

2021 Building Department Management



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Instructor



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Bill Clayton, CBO
In the construction industry since 1973

Designer/ builder 15 years
Combo Inspector 30+ years
Plans Examiner 25+ years
IEBC committee 9 years
IBC General comm 3 years
10+ years CBO 5 years Deputy CBO & 2 years interim CBO
9+ years as Consultant and Instructor for CCC/Shums Coda Associates
Author of ICC Resource book "Firestopping, Joint Systems & Dampers" 2024

What are we going to do?



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- ▶ Discuss the Management Module of the ICC Certified Building Official Examination
- ▶ Provide students with suggestions on how best to take the test.
- ▶ Review applicable references
- ▶ Review potential questions in the test

Overview of Examination

- ▶ 75 multiple choice questions
- Open Book
- 2 hour time limit
 - 1 minute 36 seconds per question



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Applicable References

- ▶ 2021 International Fire Code
- ▶ 2021 IBC
- ▶ 2021 IRC
- ▶ Inspectors Skills
- ▶ A Budgeting Guide for Local Government, 3rd or 4th Edition
- ▶ Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach, 4th ed.
- ▶ Building Department Administration, 5th ed.



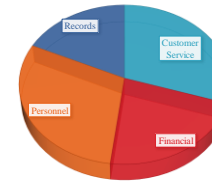
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Test Breakdown

CBO MANAGEMENT



- ▶ 30% Customer Service and Communication
- ▶ 22% Financial management
- ▶ 30% Personnel Management
- ▶ 18% Records Management

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Customer Service & Communication – 30%



- ▶ Soft Skills 7%
 - Demonstrate skills including, but not limited to, decision making, problem solving, professionalism, integrity, honesty, and time management.
- ▶ Communication 5%
 - Communicate building and fire and life safety messages to the public using the appropriate media.
- ▶ Interagency Cooperation and Reporting 6%
 - Establish and administer policy procedures for communication and cooperation with other governmental agencies and to provide local governing authorities with departmental performance reports.



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Customer Service & Communication – 30%

- ▶ Public Service and Information 5%
 - Establish and administer departmental policy for enhancing services, education, and information to the public, construction industry, and media.
- ▶ Feedback Strategy 7%
 - Create a strategy for acquiring and evaluating feedback from the community to improve public service.



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Financial Management – 22%

- ▶ Budgets and Financing 11%
 - Develop and administer departmental budgets and financing responsibilities consistent with implementation of directives of the governing authorities.
- ▶ Cost and Revenue Control 11%
 - Implement financial audits to ensure ongoing compliance with budgetary restrictions. Verify revenue generation and expenditures are consistent with budget projections and policies.



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Personnel Management – 30%

- ▶ Job Descriptions and Personnel Recruitment 7%
 - Establish and administer written job descriptions for all department employees, minimum qualifications for applicants, and standard recruiting procedures.
- ▶ Personnel Supervision 8%
 - Establish and administer responsibilities for direct and indirect supervision for each department employee, which includes work scheduling and effective job performance evaluations. Establish and administer personnel incentive to recognize exceptional individual and group performance and attainment of departmental goals and objectives.



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Personnel Management – 30%

- ▶ Time-management Efficiency 7%
 - Establish and administer policies and goals for department personnel in time management and work-flow efficiency.
- ▶ Employee Professional Development 8%
 - Establish and administer criteria for assessment of employee professional development and training programs on technical skills, department policy, goals, objectives, and performance requirements of the position.



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Records Management – 18%

- ▶ Employment Records 9%
 - Manage procedures for generation and maintenance of all necessary employment records for all department employees. Manage policies for employee and public access to departmental personnel records, specifying which records are public information, and which records are not public information.
- ▶ Code Enforcement Records 9%
 - Manage procedures for generation and maintenance of inspection, plan review, fire investigation reports and records.



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Preparing for the Test

- ▶ Knowing the subject matter is the best antidote for test anxiety.
- ▶ Specific area for studying that includes a desk or table and all required materials.
- ▶ Study area should be:
 - Quiet
 - Well-Lit
 - Well-Ventilated
 - Comfortable
 - Not Too Comfortable
 - Free of Distractions



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Preparing for the Test

- ▶ Set aside an adequate amount of time to truly concentrate
- ▶ Think positively and tell yourself you will pass the exam
- ▶ Focus on the long-term goal that certification will allow you to achieve



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Preparing for the Test

- ▶ Preparation for a multiple-choice exam requires regular review and practice on a daily and weekly basis.
- ▶ The time you invest will result in greater confidence locating, understanding and applying the code.
- ▶ Once you are confident about the subject matter, here are some hints that may help you become a wiser test-taker.



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HINT #1 Work Quickly

- ▶ Read each question through just once. Go with the first answer that occurs to you. If you have second thoughts, mark the number and come back to it later, if you have time. It is important that you finish the exam and not spend too much time on any one question.
- ▶ It is a good idea to plan a time strategy for taking the test. Determine how many questions you must answer in the given time. Allocate a certain amount of time per question (perhaps 1 to 1-1/2 minutes) and use a watch to maintain this pace throughout the exam.

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HINT #2 Watch for Key Words

- ▶ In multiple-choice questions you are given a partial statement which test writers call the "stem." The rest of the question completes the statement which test writers call "answer choices." Only one answer choice is correct.
- ▶ Stem:
The minimum compressive strength for concrete cast-in-place piles is:
- ▶ Answer choices: (only one is correct)
(A) 2,500 psi
(B) 3,000 psi
(C) 4,000 psi
(D) 5,000 psi

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Watch for Key Words

- ▶ A "key" word or phrase is a word or group of words which are **IMPORTANT** to the meaning of the stem. Pay attention to key words by reading the stem slowly.
- ▶ Some key words are:
 - except
 - not
 - more than
 - less than
 - maximum
 - minimum
 - which of the following
 - all of the following
 - which is true/which is false
 - Also, sometimes key words will be underlined, capitalized or boldfaced.

