



# **Marion County Building Safety Department 5 Year Strategic Plan**

**Revised Edition 5/21/14**

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**QR code for department external website**



**QR code for department strategic plan**



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# Executive Summary

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I am pleased to present the 2014-2019 Strategic Business Plan for the Marion County Building Department.

It reflects our continuing mission to fairly and efficiently process Building Safety requirements while following State mandates. We are committed to maximizing our service delivery and achieving the highest level of service in an open, collaborative environment.

This document reviews the external environment (opportunities and challenges) and internal environment (assets and limitations); presents a series of statements relating to the Departments vision, mission, mandates, strategic issues, values and objectives; and sets out its proposed strategies and goals for organizational implementation and achievement.

As the state continues its slow recovery from the severe recession, we must continue to examine what is working and what is not working in our day to day operations of the Department and what the state, national, and global economy is likely to face in the future.

Consistent with The Boards vision, we must continue to look for opportunities to improve overall Marion County Building Department administration.

This plan outlines our goals and strategies for the next five years to achieve the vision and we encourage the continued partnership with Staff, the business community, taxpayers, local governments, and others to make that happen.

Economic growth is projected to increase through 2020 as charted by State and Federal indicators. In office customer services will be taxed as the economy bounces back. As we climb out of the recession we must focus on a proactive approach to the management of the Marion County Building Department. A clear and focused goal, with customer service at the forefront, will guide us through the next five years.

Being cognizant of past managerial decisions, respectful to public perception, we must look ahead with a clear vision. We will implement forward thinking. The next five years offer unique challenges respectful to staffing, technology, State of Florida mandates, budget constraints and service expectations. Short range goals, as listed, are already in the implementation process.

## Executive Summary Continued.....

Departmental organizational changes will key both short and long range successes. Goals will be achieved with due diligence of staff at all levels. Expectations for creative problem-solving will be expected at a high level, within the boundaries of jurisdictional mandates. We must take a brief look backward to obtain forward thinking clarity.

The Marion County Building Department five year strategy is simple by design and based upon the Departmental established protocols and should be attainable. Board support to maintain a solid customer service staff based upon increased workloads generated by economic growth is a key factor. Being a solid financial enterprise fund the Department will not burden the Board with undue financial requests but rather seek their approvals for continued success.

Equipment, data storage and IT issues will need to be addressed over the five year period. The largest hurdle facing the Department is trained and complete staffing in all disciplines as dictated by the increased workload. State mandated licensures and certifications cannot be put in jeopardy in order to satisfy projected performance goals.

We must remain diligent in our effort to give fair and thorough State mandated services.

The economy will drive the specific needs and time line the Building Department requires to fulfill the Boards vision thus making projections flexible.



David Galassi, Building Safety Director



# Strategic Planning Methodology

The Marion County Strategic Planning methodology begins with the creation or revision of mission and vision statements, progresses through various stages of strategy development, and concludes with the formal development of goals, objectives, strategies and tactics. The methodology ensures that mission and vision are linked to goals, goals are linked to objectives, objectives are linked to strategies, and strategies linked to tactics. These objectives are listed in 4 areas and are designed with our stakeholders at the forefront. Those would include our employees, residents and our other County Departments.

There are no constraints or limitations that adversely affect our methodology and our targeted audience is the taxpayers of Marion County.

## Step 1: Establish Organizational Goals

Goals represent the translation of the organization's vision into a broad, five-year statement. Goals are often not quantifiable, but they are the cornerstones of any strategic planning methodology. For instance, a goal might be "To staff the Department as the workload increases" or to "Complete all ordered inspections daily without roll-overs." The goals break down the organization's vision into more focused areas such as quality, growth, customers, finance, and employees. They are driven by the organization's strategy development decisions.

## Step 2: Set Objectives

Objectives come next in the strategic planning methodology and quantify the goal statements. The Building Departments goals are, in most cases, continuing processes and do not change from year to year. It is critical that objectives are quantifiable and measurable. For instance, if the goal is to be one of the State's best Building Departments to work for, objectives might include increasing employee satisfaction or employee engagement, decreasing employee turnover, or increasing the percentage certified staff members. Strong objectives statements are always written in the format of **how much, by when?** For instance, an objective might be to have an inspector training program in place by October 1<sup>st</sup>.

