



To: Mr. Ricardo Cervantes, Director
Mr. Greg Schroeder, Deputy Director

From: Amy Paul, Jacquelyn McCray, and Susan Hoyt

Subject: DSI Development Review Project Report

Date: February 14, 2014

Introduction

The Department of Safety and Inspections (DSI) retained Management Partners to assist the leadership team and staff in identifying ways to improve existing development review processes by increasing transparency, predictability, and efficiency. As such, the following activities were conducted:

1. Document existing workflow processes and recommend improvements associated with four important processes, including commercial and residential development applications, Class N licensing (without petition) and vacant building rehabilitation and demolition.
2. Create a DSI Handbook and training guide that documents in a user-friendly manner the major process steps associated with commercial and residential development applications, Class N licensing and vacant building rehabilitation and demolition. Workflow process maps for these four review and permitting functions will be included as an attachment to the DSI Handbook.
3. Prepare a draft Implementation Action Plan for the recommendations included in this memorandum.

The document includes 47 recommendations for improving department. It addresses organizational culture, customer service, performance standards, process improvements and staffing.

The DSI development handbook and draft Implementation Action Plan will be delivered under separate cover and will support the recommendations included in this memorandum.

Approach and Methodology

Using a range of analytical and research, Management Partners developed a comprehensive understanding of the multi-departmental operations undertaken in the review of site plans, construction plans, permit issuance, and inspection functions carried out by DSI staff. Initial project activities included a review of zoning, land use and building codes and regulations, followed by multiple interviews with the DSI leadership team, managers and staff. Additional

interviews with DSI applicants and customers, staff from other City departments and representatives from outside agencies helped to round out our understanding of DSI communications and interactions with multiple review entities as the evaluation progressed. The various review methods proved useful to our analysis and identification of process bottlenecks and other area for improvement, which were a cause of delay in the review and issuance of development approvals.

Process Map Development

A large part of the DSI review involved developing process maps to document the “as-is” workflow processes for four areas, as listed below.

Single Family and Duplex Residential

- Single Family and Duplex Residential Development Permit Application
- Single Family and Duplex Residential Development Inspection

Category II Nuisance Buildings

- Category III Nuisance Building Rehab or Removal

Business License Application

- Business “N” License Application

Commercial Development

- Commercial Development Plan Review
- Commercial Development Site Plan Review
- Commercial Development Building Inspection

Management Partners worked extensively with DSI staff to prepare and verify the process steps associated with each of the seven processes.

Observations and Recommendations

Organizational Culture and Customer Service

DSI’s leadership is striving to improve the organization’s efficiency and customer service while serving its critical role of protecting the public health and safety. Most of DSI’s services directly affect residents, property owners, and business owners. Although the DSI staff members we interviewed understand they are serving the public and strive to meet customer needs, they primarily describe their role in regulatory terms rather than in terms that acknowledge the customer and the importance of their role as partners with the applicant in the process.



Recommendation 1. Create an organizational culture that focuses on customer service rather than on regulations without losing the value of protecting the public health and safety. Success means staff members understand and articulate the perspective of the customer when doing their jobs.

Certain employees are routinely recognized for their exemplary service helping customers successfully complete development projects. These employees can serve as both resources and role models for this approach to their work. However, during stakeholder interviews, several mentioned the lack of a customer service attitude by some staff, across the range of services provided by DSI.

Recommendation 2. Identify and recognize employees that demonstrate strong customer service skills. As appropriate, assign them to mentor other employees.

Customer service training can serve as a refresher for some and provide basic skills for others. In addition to reinforcing the principles of service, the training can also be an excellent time to reinforce response time standards (e.g., the need to return emails and calls within 24 hours of receipt, etc.).

Recommendation 3. Provide customer service training to all staff.

DSI staff has the challenge of serving a variety of individuals, property owners, contractors and business owners with a wide range of requests. Some individual property owners or business owners may have only one application for development review in their experience whereas others may have over 100 applications a year. Although it varies significantly, some larger, frequent applicants who are experienced in DSI processes and knowledgeable about codes, expressed that they find DSI staff very responsive, efficient and customer friendly. Infrequent and smaller business owners' experiences expressed confusion about unclear and repetitive processes, which result in time delays.

Recommendation 4. Treat inexperienced and small business owners who may have only limited experience with DSI with the same level of attention and expeditiousness as experienced developers and informed applicants.

In recent years, DSI and PED have developed better ways to collaborate and keep the lines of communication open about projects and zoning applications that require review and comment by both departments. Specifically, the zoning senior site plan reviewer attends bi-weekly PED staff meetings and a planner attends the DSI zoning staff meetings held every three weeks to monitor and provide input common projects each office is working on. Additionally, PED distributes an Excel spreadsheet monthly that includes all of the active studies that planners are conducting, including the planner assigned, and the status. Similarly, each site plan application is assigned to a specific PED planner who advises the senior site plan reviewer about Comprehensive Plan compliance, important background information, and concerns about the project. A PED planner also attends the Site Plan Review Committee meetings when appropriate.



However, internal workflow and communication between DSI and the other departments that participate in the process of plans review occurs in “silos” and, as a result, is not effective. Although Public Works (Traffic, Water and Sewers), Parks and the Watershed Districts have a role and responsibility in the review of site and construction plans, there is no coordinated commitment to adhere to specific turnaround times by each department or agency. As long as the process remains siloed and viewed as the sole responsibility of DSI, efficiencies in the overall cycle time and customer service will be hard to attain.

Recommendation 5. Eliminate workflow silos by developing performance agreements that address time-certain turnaround times for comments and approvals and communication protocols with each department and external agency having a role in the review process.

The physical separation of department representatives (Public Works, PED, Parks), who have a role in reviewing site and construction plans disrupts the flow of timely communication and synergies between staff members which otherwise would occur if the departments were located in the same building. Additionally, physical separation of department representatives can contribute to processing delays and a “runaround” for customers.

When an application is submitted to DSI for review, front counter staff members receive the application and distribute it to the appropriate DSI reviewers. Front counter staff members also collect the application fees. During the intake process, front counter staff may call a plans inspector to the counter to review the application and plans with the applicant for accuracy. However, the front counter is not a one-stop shop to check in with staff on all aspects of an application.

If improving the customer experience is important to DSI, then the best practice of providing a one-stop shop should be considered. Doing so will allow that the customer has a single point of entry where they can obtain information about any aspect of submitting an application and moving through the various development review and approval phases.

Recommendation 6. Create a one-stop intake counter for development review applicants and customers to obtain information and assistance from internal and external reviewers from a centralized office housed in DSI.

Recommendation 7. Establish a schedule of days and times that each reviewer/discipline will be available to meet with applicants and customers at the DSI intake counter.

The DSI website includes a checklist for site plan review. However, if checklists for other applications and reviews exist they are hard to locate on the website.

Recommendation 8. Create a checklist for each DSI permit and license application that includes plan submittal requirements. Make them easily accessible to the public. A sample checklist is included as Appendix 1.



The entry to the site plan review process is an application by a property owner, business owner or contractor. Separate permit applications are required for various construction activities. In some cases, front counter staff members complete applications for applicants or inspectors complete permit applications for contractors, who they know through prior work. It is important that all applications be readily available and easy to understand so they do not present a hurdle to the applicant.

Recommendation 9. Review and revise applications for ease of understanding from a customer's perspective. The application form should guide the applicant through it and make successful completion clear.

Each division within DSI has unique responsibilities that are interconnected. DSI and City staff seem to understand these roles and responsibilities clearly. However, an inexperienced applicant (property owner, resident or contractor) may not. Many projects may require a number of different approvals, whether small or large, and the steps may be confusing to someone who is not familiar with the process. Although experienced applicants may understand the role of each division within the department and what is needed, the public and infrequent users of DSI may not.

