

BUILDING DEPARTMENT
SHARED SERVICES FEASIBILITY STUDY
MASTER REPORT

STARK COUNTY
REGIONAL PLANNING COMMISSION

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Institute for Building Technology and Safety (IBTS)

***“Accelerating Progress for Governments and Communities
in the Built Environment”***



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**STARK COUNTY REGIONAL PLANNING COMMISSION
SHARED SERVICES FEASIBILITY STUDY**

MASTER REPORT FORWARD

The purpose of this document is to provide a Master Report overview that discusses the findings, analysis, recommendations and associated cost with implementing the recommendations developed. Throughout this report, the phrase Stark County region is used and it is meant to describe the unincorporated areas of Stark County and each of the jurisdictions studied combined as a whole.

This document offers summary charts, diagrams and swim lane reports as a region. Should the reader desire to review the intricate details that support this Master Report, the specific jurisdiction's individual report is required. There are three levels of documentation for this study and report and they are:

Level 1: Study Presentation: notes and highlights of the Master Report discussed

Level 2 Master Report: a high level review and summation of the individual reports in which the recommendations were developed.

Level 3 Jurisdictional Report: the detailed study, documentation and findings from each individual jurisdiction studied.

IBTS staff looked at the details of processes and procedures all the while keeping the following topics perfectly centered on the target of the study: Increased customer satisfaction, reduced financial burden and local jurisdictional autonomy. This report will review primary topics that provided the indicators of the "health" of the Building Department that delivers these services and they are:

- Shared Services
- Customer Service
- Financial Savings
- Risks & Improvements
- Final Recommendations

After the Executive Summary, IBTS will provide summary reviews of the Findings, Analysis, Recommendations and Implementation Costs. This Master Report presents a view of the area as a whole and looks to the future of meeting the goal of Shared Services, full of features and advantages that benefit the entire community.

IBTS would like to thank each jurisdiction for their cooperation during this study. While time consuming, each jurisdictional staff approached the tasks at hand with professionalism and courtesy. Through joint efforts of the Stark County Regional Planning Commission staff, each jurisdiction and IBTS staff, we are pleased to present the recommendations described herein.

Sincerely,



Greg Blount

IBTS

Local Government Solutions Manager



I. EXECUTIVE SUMMARY

IBTS was engaged by the Stark County Regional Planning Commission on April 26th, 2013 to conduct a Shared Services Feasibility Study to determine the benefits and approach to sharing building department services across 6 cities and Stark County. IBTS has successfully assessed each building department and further evaluated how those departments can improve service levels.

Through these evaluations, IBTS has been able to identify 4 different levels of shared services that will make positive financial impacts and provide cost savings to permit applicants. This will be accomplished at all 4 different stages while maintaining equitable revenue distribution across the political subdivisions studied.

Below are the Executive Summary Topics to be highlighted before the findings and analysis are discussed. These topics will give readers a 30,000 foot view of the study that is categorized for easy understanding.

A. Shared Services

IBTS quickly found that to some degree, shared services are already occurring in the Stark County region. Shared services, while very effective, can become a mis-managed entanglement of issues that cause customer frustrations and project delays very quickly if not managed properly. While most jurisdictions appear to handle these un-official shared services with ease, and others do not, it is apparent that in order for shared services to provide the full benefits needed, management of the system as a whole is needed.

IBTS could not find a common source of managing plan reviews and or inspection schedules of these services that are being shared. As these are done on an un-official basis, it makes it almost impossible to provide for any sense of oversight and tracking as a whole. Although it was never documented or recorded, leaving schedules unchecked is an open door for abuse of the system and or contractors.

B. Customer Service

Customer service levels are varied in the area. Some jurisdictions are performing well with customer service, while others are experiencing issues and deal with complaints of timeliness, quality and quantity of services.

IBTS found that customer service levels are monitored by and through verbal conversations and telephone discussions. All jurisdictions need a system in place that actually tracks complaints. Complaints should be tracked and dealt with so that success stories are created; which in return improves images and friendliness of the department, and thereby improves the jurisdiction.

There is no more prevalent example than elected officials are having to engage the community with Building Department customer service issues. A tracking system that is reported on will reduce, if not eliminate, this burden on elected officials because the issues are made known, dealt with and reported on in a timely manner. Items never brought to light usually stay in the dark until the worst possible moment.



C. Financial Savings

Each jurisdiction has developed their own system of revenues, fees, fines and penalties. This means that each jurisdiction also duplicates the expenses to operate the same permitting systems that are in some cases physically a few miles apart.

Financial savings could literally be immediate in cost savings of fuel, vehicle maintenance, computer system maintenance/updates and other direct costs associated with delivery of shared building department services. IBTS recommends that each local jurisdiction monitor the financial savings so that independent verification occurs as well as common success of the shared services. IBTS also recommends sharing a quarterly report with other jurisdictions over a Round Table Lunch Meeting to discuss how the savings are maintained through methods and approaches to self-sustainability.

Contractor would also realize financial savings with a reduction in time spent dealing with the permitting process as well as delays caused by inspections during construction. Contractors report that the time saved on average was a key factor with improved relationships with government regulation.

Jurisdictions could implement shared services and maintain financial control and independence of permitting revenue. The study proved that fees, which could be adjusted to provide commonality for contractors, can be separate, different and yet function within a shared services approach.

D. Risks & Improvements

Risks within all current departments exist. While most risks are minor in nature and can be mitigated with ease, there were some much larger risks that will require greater attention, regardless of what recommendation is chosen for implementation.

Risks include insurance concerns when inspectors are working outside their own jurisdiction and can be addressed with some procedural direction. Other risks, that are more impactful and consideration should be given quickly are issues with inspection efficiency management and if inspections are delayed on purpose in order to trigger after hours fees.

Flood documentation is not coordinated with Building Department Permitting and places the jurisdiction's National Flood Plain Program under scrutiny from FEMA. The risk, if ever audited, will result in extensive, time consuming research and matching up documentation in order to avoid having CAV findings that could place the jurisdiction's program on probation.



E. Recommendations

IBTS has developed four stages of different recommendations based upon the research studies, interviews, self-evaluations, findings, national surveys and IBTS' 35+ years of experience. Each of these recommendations require changes to the existing system; otherwise, improvements will not be gained. Each recommendation meets the minimum requirements established by the RFP requirements and will establish financially sound and separate controls.

The four recommendations are:

Stage 1 - Internal Streamlining

Stage 2 - Managed Streamlining

Stage 3 - Regionally Shared Services

Stage 4 - Non-Profit Shared Services

Please note, full details of the recommendations are found in Section IV. Recommendations.

STAGE 1 - This recommendation streamlines each individual building department and incorporates a common shared software system, while otherwise maintaining the current status quo.

STAGE 2 – This recommendation streamlines each individual building department, incorporates common shared software and puts in place a common management system operated by a local entity; otherwise the current status quo is maintained.

STAGE 3 – This recommendation streamlines all building departments so they function as a team covering geographical locations of the county.

STAGE 4 – This recommendation provides for a streamlined, highly efficient, low-cost option similar to Stage 3 except costs are substantially less for operation, management and sustainability.

IBTS understands the each local jurisdiction desires to maintain autonomy with their local permitting. Each of the above recommendations delivers that requirement, as well as ensuring that fees remain local to that specific jurisdiction where services are being delivered.

In each of the above recommendations, it must be understood that a common software system will be the critical resource to the success of any shared services. There are permitting software systems that will accomplish all of the desired results of this study.

*"If you always do what you've always done,
you will always get what you've always gotten."*

Speaker / Author Anthony Robbins



II. FINDINGS

A. Management

IBTS reviewed the Management of the Building Department in each jurisdiction. Organizational structure, permit routing, staffing, certifications, disaster capacity, budgets, customer service levels and other basic code services were reviewed. While most jurisdictions maintained a common, standard method of permitting and processing, Stark County Building Department was the only jurisdiction that maintained a triplicate methodology to many procedures. This inherently tripled some of workload on staff and more importantly, caused delays, opens opportunities for errors and ultimately frustrates citizens.

The commonality of each jurisdiction's process lends itself to implementation of shared services. While each jurisdiction will need minor tweaks to their process, a shared service approach would have long term benefits to customer service levels, decreased fees and reduced wait times for permits.

Each jurisdiction interviewed is in need of detailed, documented process controls through written Standard Operating Procedures. It was also observed that no jurisdiction has developed a Disaster Capacity Plan for natural disasters. Both of these types of documents provide for guidance in the event of staffing turnovers or when additional staff is needed to handle disaster surges due to natural disasters. Failure to recognize these types of jurisdiction events can have devastating results emotionally, financially and politically.

Each department will have to modify the processes to some degree. Some will be very minor, while a few will have to make significant changes to their processes. Details of the changes needed are found throughout this document and listed in the Recommended Improvement List found on page 21.

See Appendix A – Management Findings Matrix Chart for details.

B. Administration & Documentation

Regulations throughout all jurisdictions have been written so as to reflect the local culture and needs of that specific jurisdiction. In order for shared services to be effective, most regulations affected by sharing services will require some form of changes so that shared services are allowable and enforceable.

Conflict and gap studies conducted on each jurisdiction's regulations did find, to different degrees, that conflicts and gaps existed. During the review each regulation was reviewed to assess if major or minor revisions were required. In some cases IBTS found that processes driven by the local regulation could be changed in order to reduce frustrations and these are recommended changes. Please see Appendix B – Regulations for further details.