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Watch for Key Words

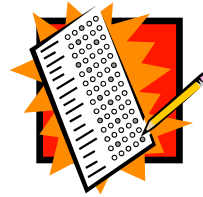


- ▶ Key Word Example
 - All of the following statements are true about an automatic fire detection system EXCEPT



HINT #3 Eliminate Answers

- ▶ Multiple-choice questions have four answer choices; that means you have one-to-four odds to choose the right answer.
- ▶ By reviewing and ruling out two of the possible choices, your odds improve to one to two or a 50/50 chance of answering correctly.



Eliminate Answers

- ▶ Immediately discard any obvious incorrect choices and move quickly to the next possibility.
- ▶ If an answer choice is partly wrong, it is all wrong. Move to the next possibility.
- ▶ If an answer choice seems correct but has nothing to do with the stem of the question, discard it. Move to the next possibility, and so on.
- ▶ Sometimes two answer choices say exactly the opposite thing. In such a case, the correct answer is usually one or the other.
- ▶ Many times, two of the answer choices are similar. Often only one or two words differ. Again, the correct answer is usually one or the other.



HINT #4 Follow Your Hunches

- ▶ Research shows that when you have a hunch and change an answer, your hunch usually proves to be right. Follow your hunches systematically.
- ▶ Do not go over any answers until you have finished the test. Then, use all the remaining time to review your answer selections.
- ▶ First, go back and review the directions. Make sure you followed them exactly.
- ▶ Next, check that you have entered the answer choice you intended to select.
- ▶ Then, read over the questions and answers that you selected for further thought (as suggested in Hint #1).
- ▶ Finally, if you have time, go over all your other answers. Carefully correct errors.

RELAX!

- ▶ When thinking about or taking an exam, does your...
 - mind become agitated?
 - heartbeat accelerate?
 - breathing become shallow?
 - body sweat?
 - stomach feel queasy?
- ▶ Most test takers can identify with some, if not all, of the above conditions. How do you get control of these internal responses? One way is train your mind and body to relax.
 - WOOOSA.....
 - ..



RELAX!

- ▶ Ok a bit Deep.....
- ▶ Mind and Body Relaxation Exercise
 - ▶ A periodic relaxation break during the exam is well worth the feelings of relaxation and rejuvenation that you'll feel. The following exercise can be done in about 30 seconds.
 - ▶ Take a comfortable deep breath and then let the air out slowly and quietly. As you breathe out, say "RELAX" to yourself, and feel the tension flowing out of your body.
 - ▶ While relaxing during the deep breath, let your arms and hands dangle at your sides. Feel the warmth from the blood flow into your hands. Imagine the tension flowing out through your fingertips.
 - ▶ Tighten and relax your fingers several times to induce blood flow.
 - ▶ Change your body position slightly allowing more blood flow to your lower body.
 - ▶ Stretch your arms, legs and back.
 - ▶ Take another deep breath, say "RELAX" as you exhale, and return to work.

The Answers!



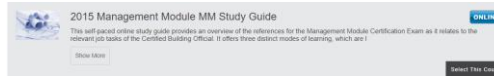
- ▶ Are in the exceptions
- ▶ Are in the footnotes
- ▶ Must be the best answer available
- ▶ “No trick questions”



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Resources

- ▶ ICC Online Courses
- ▶ ICC Workbooks
- ▶ Fellow candidates



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The purpose of controls

Building Codes are not new
Around 2000 B.C
Babylonian empire of
Hammurabi had a building
code..... of sorts....



#229. If a builder has built
a house for a man and his
work his not strong, and if
the house he has built falls
in and kills the householder,
that builder shall be slain.



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The purpose of controls

Building codes are reactionary many times created due to disasters

London burned for five days in 1666 this event pushed the creation of the "London Building Act"

Chicago was almost destroyed by fire in 1871 finally in 1875 Chicago enacted a building code and fire-prevention ordinance



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The purpose of controls

Early USA Building Codes
First building law City of Amsterdam (later New York) 1625
Building Inspector was titled 'Surveyor'
Fire Marshal was 'Firemaster'

Plymouth in the 1630's
Where Thatched roofs were required to be removed.



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The purpose of controls

Hartford, Connecticut required a ladder to the roof but did allow a tree to substitute



Boston 1630
No chimney can be built with wood



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ICC History

The combination of the three Legacy codes begins in the early 1990's and ends with the 2000 edition of the International Codes

ICBO- Uniform Codes
International Conference of Building Officials

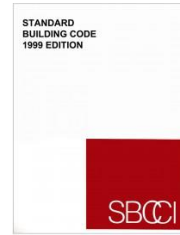


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SBCCI- Standard Building Code
Southern Building Code Congress International

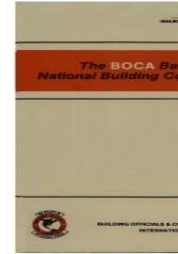


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BOCA- National Building Code
Building Officials and Code Administrators



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The purpose of controls

- Intent of Codes:
- Provide reasonable controls-
- Design
- Construction
- Use
- Occupancy
- Maintenance
- Minimum level of Safety



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The purpose of controls

Personal standards required by an inspector that are more than the minimum code is not legal



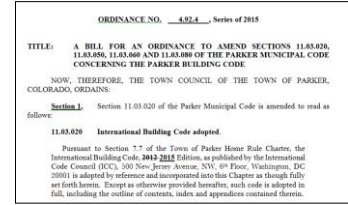
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The purpose of controls

- Authority for Enforcing Codes:
- Police Power
- Granted by the...
- State
- County
- Province
- Town
- Village
- Municipality



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BUILDING OFFICIAL.
The officer or other designated authority charged with the administration and enforcement of this code, or a duly authorized representative.



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Today we will review the management responsibilities and required skills of the Building Official

- 1. Responsibility to.....
- 1. Management of
- 1. Problem Solving
- 1. Effective Manager
- 1. Supervision and Training
- 1. Staffing Requirements
- 1. Public Counter
- 1. Records Management/Reports
- 1. Consumer Relations
- 1. Budget
- 1. Fees

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Responsibility to.....

