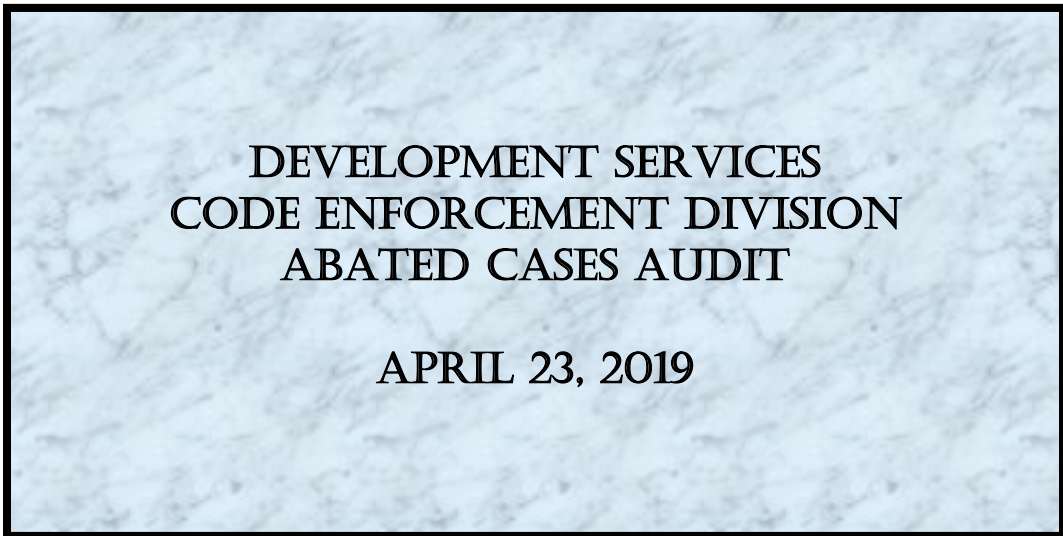


AUDIT TEAM

Jim Williamson, CPA, CIA, City Auditor
Lori Rice, CIA, MBA, Audit Manager



MAYOR AND CITY COUNCIL

<i>David Holt</i>	<i>Mayor</i>
<i>James Greiner</i>	<i>Audit Committee, Ward 1</i>
<i>James Cooper</i>	<i>Ward 2</i>
<i>Larry McAtee</i>	<i>Audit Committee, Ward 3</i>
<i>Todd Stone</i>	<i>Ward 4</i>
<i>David Greenwell</i>	<i>Audit Committee, Ward 5</i>
<i>JoBeth Hamon</i>	<i>Ward 6</i>
<i>Nikki Nice</i>	<i>Ward 7</i>
<i>Mark K. Stonecipher</i>	<i>Ward 8</i>



April 23, 2019

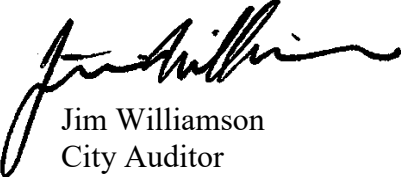
The Mayor and City Council:

The Office of the City Auditor has completed an audit to evaluate the adequacy and effectiveness of controls ensuring the timeliness and accuracy of the code enforcement process for abated cases.

Based on the results of our audit, we believe that code enforcement abated cases were resolved timely and assessed accurately for the period of January 1, 2017 through June 30, 2018. Recommendations for enhancing controls to ensure performance levels are maintained, discussed in more detail in the attached report, are summarized as follow:

- The code enforcement process timeline can be improved by performing all subsequent inspections on their scheduled date and increasing the number of contractors on hand to perform abatement services. See Recommendations 1 and 3.
- An LFR measure to monitor the total number of inspections performed should be added. See Recommendation 8.
- Performance should be monitored through the creation of reports to measure the timeliness of each step of the code enforcement process and compare Inspector performance to productivity and timeliness targets. See Recommendations 9 and 10.

The content and emphasis of items included in this report have been discussed with appropriate management representatives to assure a complete understanding of the observations arising from our audit. Management responses are attached to this report in their entirety.