These regulation revisions will require the implementation of effective Standard Operating Procedures / Policies (SOPs). The City of North Canton has an excellent start on SOPs. IBTS' review of these documents finds that North Canton's SOPs would make perfect templates to begin the process of developing a Shared Services Standard Operating Procedures manual.



IBTS found that all jurisdictions had some form of Public Bulletins/Documents that assisted the applicant with the permitting process. Each jurisdiction's bulletins were different and would require changes for a shared services approach. This will be a relatively easy task since the codes in Ohio are considered uniform and should be equal in all jurisdictions. Documents such as "How To Obtain A Permit", "What's Needed To Submit Plans For Review" and other public informational bulletins for each jurisdiction will need to be generated to reflect a shared services approach.

Stop Work Orders, fines and penalties are different for each jurisdiction. These types of administrative documents and fines can be revised to have the commonality needed for shared services without losing local autonomy. Proper establishment of these fees will also ensure financial separation of these jurisdictional specific fees and penalties.

Many jurisdictions have adopted an older Building Officials and Code Administrators (BOCA) version of either fire or property maintenance codes. For harmony amongst the codes, and to reduce potential conflicts, an updated version of the International Code Council (ICC)'s codes should be considered since the Ohio Building Codes are based upon ICC codes.

IBTS also found that amongst internal departments, in all jurisdictions, the flood plain administration functions as a separate department with the exception of one jurisdiction. All jurisdictions have a separate process of permitting and review for flood plain services. This lends itself natural to having two systems, and thereby having double the opportunity for error.

C. Plan Reviews

Plan Reviews are being done in accordance with Ohio Building Bureau of Standards requirements. IBTS found that differing degrees in quality and quantity of reviews is occurring amongst the county and municipalities. While this largely has to do with the level of expertise of the reviewer balancing the projects needs with expediency, Standard Operation Procedures and checklists would be of benefit to equalize quality vs. quantity. The use of SOPs and checklists brings defined guidance to the extent, depth and quality of the reviews; thereby giving the end user a uniform, time efficient and effective plan review.

These turnaround times, although quoted verbally and not tracked, can be found in Appendix C – Permitting.

IBTS also discovered that Plan Reviews are being done on semi-shared services already. Of the 7 jurisdictions studied, 5 use the same Plan Reviewer. The next steps of implementing Plan Reviewer shared services would require very little effort and cost in order to fully share Plan Reviews.

Plan reviews are done exclusively via hard copy. IBTS could not find any examples of electronic reviews or electronic drawing submittal programs. This is requiring valuable floor space to store drawings and specifications that could normally be located in the cloud and accessible from any web enabled device.



D. Inspections

Inspections, in most cases are being conducted same day and or on a next day basis. This turnaround time frame is industry standard across any Building Department that is efficient in the nation.

Once again, IBTS found that shared inspection services occur throughout all jurisdictions. Many share inspectors on a part-time basis; especially as back-up inspectors. While most jurisdictions share an inspector or two, some jurisdictions have multiple inspectors from multiple jurisdictions servicing the area.

IBTS did find that Inspector A working full-time for Jurisdiction A would often delay inspection requests from Jurisdiction B until after hours. This causes un-spoken frustrations with contractors. IBTS could not find any documentation as to the reasoning or written agreements to the turnaround time requirements; however, this was observed on more than one occasion. This type of “un-managed” scenario could be eliminated with through shared services.

IBTS also found that some inspectors are cross-certified while others are not and only conduct inspections for a single trade. Trade inspectors cost the jurisdiction approximately 3 times more in expenses than a multi-certified inspector would. For rough-in and final inspections, Trade Inspectors make 4 trips, using 4 units of fuel, 4 units of maintenance and 4 units of time to report the inspection. Permit Techs also use 4 units of time on the phone scheduling the inspection and filing results.

A Combination Inspector that is certified to inspect all trades makes 1 trip, using 1 unit of fuel, 1 unit of maintenance and 1 unit of time reporting the inspection. Permit Techs use 1 unit of time scheduling and filing reports. The costs savings of Combo Inspectors are significant over those of Trade Inspectors.

E. Information Technology

In most cases, the hardware components of each jurisdiction are adequate for their current needs. All jurisdictions had the basic desktops, monitors and printers required to conduct their day to day tasks of the department as established.

Hardware will need to be added and in some cases or upgraded to handle the demands of a truly shared service approach. The largest expense in all cases will be the addition of wide format printers/scanners to upload drawings. IBTS also found that Plan Reviewer’s computer systems will require upgraded video drivers in order to handle dual, wide screen monitors, which are required to conduct plan review.

Software, with the exception of the Permitting software, being used to handle the day to day activities of the jurisdictions appears to be adequate, although not the most current versions. Most utilize Windows® based desktops with Internet Explorer® and some level of Microsoft Office Suite®.

The most common permit software being used is Franklin Information Systems and is a basic version they offer. Some jurisdictions have limited knowledge of the Franklin software, while others have more extensive knowledge and gain better efficiencies from the system. All jurisdictions are benefitting from the use of the software to some degree.



Permitting software upgrades will be needed in order to implement shared services. In all recommendations, the permitting software will be critical to successful implementation and operation of shared services. Proper software will ensure that SOPs are followed, codes/regulations are enforced and the finances are kept separate, tracked and accounted in a transparent fashion.



III. ANALYSIS

A. Customer Service

Building Departments can no longer focus just on enforcement; they must understand and focus on economic development through customer service. Customer Service for the region needs improvement, and can resonate with a single voice so that contractors & developers hear the same message. Contractors typically work within a set mileage, or within regional distance of their physical business location. When that region provides shared services, that have common core values, regulations and codes, it increases the customer service levels tremendously and almost immediately.

No department analyzed had a mechanism in place to interact with contractors, developers and/or builders electronically. Each applicant must come to the permit office to obtain a permit. Today's customer service is viewed through the glasses of social media and more applicants are demanding online access to government and the permitting process.

This area of building departments needs to be improved in order to maintain the pace at which the applicants are moving towards online purchases. Customers don't understand why a process has to be so difficult and drawn out when they can purchase just about any item they need on the internet; why can't government be the same.

Developers, contractors and builders are only concerned about jurisdictional lines when it comes to permits and codes. They see different jurisdictions as hindrances and barriers to their business as in many cases they have to deal with different rules and fee amounts when structures are sometimes literally a few hundred feet apart. The biggest Customer Service improvement jurisdictions could provide is to make an applicant's life easier with common, shared services. This lets contractors know if they are working inside Stark County and the municipalities within, they can count on one set of codes, one set of fees and one common process of permitting.

Fees schedules need to be common, and made simple. Fee schedules amongst all jurisdictions are calculated differently, with different valuations and all with different types. This is a tremendous customer service issue with applicants. This equates to buying a gallon of milk at Wal-Mart in Canton for \$1.29 a gallon, while in Massillon that same gallon of milk costs \$0.89 a gallon + \$.05 per day storage + a \$.001 per kilowatt of energy surcharge per 10000 kilowatts used averaged over the last 6 months and still calculates to \$1.30 a gallon. Fees analyzed are based upon valuation and are unintentionally complicated and not a true reflection of the cost to deliver said services.

B. Local Authority

Each jurisdiction should maintain local authority of the permitting approval process. Even though a shared, common permitting system is put into place, it does not mean that the local jurisdiction loses the authority to govern it's citizens. Analysis further indicates that inspectors and permit techs would not lose their jobs. These individuals would deliver better efficiency of services through implementation of key performance indicators that are tracked in permitting software.



Each jurisdiction in the Stark County region has a local Building Official that oversees their area. They ensure the local jurisdiction's Regulations and codes are followed. This is common amongst all jurisdictions, with the exception of Canal Fulton; their services are delivered by Massillon through intergovernmental agreements.

The Building Official role should definitely function as a shared service to some degree. The entire county covers approximately 580 square miles and approximately 375,000 people. A study of other similar like size jurisdictions indicates that one Building Official working under shared services can easily cover this number of people and square miles. The area studied has 6 separate Building Officials that handles approximately 11,500 permits and 15,000 inspections a year.

Additional studies on like size jurisdictions, that operate in a shared services approach, only use 1 Building Officials to handle this same workload. One Building Department in Louisiana handles approximately 8,000 permits a year and 14,750 inspections a year with one building official and 5 combo inspectors in a much larger geographical area. This Louisiana Building Code Department also has been awarded a Level 2 Certification which reduced homeowner's insurance by 6% due to their exceptional quality and quantity of services.

The study also identified another approach to shared services that was not specifically mentioned in the RFP issued by Stark County Regional Planning Commission. In depth studies indicate that the SCRPC, Stark County and all municipalities should consider the option of a "One Stop Shop" Permitting Department. Progressive jurisdictions are developing and implementing a unique method of permitting that can deliver, with ease, all of the desired results by the RFP, with exceptional customer satisfaction and professionalism. The "One Stop Shop" allows jurisdictions to maintain separate revenue distribution, control their own zoning approvals and let the common regulations such as building codes, flood plain determinations and other standard procedures function as a cohesive unit.

In all cases, the Authority Having Jurisdiction (AHJ) maintains the control to issue the permits as well as issuing of the Certificates of Occupancy. This ensures that each individual jurisdiction can still regulate the requirements outside the Ohio minimums and enforce them accordingly.