Elected Officials



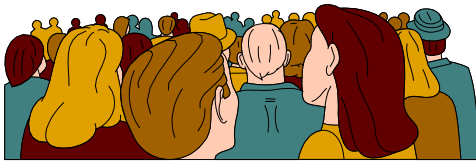
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Responsibility to.....

General public



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Responsibility to.....

Local Economy



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Responsibility to.....

Homeowners



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Management of

Favors



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Management of

Morale



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Management of

Work standards



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Management of

Right of Entry



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Problem solving



"Our job is to solve complicated problems, not complicate solved problems"
Bob Fowler founding Chairmen of the ICC

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Problem solving

Listen



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Problem solving

Thoughtful Decisions

Resources:

Code

Standards

Engineers

Other Code officials



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Problem solving

Comprehend Complex Problems

Analytically and

Conceptually



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Effective Manager

Two of Colin Powell's eighteen principles of leadership

Being responsible sometimes means not being able to fully satisfy everyone at all times.

The day your staff stops bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or have concluded that you do not. Care. Either case is a failure of leadership.

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Effective Manager

Government Manager

First and foremost caretaker of public trust

Goals and objectives determined by elected officials

Equitable application of code

Changing Environment



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Effective Manager

Community Leadership

Seen as part of the community

Volunteer

Public Education



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Effective Manager

Sources of Conflict

Misapplication of codes

Inconsistency

Often in the middle

Staff in tune with code changes

Maintain a position that is beyond reproach



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Effective Manager

Excellence in Management

Understand intricacies of the program

Does not mean must be proficient at performing duties of the staff

Must understand their duties and their relationship to the entire mission of the organization



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Effective Manager

Excellence in Management

Gain trust of staff through demonstration of ability

Willingness to receive input

Delegation to those doing the work



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Effective Manager

Excellence in Management

Autocratic approach does not work

Focus on "team, inclusion and values"

Sharing Responsibility



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Effective Manager

Excellence in Management

Core values

- Teamwork
- Integrity
- Inclusion



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Effective Manager

Excellence in Management



Setting Expectations

Constructive Feedback

Succession Planning

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Effective Manager

Excellence in Management

Budgeting

Commitment



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Effective Manager



Managing Public Policy

Direction of Governmental leaders

Ability to change programs

Explain consequences

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Effective Manager

Promoting the Community Future

Identifying, correcting individual and systematic problems

Equipped to address the situation quickly



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Effective Manager

Promoting the Community Future

“A key point that need to be stressed in regard to a community’s hazards and the steps taken to address them is that a strong code is not an admission of a communities weakness, but rather is a sign of community strength”

The Central United States Earthquake Consortium (CUSEC, 2004)

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Effective Manager

Managing the Manager's Life

Time



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Supervision and Training

Principle Elements of Supervision

Esprit-De-Corps

a feeling of pride, fellowship, and common loyalty and devotion to a cause shared by the members of a particular group



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Supervision and Training

Principle Elements of Supervision

Confidence

Employees in themselves

Given Consideration

Have tools they need

Have their backs

When things go wrong look first at yourself



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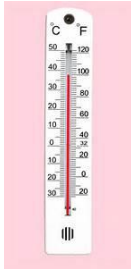
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Principle Elements of Supervision

Respect

lack of for management difficult to disguise. It will surface quickly. Degrades morale and productivity

Managers must have a high degree of.....?



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Supervision and Training

Principle Elements of Supervision

Professional Proficiency and proper Delegation

Delegate functions to those best suited

Those that try to keep all tasks and does not do them well.....loses respect



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Supervision and Training

Principle Elements of Supervision

Courage

Reprimand a staff member
Be clear on reason
Do not humiliate
Be Clear on consequences if repeated
Treat as a Learning Opportunity



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Supervision and Training



Principle Elements of Supervision
Courage
Outraged Member of Public
or Contractor

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Supervision and Training

Principle Elements of Supervision

Courage

Facing legislative body or public making a
request or defending building department



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Supervision and Training

Principle Elements of Supervision

Integrity

Sound Moral Principles
Honest
Sincere
Keeping Promises



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Supervision and Training

Principle Elements of Supervision

Humility

- Admit to your mistakes
- Laugh at yourself



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Supervision and Training

Attitudes

- The Director will shape attitudes of the department
- Unreasonable, Dictatorial, Arbitrary or...
- Cooperation, Reason, Objectivity

- Construction is competitive business
- Consistency in application codes

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Supervision and Training

Leadership

Is NOT.....

- Making one's-self conspicuous
- Forcing your will onto others
- Bullying or Domineering



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Supervision and Training

Leadership

Is.....

- The ability to give clear cut instructions
- Prompt decisions
- Allows other to help in the decision making process
- Impartiality
- Commitment to continuing education



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Supervision and Training

Creating the Will to Work

- Persons State of Mind
- Not cogs in a machine
- Treat as an individual



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Supervision and Training

Basic Employee Needs

- Security
- Chance for advancement
- Fair pay
- Acknowledgement



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Supervision and Training

Basic Employee Needs

Information Exchange

- Resent being kept in the dark
- How are they doing?
- Budget and Finances
- Some information cannot be shared



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Supervision and Training

Basic Employee Needs

Recognition of Achievement

- Pay Raise
- Bonus
- Written Commendation
- Verbal Confirmation



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Supervision and Training

Basic Employee Needs

Pleasant Working Conditions

Job Importance



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Supervision and Training



Good Supervision

Long past are the days when employees could be pushed into doing a good job by heavy handed bosses

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Supervision and Training

Good Supervision

To feel secure an employee...a supervisor should be:

Efficient- Plans well, Avoids unnecessary crises, Delegates

Fair- Treats all with equal consideration, backs whether right or wrong

Considerate- Listens patiently to both sides of the story

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Supervision and Training

Good Supervision

To feel secure an employee...a supervisor should be:

Clear- Not too busy to answer questions, overstates the obvious, patient...even though repeated over and over

Available- Open door policy

Thoughtful- Can handle the truth, knows that the whole person comes to work bringing their personal challenges, able to make an honest effort alleviate distress in life

