatic Fire Extinguishing System Plans

As previously described, counter staff route plans to Plan Reviewers. Plans are also routed to other city departments such as Fire, Utilities, Public Works, etc. for specialized review and approval processes to ensure plans are in compliance with Federal, State and City Codes, laws, and ordinances.

The plan review process for residential communities goes through a similar process, but allows for some streamlining through the utilization of an approved master plan. A master plan is essentially a "cookie cutter" plan that is assigned a specific master plan number and will be used repetitively to construct "production homes." The site specific building permit application is the submittal of a particular master plan on an individual parcel. Because most of the plan review is completed during the master plan review approval process, when the site specific building applications are submitted, the review time and cost is significantly reduced. The permit application has a simple plot plan showing a footprint of the pre-approved master plan model as well as the site-specific setbacks from property lines that require additional approval. According to B&S management, the verification process is simple and processing typically takes a couple of days to issue permits.

Over-the-Counter Plan Review

Generally, nearly all commercial building projects require plans; however, not all residential permit applications require plans, such as minor permits related to water heater replacement, re-roof, siding, and sewer/water replacements projects that are outside of design review areas and/or historical districts. Simple plans can be handled "over the counter" during the application intake process by a qualified plan reviewer. Below is a list of the permits B&S can process over-the-counter on most occasions.

- Swimming Pools and Spas Patio Covers
- Second Story Decks
- ICC listed Awnings, Patio Covers, Patio Enclosures and Car Ports
- Residential Retaining Walls
- Masonry Garden Walls
- Re-roofs
- Window Replacements
- New Exterior Siding
- Accessory Detached Structures (less than 500 square feet and single story)
- Residential Electrical Meter Upgrades
- Minor Plumbing or Mechanical Repairs or Replacements
- Minor Fire Damage Repairs

Plan & Permit Processing

Permits are ready to be processed when all required plans on a project have been reviewed and approved and each plan reviewer has updated PermitsPlus granting approval, which prompts the system to automatically assign the permit application the status of "prepare." Each day, the system generates a report listing all projects that reflect the status of "prepare"; processing activities are currently handled by a dedicated member of the permit counter staff. Key processing activities include ensuring the hard

copies of all reviewed plans reflect approval signatures and assembling the various approved plans into two identical sets—a City copy and job copy.

Once all processing activities are complete and necessary corrections are resolved, the processor changes the permit application status from “prepare” to “ready” for issuance and finalizes and invoices all outstanding permitting fees that are due and payable before the permit is issued. Lastly, the processor calls the applicant to inform them their permit is ready to be issued and the amount of outstanding fees that are due.

Permit Issuance

Once processing activities are complete and a permit is deemed “ready” to be issued, the applicant has a final meeting with a member of the counter staff to go over the permit and plan documents. At this time, the plans are stamped “APPROVED” and the applicant remits all outstanding fees to the B&S counter.

Cashiers in Treasury process payments utilizing a separate cashiering system; B&S updates the PermitsPlus system by changing the permit status to “ISSUED” and prints the permit document.

The “mail-in” or “fax” application program allows applicants to request certain types of minor residential building permits that do not require plan checks. Forms are available online. Approved permits may be picked up at the Permit counter or sent via mail.

Inspections on Permitted Work

Once a permit is issued and work begins, inspections can be scheduled as necessary and include separate disciplines, such as plumbing, mechanical, electrical, disabled access, energy conservation, etc.

An inspection can be scheduled using the Building and Safety Division’s automated Inspection line (951) 826-5361. Inspection requests received before 5:00 pm can be scheduled for an inspection on the following day. If you need to coordinate a special inspection time with the Building Inspector, then give them a call between 7:30 am and 8:00 am the morning of the inspection date to arrange an approximate inspection time. According to B&S staff, the vast majority of inspections are scheduled using the automated scheduling system that interfaces with PermitsPlus. The issued permit and set of city-approved plans must be kept on the project site at all times throughout construction and available during each inspection.

If permit work does not pass inspection the first time, a re-inspection is necessary and a correction notice from the inspector is given to the project owner or contractor listing the items that need to be fixed before work can pass inspection. Inspectors also input inspection results and requirements into PermitsPlus via Scantron forms. After the required changes are completed additional inspections are scheduled.

A permit is considered complete when approvals from all inspectors in all required disciplines are obtained. For new projects, the City issues a Certificate of Occupancy once all inspections have cleared and all aspects of the permit have been completed. A Temporary Certificate of Occupancy may also be

issued for a specified time period provided no major safety items or disabled access requirements are outstanding.

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