C. Fees

Fees for services, as shown in Appendix D – Fee Schedule Matrix, are different for most jurisdictions. These fees however, are close enough in comparison to warrant moving to a common fee structure for the benefit of the applicant. This will aid in improving customer satisfaction by having a less cumbersome fee schedule that is easier to understand since the average citizen reads at approximately an 8th grade level.

IBTS observed that regardless of the cost of the house, jurisdictions conduct the same number of inspections. Jurisdictions also typically spend the same amount of time conducting plan reviews regardless of the cost and or size of the house. Analysis indicates that fees should reflect a flat fee schedule based upon services delivered, rather than whether a home has marble counter tops or not.

The contractor/applicant/Permit Tech can (not that they are) manipulate fees in most jurisdictions in order to obtain lower permit fees. This analysis is based on experience and actual observances in operating and studying departments by IBTS. The three areas where fees are cheated on are:



- 1) Device Cheats – instead of drawing/reporting all 24 devices, they will only show 18 or so on the plans, thereby cheating a “per device fee” and lowering the overall cost of the permit. This is most common in electrical and plumbing permits.
- 2) Valuation Cheats – the cost of construction is deflated to obtain lower values and thereby reduces the cost of permits. This is most common on the building permit and general contractors often “forget” to include upgrades such as granite countertops, crown molding/casing and other expensive kitchen and bath upgrades.
- 3) Square Footage Cheats – although less common, contractors will not report 2nd story bonus rooms, patios and other small square footage items on the original report and take a chance with the inspector approving things in the field and not having to pay additional square footage fees.

Flat fees would eliminate the opportunities for these cheats. This would also reduce the amount of time spent on calculating fees for plan reviews / inspections.

The departments reviewed clearly showed that 3 out of 7 jurisdictions operate from the General Fund and are not self-sustaining. This doesn’t necessarily indicate that fees need to increase to be self-sustaining, it just indicates that shared services could aid in decreasing expenses in order to avoid a fee increase.

A careful review did indicate that with flat fee shared services, the resulting improvements could result in all jurisdictions having a self-sustaining department and could result in some fees being reduced.

D. Timeliness

Timeliness of completing Permit Applications, Plan Reviews, Inspections and Certificates of Occupancy was reviewed. Of these categories, permit applications and inspections were the two categories that were most critical to contractors.

Each jurisdiction reviewed was within industry standard turnaround times with the exception of one jurisdiction. Even though the timing wasn’t tracked electronically to provide for accurate time frames, verbal and written responses on self-evaluation surveys indicated that permit application/plan review approvals could take up to 30 days to complete.

Plan review timeliness was delayed due to code interpretation issues and the inability to reach a common solution. Additional confusion and delay often occurred without Building Official guidance and determination to manage the situation for the sake of customer service.

Inspections are completed in a timely fashion, even though sometimes during after-hours. Analysis further shows that these schedules, especially when sharing inspectors, should be managed with extreme prejudice for the contractor/applicant.



E. Quality vs. Quantity

Balancing quality and quantity within a Building Department must be done with attention to detail or services will become un-balanced and place the jurisdiction at risk, no matter which way the pendulum swings. A properly trained, well rounded Building Official will manage this process with ease.

In most aspects, these two characteristics are well balanced in all jurisdictions, with the exception of isolated cases. Unfortunately, it was observed in some instances that quality and quantity of plan reviews were being neglected for sake of details. Projects are, and have been, held up for lack of details on the plans due to a difference in code interpretation that could have been handled with a Letter of Acknowledgement or by the Building Official making a ruling over the Plan Reviewer. In all cases, Customer Service suffered, projects were delayed and quality and quantity was hindered.

In a few cases observed, the opposite presented itself; quantity was focused on and items in the reviews were likely missed in the spirit of getting the review done quickly. This needs be tracked to prevent the speed of reviews from being impacted by outside influences such as favoritism and or political issues. If a politically sensitive structure/project presents itself, quality and speed should never be sacrificed. This will ensure that all parties are fully protected by sound practices; the building department just simply mitigates risk with additional staff to reduce time, yet maintaining speed.

F. Risks

Risks are always a concern for any jurisdiction. Four areas of risk stood out in each jurisdiction, that if resolved could provide tremendous improvements for the citizens. The four areas of risk are: Standard Operating Procedures, Disaster Capacity Planning, Inspection Efficiencies and Flood Plain Administration.

Standard Operation Procedures were found in only department, while all others did not have any kind of written documentation. This could have fairly high impact on customer service should a key staff member be out of the office for an extended period of time, or suddenly leave their position.

Disaster Capacity Planning is not addressed in any department. It only takes one natural disaster to damage numerous structures and have resulting effects felt in a Building Department for 12 – 18 months minimum. After the disaster, the Building Department gets extremely busy with the emergency type repairs and structural repairs quickly. Then about 9 months later when insurance and emergency disaster funds are released, the Building Department is overcome with permits and plan reviews. 2 – 4 weeks later, the inspections workload can increase by 500% depending upon structures damaged.

Inspector efficiencies and scheduling is a known risk area since so many inspectors cross jurisdictional lines to conduct inspections. Insurance policies and bonds for each inspector need to be reviewed to ensure that the jurisdiction is protected in all cases; especially since some jurisdiction's regulation requires their inspectors to post a performance bond for services. Not having this bond in place opens the jurisdiction up to lawsuits, especially if the inspector is in a personal vehicle during work hours, and or has a non-employee passenger in the personal vehicle, during work hours and has a vehicular accident.



All Flood Plain Administration is at risk due to some conflicts found within the local Regulations. Most Regulations are common in the language and the correction would be relatively easy. The primary risk is dealing with describing the lowest floor of a structure and the placement thereof. All Regulations required the lowest floor to be located at or above the base flood elevation (BFE), as well as making sure that all electrical, plumbing and HVAC is above the BFE as well.

On Manufactured Homes, the lowest floor is above plumbing and HVAC components. Therefore, if the home was elevated to the BFE, the plumbing/HVAC and electrical components would be BELOW the BFE and a conflict has occurred due to the Regulation. The jurisdiction is now at risk for having to pay to elevate a home further in order to comply with its own Regulation.

Benefits of these improvements would immediately provide a sense of guidance as well as documenting and correcting any gaps or deficiencies in the department. The most highly sought after benefit would be the decrease of homeowner's insurance.

Once these documents are in place, most jurisdictions would only be steps away from having their Building Department Certified by the Insurance Services Organization. This would qualify citizens to reduction in homeowners insurance if their home was built after the department is certified.

The citizens of the area studied could see an average of \$166 per year in savings on flood insurance should each jurisdiction Certify as a Building Department and reach a Class 6 CRS Certification. Actual projected flood insurances savings can be found in Appendix I – Projected Flood Insurance Savings.



IV. RECOMMENDATIONS

STAGE 1 - INTERNAL STREAMLINING

Features:

- 1) New web-based software
- 2) New WiFi Field Tablets
- 3) Developed Standard Operating Procedures
- 4) Developed Disaster Surge Capacity Plans
- 5) Updated Regulations
- 6) Updated Public Bulletins

Advantages:

- 1) Allows for common access to projects by reviewers & inspectors
- 2) Accounting and permit info protected at the local level
- 3) Permit & C.O. issuance remains local
- 4) Online interface for contractors/applicants
- 5) Clear, structured, well defined guidance

Benefits:

- 1) Shares services electronically
- 2) Traceable and manageable
- 3) Contractor's spend less time in permit offices
- 4) Less phone traffic for permit techs
- 5) Allow focus and improved quality of permitting, reviews and inspections

Organization / Staffing:

No changes in staffing are recommended.

Fees:

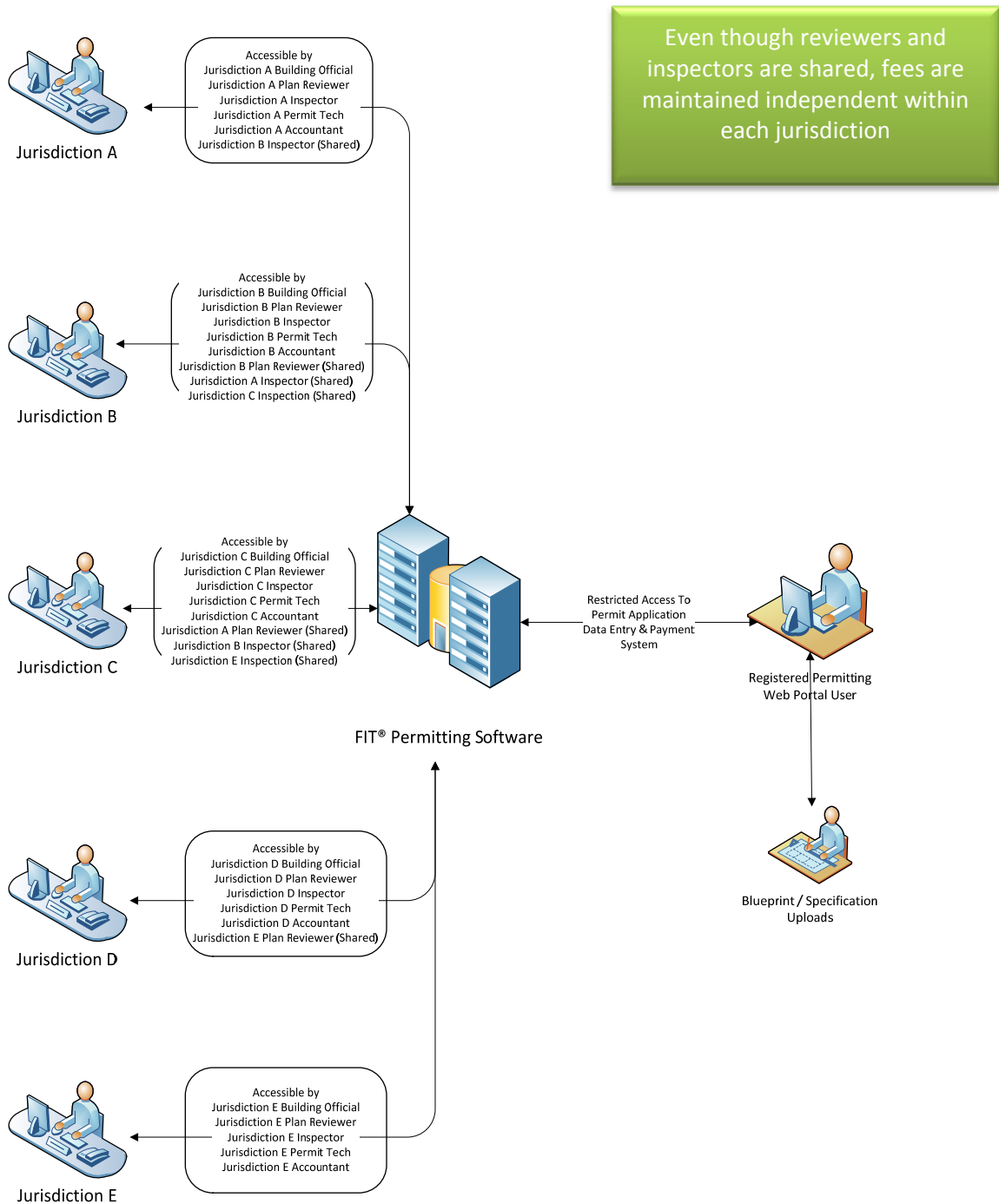
Recommended to change to a flat fee system.

Recommended to use a 3 Fee System: Permit Fee, Plan Review Fee and Inspection Fee

Results:

- 1) Would provide for a common software system that shared plan reviewers and shared inspectors have common access to.
- 2) Although not required, fees could be uniform across jurisdictions, or different.

Stage 1 – Internal Streamlining Flow





STAGE 2 - MANAGED QUALITY ASSURANCE SYSTEM

(Includes all items as described in Stage 1, plus the below)

Features:

- 1) Non-biased, third party management of the system
- 2) Establishes a complaint tracking system

Advantages:

- 1) Manages inspection schedules in software
- 2) Monitors plan review turnaround times
- 3) Monitors inspections efficiencies

Benefits:

- 1) Jurisdictions remain the face of authority
- 2) A non-biased quality assurance program
- 3) Back office management without front office changes
- 4) AHJ can focus on other task rather than quality assurance

Organization / Staffing:

No changes in staffing are recommended for jurisdictions
Would require new hire(s) by Q.A. Management group

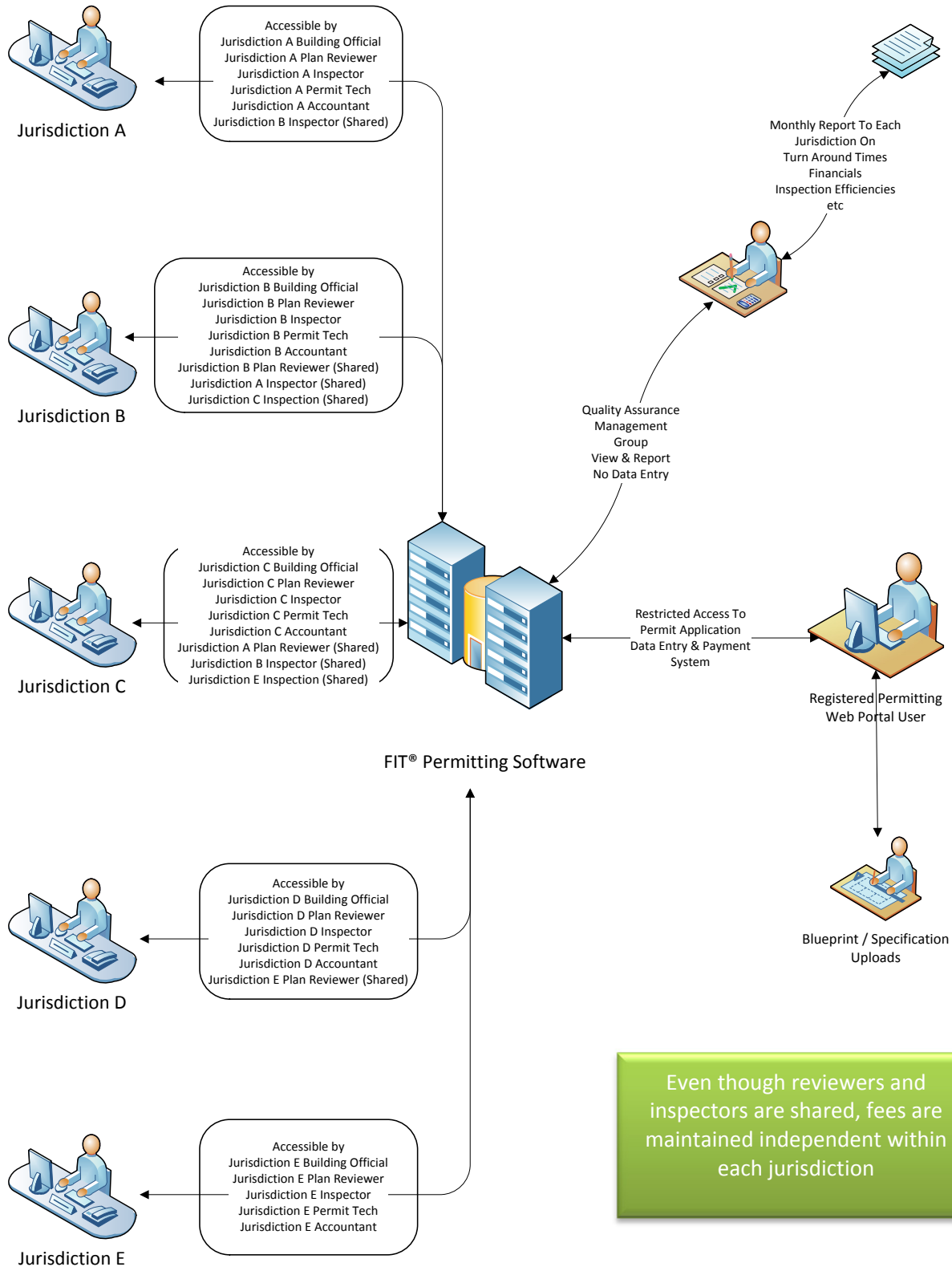
Fees:

Management fees would need to be paid from permit fees by each jurisdiction

Results:

- 1) Would provide for accurate, non-politically influenced reporting
- 2) Highest level of communication
- 3) Creation of success stories

Stage 2 – Managed Quality Assurance System





STAGE 3 – REGIONALLY SHARED SERVICES

(Includes all items as described in Stage 1, plus the below)

Features:

- 1) Each individual Building Official still reports to the City Manager/Mayor/County Administrator
- 2) Three Building Officials function as a scheduling team
 - a. North Region – Building Official A (Orange)
 - b. South Region – Building Official B (Blue)
 - c. East Region – Building Official C (Yellow)
- 3) All Inspectors are cross certified
- 4) Reviewers are shared across boundaries
- 5) Inspectors are shared across boundaries
- 6) Annual Customer Service Training

Advantages:

- 1) Building Officials work together as a Team
- 2) Management of all shared services
- 3) Inspectors stay in their localized geographical areas
- 4) Less confusion on forms, and times
- 5) System automatically assigns reviews to a designee
- 6) Building Officials focus on management

Benefits:

- 1) Reduced number of inspection trips, produces less fuel consumption
- 2) Inspection efficiencies increase
- 3) Quality is balanced with quantity
- 4) Common Voice in the county and all jurisdictions
- 5) Planned and noted guidance in case of disaster
- 6) Building department is more efficient

Organization / Staffing:

No changes in staffing are recommended.

Fees:

Recommended to change to a flat fee system.