Recommendation 10. Clearly distinguish the different roles of licensing, zoning and site plan, building code enforcement, permitting and inspections, and property maintenance (vacant buildings) in separate guidance documents. Utilizing various media, including the web site and pre-recorded FYI announcements when persons are on hold for DSI will be helpful.

Building permit applications require Public Works stamps for address verification and sewer connection. Without these two stamps, application acceptance by DSI staff cannot occur. Applicants attempting to submit permit applications without the stamps must visit two Public Works offices, located several blocks away from DSI, to obtain the required stamps prior to application acceptance. This is a major customer inconvenience and ultimately results in delaying an application.

Recommendation 11. Meet with Public Works and identify an approach that will allow for the issuance of address verification and sewer connection stamps from the DSI intake counter.

The project facilitators are very helpful assisting applicants who are new to the development review process, have complicated projects, or require joint development and license approvals to successfully overcome potential hurdles. There is no formal process for assigning project facilitators to assist an applicant. They are frequently requested when an applicant appears to need more direction and assistance during the inquiry or intake process by front counter staff. Project facilitators are also assigned when applicants need advice on a project with some complexity. In addition, the zoning administrator or site plan reviewer may refer an applicant to a project facilitator to assist with coordinating various and multiple reviews. Once assigned, applicants recognize the value of the project expertise and customer service skills.



Recommendation 12. Clarify the role of a project facilitator including when and how the facilitator is assigned.

Recommendation 13. Expand the use of project facilitators to serve a wider variety of customers and provide customer assistance throughout the process.
Assign them at the pre-application or application intake phase.

Customers expect that information about process, the status of project reviews and approvals, timelines, applications and other forms, and staff resources are readily available electronically. Providing this information online is a standard practice in the industry. The ability to gather information, pay fees, request inspections, receive certificates of occupancy and receive permits electronically is lacking in Saint Paul.

The DSI website includes a wealth of information, but the site is designed for those with experience in building and construction processes and an understanding of the role of DSI in granting site, building, and inspection approvals. The website is currently being upgraded to be more efficient and customer friendly. The upgrade will include implementation of the Amanda web version 6.0, with licensing and cash handling. The Amanda interactive portal will allow customers to complete forms and requests for various trade permits online, and establish online accounts for online transactions and purchases.

Recommendation 14. Complete DSI website upgrades and further enhance the web portal to make it a full-service site. Applicants should be able to easily obtain information about DSI services and fees, complete and submit applications of all types, track the status of applications under review, make payments, and receive permits on demand for certain improvements.

DSI inspectors schedule their own inspections within the first hour and a half of the workday using voicemail requests to develop a daily schedule and routing assignment. This requires persons with inspection requests to leave a voice message that is retrieved the following day. Depending on workload, the inspector may not initiate the inspection for up to a week. Developers and contractors who know the inspectors have an advantage, in that they can reach them via cell phone with a scheduling request that bypasses voicemail, thereby saving time by essentially jumping ahead of those who call the DSI office line.

Recommendation 15. Develop an online and phone call-in system for requesting inspections. This will provide efficiencies and better customer service.

Performance Standards, Process Improvements and Staffing

As mentioned previously, the development review process requires the applicant and DSI to coordinate with other City departments including PED, the Heritage Preservation Commission, Public Works and others. DSI meets with PED through the department directors' meetings and the directors of the two departments meet routinely to discuss the applications and projects that require review or approvals by DSI and PED. The value of routine, structured, problem solving



communication among the leaders in these departments will help avoid miscommunication, delays and hurdles associated with key projects.

Recommendation 16. Strengthen communication around development issues by holding regularly scheduled meetings and getting attendance commitments from the leadership in PED, Public Works, and DSI.

Development projects often require input from various review and decision making bodies. These include the Board of Zoning Appeals, Heritage Preservation Commission for historic buildings, District Councils, the Planning Commission, the Legislative Hearing Officer and City Council. These all require hearing notices, notification of adjacent property owners, notification of District Councils, and other stakeholder groups.

Recommendation 17. Identify the hand-offs for PED, Board of Zoning Appeals, Heritage Preservation, District Councils, Planning Commission, Legislative Hearing Officer, and the City Council and create time standards for processes and parallel reviews to assure efficient routing of applications to avoid delays.

The Minnesota Department of Health (MDH) and Minnesota Department of Agriculture (MDA) took over the health inspection duties for the City of Saint Paul in the summer of 2013. This affects the development review process because restaurant and food establishments and commercial kitchen licensing and inspections are now performed by MDH and MDA rather than DSI staff. DSI has a staff person assigned to coordinate this transfer of responsibility with these two state agencies.

Recommendation 18. Establish a regular meeting schedule with the Minnesota Department of Health and Minnesota Department of Agriculture (MDA) staff to verify the health permitting process, hand-offs, and roles.

DSI divisions vary in the level and availability of documentation about internal procedures and processes for carrying out their work. Some divisions and programs in the department have documented work processes and procedures in writing, while others have not completed this essential and basic work. Written procedures are critical in departments such as DSI where staffing levels are at a minimum and where consistency in how customers are treated is important.

Recommendation 19. Set a deadline for each division to produce standard operating procedures using a standardized format.

DSI operates with some informal interdivisional timelines for completing specific activities such as getting a site plan review comment letter to the applicant (within seven days) or getting an inspection (within seven days). There are also some timelines mandated by ordinance. However, no information is provided about the amount of time (from beginning to end) an applicant should expect for various review processes.



Recommendation 20. Develop standard turnaround times for each phase of the development review process, including intake, site plan review, permitting, construction inspections, Certificate of Occupancy, and code enforcement inspections.

Recommendation 21. Make the adopted time standards public. This should be done in as many ways as possible, including posting the information on the DSI website, including it on applicable forms, and in any printed brochures.

Recommendation 22. Design and utilize Amanda to track performance.

DSI issues three types of licenses: Class R, routine, Class T, temporary and Class N, licenses which require neighbor notification. Class R and Class T licenses may be approved and issued by the director of DSI. Class N licenses can be approved or denied only by the Council. Those Class N licenses being recommended for approval by DSI require notifying the neighborhood organization (District Council). If the affected neighborhood organization or other interested persons give notice of an objection to the license application within 30 days (non-liquor) or 45 days (liquor) after receiving notice of the proposed N license, the matter is referred to a legislative hearing officer.

The legislative hearing officer is required to give notice of the time, place and date of the hearing to the affected neighborhood organization(s) and the applicant. The legislative hearing is typically held within 10 days after receipt by the legislative hearing officer. Following the hearing there is additional time required for the license application to be considered and approved by the City Council. This extends the first time N license application approval process by 65 days or more.

Recommendation 23. Work with City Council to create criteria for when a hearing will be held for a class N (neighbor notification required) license to make the process more transparent. Document the criteria in standard operating procedures.

DSI is staffed by two deputy directors who report to the director and oversee the two divisions of the department. The division of Licensing, Permits, and Customer Service is responsible for seven programs: Information and Complaint; Clerical Support; Zoning and Site Plan Review; Animal Control; Licensing and Skyway Management, Project Facilitation and Gambling Enforcement. In addition to the responsibilities associated with management and oversight of the programs within the division, the deputy director of Licensing, Permits and customer Service assumed management of the day-to-day work involved in review, analysis and approval or denial of business license applications. The work associated with licensing review consumes in excess of 50% of the deputy director's time, and can involve lengthy public notification and review processes. Although the deputy director should have a role in licensing approvals, the review and analysis is best suited to a managerial level staff position. At present, the Licensing and Skyway Management program is without a manager to administer annual licensing renewal for approximately 3,700 renewals, 460 new license approvals and 109 public notification processes (based on 2013 data).