Jim Williamson
City Auditor


Lori Rice
Audit Manager

**DEVELOPMENT SERVICES DEPARTMENT
CODE ENFORCEMENT DIVISION
ABATED CASES**

AUDIT OBJECTIVE, BACKGROUND, SCOPE AND METHODOLOGY

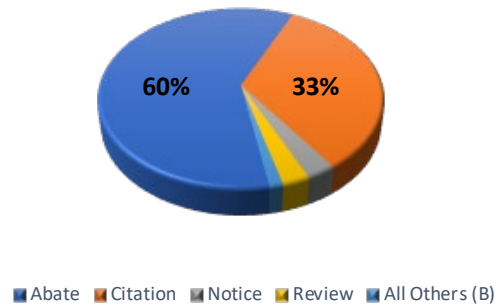
The objective of this audit was to evaluate the adequacy and effectiveness of controls ensuring the timeliness and accuracy of the code enforcement process for abated cases, for the period of January 1, 2017 through June 30, 2018.

The Code Enforcement Division (Department) within the Development Services Department is responsible for providing code inspections, abandoned building reviews, and abatement¹ services to community residents and property owners so they can realize cleaner and safer neighborhoods. Code violations are identified through complaints received from citizens and businesses, and through proactive² efforts. A case is opened upon the identification of a potential violation. The total cases opened for the 18-month audit period ended June 2018 was 69,043 (Exhibit 1).

Exhibit 1: Code Enforcement Cases Opened During 18 Month Audit Period

Violation Type	Cases Opened		Compliance Effort
	Jan 17 - Jun 18		
High Grass/Weeds	20,158	29%	Abate
Junk/Debris in Yard	11,555	17%	Abate
Yard Parking	11,491	17%	Citation
Property Maintenance	6,086	9%	Citation
Inoperable vehicle-private	4,707	7%	Abate
RV or Trailer Illegally Stored	2,331	3%	Citation
Illegally Placed Sign	2,017	3%	Abate
Abandoned Building	1,878	3%	Review
Unsecured Structure	1,235	2%	Abate
Zoning Violation	1,310	2%	Citation
Dilapidated Structure	670	1%	Abate
All other Violation Types (A)	5,605	8%	
Total Cases	69,043	100%	

Compliance Effort



Source: Code Enforcement case data from Accela.

(A) Nineteen other violation type categories with nominal volumes

(B) Includes other violation type categories where compliance effort was not identified due to nominal volumes

City effort taken to achieve code compliance varies by violation type as allowed under State Statutes. The Department will abate the violation if not addressed by the property owner in

¹ Abatement services includes hiring a contractor to mow high grass/weeds, remove junk/debris, tow inoperable vehicles, secure property and/or demolish a structure. An attempt to collect the costs associated with this activity is made through filing a lien on the property.

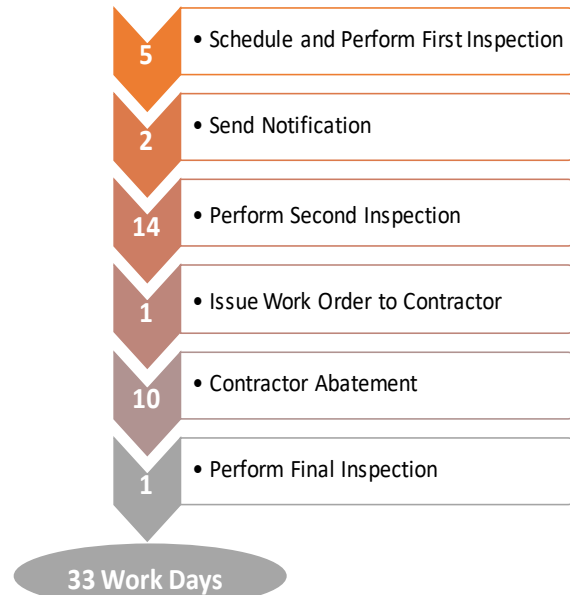
² Proactive efforts include routine drive-by inspections of areas pre-defined as historically having substantial code violations.