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Supervision and Training

Good Supervision

To feel secure an employee...a supervisor should be:

Open- Treats all suggestions as important whether they are good or bad... remains gracious when rejecting suggestions

Encouraging- Allow initiative, as long as job is performed satisfactorily job is secure, know that job satisfaction levels are different for individuals

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Supervision and Training

The Performance Review

To be successful will be:

- Scheduled well in advance
- Meet in a relaxed atmosphere (not the bosses office)
- Be prepared (notes of good and not so good)
- Discuss strengths and areas for improvement
- Keep an open mind
- Allow plenty of time
- End on a positive note



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Supervision and Training

Department Procedures Manual

Generally many public organizations have a personnel and or an operations manual for employee expectations/requirements



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Supervision and Training

Department Procedures Manual



Building departments may have specific processes for:

- Communications- Phone, Radio
- Public relations- Approach to job site, Leaving a notice, Appointments
- Safety- Hard hat, Boots, Job site hazards
- Complaints- Referred to whom

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Supervision and Training

Department Procedures Manual

Notify the Trades

- Pre-Construction meetings
- Days of no service....
- Holidays, Training



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Supervision and Training



Training

Required if a building department is to keep pace with the complexity of construction

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Supervision and Training

Training

New employees



Even those with advanced certifications and experience must learn to apply and recognize in the field

Certified ≠ Qualified

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Supervision and Training

Training

Not necessarily in building code

- Writing
- Public Relations
- Mathematics
- Software- Word, Excel
- Typing



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Supervision and Training

Training

How Much????

As much as the individual wants
Some could be mandated



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Supervision and Training



Training

Certifications

ICC has several

Special Inspector exams
are for those with
significant experience in
their field

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Supervision and Training

Certified Building Official

Three separate modules

Building Code and Standards

BC Building Codes and Standards Module	
Content Area	% of Total
Architectural Plan Review	31%
Structural Plan Review	13%
Building Systems Plan Review	19%
Field Inspection	37%

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Supervision and Training

Certified Building Official

Three separate modules

Legal

MG Legal Module	
Content Area	% of Total
Legislative	11%
Code Enforcement	50%
Human Resources	28%
Public Records	11%

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Supervision and Training

Certified Building Official
Three separate modules
Management

MM Management Module	
Content Area	% of Total
Customer Service and Communication	30%
Financial Management	22%
Personnel Management	30%
Records Management	18%

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Staffing Requirements

Department Structure



Depends greatly on the makeup of the community

Very large would need combination, specialty inspectors, engineers

Smaller may not need specialty inspectors or in house engineers

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Staffing Requirements

Department Structure

Identification of Key Functions (Major Four)

Management
Administration
Plan Review
Inspections



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Staffing Requirements



- Department Structure
- Functional List (of key functions)
 - Management
 - General Manager or Building Official
 - Administration
 - Budget- prepares annual budget
 - Personnel- Employment/Dismissal (HR)
 - Records- Storage of plans, Retention schedule

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Staffing Requirements



- Department Structure
- Functional List (of key functions)
 - Plan Review
 - Types- Bldg, Fire, Elec, Plumbing???
 - Inspections
 - Types- Do you need specialty?? Combination

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Staffing Requirements

Determining Staffing

Piece of cake, one of the easiest jobs the code official has.....



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Staffing Requirements

Determining Staffing

One of the more daunting tasks

- What are the jurisdictions expectations?
- What are current and future construction activities?
- Are you maintaining good public relations?

One clue is what projects are currently in the planning process



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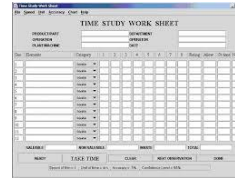
Staffing Requirements

Determining Staffing

Inspectors

- What type? Combination?
- How Many?

Time-and-motion Studies
Will vary based on expectations




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Staffing Requirements

Determining Staffing

- Typical Inspector Day
- Two hours in office
- One hour travel time
- 4.5 hours inspecting
- 4.5 x 60 = 270 minutes each day
- 20 inspections = 13.5 minutes per inspection
- 30 inspections = 9.0 minutes per inspection
- 40 inspections = 6.75 minutes per inspection
- 50 inspections = 5.4 minutes per inspection
- 60 inspections = 4.5 minutes per inspection
- 70 inspections = 3.8 minutes per inspection

- Inspection hours per year
- 1808 Work hours per year (226 Days)
- 452 Hours in Office Two hours per day
- 226 Hours Travel time One hour per day
- 113 Hours Two 1.5 hrs. breaks each day
- 1017 Hours for inspections Per Inspector Per year
- 1017 / 12 = 84.75 Inspection Hours per month per inspector

Preferred time per Inspection for one inspector
61,020 inspection minutes per year / 13.5 minutes (per inspection) = 4,520 inspections per year
Works out to about 375 inspections per month



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Staffing Requirements

Determining Staffing

Plans Examiners

The book gives the example of a two story single family dwelling of V-B construction takes about five hours. Then with resubmittals about ten hours total.

Typical work week is 30 hours on plan review and 10 hours for phone calls etc.

Sound reasonable?



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Staffing Requirements

Determining Staffing

Cross training is a must for smaller jurisdictions

Inspectors can do simple plan reviews



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Staffing Requirements

Determining Staffing

Workload Determined by Revenue

Simple but somewhat less accurate

Requires certain amount of prediction, accomplished by extrapolation and supported by a study of economic trends

Also is the building department expected to be self-supporting..... for all costs?



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Staffing Requirements



Selecting Personnel

- Hiring trades people
- Passing judgement on aesthetics
- Communicate in a clear and logical manner
- Prepare legible and concise reports that may be needed in legal proceedings
- Comprehend and make logical interpretations

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Public Counter



Doing the Right Thing

- Front counter is where it all begins
- Most visit because they have to....
- They knew a permit was required
- They did not know but were informed and want to comply
- They knew and try to bypass and were....Caught by a neighbor or inspector

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Public Counter

Doing the Right Thing

Why do people resist??