Recommendation 24. Add a licensing manager to the DSI table of organization under the Licensing, Permits and Customer Service Program.

Site and construction plans are typically assigned to an individual reviewer to process and complete. However, if the staff person handling a project is not available, the project does not move forward and the applicant is unable to obtain information about the status of the review until the employee is available to respond. Before an individual takes leave, a staff person should be assigned who is knowledgeable about the project and can continue moving the project forward, if applicable. (Use of Amanda may be helpful for doing so.)

Recommendation 25. Ensure project workflow continues when staff members are absent.

As Table 1 shows, the current backlog of outstanding final site plan inspections has averaged approximately 311 cases for the past five years (2009 to 2013). Less than 1 FTE has been assigned to complete the final inspections, which accounts for the ongoing backlog.

Table 1. Zoning Division Workload Data

Year	Zoning Division FTE	Zoning Inspectors	Zoning Inspections Outstanding
2011	8	< 1 FTE	226
2012	7	< 1 FTE	389
2013	6	< 1 FTE	334

Determine the staffing level required to reduce the current zoning site inspection backlog over 12 to 18 months.

Recommendation 26. Train and assign members of the code enforcement division to assist with reducing the backlog.

DSI, which is funded primarily through fees, experienced a reduction in revenue during the recession, which caused a 4.8% reduction in the number of staff available to do the work. Table 2 below shows five years of staffing.

Table 2. DSI Staffing from 2010 to 2014

Year	Total FTE	Housing and Building	Dev, Licenses, Permits	Administration
2010	143.9	89.9	48.0	6.0
2011	144.3	89.9	48.4	6.0
2012	137.6	87.9	44.7	5.0
2013	141.6	78.0	57.6	6.0
2014	137.0	85.0	45.0	7.0



The current workload is very demanding, with most staff feeling very busy and unable to respond to all requests in a timely way. With the current increase in major development applications coming into the City and more development/redevelopment expected with the opening of the Light Rail Green Line in the spring of 2014, DSI needs to prepare to handle this demanding workload.

Recommendation 27. Use performance and efficiency data to determine staffing levels to address workload demand on DSI now and in the next few years.

DSI recently unified inspector classifications in the department into three categories (inspector I, II and III) to increase efficiencies. Classification I is an entry level inspector, classification II has some ability to work across the divisions and has range of inspection proficiencies, and classification III level employees are the most senior and the most highly skilled and trained in the class. Classification III level employees often work as supervisors and crew leaders. This efficiency move is just getting underway so the effects of the new employee group should be closely monitored and assess quarterly.

Recommendation 28. Evaluate the new inspection staffing model to ensure it is working as planned.

DSI inspectors schedule their own inspections within the first hour and a half of the workday by taking phone messages and checking their workload from prior days. Inspectors have computers in their vehicles but no access to the internet to update their records or to update their schedules.

Recommendation 29. Provide internet access so inspectors can use portable devices outside of the office to increase efficiency and provide better customer service. Doing so will allow inspection schedules to be updated and revised, inspection results to be transmitted to customer electronically, notes to be maintained, and communication via email throughout the workday. Currently, the department plans to phase in this technology in 2015.

Code enforcement is important to maintaining neighborhood quality and is of interest to residents and elected officials, especially elected officials representing primarily residential neighborhoods. Keeping up with complaints and enforcing codes is a challenge for DSI. With the broad banding of inspector classifications throughout the department, the sharing of this work function with other groups of inspectors within the department is possible.

DSI has recently implemented team inspections for code compliance of vacant buildings. Inspection teams include DSI code enforcement, building and fire inspections. Each discipline makes an assessment of the condition of the building prior to recommending rehabilitation and the time required or demolition of the structure. At present, the lead building inspector for vacant buildings coordinates the team review, however few other protocols for the assessment exist.



Recommendation 30. Document the successes and areas for improvement of the coordinated inspections process within the first two months and report the findings to the deputy director of Housing and Building Inspections. The building official should take the lead.

Forty-five staff members (33%) across the DSI organization will be eligible for retirement in the next five years, as shown in Table 3. Fourteen (31%) of the 45 staff members who are eligible to retire are at or above retirement age and service and can leave at any time. The list includes staff from nearly every program in the department. The potential impacts on workflow and productivity are significant and require forethought with respect to hiring, training and development, and possible promotion of existing staff.

Table 3. DSI Staff Retirement Eligibility

DSI Division or Programmatic Unit	Number Eligible	Division/Unit Total
Senior Administration	1	3
Administrative Support	2	6
Code Enforcement Division	9	20
Fire Inspections Division	4	24
Construction Services Division	9	40
Clerical Support	6	15
Information and Complaints	3	5
Site Plan Review	4	7
Project Facilitation	2	3
Licensing and Skyway	3	5
Animal Control	2	9
Total	45	137

Recommendation 31. Develop a succession plan to anticipate possible staffing changes from 2014 to 2018.

Development and Site Plan Review

The Site Plan Review Committee meetings on individual development projects provide an opportunity for participants from DSI, Public Works, PED, Fire Safety, Parks, Crime Safety, the Watershed District and MnDOT to meet with the applicant and review the project. This face-to-face meeting at the beginning of the site plan review process is an opportunity for reviewers to comment on the project, and explain the approval and decision making steps and address the expectations of the applicant. A senior site plan reviewer from Zoning and Site Plan Review organizes and manages these meetings that occur weekly.



Recommendation 32. Require submission of staff comments from participating departments and outside agencies to the senior site plan reviewer for the project 24 hours in advance of the Site Plan Review Committee meeting.

Recommendation 33. Require that City staff with access to Amanda use the appropriate comments field for making and amending review comments and issuing approvals, disapprovals or holds.

Recommendation 34. For departments and agencies that do not have access to the Amanda system, identify a standard electronic format for site plan review comments.

The discussion and direction given at the site plan review meeting and the next steps to move the project forward are communicated to the applicant in a letter format via email, typically within seven to 10 days after the site plan review meeting using a standardized letter format that is mailed and emailed to the applicant. Best practice jurisdictions provide comments more quickly.

Recommendation 35. Develop and issue Site Plan Review Committee meeting notes within three days of the site plan review meeting. All follow up issues should have a specific timeline designated.

After an applicant revises the site plan, based on initial staff and department review comments, the plans are resubmitted for a second round of review. The plan resubmission is forwarded to appropriate staff for subsequent review, however, because there are no established time standards for completing these reviews delays can occur. Lack of a review standard for completing second and subsequent plan reviews causes further delay and a lack of certainty about the City's review processes.

Recommendation 36. Work with DSI Site Plan Review Committee representative to develop response timeframes for completing comments associated with site plan revisions.

The staff uses the Site Plan Review Committee as an opportunity to share information about the development review process with the applicant. Since District Councils are alerted to all development proposals within their neighborhoods and allowed to comment on them, applicants find that checking early with the District Councils about their project helps move the process along more efficiently because it allows neighborhood issues to emerge and be addressed by the applicant sooner in the development review process.

Recommendation 37. Inform the applicant during the site plan review committee meeting about the importance of getting on the District Council's meeting agenda about the proposed project, as applicable.