41,141 or 60% of all cases opened during the audit period, while citations may be issued on 23,060 or 33% of those cases.

Achieving compliance on abated cases requires multiple administrative steps, each taking a targeted amount of time³. Exhibit 2 demonstrates the standard code enforcement process for most abated cases⁴, following the opening of that case:

Not all cases will proceed to each step in the process, as some will reach compliance along the way. Exhibit 3 shows 45% of 38,600 cases closed within our audit period were resolved by the first inspection, with another 39% resolved by the second inspection. In 8% of cases, the property owner abated the violation following a granted extension of time, with the remaining cases requiring City abatement action. Overall, 93% of abated cases were resolved within the targeted 33 work days. Reaching timely compliance is fundamental to citizen satisfaction with code enforcement services. This audit assessed controls in place to ensure timeliness of abated cases.

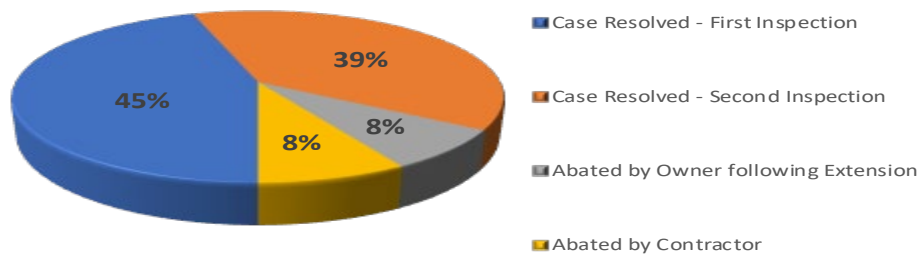
Exhibit 2: Target Timeline for Majority⁽¹⁾ of Abated Cases



Source: Discussion with Department Staff

(1) Does not include Unsecured/Dilapidated Structure cases

Exhibit 3: Case Resolution Variations⁽¹⁾



Source: Accela data

(1) Does not include Unsecured/Dilapidated Structure cases

Accurate assessment of potential code violations by inspectors is an equally critical component to the code enforcement process. Controls ensuring accuracy were also reviewed in this audit.

³Some steps in the process have a required minimum amount of time as a matter of State Statute.

⁴ Most abated cases (95%) involve the following violations: High Grass/Weeds, Junk/Debris in Yard, Inoperable Vehicles, Illegally Placed Signs, and Dead Trees in Right-of-Way. The process timeline varies somewhat for Unsecured and Dilapidated Structure violations and will be covered later in this report as applicable.

Procedures performed during this audit included interviews with relevant personnel in the Department and Municipal Counselor’s Office; reviews of related City Ordinances, State Statutes and Department policies; surveys of peer cities to obtain benchmark data; analysis of Accela⁵ data in the determination of standard timelines for case resolution and identification of reasons for exceptions; and assessment of quality control processes, performance monitoring and management oversight. We did not assess control processes related to cases involving citation issuance or cost recovery on abatement services.

We conducted this performance audit in accordance with generally accepted government auditing standards (GAGAS). GAGAS requires that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our audit findings and conclusions based on our audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The following section of this report includes recommendations intended to provide constructive suggestions for improving current processes to ensure the timeliness of case resolution and accuracy of violation assessment. Included in the body of this report are management responses to each recommendation. Management responses are attached to this report in their entirety (Attachment A).

RESULTS OF WORK PERFORMED

Overall, Code Enforcement abated cases were resolved timely and assessed accurately during the period of January 1, 2017 through June 30, 2018; however, controls should be improved to ensure performance levels are maintained.

Code Enforcement Process Timeline

Comment 1

Subsequent inspections are not performed on the day they are scheduled for, rather the Department targets performing them within four days from scheduled date. The first inspection is scheduled within one day following the receipt of a complaint or identification of a potential violation. Performance of the first inspection is targeted within four work days of the scheduled date. This is in line with the timeframe peer cities are targeting for a first inspection. Once a violation is confirmed at the first inspection, a notice explaining the violation and abatement requirements is sent to the property owner by mail and a second inspection is scheduled for ten⁶ work days following the notice date. Like on the first inspection, the Department targets performing the second inspection within four work days of the scheduled

⁵ Accela is the system application used by the Department for administration of code violation cases.