“A persons home is their castle”

Tax Assessor

Red tape..... jumping thru hoops



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Public Counter



Doing the Right Thing

Two most important elements

Public Relations

Public Education

Many books and classes have been created but the advise is reasonable simple

Be friendly

Accurately educate the customer

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Public Counter

Doing the Right Thing

“Because we have always done this way”

Give reasoning for processes



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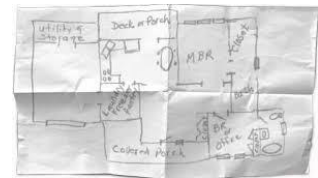
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Public Counter

Doing the Right Thing

Good customer service does not mean accepting incomplete submittals



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Public Counter



Doing the Right Thing

No one likes filling out forms
Ask for only the information needed



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Public Counter

Doing the Right Thing

Provide handouts giving examples of what is required on plans

Can be more straight forward with design professionals

Different with do-it-yourselfers



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Public Counter

Doing the Right Thing

Building Guides
One service of the Colorado Chapter of the ICC is to offer you these building guides for projects around your home, based on the 2003, 2006, or 2009 ICC code.

2003	2006	2009	2003 Español	2006 Español	2009 Español
Basement	Basement	Basement	Sótano	Sótano	Sótano
Garage	Garage	Garage	Garaje	Garaje	Garaje
Decks	Decks	Decks	Cubierta	Cubierta	Cubierta
Roof	Roof	Roof	Roof	Asosna	Asosna
Addition	Addition	Addition	Addition	Adosna	Adosna
Patio Cover	Patio Cover	Patio Cover/Carport	Patio Cover	Cubierta del patio/Cochera	Cubierta del patio/Cochera
Enclosing a Patio	Enclosing a Patio	Enclosing a Patio	Enclosing a Patio	Cerco de un patio	Cerco de un patio
Pole Barn	Pole Barn	Pole Barn			



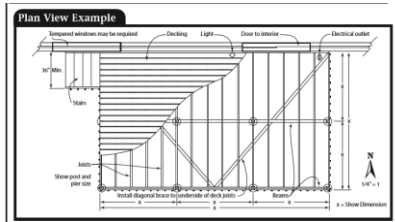
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Public Counter

Doing the Right Thing



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Public Counter

Doing the Right Thing



Front counter personnel should be able to answer simple questions

Code requirements can be handled by the appropriate personal

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Public Counter

Doing the Right Thing

Personnel must know the permitting process/requirements for all permit types of the jurisdiction



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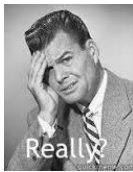
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Public Counter

Determining Valuation
First fundamental

Represents cost as done by a professional
Not necessarily the cost of the individual



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Public Counter

Determining Valuation
Second Fundamental

Fees are to cover services rendered
Homeowner projects historically take far more
staff time than professional projects



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Public Counter

Determining Valuation

New Projects- ICC Building Valuation Table
Remodels- Contractor Declared/Contracts



People Helping People Build a Safer World™

Building Valuation Data – June 2016

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Public Counter

Resolution Center

Generally your web page or handout for FAQ

“When do I need a permit?”

“Can I do the work myself?”

“What codes are used?”



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Information Technology

How is it used?

Can be the entire permitting, plan review and inspection process

Complete electronic submittals, reviews and inspections

Implantation can be costly in time and money (not that it isn't worth the effort)

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Records Management

The Need for Records

Two main purposes

Document what is active

Retain a record for future reference



An effective building department will have a system that can be accessed easily

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Records Management

Permanent Records

- Permit applications
- Plans- Residential ... Commercial
- Certificates of Occupancy
- Plan Reviews
- Field inspections

Municipality Specific



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Records Management

Non-Public Records

- Personnel Files
- Complaints that identify the complainant
- Plans, Calculations, Specifications would be municipality specific



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Records Management

Filing Limits

- No space for more paper.....
- Electronic storage systems



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Records Management

Purification of Files

- When a building is demolished
- Municipalities retention schedule



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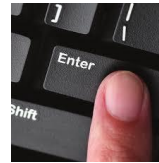
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Records Management

Accuracy

Record are worthless if not accurate

Who has access to change electronic records after the project is complete??



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Records Management

Permit Application Forms

- Vital Information
- Site Address
- Property Owner
- Permittee/Contract Contact Information
- Description of work
- Square footage
- Occupancy Group, Construction Type
- Fire Suppression- Yes/No and System Type



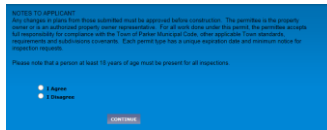
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Records Management

- Permit Application Forms
- Vital Information
- Valuation
- Signature (What if all is done electronically?)
- Disclaimer
- Fees
- Payments



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Records Management

- Separate Permits
 - Plumbing, Mechanical, Electrical
 - Combination
- Key is that all should have the same format with a separate section for any specific information. Number of fixtures etc.

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Records Management

Plan Review Report

Consistent Format for Commercial or Residential Checklists can help. But lists never contain every possible condition

- 2012 International Building Code®
- 2012 International Residential Code®**
- PREFACE
- Effective Use of the International Residential Code
- LEGISLATION
- Part I—Administrative
- Part I—Definitions
- Part II—Building Planning and Construction
- Part IV—Energy Conservation
- Part V—Mechanical
- Part V—Fuel Gas
- Part VI—Plumbing
- Part VIII—Electrical
- Part IX—Referenced Standards

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Records Management

Plan Review Report

Contains specifics on location and code deficiency

B-1 Refer to sheet ADA1 detail 604. The 18" vertical grab bar is missing. ICC A117.1 – 2009 section 604.5.1. Please revise

Note: The toilet room elevations on Sheet A5a does show the 18" vertical grab bar. This can be confusing for the contractor when two details show two different requirements in the same area.