### **Step 3: Create Strategies**

Strategies represent the high-level action plans that support the objectives within the strategic planning methodology. Once the strategies are established, the organization should feel confident that if the strategies are successfully implemented, then the objectives should be met. Objectives define what will be accomplished. Strategies define how it will be accomplished. For instance, a strategy for an inspector training program might be to design and implement a competency matrix.

### **Step 4: Identify Tactics**

The final step of the strategic planning methodology are tactics, or implementation, which represent the day-to-day action plans that support the strategies. If the tactics are executed well and on time, then the strategies should be successfully implemented. Tactics are assigned to individuals responsible for carrying out the work and should have specific due dates. Tactics for an inspector training program might include the identification of various certification categories, an internal communications campaign to promote the program and a set completion date.

This strategic planning methodology positions the organization to excel at strategic planning and management, which includes converting plans to reality, and managing internal resistance to change.

### **Stakeholders**

Our stakeholders are identified as our current and future staff, the residents of Marion County and more specifically, the customer base the Building Department is based upon. In simple terms everything we do as a cohesive unit affects our stakeholders in some manner. This is not limited to life safety issues by way of Building Codes, fees charged to permit holders and approvals or rejections of projects.

## Constraints the Department Faces

In a volatile economic climate the Building Department faces daily constraints which can only be overcome by taking a proactive approach to management and with an attempt to forecast changes and be prepared to meet these challenges. Some of these challenges would be:

- The need for a Contractor Licensing Investigator



- Sufficient staff to service increased workloads
- Changes in State mandates and Building Codes



**The amount of reference information accessed daily is ever-changing.**

- Loss of experienced and certified staff



- An ever-changing economic environment
- The inability to accurately forecast building trends
- Internet technology and data base maintenance issues





# Current Situation

## Who is the Marion County Building Department?

The Building Department is governed by key ORGANIZATIONAL MANDATES:

- Marion County Land Development Code
- Florida Building Code 2010 to be updated 2013 Code/ Dec. 2014
- County Ordinances & State Statutes
- The Florida Department of Business and Regulation