Recommended to use a 3 Fee System: Permit Fee, Plan Review Fee and Inspection Fee

Review Fees are paid to area reviewer conducting the review

Inspection Fees are paid to area inspector conducting the inspections

Permit Fees stay with local jurisdiction where project is located

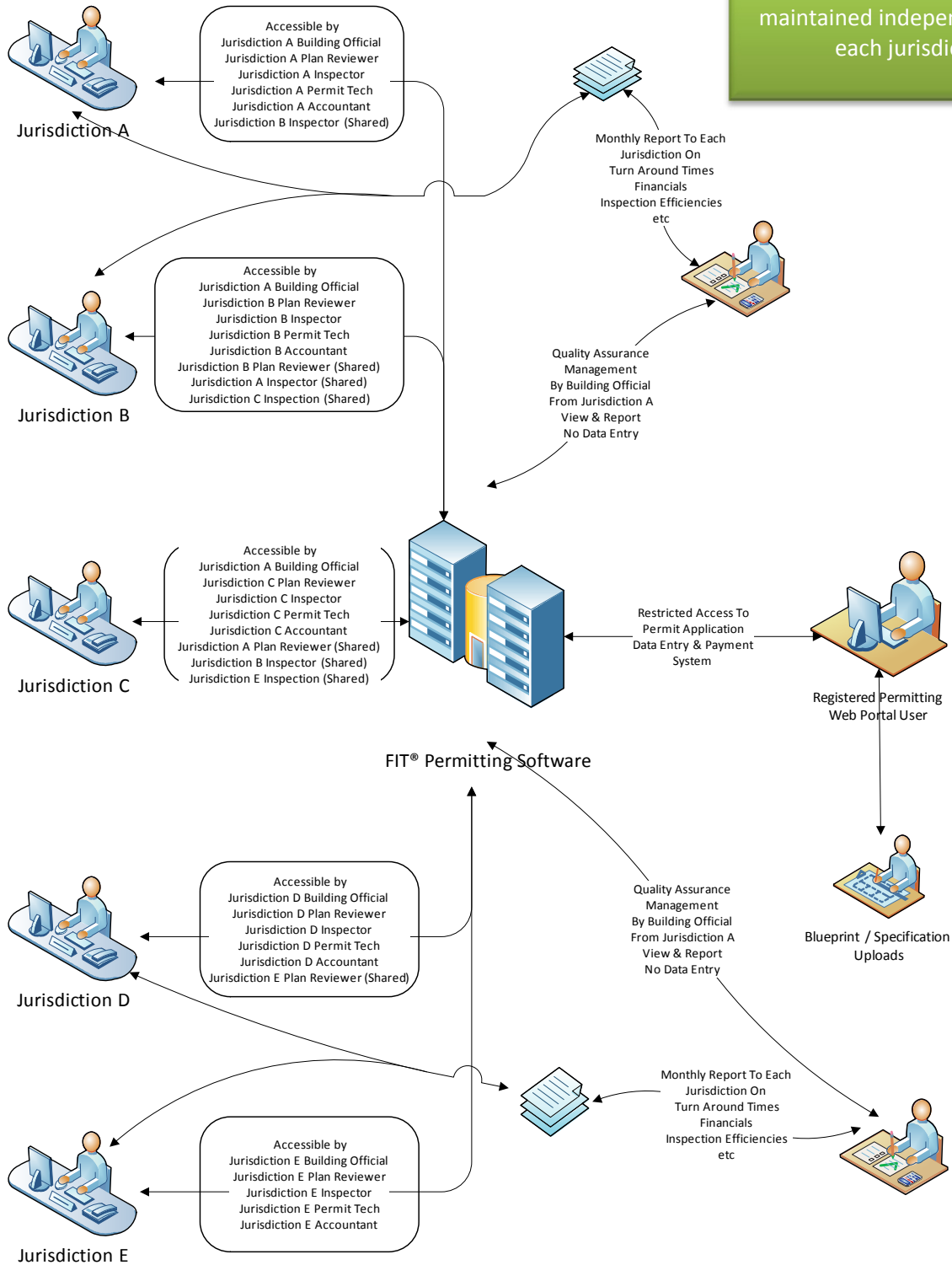
10% (or other agreed upon number) of Permit Fees go to Regional Building Official for management

Results:

- 1) Would make official what's already being done
- 2) Would provide for management oversight
- 3) Increases productivity through oversight

Stage 3 – Regionally Shared Services Flow

Even though reviewers and inspectors are shared, fees are maintained independent within each jurisdiction





STAGE 4 – NON-PROFIT/PUBLIC SERVICES

(Includes all items as described in Stage 1 & 3, plus the below)

Features:

- 1) Single, Non-Profit Building Official that reports to all City Managers / Mayors/County Administrator
- 2) Working, Assistant Building Officials assigned to designated areas
- 3) 1 or 2 Plan Reviewers that cover the entire area
- 4) 8 - 10 Inspectors that cover the entire area, assigned to regions
- 5) Each jurisdiction retains a Permit Technician / Office for permit intake
- 6) All salaried staff (work to get the job done, not 8 – 4)
- 7) 3 Fee Permit, Flat Fee System
- 8) Includes Software & Hardware at no cost
- 9) No Project Management Costs
- 10) Proven Successful throughout the nation

Advantages:

- 1) Shared revenues with each jurisdiction
- 2) Local, State & National knowledge base of code experience
- 3) Would hire local staff; just different management approach
- 4) Guaranteed turnaround times & self-sufficient management
- 5) Transparent reporting
- 6) Jurisdictions would experience a surplus of vehicles, computers etc.

Benefits:

- 1) Less Human Resource management burden on jurisdictions
- 2) City Managers/Mayors deal with 1 Point of Contact
- 3) Contract can be canceled for failure to perform
- 4) No risk to jurisdiction as Non-Profit is fully responsible
- 5) Citizens pay as they go
- 6) No out of pocket expense for jurisdictions
- 7) Staff focused on growing the jurisdictions, and not profits

Organization / Staffing:

Staffing would be employed by non-profit

Fully responsible for training, vehicles, code books, insurance, laptops, hardware, software etc.

Fees:

Jurisdiction retains 100% of permit fees for processing permit

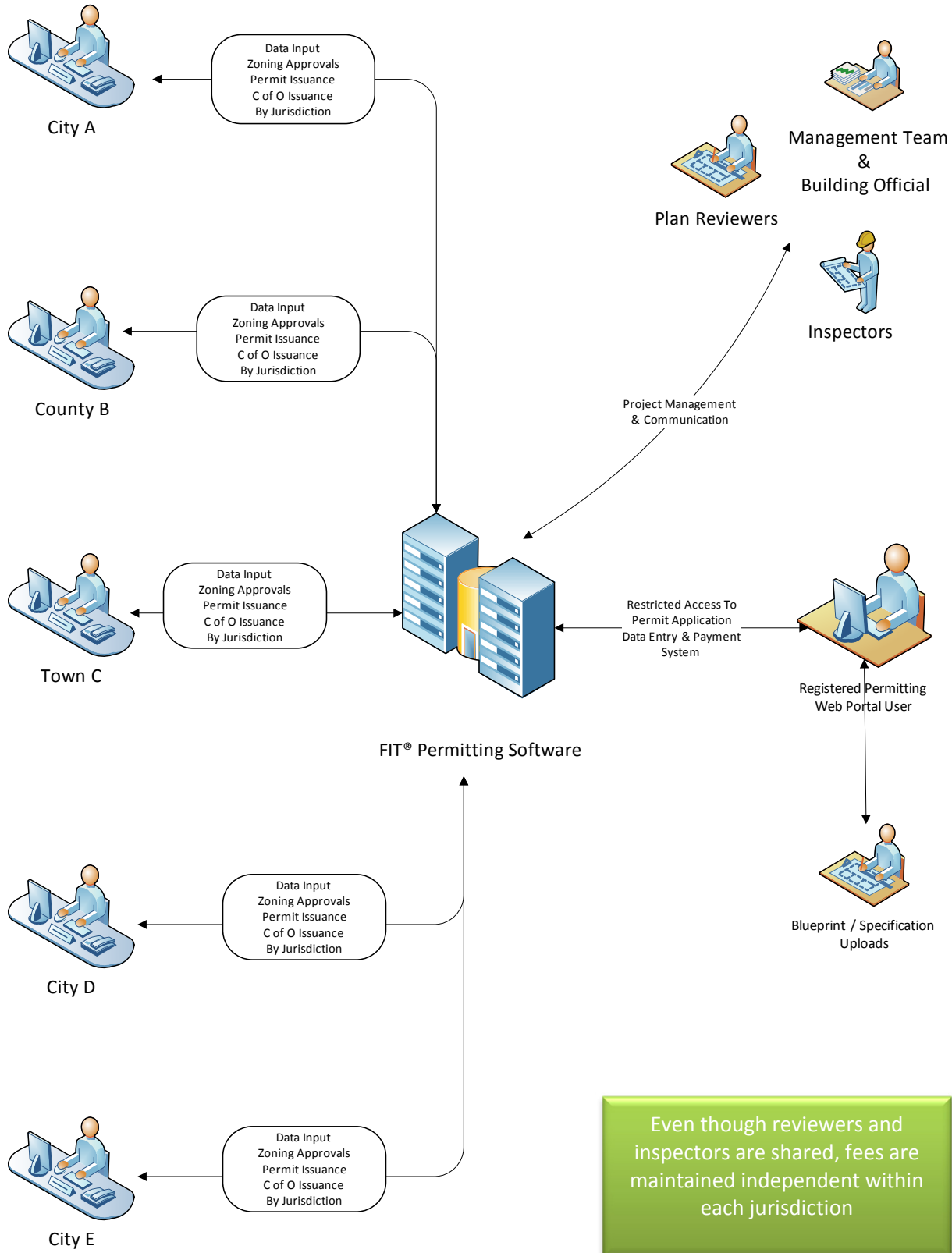
Non-Profit retains Plan Review & Inspection fees for services

Results:

- 1) Fully functioning department focused on efficient operations (not profits) and economic development
- 2) Project managers that guarantee customer service through tracked Key Performance Metrics
- 3) Guaranteed service levels
- 4) Approvals of Permits and Certificates of Occupancy provided by local authority.