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Records Management

Inspection Records

System for Inspection requests

The inspection record (on site card)



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Records Management

Inspection Records

Correction notice

Clearly state location and violation

Some would include code section

2nd floor

Glue lam beam in master bed installed upside down



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Records Management

Notices

No Admission Tag
(no one home)

Other Postings

Town of Parker COLORADO
Town of Parker Building Division
20120 E. Mainstreet • 303.841.1970

Date: _____ Time: _____

The Town of Parker stopped to inspect your:

Sorry we missed you.

To reschedule your inspection, please visit eTRANIT at: www.ParkerOnline.org/TRANIT
If you do not have an eTRANIT account, please contact the Building Division at 303.841.1970.

Permit No.: _____
Inspector: _____

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Records Management

Notices

Other postings



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Records Management

Certificate of Occupancy

Shall Contain

- 1.The building permit number.
- 2.The address of the structure.
- 3.The name and address of the owner or the owner's authorized agent.
- 4.A description of that portion of the structure for which the certificate is issued.
- 5.A statement that the described portion of the structure has been inspected for compliance with the requirements of this code for the occupancy and division of occupancy and the use for which the proposed occupancy is classified.
- 6.The name of the building official.
- 7.The edition of the code under which the permit was issued.
- 8.The use and occupancy, in accordance with the provisions of Chapter 3.
- 9.The type of construction as defined in Chapter 6.
- 10.The design occupant load.
- 11.If an automatic sprinkler system is provided, whether the sprinkler system is required.
- 12.Any special stipulations and conditions of the building permit.

Town of Parker COLORADO
CERTIFICATE OF OCCUPANCY
Issued by
TOWN OF PARKER BUILDING DEPARTMENT

This Certificate is issued pursuant to the requirements of Section 303 of the Administrative Code of the Town of Parker and certifies that this building may be occupied and used in the manner provided herein. This certificate shall be posted in a conspicuous place on the premises.

SCOPE OF CERTIFICATE: OTHER: LINCOLN PARKER ATTOLLE

BUILDING PERMIT NUMBER: 00001-0000
PROPERTY NUMBER: Parker 0000000000
SUBJECT: PARKER 0000000000
ADDRESS: 0000 PARKERWAY DRIVE UNIT 00
LOT: 0 ACRES: 0.00000000

OCCUPANCY CLASSIFICATION: 04
CONSTRUCTION TYPE: 08
FIRE SUPPRESSION SYSTEM TYPE: 0000

ISSUED ON: 00/00/00 BY: [Signature]

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Records Management

Department Reports

By virtue of the permit-issuing function they are a source of much statistical data on development.

This information can be used by many agencies

Just as valuable for the code official

Data Sharing with others.....



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Records Management

Enter Beginning of Date Range: 9/1/2016 | Enter Ending of Date Range: 9/30/2016 | View Report

Select Permit Type: SINGLE FAMILY DWELLING | Select Permit Subtype: PRODUCTION HOME

Group By: Permit Type



PERMIT NUMBER	PERMIT TYPE	PERMIT SUBTYPE	ADDRESS	VALUATION
9/27/2016	ISSUED	PRODUCTION HOME	223330100018	\$11,824.08
9/27/2016	ISSUED	PRODUCTION HOME	1480-HALEY AVE	\$250,384.20
9/27/2016	ISSUED	PRODUCTION HOME	18097 DOOKING DR	\$338,066.65
9/27/2016	ISSUED	PRODUCTION HOME	223333408205	\$14,979.53

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Records Management

PERMIT NO	PERMITTYE	SITE_ADDR	DATE	STATUS	PERMITTYE	FEES	CHARGES	SITE	STATUS	FEES	PERM
10164003	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	11,824.08		18097 DOOKING DR	ISSUED	338,066.65	10164003
10164004	SINGLE FAMILY DWELLING	1809 DOOKING DR	9/26/2016	ISSUED	PRODUCTION HOME	338,066.65		1480 HALEY AVE	ISSUED	250,384.20	10164004
10164005	SINGLE FAMILY DWELLING	1718 VENTANA PT	9/26/2016	ISSUED	PRODUCTION HOME	14,979.53		1480 HALEY AVE	ISSUED	250,384.20	10164005
10164006	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		18097 DOOKING DR	ISSUED	338,066.65	10164006
10164007	SINGLE FAMILY DWELLING	224380 SYPHON DR	9/26/2016	ISSUED	PRODUCTION HOME	14,979.53		1480 HALEY AVE	ISSUED	250,384.20	10164007
10164008	SINGLE FAMILY DWELLING	22111 GARDEN TRL	9/26/2016	ISSUED	PRODUCTION HOME	14,979.53		1480 HALEY AVE	ISSUED	250,384.20	10164008
10164009	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164009
10164010	SINGLE FAMILY DWELLING	18097 DOOKING DR	9/26/2016	ISSUED	PRODUCTION HOME	338,066.65		1480 HALEY AVE	ISSUED	250,384.20	10164010
10164011	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164011
10164012	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164012
10164013	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164013
10164014	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164014
10164015	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164015
10164016	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164016
10164017	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164017
10164018	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164018
10164019	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164019
10164020	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164020
10164021	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164021
10164022	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164022
10164023	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164023
10164024	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164024
10164025	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164025
10164026	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164026
10164027	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164027
10164028	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164028
10164029	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164029
10164030	SINGLE FAMILY DWELLING	1480 HALEY AVE	9/26/2016	ISSUED	PRODUCTION HOME	250,384.20		1480 HALEY AVE	ISSUED	250,384.20	10164030

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Consumer Relations

- Ingredients of Good Public Relations
- Field personnel
 - Introduce yourself with ID
 - If no one on site..... leave a note
 - Be punctual



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Consumer Relations

- Ingredients of Good Public Relations
- Field personnel
 - Controversies – Not personal

Friendliness – But not too friendly



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Consumer Relations

- Ingredients of Good Public Relations
- Field personnel
 - Owner-Contractor Disputes



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Consumer Relations

Ingredients of Good Public Relations
Field personnel
Respect for People's Property



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Consumer Relations

How much Service?
To Homeowners
Design?
Recommendations
Of contractors?
Materials?