⁶ A ten-day notification to the property owner is required by State Statute before the City can begin abatement action on a violation.

date. This same target is used for inspections performed after seven-day extensions are granted.

Peer city benchmark data for timeline targets on subsequent inspections could not be obtained. However, sufficient time is being allowed for property owner action through the legally required ten-day notice provided. Targeting the completion of subsequent inspections on the scheduled date, instead of “within four days”, will reduce overall resolution time by an average of two work days⁷ for subsequent inspections on abatement cases.

Recommendation 1

Second inspections and inspections following extensions should be performed on the scheduled date.

Department Response 1

Agree with recommendation. By December 31, 2019, second inspections and inspections following extensions will be performed on the scheduled date.

Comment 2

Department policy for granting extensions of time is not consistently followed. Extensions of time to abate the violation can be granted by an Inspector to the property owner when they have provided a plan of action and are showing progress. Department policy, applicable for most abated cases⁸, allows inspectors to grant two, seven-day extensions, but property owner progress must be documented with comments in Accela.

Of the 3,656 cases that were granted extensions during this audit period (excluding Dilapidated Structure cases), 100 were found to have had greater than seven-day (i.e., 30-day and 60-day) extensions granted and 619 had more than two extensions granted. Using a test sample of 75 cases with extensions, 27 or 37% of extensions were found without the required Accela comments. Increased risk of escalating total case resolution time exists when the extension policy is not followed.

Recommendation 2

Work with the Information Technology Department to modify Accela to systematically require supervisory approval for extensions granted greater than what is allowed by policy (i.e., more

⁷ The Department targets subsequent inspection completion within four work days of scheduled date but completed them within two work days on average for our audit period.

⁸ Department extension policy is applicable to all abated cases except for Unsecured and Dilapidated Structures. Extensions are not granted for Unsecured Structures and are not limited for Dilapidated Structures.

than two extensions, and extensions greater than seven days in length). Additionally, management should ensure all staff are familiar with the extension policy and inspector extension activity for all violation types is routinely monitored to ensure adherence with policy.

Department Response 2

Agree with recommendation. By December 31, 2019, management will work with Information Technology to modify Accela to systematically require supervisory approval for extensions granted greater than what is allowed by policy (i.e., more than two extensions, and extensions greater than seven days in length). Additionally, management will ensure all staff are familiar with the extension policy and inspector extension activity for all violation types is routinely monitored to ensure adherence with policy.

Comment 3

Too few contractors are on hand to consistently perform abatements within the time expected and related contract terms are not accurately stated. If a violation is found to still exist following the notice period and subsequent inspections, the Department will issue a work order to a contractor to perform the abatement. Currently, there are two contractors on contract for High Grass/Weeds and Junk/Debris cases, and one on contract for Unsecured Structures⁹. Abatement work for Dilapidated Structures is sent out for bid on each case.

Exhibit 4: Contractor Performance

Violation Type	# of Contractors	Expected Performance Time (1)	% Within Time Expected
High Grass/Weeds (2)	2	5	36%
Junk/Debris (2)	2	10	50%
Unsecured Structures	2	30	85%

As shown in Exhibit 4, contractors only performed within the expected amount of the time in 50% or less of all High Grass/Weeds and Junk/Debris cases requiring contractor abatement during our audit period. And while contract specifications allow Unsecured Structure work to be performed within 30 calendar days, the Department monitors contractor progress at 10 work days, of which they only performed 48% of the time. Having a limited number of contractors to award abatement work to and

Source: Contract specifications and code enforcement case data for 18 month audit period from Accela

(1) Number of work days following work order issuance for High Grass/Weeds and Junk/Debris, and number of calendar days for Unsecured Structures

(2) These violations have the same two contractors performing abatement

inaccurately stated completion time expectations within contract terms increases the risk of untimely performance, especially during seasonal upsurge in volumes. Untimely contractor performance can adversely impact timely case resolution.