Stage 4 – Non-Profit / Public Services





Recommended Improvements List

The following is a summary list of recommended improvements as found in either one, multiple and or all jurisdictions. It is provided in the Master Report as a checklist for all jurisdictions as a method of conducting quality checks of their systems in place.

- Update to online permitting software and associated hardware
- Customer Service training / Dealing With Difficult People
- Implement A Quality Assurance Program to monitor for issues
- Develop and start a Customer Complaint Tracking Database
- Update regulations to remove conflict between Regulations
- Have Human Resource Department conduct gap analysis on Inspector requirements
- Pay bonus for new certifications of inspectors
- Develop Employee Key Performance Metrics to promote growth
- Conduct Public Outreach Workshops
- Provide Contractors with free training
 - Train on the top 10 violations during a lunch meeting
 - Give away a code book or code reference book as a door prize
- Update websites to include all public bulletins



V. ESTIMATED IMPLEMENTATION COSTS

The below Estimated Implementation Costs shows a detailed line item cost table for implementation costs. Details and costs can be adjusted as further requirements are known and selected by jurisdictions.

ESTIMATED IMPLEMENTATION COSTS							
#	ITEM	STAGE 1	STAGE 2	STAGE 3	STAGE 4	Estimate Cost	Unit
1	FIT ® Software	✓	✓	✓	✓	\$6,000.00	Each
2	1 yr Of Software Maintenance	✓	✓	✓	✓	\$5,000.00	Each
3	WiFi Tablets	✓	✓	✓	✓	\$500.00	Each
4	WiFi Access (Year 1)	✓	✓	✓	✓	\$450.00	Year
5	SOP Development	✓	✓	✓	✓	\$3,000.00	Each
6	Disaster Development	✓	✓	✓	✓	\$3,000.00	Each
7	Regulation Revisions	✓	✓	✓	✓	\$4,000.00	Each
8	Public Documentation Updates	✓	✓	✓	✓	\$2,500.00	Each
9	AHJ Customer Service Training			✓	✓	\$4,000.00	One-Time
10	Fee Schedule Revisions		✓	✓	✓	\$1,250.00	Each
11	6 Wks Cross Certification Training			✓	✓	\$25,000.00	One-Time
12	Wide Screen Monitors			✓	✓	\$1,000.00	Each
13	Wide Format Printers			✓	✓	\$25,000.00	Each
14	Upgraded Video Cards			✓	✓	\$500.00	Each
15	New Plan Reviewer Desktops			✓	✓	\$1,500.00	Each
16	Printed Materials			✓	✓	\$2,250.00	Each
17	Project Mgmt Level 1	✓				\$25,000.00	One-Time
18	Project Mgmt Level 2		✓			\$29,000.00	One-Time
19	Project Mgmt Level 3			✓		\$35,000.00	One-Time
20	Project Mgmt Level 4				✓	\$0.00	One-Time

JURISDICTION NAME	STAGE 1	STAGE 2	STAGE 3	STAGE 4
Alliance	\$25,400.00	\$26,650.00	\$85,900.00	\$29,950.00
Canton	\$29,200.00	\$30,450.00	\$89,700.00	\$29,950.00
Louisville	\$25,400.00	\$26,650.00	\$85,900.00	\$29,950.00
Massillon	\$28,250.00	\$29,500.00	\$88,750.00	\$29,950.00
North Canton	\$25,400.00	\$26,650.00	\$85,900.00	\$29,950.00
Stark County	\$29,200.00	\$30,450.00	\$89,700.00	\$29,950.00
Program Mgmt Level Fees	\$25,000.00	\$29,000.00	\$35,000.00	\$0.00
TOTAL IMPLEMENTATION COSTS	\$187,850.00	\$199,350.00	\$560,850.00	\$179,700.00



VI. NEXT STEPS

- 1) Conduct further reviews and discussions on recommendations presented in order to develop a implementation path.
- 2) Once a path is decided, IBTS will hold a common meeting with all to develop a Master Plan for implementation. IBTS will also meet with each jurisdiction to identify and specific hardware needs or specifics for implementation
- 3) IBTS will develop the specifications, grant applications etc. to put the project in place for implementation.

Optional – Although not included in this project, IBTS can serve as the Project Manager for Implementation to ensure it's success.



VII. APPENDIX PAGES

Appendix A – Management Findings Matrix Chart

Appendix B – Regulations Chart

Appendix C – Permitting

Appendix D – Staffing Matrix

Appendix E - Proposed Residential Fee Schedule Matrix

Appendix F – Current Commercial Fee Schedule Matrix

Appendix G – Proposed Residential Fee Schedule Matrix

Appendix H – Proposed Commercial Fee Schedule Matrix

Appendix I – Proposed Miscellaneous Fee Schedule Matrix

Appendix J – Residential Fee Comparison Matrix

Appendix K – Commercial Fee Comparison Matrix

Appendix L –Projected Flood Insurance Savings

Appendix M – Typical Shared Services Flow Chart

Appendix A – Management Findings Matrix Chart

MANAGEMENT FINDINGS	Standard Operating Procedures	Disaster Surge Capacity Plans	Department Certification - Insurance	Ohio Department Certification	Commercial Contractor License Req'd	Occupational License Req'd	Flow Diagrams	Public Bulletins
ALLIANCE	N	N	N	Y	Y	N	MN	MJ
CANAL FULTON	N	N	N	Y	Y	N	MN	MJ
CANTON	N	N	N	Y	Y	Y	MN	MJ
LOUISVILLE	N	N	N	Y	N	N	MN	MJ
MASSILLON	N	N	N	Y	Y	N	MN	MJ
NORTH CANTON	Y	N	N	Y	Y	N	MN	MJ
STARK COUNTY	N	N	N	Y	Y	N	MN	MJ

MN	= Minor Updates Needed
MJ	= Major Updates Needed
RC	= Recommended Updates
D	= Development Needed
N	= Not a requirement
	= Data not provided

Appendix B – Regulations Chart

REGULATIONS	Building Codes	Flood Plain Prevention	Fire / Life / Safety
ALLIANCE	MN	MN	RC
CANTON	MJ	MN	RC
LOUISVILLE	MN	MN	RC
MASSILLON	MN	MN	RC
NORTH CANTON	MN	MN	RC
STARK COUNTY	MN	MN	RC

MN	= Minor Updates Needed
MJ	= Major Updates Needed
RC	= Recommended Updates
D	= Development Needed
N	= Not a requirement
	= Data not provided

Appendix C – Permitting

(revised 9/17/2013)

PERMITS	TOTAL PERMITS		1 & 2 FAMILY		COMMERCIAL		AVG.	STAFF		TURNAROUND		
	Residential	Commercial	Plan Reviews	Inspections	Plan Reviews	Inspections	Avg Inspections Per Day	FTE	PTE	PERMITS	INSPECTIONS	FAILURE RATES
ALLIANCE	1280	735	*	531	51	360	9	1	2	2	1	*
CANTON	1802	1057	52	2090	235	1392	8	7	1	4	1	20%
LOUISVILLE	208	38	60	186	*	*	0.5	1	3	2	1	1%
MASSILLON	1035	356	*	*	*	*	10	6	1	4	1	*
NORTH CANTON	471	158	59	454	*	*	8	3	5	5	1	*
STARK COUNTY	3535	1399	1102	3362	392	5955	10	7	2	15	3	10%
AREA SUB-TOTALS	8331	3743	1273	6623	678	7707	-	-	-			
TOTALS	12,074		1,273	6,623	678	7,707	8	25	14			

*data was not provided or un-available

Appendix D – Staffing Matrix

(revised 9/17/2013)

STAFFING	BUILDING OFFICIAL	COMMERCIAL PLAN REVIEWER	RESIDENTIAL PLAN REVIEWER	COMMERCIAL BLDG INSPECTOR	COMMERCIAL MECHANICAL INSPECTOR	COMMERCIAL ELECTRICAL INSPECTOR	COMMERCIAL PLUMBING INSPECTOR	RESIDENTIAL BLDG INSPECTOR	RESIDENTIAL MECHANICAL INSPECTOR	RESIDENTIAL ELECTRICAL INSPECTOR	RESIDENTIAL PLUMBING INSPECTOR
ALLIANCE	Roger Westfall	Roger Westfall	Roger Westfall	Roger Westfall	Roger Westfall	Roger Westfall	Health Dept	Roger Westfall	Roger Westfall	Roger Westfall	James Ergon
CANTON	Angela Cavanaugh	Angela Cavanaugh	Angela Cavanaugh	Jerod Pennix	Jerod Pennix	Roman Bennett	James Ergon	Ernie Sellers	Ernie Sellers	Roman Bennett	James Ergon
LOUISVILLE	James Courtney	Stark County	Russell Walker	Stark County	James Courtney	Roman Bennett	Health Dept	Russell Walker	James Courtney	Roman Bennett	James Courtney
MASSILLON	William Kraft	Angela Cavanaugh	Angela Cavanaugh	Frank Silla	Frank Silla	Frank Silla	William Kraft	Frank Silla	Frank Silla	Frank Silla	William Kraft
NORTH CANTON	Don Walker	Angela Cavanaugh	Don Walker	Don Walker	Don Walker	Roman Bennett	James Ergon	Don Walker	Don Walker	Frank Silla	James Ergon
STARK COUNTY	George Kent	William Vincent	William Vincent	Don Cartright	Don Walker	Ken Nice	James Ergon	Don Cartwright	Don Walker	Michael McElfresh	James Ergon