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Consumer Relations

Architects and Engineers
Respect
Avoid- What an awful design
Can provide feed back on
department processes/policies
or code amendments



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Consumer Relations

Dual Standards

Irrespective of the personal feelings a code official might have about certain contractors, having more than one set of standards will result only in issues.



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Consumer Relations

Timely Actions

Time is valuable to applicants
Excessive Plan Review Time
Minor field corrections

Do you have any idea what that delay will cost!!!

Yes, six weeks for the second plan review.



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Consumer Relations

Competence of Personnel

Besides the dual standards and timely actions incompetent personnel ranks high on the frustration list for applicants.



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Consumer Relations

Prohibitions

Social interactions with construction trade personnel
 Relationships may be completely innocuous
 The "Appearance" to the public could be seen as collusion



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Consumer Relations

Gratuities

One rule..... No acceptance
 Work with your municipalities legal counsel



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Budget

The evolving location and focus of budgeting

Budget Location	Accounting	Finance	Independent Budget Office	Chief Executive Office
Budget Focus	Line Item Zero-Based Target-Based	Performance Management By Objectives	Program	Entrepreneurial Balanced Scorecard Budgeting for Outcomes

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Budget

Line Item Budgeting
 Most often used today
 Format shifted power away from
 political bosses to legislative bodies

Account	Title	Budget 2010	Actual 2010	Budget 2011	Actual 2011	Budget 2012	Actual 2012	Budget 2013	Actual 2013
011-4242-1102	SAL & WAGE - FT	\$61,390.00	\$60,541.42	\$64,400.00	\$70,678.42	\$68,000.00	\$56,011.75	\$65,109.00	\$70,407.30
011-4242-1104	SAL & WAGE - PT	\$16,800.00	\$17,266.97	\$8,200.00	\$8,103.82	\$0.00	\$3,373.00	\$0.00	\$27,486.87
011-4242-1300	SAL & WAGE - TEMP	\$12,240.00	\$24,979.80	\$12,200.00	\$13,218.30	\$12,200.00	\$11,943.93	\$12,200.00	\$16,443.94
011-4242-1400	SAL & WAGE - OT	\$100,000.00	\$71,821.20	\$77,400.00	\$77,782.00	\$78,000.00	\$75,388.50	\$77,000.00	\$69,467.25
011-4242-1411	HEALTH INSURANCE	\$4,200.00	\$1,435.74	\$3,900.00	\$3,202.86	\$3,200.00	\$3,042.52	\$3,665.00	\$3,512.43
011-4242-1420	LIFE & DISABILITY INSURANCE	\$112,450.00	\$9,260.90	\$9,600.00	\$10,041.80	\$9,100.00	\$9,290.11	\$8,099.00	\$10,373.70
011-4242-1430	PICA	\$80,000.00	\$62,894.44	\$66,500.00	\$71,489.00	\$62,000.00	\$50,856.20	\$64,431.00	\$62,174.59
011-4242-1435	RE-TREATMENT CONTRIBUTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,653.00	\$0.00	\$0.00
011-4242-1438	UNEMPLOYMENT	\$4,950.00	\$4,070.29	\$3,100.00	\$4,322.00	\$3,000.00	\$4,151.00	\$3,041.00	\$2,789.00
011-4242-1460	WORKER'S COMPENSATION	\$4,400.00	\$4,000.00	\$3,700.00	\$3,692.20	\$4,200.00	\$3,700.00	\$4,200.00	\$3,200.00
011-4242-1490	CELL PHONE ALLOWANCE	\$3,800.00	\$640.03	\$3,800.00	\$3,623.43	\$3,800.00	\$2,920.07	\$3,700.00	\$3,471.81
011-4242-2100	GENERAL SUPPLIES	\$1,200.00	\$1,048.23	\$1,000.00	\$976.31	\$1,000.00	\$860.84	\$900.00	\$1,116.62
011-4242-2120	SMALL TOOLS & EQUIPMENT	\$0.00	\$628.47	\$4,900.00	\$7,223.43	\$0.00	\$0.00	\$294.90	\$0.00
011-4242-2130	COMPUTER & SOFTWARE	\$1,000.00	\$7,129.32	\$1,200.00	\$3,372.44	\$1,200.00	\$1,433.03	\$3,200.00	\$464.90
011-4242-2140	BOOKS & PERIODICALS	\$1,000.00	\$1,242.19	\$800.00	\$2,080.01	\$800.00	\$1,991.13	\$800.00	\$342.70
011-4242-2200	CLOTHING & UNIFORMS	\$50.00	\$25.88	\$300.00	\$333.79	\$300.00	\$1,413.00	\$300.00	\$763.90
011-4242-2210	SAFETY SUPPLIES	\$300.00	\$39.43	\$300.00	\$61.26	\$0.00	\$48.25	\$0.00	\$332.12
011-4242-3300	MEETING & MEAL EXPENSES	\$75,000.00	\$30,041.13	\$33,000.00	\$26,139.14	\$33,000.00	\$20,636.43	\$33,000.00	\$41,609.13

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Budget

Zero-Based Budgeting
 In response to limit government spending
 "Reset the Clock each year"
 Start at zero then justify expenses

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Budget

Target-Based
 Intended to simplify, mitigate interdepartmental
 conflict and gamesmanship
 Simplest form where each department is given a
 maximum dollar figure based on revenue estimates for
 the year. Adjusted by any policy decisions (e.g. more on
 parks and less on streets)



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Budget

Performance

While line item budgets control expenditures they do not show information on outputs. How much work gets done?

Budgets not only report on a line-item level, but also show what is to be accomplished with those funds



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Budget

Management by objectives

A top down process each level in the organization develops performance objectives

Employees negotiate a performance agreement which then is the bases for the employees year end job performance evaluation

PERFORMANCE AGREEMENT TEMPLATE				
Employee Name	Employee Title/Position	Supervisor	Start Date	Termination Date

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Budget

Program

Performance budgets focus on outputs but...

Do not address policy questions like Is the program needed?