Development Fees

City codes permit DSI to require performance bonds to assure the complete and proper installation of required landscaping, paving, screening, erosion and sediment control or items required by special condition, as determined by the zoning administrator, are completed in accordance with approved site plans. The performance bond has not been used consistently in the past and is rarely implemented as a requirement because of the complexity of recording, monitoring, refunding or charging against the bond, when needed. The ability to require a financial guarantee that site work is completed by in a timely manner is a best practice.

Recommendation 38. Develop criteria for the issuance of performance bonds. Document when inspections associated with performance compliance will occur as well as the use or return of the surety.

Building code inspections are typically scheduled out for a week which delays projects. Many cities allow for time-certain inspections through an additional fee.

Recommendation 39. Develop a fee for time-certain building and trade inspections for customers that want a higher level of certainty about inspection times.

The Finance Department is responsible for processing \$18 million in revenues annually through a variety of methods including email, fax, two different PayPal accounts and in person both in the field and in the office. In the last four years, there have been five accountants in DSI. Some staff members were holding checks until certain processes occurred. No procedures were written and no training was available. The current accountant is documenting cash handling processes and procedures in an attempt to better control the cash intake process. Staff training on cash handling procedures is also underway.

Recommendation 40. Monitor cash handling procedures among administrative staff, inspectors, and plan reviewers to ensure the new procedures are followed.

Technology

DSI uses the Amanda System and ECLIPS for managing development applications and permits, respectively. While the Amanda system is undergoing a major update, and will be accessible to applicants and DSI customers via a web interface. The ECLIPS system, for business license applications will be replaced in the third phase of the Amanda upgrade, with the addition of a licensing module.

Additional workflow issues that may be addressed using technology enhancements include the lack of access to Amanda by representatives in Parks and Public Works; inability to incorporate Fire Prevention comments (entered into Firehouse or another system) , and the lack of access to information stored in Amanda by inspectors in the field due to the lack of remote/hand-held access. There is also no interface between Outlook email and the current Amanda System, resulting in an inability to quickly copy and paste comments from one system to the other.



Recommendation 41. Use technology to share information among the staff in different divisions in the department and throughout the City (Public Works, Historic Preservation Commission, Planning and Economic Development) to avoid miscommunication and delays between DSI staff and the applicant.

Recommendation 42. Require all plans reviewers to use the Amanda System for logging review comments and project status.

Recommendation 43. Track construction plan submissions and resubmissions electronically beginning with folder creation at the intake counter and including all reviews, comments, resubmissions and approvals.

Recommendation 44. Identify a means for alerting all construction plans reviewers when plans are resubmitted.

Planning for the upcoming rollout of the Amanda upgrade has largely occurred with little input from staff below the division manager level. Additionally, there has been a lack of communication with staff regarding phasing and testing associated with Amanda web and the pending implementation scheduling.

Recommendation 45. Develop a communication plan that documents key milestones for each phase of the Amanda System update and ECLIPS phase out.

Recommendation 46. Develop a schedule for Amanda web training, videos and guidance documents.

Process Map and Workflow Changes

Four recommendations (17, 18, 33 and 36) are applicable to current workflow processes. Each of the recommendations will require meetings and discussions with other department and agency representatives and in some cases the identification of additional resources to complete implementation. A summary of each recommendation for process improvement that will result in process map changes is provided in Table 4 and elaborated below. To-be process maps reflecting process changes for Recommendations 33 and 36 are included as Attachment A.

(Previous) Recommendation 17. Identify the hand-offs for PED, Board of Zoning Appeals, Heritage Preservation Committee, District Councils, Planning Commission, Legislative Hearing Officer, and the City Council and create time standards for processes and parallel reviews to assure efficient routing of applications to avoid delays.

- There are multiple hand-offs from DSI to other City departments and external agencies that occur during DSI review processes. A sample of the hand-offs is shown in the table below. It will be necessary for DSI staff to identify all internal and external hand offs and develop agreements and DSI standards to ensure that application reviews proceed without delay.



Table 4. Workflow Hand-offs from DSI to Outside Departments, Agencies and Commissions

Process Map	Handoffs from DSI to Outside Departments or Agencies
Business License N (without petition)	<ul style="list-style-type: none"> District Council and Legislative Hearing Officer City Attorney City Council
Commercial Development - Site Plan Review	<ul style="list-style-type: none"> Site Plan Review Committee Other Agency Review (as indicated by Project Facilitator)
Commercial Development – Building Plan Review	<ul style="list-style-type: none"> State and Other Outside Agencies Heritage Preservation Commission
Commercial Development Building Inspection	None
Nuisance Buildings	<ul style="list-style-type: none"> City Council Heritage Preservation Commission District Councils and Legislative Hearing Officer Finance Department
Single Family and Duplex Development Permit Application	<ul style="list-style-type: none"> Heritage Preservation Commission
Single Family and Duplex Development Inspection	None

(Previous) Recommendation 18. Establish a regular meeting schedule with the Minnesota Department of Health staff to verify the health permitting process, hand-offs and roles.

- Implementation will require meetings to determine and verify processes, handoffs, and roles, and development of a DSI MDH operating agreement. Additionally, role verification and clarification may result in process changes.

(Previous) Recommendation 33. Require submission of staff comments from participating departments and outside agencies to the senior site plan reviewer for the project 24 hours in advance of the Site Plan Review Committee meeting.

- This recommendation is being incorporated into the Handbook.

(Previous) Recommendation 36. Develop and issue Site Plan Review Committee meeting notes within three days of the site plan review meeting. All follow up issues should have a specific timeline designated.

- This recommendation is being incorporated into the Handbook.

Recommendations Requiring a Policy Change

Two recommendations (23 and 37) affect DSI policies and the total time for certain developments.

(Previous) Recommendation 23. Work with City Council to create criteria for when a hearing will be held for Class N (neighbor notification required) license to make the process more transparent. Document the criteria in standard operating procedures.



- Criteria will make it possible to determine which commercial applications will be subject to a legislative hearing. As a result, applications not subject to a legislative hearing will have a fixed processing time. Applications subject to the hearing requirement should have a maximum timeframe for hearings and decisions. The time to complete the legislative hearing process should be included in the total processing time and made available to applicants prior to application submission.
- This could be a City Council policy or perhaps a revision to the N licensing ordinance or both. It might take the form of a resolution adopting the criteria to be used by the licensing manager or the legislative hearing officer. (Code 310.04 (d) Class N licenses)

(Previous) Recommendation 37. Develop criteria for the Issuance of the Performance Bond.

- This does not require a policy change, but it requires that the policy be enforced.

Conclusion

The recommendations for improvement address efficiencies and enhancements to operations, resources, staffing and communications within the DSI organization and emphasize customer service and increased transparency in review and approval processes. The recommendations also acknowledge the issue of pending and near-term changes in the department workforce and the phase-in of new technology, which will have long-term effects on workflow, and the ability of staff to manage and carry out the DSI mission and functions.