Appendix E – Current Residential Fee Schedule Matrix

RESIDENTIAL FEES		ALLIANCE	CANTON	LOUISVILLE	MASSILLON	NORTH CANTON	STARK COUNTY
BLDG	New Construction	\$30 + .03 / sq.ft.	\$50 + .03 / sq.ft.	\$40 + .03 / sq.ft.		\$75 + .10 / sq. ft.	\$75 +.02 / sq. ft.
	New Construction Misc			\$40 + .03 / sq.ft.		\$75 / Inspection	
	Alterations / Repairs	\$10 + .02 / sq.ft.		\$40 + .03 / sq.ft.			
	Accessory Bldgs	\$20 + .03 / sq. ft.					
	Plan Review Fees				\$100 + .02/ sq.ft.		
	New \$0 - \$100K				\$50 + \$.5 / \$100 cost		
	New Construction >\$100K				\$50 + .1 / \$100 cost		
ELECTRICAL	New Electrical	\$30 + .02 / sq.ft.	\$50 + .02 / sq.ft.	\$50 + .01 / sq.ft.	\$50 + / device fee	\$75 + .08 / sq.ft.	\$50 +.02 / sq. ft.
	New / Repl Service	\$15 + .01 / sq.ft.	\$50 + .02 / sq.ft.			\$75 each	
	Plan Review Fee				\$100 + .02/ sq.ft.		
	New Low Voltage					\$50 + .02 / sq.ft.	
	Pools / Spas					\$75 each	
PLUMBING	New Plumbing		\$Fee / Device		\$50 + / device fee	\$75 + .08 / sq.ft.	
	Plan Review Fee				\$100 + .02/ sq.ft.		
	Water Service					\$75 each	
	Fire Suppression					\$75 + .08 / sq.ft.	
	Water Heater Replcement					\$75 each	
	Backflow / Isolation					\$75 / device	
HVAC	New HVAC	\$25 + each device	\$50 + each device	\$40 + .01 / sq.ft.	\$50 + / device fee	\$75 + .08 / sq.ft.	\$50 +.02 / sq. ft.
	HVAC Plan Review				\$100 + .02/ sq.ft.		
	HVAC Replacement			\$40 + .01 / sq.ft.		\$75 each	
	Solid Fuel Device					\$125.00	

Appendix F – Current Commercial Fee Schedule Matrix

COMMERCIAL FEES	ALLIANCE	CANTON	LOUISVILLE	MASSILLON	NORTH CANTON*	STARK COUNTY
Structural Fees	\$80 + .04 / sq. ft.	\$100 + .02 / sq. ft.	\$100 + .02 / sq. ft.		\$200 + .045 / sq. ft.	\$100 + .02 / sq. ft.
Bldg Fees < \$100K Cost				\$50 + .50 / \$100 cost		
Bldg Fees > \$100K				\$500 + .10 / \$100 cost > \$100K		
HVAC Fees	\$50 + each device fee	\$100 + .02 / sq. ft.	\$100 + .02 / sq. ft.	\$100 + / device fee	\$200 + .025 / sq. ft.	\$100 + .02 / sq. ft.
Electrical Fees	\$50 + .03 / sq. ft.	\$100 + .02 / sq. ft.	\$100 + .02 / sq. ft.	\$100 + / device fee	\$200 + .025 / sq. ft.	\$100 + .02 / sq. ft.
Fire Alarm Fees	Per Device	\$100 + .02 / sq. ft.	\$100 + .02 / sq. ft.		\$200 + \$3.00 / device fee	\$100 + .02 / sq. ft.
Suppression Fees	Per Device	\$100 + .02 / sq. ft.	\$100 + .02 / sq. ft.		\$200 + .025 / sq. ft.	\$100 + .02 / sq. ft.
Industrialized Units					\$200 + .015 / sq. ft.	
Bldg Alterations / Repairs	\$25 + .02 / sq.ft					
Decks, Fences, Ramps etc	\$25 + \$5 / \$1000 value					
Industrialized Bldgs	\$50 + \$.01 / sq. ft.					
REINSPECTIONS	\$25 each	\$75 each		\$35 each		
After Hours Inspections		\$150 / HR		\$75 / HR		
Plan Review 0 - 50,000 sq.ft.	\$.01 / sq.ft. (\$40 min)					
Plan Review 50,000 + sq.ft.	\$.05 / sq.ft. (\$40 min)					
Bldg Review Fee				\$100 + .02/sq.ft		
Mechanical Review Fee				\$100 + .02/sq.ft		
Electrical Review Fee				\$100 + .02/sq.ft		
Plumbing Review Fee				\$100 + .02/sq.ft		

Appendix G –PROPOSED Residential Fee Schedule Matrix

RESIDENTIAL FEE SCHEDULE				
ITEM	SQ.FT.	Permit Fee	Plan Review	Inspections
New Construction	0 - 3,000	\$100	\$150.00	\$350.00
	3,001 - 5,000		\$200.00	
	>5,001		\$250.00	
New Modular	ALL		\$150.00	\$250.00
New Addition / Remodel	0 - 2000		\$390.00	\$250.00
	2001 - 5000		\$565.00	
	5001 >		\$765.00	
New Manufactured Housing	ALL		n/a	\$250.00
New Detached Accessory	ALL		\$165.00	\$300.00
New Portable Building	ALL		\$75.00	\$150.00
Structure Relocation (Move)	ALL		\$185.00	\$250.00
Swimming Pool	ALL		\$165.00	\$300.00
MISCELLANEOUS	Permit Fee	Inspections		
Temporary Pole	\$25.00	\$85.00		
1st Re-Inspection	n/a	n/a		
2nd Re-Inspection	n/a	\$95.00		
3rd Re- Inspection	n/a	\$155.00		
Roofing Inspection	\$25.00	\$100.00		
Electrical Meter Change	\$25.00	\$85.00		
Mechanical Trade Inspection	\$25.00	\$125.00		
Electrical Trade Inspection	\$25.00	\$175.00		
Plumbing Trade Inspection	\$25.00	\$125.00		
All Stop Work Orders	\$250	n/a		
Demolition	\$25	\$85.00		
Change of Occupancy	\$25.00	\$85.00		
Change of Contractor	\$25.00	n/a		
Permit Extensions	\$25.00	n/a		
Flood Review	n/a	\$65.00		

Appendix H – PROPOSED Commercial Fee Schedule Matrix

COMMERCIAL BUILDING CODE, FIRE CODE & ACCESSIBILITY FEE SCHEDULE										
GROUPS	OCCUPANCY	SQUARE FOOTAGE		SUGGESTED PERMIT FEES	FLOOD FEE	CODE REVIEW FEE (INCLUDES 1 REJ. REVIEW)	ACCESSIBILITY FEE (INCLUDES 1 REJ. REVIEW)	3RD PLAN REVIEW	CODE INSPECTION FEE	ACCESSIBILITY INSPECTION FEE
		Minimum	Maximum							
A	ASSEMBLY	0	2,500	\$100.00	\$85.00	\$385.00	\$500.00	\$175.00	\$1,250.00	\$500.00
		2,501	4,500			\$650.00			\$1,500.00	
		4,501	10,000			\$1,300.00			\$2,800.00	
		10,001	50,000			\$1,850.00		\$300.00	\$4,000.00	
		50,001	100,000			\$3,250.00			\$8,500.00	
		100,000	300,000			\$4,500.00			\$8,500.00	
		300,001 +				\$4,500 +.01 sq.ft. over 300,000		\$500.00	\$8,500 +.01 sq.ft. over 300,000	
I-2, I-3	HEALTH CARE, INSTITUTIONAL OR DETENTION (Includes Limited Care & Assisted Living)	0	2,000	\$100.00	\$85.00	\$385.00	\$500.00	\$125.00	\$1,000.00	\$500.00
		2,001	5,000			\$650.00			\$1,500.00	
		5,001	10,000			\$1,300.00			\$1,850.00	
		10,001	20,000			\$1,650.00		\$200.00	\$4,095.00	
		20,001	30,000			\$2,450.00			\$5,265.00	
		30,001	50,000			\$3,475.00			\$7,020.00	
		50,001	100,000			\$4,275.00			\$11,700.00	
		100,001	300,000			\$5,500.00		\$325.00	\$21,000.00	
		300,001 +				\$5,500 +.01 sq.ft. over 300,000			\$21,000 +.01 sq.ft. over 300,000	
M & B	BUSINESS OR MERCANTILE	0	3,000	\$100.00	\$85.00	\$415.00	\$500.00	\$125.00	\$750.00	\$500.00
		3,001	10,000			\$825.00			\$1,755.00	
		10,001	30,000			\$1,550.00			\$2,575.00	
		30,001	80,000			\$2,225.00		\$200.00	\$4,650.00	
		80,001	150,000			\$3,000.00			\$9,900.00	