Organizes government activities into programs

This seeks to include policy analysis into budgetary decision making



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Budget

Entrepreneurial

Cutting edge in budget innovation over the last decade Attempt to transform local governments into entrepreneurial enterprises

Introduced a competition for setting spending practices... in a place where a competitive market does not exist

Also adding a community value: How do spending proposals achieve strategic goals of the municipality to the satisfaction of the customers (transition from citizens to customers of government services)

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Budget



Entrepreneurial

Spawned two different approaches:

Balanced Score Card

Budgeting for Outcomes

AKA - Priority Based Budgeting

Although different both introduce a sense of competition into budgeting and management

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Budget

Balanced Scorecard

Governments Must:

- Mission statement that clearly states purpose and values
- Assesses expectations and needs of customers
- Develop strategic plan (goals, objectives, etc.)
- Leadership to develop 10-15 key measures of success
- Each department develops performance measures that will contribute to the expected outcomes
- Was designed for private business, customer satisfaction a key factor

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Budget

Balanced Scorecard

To fully develop the scorecard how a change in performance will effect consumer satisfaction

Example:

Reduce inspection requests from completed within two working days to completed the next business day



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Budget

Budgeting for outcomes

AKA- Priority Based Budgeting

Goal is:

Accountability of government to their citizens

Help Council members make more informed decisions

That in turn will increase efficiency and effectiveness of government



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Budget

City of Boulder, Colorado has outlined:

The first step in implementing PBB is to identify the city's goals --or "results"-- which serve as high-level, overarching objectives for the city organization and are representative of the community priorities. Results should:

- Be clear, understandable and measurable;
- Reflect the objectives and priorities of council and the community;
- Accommodate potentially diverse views;
- Incorporate majority as well as minority opinions; and,
- Be definable



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Budget

City of Boulder, Colorado has outlined:

PBB will help us define our priority objectives and create a budget based on achieving those objectives. Based on existing council goals, the following results have been identified:

- Accessible and connected community
- Economically vital community
- Healthy environment and community
- Inclusive and socially thriving community
- Safe community



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Fees Structure

This can vary widely among municipalities

Should the fees cover all expenses?

What expenses should the fees cover?



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Fees

Total Valuation Fees	
\$1.00 to \$500.00	----- \$19.50
\$501.00 to \$2,000.00	----- \$19.50 for the first \$500.00 plus \$2.60 for each additional \$100.00 or fraction thereof, up to and including \$2,000.00.
\$2,001.00 to \$25,000.00	----- \$59.50 for the first \$2,000.00 plus \$11.70 for each additional \$1,000.00 or fraction thereof, up to and including \$25,000.00.
\$25,001.00 to \$50,000.00	----- \$327.50 for the first \$25,000.00 plus \$6.50 for each additional \$1,000.00 or fraction thereof, up to and including \$50,000.00.
\$50,001.00 to \$100,000.00	----- \$559.00 for the first \$50,000.00 plus \$6.00 for each additional \$1,000.00 or fraction thereof, up to and including \$100,000.00.
\$100,001.00 to \$500,000.00	----- \$631.50 for the first \$100,000.00 plus \$4.50 for each additional \$1,000.00 or fraction thereof, up to and including \$500,000.00.
\$500,001.00 to \$1,000,000.00	----- \$2,651.50 for the first \$500,000.00 plus \$4.00 for each additional \$1,000.00 or fraction thereof, up to and including \$1,000,000.00.
\$1,000,001.00 and up	----- \$4,601.50 for the first \$1,000,000.00 plus \$2.60 for each additional \$1,000.00 or fraction thereof.



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Fees

Residential Fee estimate for new Single Family Dwelling				
The Building department will provide the actual fees at the time the permit is issued.				
		SQFT	\$/sq. ft.	TOTALS
STANDARD BASEMENT SQUARE FOOTAGE		1000	15.00	\$15,000.00
STANDARD FINISHED BASEMENT SQUARE FOOTAGE		0	22.00	\$0.00
WALKOUT OR GARDEN LEVEL BASEMENT SQUARE FOOTAGE		0	22.00	\$0.00
WALKOUT OR GARDEN LEVEL FINISHED BASEMENT SQUARE FOOTAGE		0	28.00	\$0.00
FIRST FLOOR SQUARE FOOTAGE		1000	112.85	\$112,850.00
SECOND FLOOR SQUARE FOOTAGE		1000	112.85	\$112,850.00
FIRST AND SECOND FLOOR UNFINISHED SQUARE FOOTAGE		0	93.12	\$0.00
GARAGE SQUARE FOOTAGE		896	43.33	\$38,803.28
EXTERIOR DECK SQUARE FOOTAGE		117	11.00	\$1,287.00
OPTIONAL COVERED PORCH SQUARE FOOTAGE		117	11.00	\$1,287.00
NUMBER OF FIREPLACES		2	2,000.00	\$4,000.00
NUMBER OF AIR CONDITIONERS		2	2,250.00	\$4,500.00
TOTAL VALUATION				\$289,764.28
This Valuation is based on Building Valuation data published by the ICC in the Building Safety Journal. The valuation Table is updated June 1 of each year. The data can be viewed on the next page. (Single Family Residence will be an R1 occupancy group with Type V-B construction)				
The building permit fee is multiplied by 1.4 to cover inspection for all the disciplines.				
	Valuation form above x			\$289,764.28
	Building Permit fee x 1.4 =		\$2,361.10	
	Building Plan check fee (First review 65% of Building Permit Fee, Master only, \$40.00) =		\$1,534.72	
	Plan check deposit fee(part of Plan check fee given at 1st time plan submittal)		\$200.00	
	Use tax(4% of half the valuation) =		\$5,795.29	
	Excise fee(each home) =		\$4,581.00	
	Cherry Creek fee(each home) =		\$60.00	
	Plot plan check fee=		\$50.00	
There may also be other fees based on prior conditions of approval for the area, such as <u>Deficit Reduction Fees</u> or <u>E-70 fees</u> .				
Contact us at: building@coloradocode.org				

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QUESTIONS??
Comments.....

ANSWERS!!

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THANK YOU FOR
ATTENDING!

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