⁹ While there were two contractors on hand to perform abatement work for Unsecured Structures during the audit period, only one contractor remains.

Recommendation 3

Work with the Procurement Division to expand available pool of contractors to provide alternatives for underperforming contractors and ensure contract terms accurately reflect expected timeliness performance requirements.

Department Response 3

Agree with recommendation. By December 31, 2019, management will work with the Procurement Division to expand the available pool of contractors to provide alternatives for underperforming contractors and ensure contract terms accurately reflect expected timeliness performance requirements.

Comment 4

Significant variations exist in the amount of time Dilapidated Structure contractors take to abate. Each Dilapidated Structure case requiring abatement is sent out for contractor bid. Stated within bid specifications, the contractor is required to perform the work within 90 days of work order issuance. Of the 51 Dilapidated Structure cases abated by a contractor during our audit period, 65% were completed within the required 90 days. However, timeliness performance varied from below 20 days to over 200 days.

Abating a Dilapidated Structure generally requires demolition, for which the related preparation can be complex and time consuming and will vary with the nature of the structure/property. It is reasonable to believe that the time being allowed to complete is not suitable for all cases. Yet, the importance of ensuring the timeliness of contractor performance remains crucial to minimize the overall case resolution timeline.

Recommendation 4

In addition to bidding cost, allow contractors to bid on completion time for Dilapidated Structure abatement, consider that component in contractor selection and scrutinize the timeliness of contractor performance in the award of future work.

Department Response 4

Agree with recommendation. By December 31, 2019, in addition to bidding cost, management will allow contractors to bid on completion time for Dilapidated Structure abatement, consider that component in contractor selection and scrutinize the timeliness of contractor performance in the award of future work.

Comment 5

Hearings for approximately 42% of Unsecured and Dilapidated Structure violations are unnecessarily delayed by 10 work days. State Statutes require a notice be provided to property owners 10 days in advance of hearings (i.e., City Council meeting) held for Unsecured and Dilapidated Structure violations. A process¹⁰ is in place to ensure these notices meet the legally required timeline. Built into the process is an unnecessarily early cut-off date that allows up to five extra work days. Of the 462 Unsecured and Dilapidated Structure cases having a notice sent during our audit period, we determined 194 could have been scheduled for an earlier hearing date, thus saving 10 work days on each of the respective cases.

Recommendation 5

Shorten the hearing scheduling cut-off date by five work days for Unsecured and Dilapidated Structure notices.

Department Response 5

Agree with recommendation. By December 31, 2019, management will shorten the hearing scheduling cut-off date by five work days for Unsecured and Dilapidated Structure notices.

Comment 6

Work Order issuance for contractor abatement of Unsecured Structures is unnecessarily delayed by 10 work days. State Statutes allow for immediate abatement of Unsecured Structures once the structure is declared as such by Council. Department practice is to wait 10 work days, after declaration, to issue the work order to the contractor. This delay unnecessarily added 10 work days to the resolution timeline for 346 Unsecured Structure cases closed during our audit period.

Recommendation 6

Work orders issued to contractors to abate Unsecured Structures should occur immediately following Council declaration.

Department Response 6

Agree with recommendation. By December 31, 2019, work orders issued to contractors to abate Unsecured Structures will occur immediately following Council declaration.