		150,001	300,000			\$5,125.00			\$14,625.00	
		300,001 +				\$5,125 +.01 sq.ft. over 300,000			\$14,625 +.01 sq.ft. over 300,000	
E & I-4	EDUCATIONAL & DAYCARE	0	5,000	\$100.00	\$85.00	\$650.00	\$500.00	\$175.00	\$1,500.00	\$500.00
		5,001	10,000			\$1,150.00			\$1,875.00	
		10,001	30,000			\$1,900.00			\$4,365.00	
		30,001	80,000			\$3,150.00		\$300.00	\$9,945.00	
		80,001	150,000			\$4,900.00			\$17,550.00	
		150,001	300,000			\$7,850.00			\$43,875.00	
		300,001 +				\$7,850 +.01 sq.ft. over 300,000		\$500.00	\$43,875 +.01 sq.ft. over 300,000	
F1, F2, S1, S2 & U	INDUSTRIAL OR STORAGE	0	10,000	\$100.00	\$85.00	\$550.00	\$250.00	\$125.00	\$750.00	\$500.00
		10,001	20,000						\$750.00	
		20,001	50,000						\$1,250.00	
		50,001	100,000						\$1,250.00	
		100,001	200,000						\$1,250.00	
		200,001 +				\$550 +.01 sq.ft. over 200,000			\$1250 +.01 sq.ft. over 200,000	
H1, H2, H3, H4 & H5	HIGH HAZARD	0	2,000	\$100.00	\$85.00	\$725.00	\$500.00	\$125.00	\$1,000.00	\$500.00
		2,001	5,000			\$1,100.00			\$1,200.00	
		5,001 +				\$1,100 +.02 sq.ft. over 5,000			\$1,200 +.01 sq.ft. over 5,000	
R1, R2, R3, R4, I-1	HOTELS, DORMS, APARTMENTS, LODGING, ROOMING, RESIDENTIAL CARE FACILITIES	0	2,500	\$100.00	\$85.00	\$550.00	\$500.00	\$150.00	\$1,500.00	\$500.00
		2,501	10,000			\$1,250.00			\$1,872.00	
		10,001	30,000			\$1,800.00			\$4,680.00	
		30,001	50,000			\$3,250.00			\$9,945.00	
		50,001	150,000			\$4,200.00		\$225.00	\$17,550.00	
		150,001	300,000			\$5,425.00			\$43,875.00	
		300,001 +				\$5425 +.01 sq.ft. over 300,000			\$43,875 +.01 sq.ft. over 300,000	

Appendix I – PROPOSED Miscellaneous Fee Schedule Matrix

COMMERCIAL MISCELLANEOUS	
DESCRIPTION	FEE
1st Re-Inspection	n/c
2nd Re-Inspection	\$125.00
3rd Re- Inspection	\$200.00
Roofing Inspection	\$125.00
Electrical Meter Change	\$85.00
Individual Trade Inspection	\$150.00
Construction Trailers	\$250.00
Flood Fee	\$125.00

COMMERCIAL OTHER				
DESCRIPTION	Permit Fees	Flood Fees	All Reviews Fees	All Inspection Fees
Swimming Pool	\$50.00	\$125.00	\$150.00	\$410.00
Mini-Storage (Bldg Only)	\$50.00		\$150.00	\$150.00
Mini-Storage + 1 Trade	\$50.00		\$225.00	\$225.00
Mini-Storage + 2 Trades	\$50.00		\$300.00	\$300.00
Mini-Storage + 3 Trades	\$50.00		\$375.00	\$375.00
Accessory Storage	\$50.00	n/a	\$150.00	\$275.00
Fire Alarm	\$50.00		\$75.00	\$100.00

Appendix J : Residential Fee Comparison Matrix

JURISDICTION NAME	\$200K, 2200 SQ.FT. Home
Alliance	\$368.00
Canton	\$776.10
Louisville	\$340.00
Massillon	\$1,361.55
North Canton	\$1,448.00
Stark County	\$407.00
Proposed Fee Schedule	\$925.00

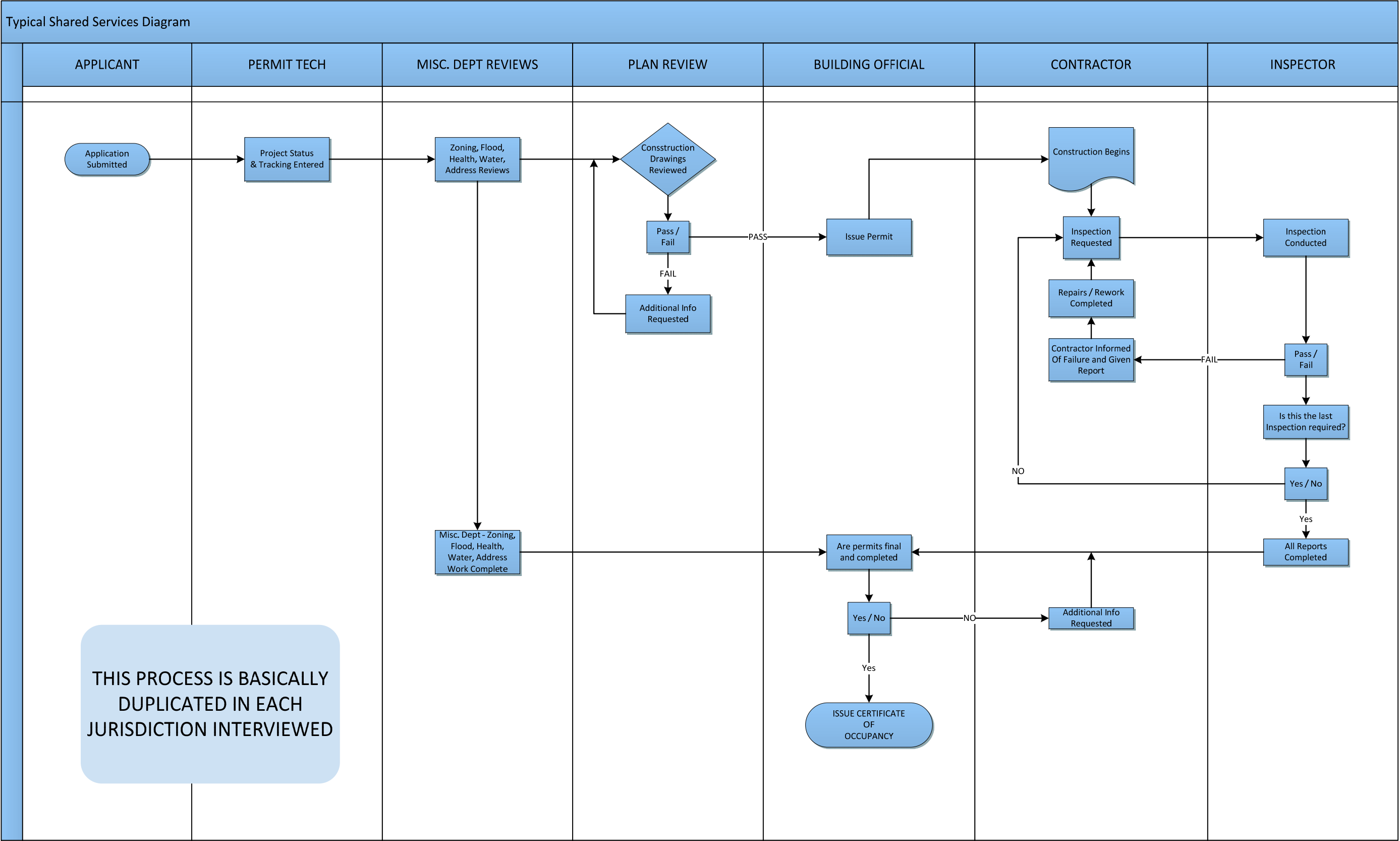
Appendix K : Commercial Fee Comparison Matrix

JURISDICTION NAME	\$375K, 8,000 sq.ft. Auto Parts Store
Alliance	\$1,442.00
Canton	\$1,040.00
Louisville	\$1,040.00
Massillon	\$2,875.30
North Canton	\$1,620.00
Stark County	\$1,830.00
Proposed Fee Schedule	\$2,141.25

Appendix L – Projected Flood Insurance Savings

PROJECTED FLOOD INSURANCE SAVINGS								
JURISDICTION	TOTAL PREMIUMS	# OF POLICIES	AVG PER POLICY	CRS CLASSIFICATIONS				
				CLASS 9	CLASS 8	CLASS 7	CLASS 6	CLASS 5
CANAL FULTON	\$4,016.00	5	\$803.20	\$40.16	\$80.32	\$120.48	\$160.64	\$160.64
LOUISVILLE	\$26,190.00	38	\$689.21	\$34.46	\$68.92	\$103.38	\$137.84	\$137.84
MASSILLON	\$15,980.00	21	\$760.95	\$38.05	\$76.10	\$114.14	\$152.19	\$152.19
NORTH CANTON	\$88,169.00	84	\$1,049.63	\$52.48	\$104.96	\$157.44	\$209.93	\$209.93
STARK COUNTY	\$304,601.00	397	\$767.26	\$38.36	\$76.73	\$115.09	\$153.45	\$153.45
CANTON	\$44,022.00	48	\$917.13	\$45.86	\$91.71	\$137.57	\$183.43	\$183.43
TOTALS	\$482,978.00	593	\$814.47	\$249.37	\$498.74	\$748.11	\$997.48	\$997.48

Appendix M : Typical Roles Swimlane Chart (Shows Roles In The Permitting Process)



Appendix N : Typical Permitting Flow Diagram

TYPICAL FLOW DIAGRAM