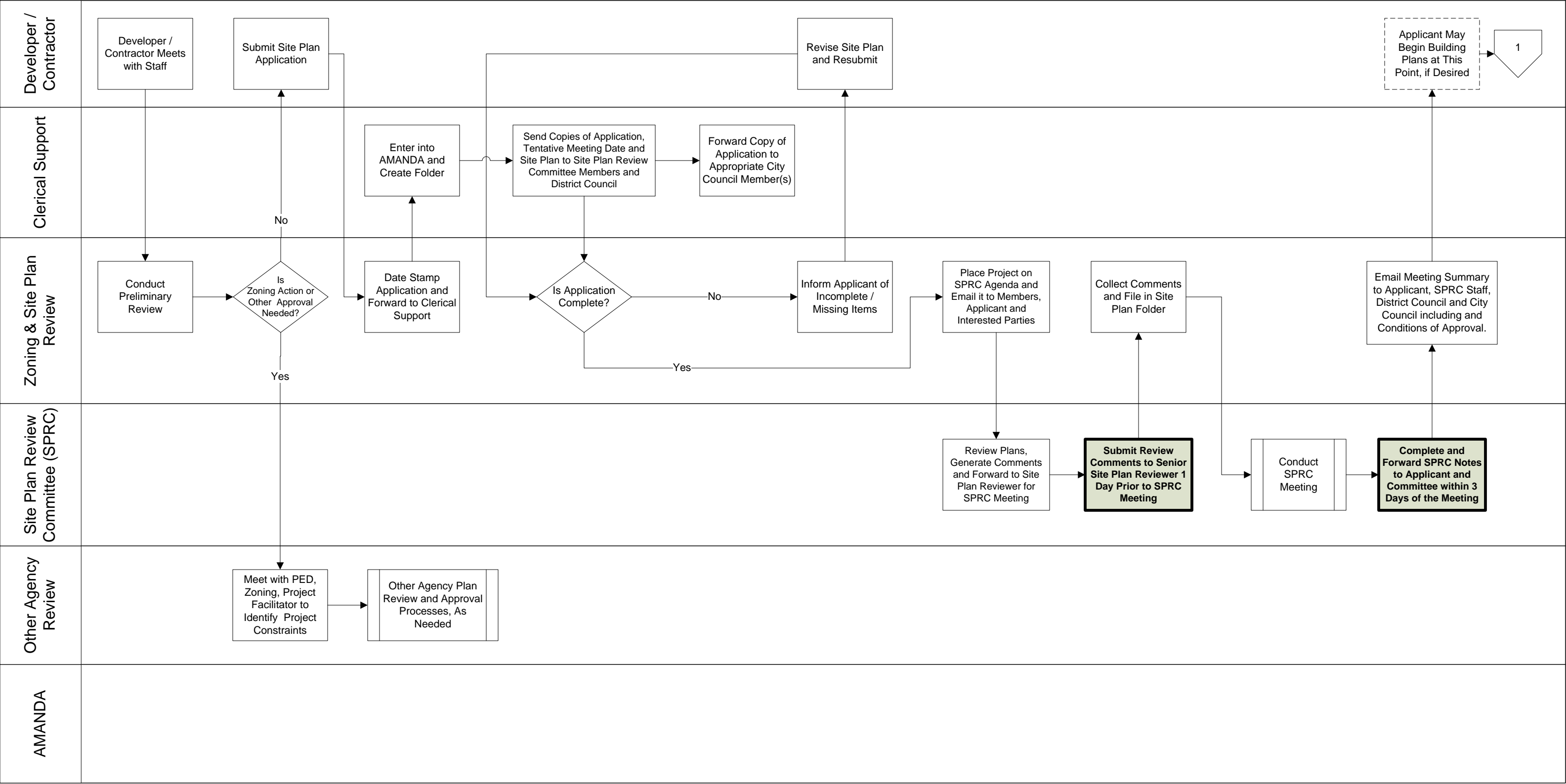
In addition to the recommendations included in this document, a draft Implementation Action Plan (IAP) is being provided under separate cover. The draft IAP includes action steps and timeframes for incorporating the recommendations into the context of current DSI division and programmatic work plans.

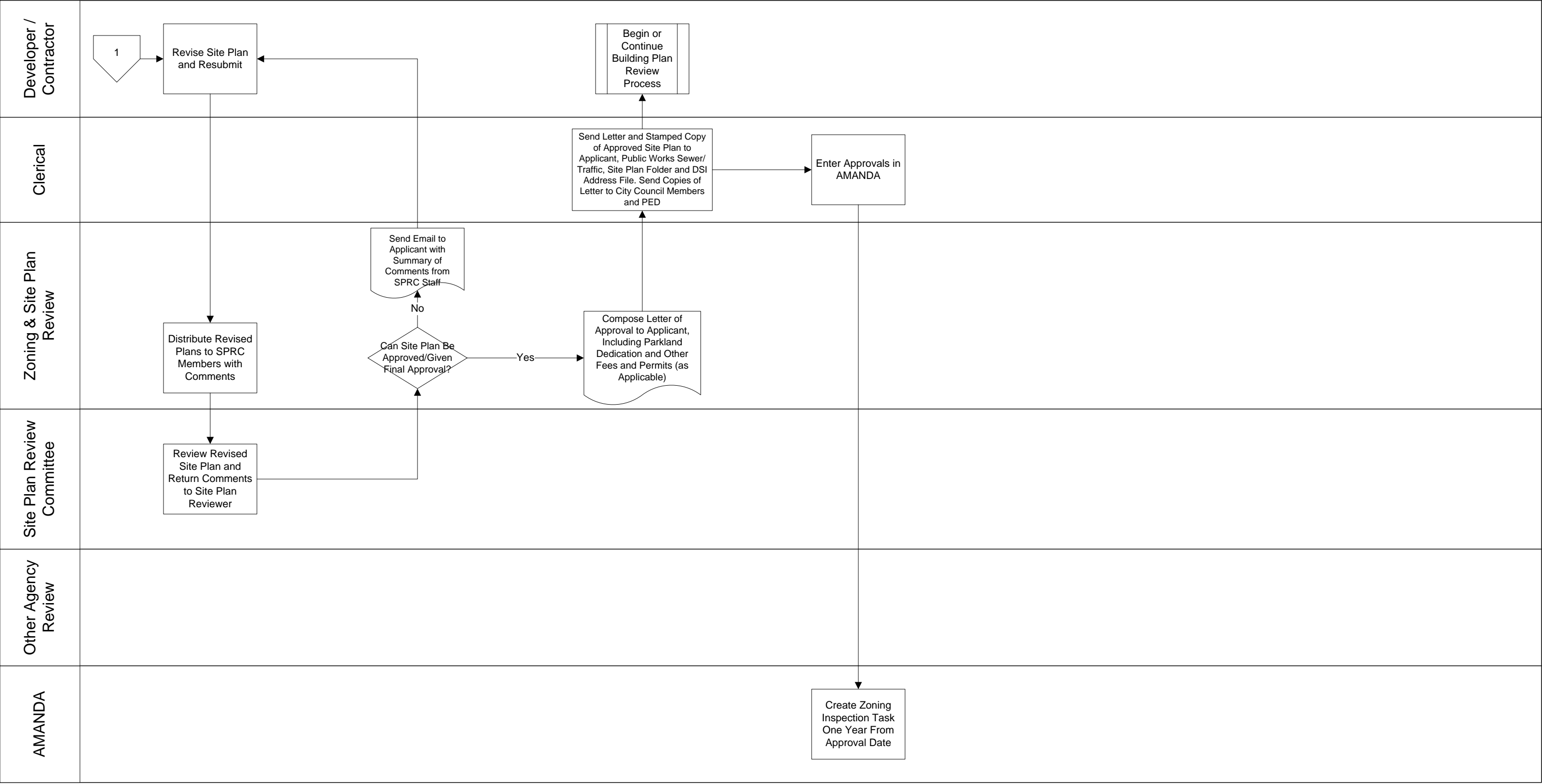
Reviewing DSI operations and functions, in conjunction with assessing processes, policies and procedures provided insights to the leadership team, managers and staff about how best to realign and refocus the limited resources of the department to better serve its customers while improving internal controls. The success of this effort will result in developers, property owners and businesses being able to navigate commercial and residential review processes with greater efficiency and predictability; while providing DSI staff with a greater understanding of the roles and responsibilities of the various and multiple review entities involved in granting approval.