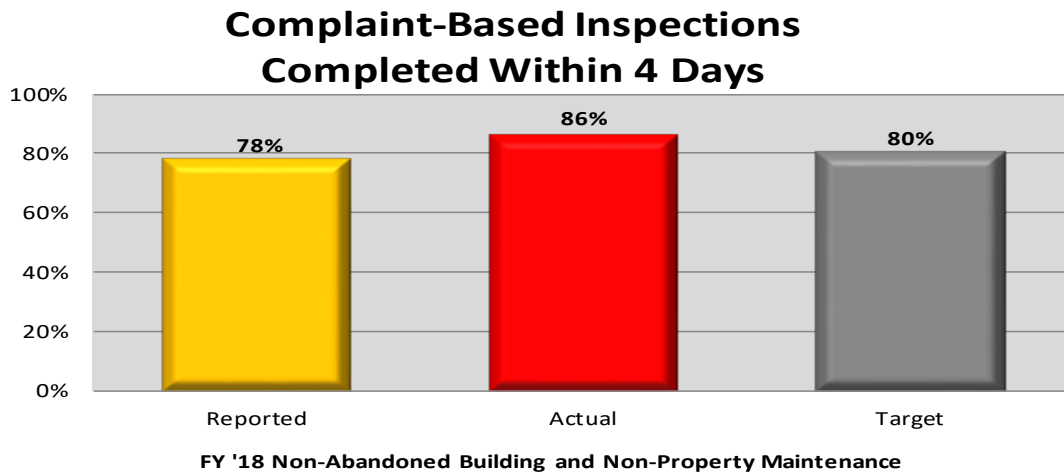
¹⁰ Separate from the Notice Sent process referred to in Exhibit 2.

LFR Measures of Performance

Comment 7

Reported LFR results for the measure “% of total complaint-based inspections completed within four days”¹¹ were not calculated correctly during the audit period (Exhibit 5).

Exhibit 5



Source: LFR reported data used for "Reported" and "Target". Accela data used for calculation of "Actual".

For fiscal year 2018, 86% of complaint-based inspections were found to be completed within four days of scheduled date, versus the 78% reported. Errors in the calculation were due to the following:

- Calculation based on calendar days instead of work days;
- Staff-initiated cases erroneously included;
- Comparison to total complaints received instead of total complaint-based inspections performed.

The intent of this measure is to monitor and report on Department responsiveness to code violation complaints, and it should accurately state performance.

Recommendation 7

Corrections should be made to base calculation on a work day count, exclude staff-initiated inspections and compare to total complaint-based inspections performed.

¹¹ The Department calculates this measure separately for inspections performed on Abandoned Property and Property Maintenance violations, not shown here. This comment is intended for both measures.

Department Response 7

Agree with recommendation. By December 31, 2019, corrections will be made to base calculation on a work day count, exclude staff-initiated inspections and compare to total complaint-based inspections performed.

Comment 8

Inspection output is not measured and reported. A demand measure exists to report complaints received. However, the number of inspections targeted and completed are not reported. Inspectors are expected to complete 20 inspections per day, including both complaint-based and staff-initiated. Reporting total inspection output compared to a target would allow management to gauge Inspector productivity and make changes as needed to ensure timely case resolution and appropriate staff-initiated inspection levels.

Recommendation 8

Create a LFR measure for total number of inspections performed. Monitor this measure to ensure overall inspection productivity targets are being met.

Department Response 8

Agree with recommendation. By December 31, 2019, management will create a LFR measure for total number of inspections performed. Management will monitor this measure to ensure overall inspection productivity targets are being met.

Performance Monitoring for Management

Comment 9

Reports to assist management in monitoring the timeliness of each step of the code enforcement process do not exist. While the Department reports on the % of High Grass/Weeds and Junk/Debris cases abated within 45 calendar days of the complaint, they do not have measures to identify timeliness for each step of the code enforcement process. For cases closed during our audit period (excluding Unsecured/Dilapidated Structures) 8% of notices sent, 24% of work orders issued and 59% of contractor performance were found to have had delays outside of the target timeframe for their respective processes. An example of exceptions found within these process delays was approximately 20 cases where work order

issuance had been held¹² by the Inspector or Neighborhood Support Representative¹³, ultimately resulting in delayed case resolution.

Reports of actual performance for each process step would enable management to identify exceptions to expected timelines and intervene as needed.

Recommendation 9

Develop a report to measure and routinely monitor timeliness performance for each step of the code enforcement process and identify exceptions so they can be addressed (Exhibit 6).

Exhibit 6: Timeliness Performance Management Report

Process	Work Days Between Dates	
First Inspection (1)	Scheduled	Inspection Completion
Notice	Inspection Completion	Notice Sent
Subsequent Inspections (2)	Scheduled	Inspection Completion
Work Order Issuance	Inspection Completion	Work Order Issuance
Contractor Performance	Work Order Issuance	Contractor Completion

Source: OCA created table of performance reports needed by management

(1) Measure already exists and is being reported

(2) To include all inspections excluding the first

Department Response 9

Agree with recommendation. By December 31, 2019, management will develop a report to measure and routinely monitor timeliness performance for each step of the code enforcement process and identify exceptions so they can be addressed.

Comment 10

Expanded Inspector performance reporting would enhance code enforcement process management. Inspector productivity and timeliness is routinely monitored individually, through multiple reports. However, these reports do not readily identify performance differences among inspectors. Management of individual Inspector performance, in consideration of overall inspection productivity and timeliness, is necessary to ensure timely case resolution and appropriate staff-initiated inspection levels.

¹² Equivalent of granting an extension of time but without the appropriate Accela entry identifying it as such.

¹³ Neighborhood Support Reps serve as the liaison between the Code Enforcement process and the contractors performing abatement work. Their efforts can impact the timeliness of case resolution for Inoperable Vehicles, as they are responsible for scheduling the towing service provider once the case has been approved to tow.

Recommendation 10

Periodically monitor inspector performance against target productivity and timeliness through a routine, comprehensive report (example report provided at Attachment B) and use the report to identify potential changes to assist in ensuring overall inspection output and timeliness targets are met.

Department Response 10

Agree with recommendation. By December 31, 2019, management will periodically monitor inspector performance against target productivity and timeliness through a routine, comprehensive report and use the report to identify potential changes to assist in ensuring overall inspection output and timeliness targets are met.

Comment 11

Report for identifying and resolving aged cases does not exist. Through research of open cases that were aged greater than approximately 30 work days, 20 cases were found that were not being worked. It was suggested that Accela had not advanced these cases to the next stage of the code enforcement process, thus they were not appearing on the respective reporting tools to be processed accordingly. The system error that may have caused this to occur could not be identified. Additionally, approximately 2,500 cases closed (excluding Unsecured/Dilapidated Structures) in this audit period were found to have aged beyond the targeted 33 work days, as shown in Exhibit 2. A report identifying open cases aged beyond a defined range would assist management in ensuring acceptable case resolution timelines.

A single individual is responsible for managing the progression of Unsecured and Dilapidated Structure cases. Unsecured and Dilapidated cases generally take longer to resolve than other violation types. Management oversight to ensure these cases are not unnecessarily aging would be prudent.

Recommendation 11

Create a report listing all open cases beyond a defined age and identifying what stage of the code enforcement process they are in. Management should monitor this report and intervene as needed to ensure case resolution timelines are within acceptable ranges.

Department Response 11

Agree with recommendation. By December 31, 2019, management will create a report listing all open cases beyond a defined age and identifying what stage of the code enforcement process they are in. Management will monitor this report and intervene as needed to ensure case resolution timelines are within acceptable ranges.

Potential Gains in Efficiency

Comment 12

Potential gains in Inspector efficiency may be possible through a yet to be released Accela mobile application. At the time of an inspection, the inspector:

- Uses a digital camera to take pictures of the property in question;
- Uses a laptop to download the pictures from the camera, prepare them into a preferred format and upload them to the respective case within Accela;
- Uses the laptop to perform on-line research identifying the property owner and upload the information into Accela; and
- Uses the laptop to record their assessment of the violation to Accela.

Preparing pictures for upload and performing legal research are both time consuming tasks. Once the Accela mobile application is available, using a tablet device instead of a digital camera and laptop would allow the pictures to be taken and immediately uploaded, forgoing the current picture preparation process and saving time on each inspection. And while a tablet device is not conducive to performing the required legal research, this function could feasibly be performed by other administrative staff. Implementing a tablet device for inspections and having legal research performed by administrative staff has the potential of increasing Inspector capacity and timeliness but would likely increase administrative staff time and job classification.

Recommendation 12

Once the necessary mobile Accela application becomes available for use, careful consideration should be given to implementing tablet devices for inspectors and having legal research performed by administrative staff.