Attachment A – To-Be Process Maps (for Recommendations 33 and 36)







Appendix 1 – Checklist





City of Aurora

COMMERCIAL PLAN REVIEW

Plan Submittal Checklist • 2013

Permit Center • 15151 E. Alameda Parkway, Ste 2400 • Aurora, CO 80012 • 303-739-7420 • Fax: 303-739-7551

Project Address		
Project Title		
Contractor	Phone	Fax
Owner	Phone	Fax
Contact Person	Phone	Fax
Staff Person Reviewing Submittal		Date
Comments		

The goal of the Aurora Building Division is to assist the developer/builder with assembling a comprehensive set of plans that will result in their project moving smoothly through the building review process in the least amount of time (specific time tables are shown on the last sheet of this checklist). The material contained within this checklist will aid in both the predictability and timeliness of the plan review process and eventual construction of your project.

Prior to acceptance of building plans for formal review, building plan review staff will screen the plans for general completeness and for compliance with these plan submittal checklist requirements. Submitted plans cannot be accepted for review until all required information contained in the checklist is clearly shown.

Pre-Submittal Meetings or Staff Consultations are free and are available upon request to discuss or resolve any code issues related to the plan review.

IMPORTANT: Please note that the Building Division review is separate from the Planning Department review process. The applicant may submit both planning and building plans for review concurrently with each department, but be aware that the Building Division cannot release the permit until you obtain both the site plan and elevation approvals through Planning.

If the applicant submits plans to the Building Division prior to obtaining the Planning Department approvals, they do so at their own risk as changes required by Planning can affect Building Division reviews. The Building Division cannot issue a permit for construction until the Planning Department has given final approval.

- ☐ Planning Department Development Application No: _____
- ☐ Planning Commission Approval Date: _____
- ☐ Planning Department Case Manager (with Stamp) Approval of Site Plan and Elevations.

Planning Department Approval/Stamp Signature

CONSIDERATIONS FOR PLAN SUBMITTAL

An additional set of building elevations must be provided to allow checking of exterior elements such as doors and windows, signage, roof top equipment or enclosures, color and materials of all elements of the buildings' exterior envelope. (These drawing will be routed to the Planning Department for review.)

- ☐ Commercial buildings must provide handicap facilities as specified in Article 5 of Title 9 of the Colorado Statutes. Units must be accessible and adaptable as specified in ICC/ANSI A117.1, 2003 Edition.
- ☐ Provide a copy of the City of Aurora approved site plan with the accessibility Implementation plan as required per CRS 9-5-106 that indicates the location of accessible units, accessible parking spaces and accessible garage units.
- ☐ A set of floor plans noting plumbing fixtures and uses as well as plumbing schematics and fixture tables is required. Other drawings may be required if the work involves special wastes. (i.e. grease, metals, etc.). These drawing will be routed to the Aurora Water Department for review. (The Building plan review is concurrent with these reviews.)
- ☐ Plans received by mail, courier, UPS or otherwise unaccompanied by an applicant not familiar with the project will be checked for completeness per this checklist. If plans are determined to be unacceptable for plan review, the applicant (listed contact person) will be notified that the plans must be picked up within two weeks, or they will be discarded.
- ☐ All new commercial structures or additions to existing structures are required to be evaluated for adequate in-building radio coverage at the time of final frame and final electrical inspections. If needed, a separate construction permit is required for installation of or modification to emergency responder radio coverage systems and related equipment. The applicant must read and understand the requirements of the 2009 International Fire Code (IFC) Section 510, Appendix J and City of Aurora Code, Chapter 66-38 for "Public safety in-building radio coverage". This code section mandates that prior to issuance of a certificate of occupancy the property owner or designated representative must conduct an evaluation to determine the adequacy of radio signal strength for fire and police use throughout a structure using a 800 MHZ two-way radio. For additional information please contact Mike Dean of the Aurora Building Division at 303-739-7447.
- ☐ TRI-COUNTY HEALTH DEPARTMENT (TCHD): All applicants submitting construction plans for retail food establishments, day care centers, preschool programs, group homes, fountain water attractions and public swimming pools are also responsible for meeting the separate requirements of the Tri-County Health Department. The TCHD will require a plan review application to be submitted for review and approval prior to opening. For a copy of the plan review application or to obtain additional information from the Tri-County areas consisting of; Adams, Arapahoe and Douglas counties, please contact:

Tri-County Health Department

7000 E. Bellevue Ave, Suite 301

Greenwood Village, CO 80111-1628

Phone: 303-220-9200, Fax: 303-220-9208, www.tchd.org

NOTICE: Once the building plans are approved by the Building Division the building permit will be routed to other internal city departments (Public Works, Aurora Water, Planning Department, etc.) for approval prior to permit release. The permit routing process is seven working days.

NOTICE: Attempts to submit plan sets without the minimum information listed below will result in the rejection of the plan submittal.

NOTICE: Separate plan reviews and building permits will be required for the installation of all fire protection systems required to be installed in conjunction with the construction of a building, addition, or alteration. These fire protection systems include, but are not limited to:

- Fire Sprinkler Systems, Standpipe Systems, Fire Alarm Systems, Commercial Kitchen Hood Suppression Systems and FM-200, Clean Agent Systems, Dry Chemical Systems and Emergency Responder Radio Coverage Systems.
- Hazardous Materials Inventories, High-Piled Combustible Storage Systems, Racking Systems, Above Ground and Underground Fuel Storage Systems.

THE CITY OF AURORA HAS ADOPTED THE FOLLOWING CODES*

- | | |
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| <ul style="list-style-type: none">• 2009 International Building Code (IBC)• 2009 International Existing Building Code (IEBC)• 2009 International Mechanical Code (IMC)• 2009 International Plumbing Code (IPC)• 2009 International Fire Code (IFC)• 2011 National Electrical Code (NEC)• 2009 International Residential Code (IRC) | <ul style="list-style-type: none">• 2009 International Fuel Gas Code (IFGGC)• 2009 International Energy Conservation Code (IECC)• *Amendments to the codes can be found by clicking HERE.• (Chapter 22 Building and Building Regulations)• (Chapter 66 Fire Prevention and Protection Regulations) |
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MINIMUM PLAN REVIEW DOCUMENT REQUIREMENTS

GENERAL INFORMATION

- ☐ The "City of Aurora Building Permit" application from must be completed in its entirety.
- ☐ A commercial plan review application may not be accepted unless a valid address is provided.
- ☐ An individual plan review submittal package is required for each individual building and building address.
- ☐ Plan review fees must be paid in full before plans will be accepted for plan review.
- ☐ One (1) complete set of plans are required for a permit submittal. Plans stamped "Preliminary" and/or "Not for Construction" are unacceptable.
- ☐ Indicate project name and address on each sheet of plans.
- ☐ Indicate on the cover sheet of plans the name, title, address, and phone number of designer(s)-of record and a complete index of all submitted plans.
- ☐ Each sheet of plans shall be a minimum size of 24" x 36" drawn to scale in U.S. units to ensure legibility with sufficient detail to clearly document the nature and scope of proposed construction.
- ☐ Plans may be submitted for electronic review in Adobe PDF format. Other formats will not be accepted. Electronic stamped engineered plans are acceptable. Electronic submittals must be submitted on CD. Approved plans will be issued back in the same manner but will need to be printed for use in the field.
- ☐ Each sheet shall be sealed and signed by a Colorado licensed/registered professional designer as required by state law. (Consult with building plan review staff for projects which require professional engineers and registered architects).
- ☐ Plans shall be complete and shall consist of architectural, structural, electrical, plumbing, Life Safety and mechanical drawings (where any of these elements occur in the proposed structure), and supportive data.
- ☐ Notes: _____