Department Response 12

Agree with recommendation. Once the necessary mobile Accela application becomes available for use, careful consideration will be given to implementing tablet devices for inspectors and having legal research performed by administrative staff.

ATTACHMENT A

Management Responses



MEMORANDUM

The City of
OKLAHOMA CITY



TO: Jim Williamson, City Auditor

THROUGH: Craig Freeman, City Manager *CF*

FROM: *BT* Bob Tener, Development Services Director

DATE: March 28, 2019

SUBJECT: Audit 18-07 Development Services Department Code Enforcement Division
Abated Cases Audit

Following are management's responses to the status of recommendations outlined in the recent Development Services Department Code Enforcement Division Abated Cases Audit.

1. Agree with recommendation. By December 31, 2019, second inspections and inspections following extensions will be performed on the scheduled date.
2. Agree with recommendation. By December 31, 2019, management will work with Information Technology to modify Accela to systematically require supervisory approval for extensions granted greater than what is allowed by policy (i.e., more than two extensions, and extensions greater than seven days in length). Additionally, management will ensure all staff are familiar with the extension policy and inspector extension activity for all violation types is routinely monitored to ensure adherence with policy.
3. Agree with recommendation. By December 31, 2019, management will work with the Procurement Division to expand the available pool of contractors to provide alternatives for underperforming contractors and ensure contract terms accurately reflect expected timeliness performance requirements.
4. Agree with recommendation. By December 31, 2019, in addition to bidding cost, management will allow contractors to bid on completion time for Dilapidated Structure abatement, consider that component in contractor selection and scrutinize the timeliness of contractor performance in the award of future work.
5. Agree with recommendation. By December 31, 2019, management will shorten the hearing scheduling cut-off date by five work days for Unsecured and Dilapidated Structure notices.
6. Agree with recommendation. By December 31, 2019, work orders issued to contractors to abate Unsecured Structures will occur immediately following Council declaration.

7. Agree with recommendation. By December 31, 2019, corrections will be made to base calculation on a work day count, exclude staff-initiated inspections and compare to total complaint-based inspections performed.
8. Agree with recommendation. By December 31, 2019, management will create a LFR measure for total number of inspections performed. Management will monitor this measure to ensure overall inspection productivity targets are being met.
9. Agree with recommendation. By December 31, 2019, management will develop a report to measure and routinely monitor timeliness performance for each step of the code enforcement process and identify exceptions so they can be addressed.
10. Agree with recommendation. By December 31, 2019, management will periodically monitor inspector performance against target productivity and timeliness through a routine, comprehensive report and use the report to identify potential changes to assist in ensuring overall inspection output and timeliness targets are met.
11. Agree with recommendation. By December 31, 2019, management will create a report listing all open cases beyond a defined age and identifying what stage of the code enforcement process they are in. Management will monitor this report and intervene as needed to ensure case resolution timelines are within acceptable ranges.
12. Agree with recommendation. Once the necessary mobile Accela application becomes available for use, careful consideration will be given to implementing tablet devices for inspectors and having legal research performed by administrative staff.

Thank you for your professional review of this program.

ATTACHMENT B

Example Management Performance Monitoring Report

Attachment B

Example
Code Enforcement Inspection Productivity Report
Apr-18

Code Enforcement Inspections								
Inspector	Total First Insp Complaint-Based Completed	% First Insp Complaint-Based within 4 Days	Total Subsequent Insp Completed	% Subsequent Insp on Scheduled Date	Total First Insp Staff-Initiated Completed	% of Work* Staff-Initiated	Hours Worked	Inspections per 8 hr Day
Inspector 1	42	100%	99	98%	147	51%	157.0	14.7
Inspector 2	71	100%	136	91%	154	43%	168.0	17.2
Inspector 3	52	98%	129	67%	108	37%	148.0	15.6
Inspector 4	7	57%	85	65%	78	46%	108.0	12.6
Inspector 5	51	100%	167	59%	109	33%	164.0	16.0
SECTION TOTALS	223	98%	616	75%	596	42%	745.0	15.4

Note: Example report is not intended to be indicative of actual results.

*Total Inspections