CODE ANALYSIS (on the cover sheet)

- ☐ Occupancy group(s) and Construction Type as defined by the IBC.
- ☐ Allowable area calculations (when needed) and code provisions used to obtain the increases.
- ☐ Actual floor area, number of stories and height of the building.
- ☐ Exit analysis. (Exit width, number of exits).
- ☐ Identify new and existing fire sprinkler system and the extent of the system.
- ☐ Applicable codes, amendments or approved requests for modifications.
- ☐ Provide a Key Plan or Leasing Plan showing occupancies of any adjacent tenant spaces.
- ☐ Notes: _____

SITE EVALUATION

- ☐ Provide some form of site drawing, such as a site plan that shows dimensions reflecting the distances to property lines. This document must also show all public or private easements adjacent to the structure.
- ☐ Show the location of all proposed and existing structures with dimensions, including distances to any miscellaneous structures such as fences, dumpster enclosures, mail kiosks, etc. Provide type of construction of any structure within 60 feet of existing or proposed structure.
- ☐ Indicate the proposed height of the structure per the definition of the IBC. Provide exterior elevations that clearly indicate the final grade adjacent to the structure.
- ☐ Notes: _____

ARCHITECTURAL PLANS

- ☐ Provide complete and clearly dimensioned floor layout at each level which identifies the use for each room and the type and location of each wall (including fire-rated).
- ☐ Provide complete and clearly dimension roof plan which indicates all roof slopes and size and location of the primary and secondary (if applicable) drainage systems.
- ☐ Provide complete reflected ceiling plans for each level and clearly specify required location and extent for each type of ceiling.

- ☐ Provide exterior elevations for each side of building which contains clearly dimensioned overall building height and floor-to-floor heights, indicates the location of all doors and glazed openings, and identifies all finish materials.
- ☐ Provide building and wall sections which clearly identify the required type and location of all materials for construction of beams, columns, floors, walls, ceilings, and roofs and the corresponding fire-resistance rating if applicable.
- ☐ Clearly detail all required means of egress and exits for each floor level including but not limited to corridors, stairs, doors and ramps.
- ☐ Provide details for construction of interior and exterior walls and partitions which includes the type, size, and location of all required materials and applicable fire-resistance-ratings.
- ☐ Provide a door schedule which clearly reference doors labeled on the floor plans, indicates the type and size of each door, and specifies the applicable fire-resistive rating.
- ☐ Specify required type, size, and location of glass panels corresponding to each glazed opening indicated on the plans.
- ☐ Provide approved tested details and corresponding rating for all fire-resistance-rated elements and assemblies including but not limited to beams, columns, floors, walls ceilings, and roof plans.
- ☐ Exits and exit access doors within the structure shall be clearly identified on both the architectural and electrical plans by utilizing a label reading "REQUIRED EXIT" with an exit sign symbol. Note. Any door shown on the plans that is reflecting a label and exit sign symbol will be required to install exit door hardware with the interior and exterior lighting requirements of the IBC, Chapter 10.
- ☐ The floor plan must reflect a dashed delineation to identify the means of egress, common path of travel and the accessible means of egress for each floor level.
- ☐ Notes: _____

STRUCTURAL PLAN

- ☐ Provide complete and clearly dimensioned floor framing plan for each level and roof framing plan which indicates the materials, types, sizes, and locations for all structural elements.
- ☐ Clearly identify on the foundation, floor, and roof framing plans with the lateral load-resisting system along two (2) orthogonal directions including but not limited to shear walls, braced frames, and moment resisting frames.
- ☐ Provide complete structural details which clearly indicate the required connections between all wall floor, and roof framing components including anchorage to foundation. All sections, details, and elevations shall be clearly referenced on the foundation, floor, and roof framing plans.
- ☐ Provide complete structural design criteria including but not limited to required design loads, material specifications and structural construction requirements. Provide complete structural calculations for each structure, wet stamped (or digitally stamped) by a Colorado licensed structural engineer.
- ☐ Notes: _____

FOUNDATION PLAN AND DETAILS

- ☐ Provide complete and clearly dimensioned foundation plan which indicates the types, sizes, and locations of all concrete structural elements such as; Size and depth of all footings, caissons, or drilled piers.
- ☐ Foundation wall and slab details, reinforcing steel sizing and spacing.
- ☐ Soils report.
- ☐ Notes: _____

FLOOR PLANS

- ☐ Names and use of all rooms and spaces. Identify all storage areas and contents.
- ☐ Complete dimensions of all rooms and spaces.
- ☐ Complete door and window schedule including door hardware.
- ☐ Wall and ceiling finish materials and specifications.
- ☐ All area and occupancy separations.
- ☐ Existing uses of the space. (If applicable)
- ☐ Notes: _____

FRAMING PLANS AND DETAILS

- ☐ Wall, beams, supports, and structural details. (Sizes and locations).
- ☐ Roof construction, venting, openings and materials.
- ☐ Exterior walls and bearing partitions.
- ☐ Truss, joist and rafter size, spacing, and layout. "Factory Built Truss Plans" are required to be submitted for plan review.
- ☐ Type and thickness of floors.
- ☐ Notes: _____

ELEVATIONS AND SECTIONS

- ☐ Exterior elevations.
- ☐ Cross sections sufficient to reflect structural systems.
- ☐ All wall assemblies; indicate the insulation "R" value of all exterior elements.
- ☐ Interior wall lateral support.
- ☐ Location and size of ventilation openings for crawl spaces, attic and roof joist spaces, and soffits.
- ☐ Stair enclosure and/or elevators.
- ☐ Details of construction features such as stairs, balconies, retaining walls, ramps, etc., including specifications of all materials.
- ☐ Notes: _____

FIRE RESISTIVE CONSTRUCTION

- ☐ Openings or penetrations of fire resistive construction are to be detailed in section view with applied references.
- ☐ Closure construction between fire resistive floors and walls and structural or exterior wall components shall be detailed in section view.
- ☐ Construction details of rated assemblies including corridors, area separation wall, horizontal exits, and occupancy separations.
- ☐ Notes: _____

LIFE SAFETY

- ☐ Location and method of storage of hazardous materials with a completed Hazardous Materials Inventory Statement completed by a qualified individual.
- ☐ Material Safety Data Sheets (MSDS), if applicable.

- ☐ Identify the type and location of the new or existing fire sprinkler and alarm systems for the buildings proposed use.
- ☐ Fire extinguisher locations and types.
- ☐ Exit lighting, exit signage, and emergency lighting. Provide a photometric plan (that includes rooms and luminary's data, reflectance values, and considering only the emergency luminaries in the calculations) reflecting the interior egress illumination requirements of the 2009 IBC Section 1006. If the contractor chooses not to submit a photometric plan then an after hours inspection may be required to manually verify adequate egress illumination once this system is installed in the field.
- ☐ Notes: _____

ELECTRICAL PLANS

- ☐ Plans shall show locations of new/ existing and relocated utilization equipment. (Clearly differentiate new work from existing).
- ☐ Plans shall show all affected electrical panel(s) and service entrance equipment locations relative to the work performed.
- ☐ Plans shall indicate equipment and electrical panel rating, as well as Panel Schedules which include all branch circuit loads. (Clearly differentiate new and/or existing circuitry).
- ☐ Plans shall indicate all affected feeder and service entrance conductor sizes on the 1-line diagrams.
- ☐ Plans shall include all affected electrical panel and service entrance load calculations. (Clearly define all calculation methods and NEC demand factors used.)
- ☐ Provide available Point-to-Point fault current calculations, that show feeder lengths, at all affected line terminals, for new and existing panel boards. New over current protection devices and equipment must show compliance with NEC 110.9 and 110.10. U.L. Series Rated Listing Information, and Manufacture Specification Cut Sheets, and Point-to-Point Motor Contributions, per NEC 240-86, must be included with your Plan Submittal.

- ☐ Provide complete power and lighting plan for each floor level which indicates the type and location of all receptacles, fixtures, switches, transformers, and panels.
- ☐ Provide complete riser diagram including but not limited to service entrance and feeder conductors, meters, service equipment, sub-feed disconnects, and panels.
- ☐ Identify on power and lighting plan each branch circuit including the location of receptacles, fixtures, and switches.
- ☐ Exits and exit access doors within the structure shall be clearly identified on both the architectural and electrical plans by utilizing a label reading "REQUIRED EXIT" with an exit sign symbol. Note. Any door shown on the plans that is reflecting a label and exit sign symbol will be required to install exit door hardware with the interior and exterior lighting requirements of the 2009 IBC, Chapter 10.

MECHANICAL PLANS

- ☐ Provide complete plan for each floor level and roof which indicates the type, size, location of equipment (including air conditioning units, furnaces, air handler, exhaust fans), duct work (including supply and return branches), piping, and fire dampers for each air distribution system.
- ☐ Provide equipment schedule which includes ratings for air flow (cfm), BTU, and energy efficiency.
- ☐ Provide complete calculations for outdoor air ventilation based on the corresponding occupancy classification and occupant load.
- ☐ Provide complete details for exhaust ventilation for toilet rooms and showers.
- ☐ Provide layout of gas piping on each floor plan with a corresponding riser diagram which indicates the inlet pressure and pressure drop in inches of water column. Provide the type, size, and location of pipe, and a schedule of connected equipment which indicates BTU (H) demand.
- ☐ Provide complete details for exhaust hoods and associated duct systems and indicate method of supplying makeup air. Kitchen air balance/interlocks, hood details, equipment plan.
- ☐ Notes: _____

PLUMBING PLANS

- ☐ Isometric and floor plan view of all water, drainage, waste and vent piping, with location, size, and material. Provide a floor plan showing all locations of fixtures and types.
- ☐ Size, type and location of all water heaters and/or boiler combustion air and flues. Gas meter location and total demand and distance to furthest appliance.
- ☐ Show location of clean-outs, backwater valves, water shutoff valves and back-flow prevention sand/oil and grease interceptors.
- ☐ Roof drain details.
- ☐ Notes: _____

ENERGY CONSERVATION PLANS

- ☐ Provide verification that your project meets or exceeds the requirements of the 2009 IECC using the options of the code: 2009 IECC edition COMcheck software, 2009 IECC Chapter 5, ASHRAE/IESNA 90.1 or simulated energy performance analysis per 2009 IECC Section 506. (This requirement is also needed when additional square footage is being added to existing structures. Check with plans examiner-on-duty.)
- ☐ Notes: _____

ACCESSIBILITY

- ☐ A. Accessible route; entrances, areas of refuge.
- ☐ B. Elevator.
- ☐ C. Facilities accessibility (seating and rest rooms, with details).
- ☐ D. Ramps.
- ☐ Notes: _____

ELEVATORS/ESCALATORS

- ☐ **The City of Aurora Building Division does not review or inspect for the new installations or the alterations of existing Conveyance systems. As such, a Certificate of Occupancy will not be issued until the State of Colorado issues a Certificate of Operation for each conveyance.**
- ☐ The Elevator and Escalator Certification Act, Title 9 Article 5.5 Section 113 (2), requires that the conveyance owner shall submit a 30-

day notice with construction plans to the Division of Oil and Public Safety (OPS) stating the owner's intent to install a new conveyance or alter an existing conveyance. No installation activities shall begin until plans are approved by the Division, and conveyances shall not be placed into service until inspected by an inspector licensed by the Division. All required documents must be submitted to the Division at the address listed above. All conveyances must be registered with OPS prior to being placed into service. Please contact:

- DEPARTMENT OF LABOR AND EMPLOYMENT
Division of Oil and Public Safety - Conveyance Section
633 17th Street, Suite 500, Denver, CO 80202-3660
303-318-8530 • Fax 303-318-8546

☐ Notes: _____

SPECIAL INSPECTIONS

Identify all "Special Inspections" the owner or registered design professional has determined will be needed during the inspection process as required by Chapter 17 of the 2009 IBC. Special inspections include, but are not limited to:

- ☐ Inspection of fabricators in accordance with IBC 1704.2.
- ☐ Structural steel construction in accordance with IBC 1704.3.
- ☐ Concrete construction in accordance with IBC 1704.4
- ☐ Precast concrete construction in accordance with IBC 1704.4 and this manual.
- ☐ Masonry construction in accordance with IBC 1704.5.
- ☐ Wood construction in accordance with IBC 1704.6.
- ☐ Soils and foundation construction in accordance with IBC 1704.7.
- ☐ Driven deep foundations in accordance with IBC 1704.8.
- ☐ Cast-in-place foundations in accordance with IBC 1704.9.
- ☐ Helical pile foundations in accordance with IBC 1704.10.

- ☐ Vertical masonry foundation elements in accordance with IBC 1704.11.
- ☐ Sprayed fire-resistant materials in accordance with IBC 1704.12.
- ☐ Mastic and intumescent fire-resistant coatings in accordance with IBC 1704.13.
- ☐ Exterior Insulation and Finish Systems (EIFS) in accordance with IBC 1704.14.
- ☐ Special cases, methods, and/or materials in accordance with IBC 1704.15.
- ☐ Smoke Control Systems in accordance with IBC 1704.16.

- ☐ Statement of Special Inspections.

The design professional must complete the “Statement of Special Inspections” and “Approved Fabricators” handouts and submit them with construction plans at the time of plans intake. The special inspector(s) assigned to any project shall be identified by the design professional with the inspector(s) the applicable certifications for the discipline(s) assigned.

- ☐ Approved Fabricators Policy.

The plans shall identify which items are to be fabricated off-site. The contractor, owner or owner’s representative shall provide documentation to the building official which specifies the name of the fabricator’s shop along with supporting information for evaluation by the building official. Approval by the building official, in writing, is required prior to off-site fabrication of structural load bearing members or assemblies.

Plan Review Times

The City of Aurora Building Division has committed to overall maximum average times for plan reviews. Those plans requiring corrections will be rejected within the time frame listed below and, when resubmitted with all corrections done properly, would receive a plan approval within the time frame listed below following receipt of the complete and error free corrections.

City plan review for code compliance	=	26 working days
Code corrections by applicant	=	12 working days
City review of code corrections	=	2 working days

TOTAL WORKING DAYS = 40 DAYS

TOTAL CALENDAR DAYS (WEEKS) = 54 DAYS (7.7 WEEKS)

BOARD OF APPEALS: The City of Aurora has created a Building Code and Contractors Appeals and Standards Board. Applicants have the right to have the board hear appeals of orders, decisions or determinations made by the building official relative to the application and interpretation of the building code. Any application for appeal to the board shall be based on a claim that the true intent of the code or the rules legally adopted thereunder have been incorrectly interpreted, the provisions of the building code do not fully apply or an equally good or better form of construction is proposed.

COMMENTS OR CONCERNS: We are always looking for ways to improve the website and our hand-outs for the Building Division. Please email bldginsp@auroragov.org with your comments and suggestions.

“Colorado’s Only IAS Accredited Building Division”