**Core Services:** The Marion County Building Department consists of 4 Main Divisions

- Permitting
- Plans Review
- Building Inspection
- Contractor Licensing

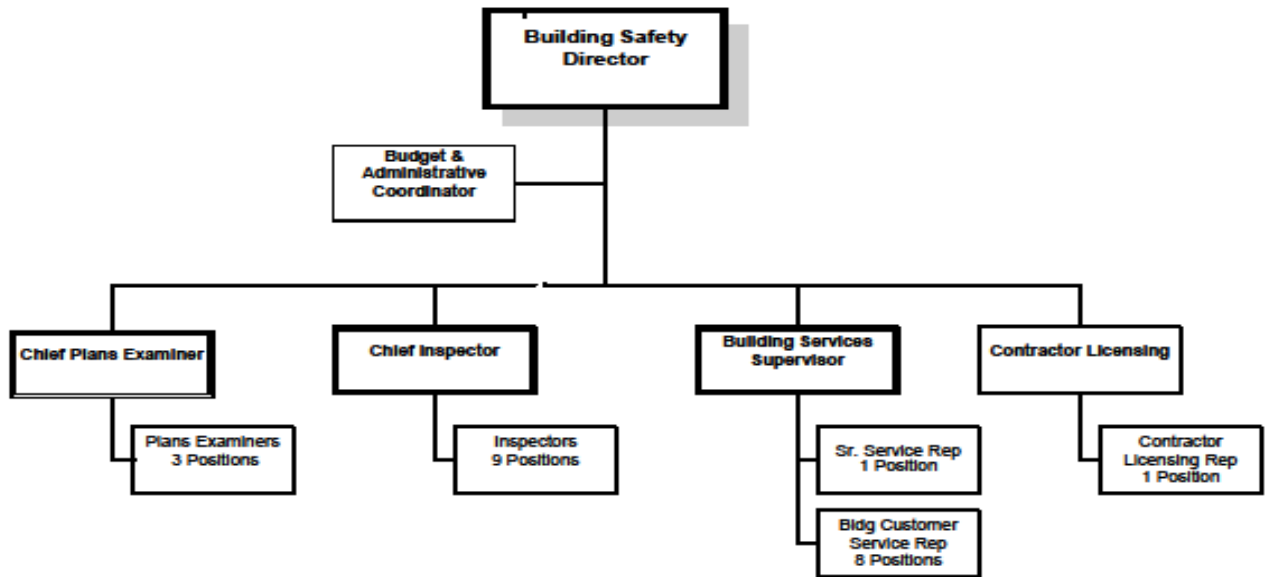


**The Marion County Building Department 4 Divisional Managers:**

- Permitting- Luz DiGueiseppi
- Plans Examination-Tony Bewley
- Building Inspection-Doug Newbanks
- Contractor Licensing-Michelle Fanelli

## Marion County Building Department FY 14/15 Organizational Chart:

### Marion County Board of County Commissioners FY 14/15 Organizational Chart Building Safety Department



**Proposed Positions: 28**

## Key Personnel

### **Luz DiGuseppi –Permit Supervisor**

20 years with State of Florida DOH

10 years of management

35 years of customer service

Real estate agent

Member of Orlando Realtor Association

Member of National Notary Association

Member of National Realtor Association

### **Tony Bewley-Chief Plans Examiner**

15½ years working for the Marion County Building Safety Department

3 years Inspector

1½ years Plans Examiner

5 years Chief Plans Examiner

2 years Interim Building Official/Chief Plans Examiner

3 years Building Official

½ year Chief Plans Examiner

Certifications:

BU1326 - Building Code Administrator

SFP45 - Standard 1&2 Family Plans Examiner

SMI70 - Standard Modular Inspector

SMP39 - Standard Modular Plans Examiner

PX1675 - Plans Examiner

BN3592 - Standard Inspector

### **Mark Nuetzi-Senior Plans Examiner**

19 Years employed by Marion County

Initial 8 years as a Field Inspector

Last 11 years as a Plans Examiner

All Trades Licensed Building Inspector

All Trades Licensed Plans Examiner

Licensed Building Code Administrator

Previously Licensed Building Contractor

Lifelong Industry Association

**Karen Robinson-Senior Permitting Representative**

24 years with Marion County  
Permitting Customer Service Representative  
Cross trained in contractor licensing  
SBCCI certificate in Legal & Management  
Permitting trainer  
Editor of permitting procedure manual  
Cross trained as cashier for daily/weekly/monthly audits

**Michelle Fanelli-Contractor Licensing Agent**

24 Years with Marion County  
Current Contractor Licensing Agent  
Cross trained as a permitting technician, cashier, and payroll clerk  
Liaison between Marion County and FDBPR  
Qualtec/CQI program completion  
Legal & Management – Southern Building Code Congress International  
SBCCI passing examination  
Contractor Licensing Official Association of Florida (CLOAF)  
Completed all levels 1, 2, 3 certification

**Sprague Owings-Senior Plans Examiner**

Senior Plans Examiner for Marion County  
Senior Inspector as Nassau County for over 10 years  
7+ years in Plans Examining and Inspection  
Building Code Official License  
Residential and Commercial Inspector  
Plans Examiner in All Trades  
Member of the International Code Council Exam Development Committee from 2004-2006  
President of the International Association of Electrical Inspectors North Florida Division in 2013  
40 years in the construction industry  
Bachelors of Science from the University of Central Florida

**Doug Newbanks- Chief Building Inspector**

13 years of experience at Marion County Inspection Division  
BN 4308 - State Certified Inspector for mechanical, electrical, plumbing, structural, commercial and residential  
PX 2935 - State Certified Plans Examiner for electrical and structural  
5184914 - International certified inspector for mechanical, electrical, plumbing, structural, residential, and electric  
International Certified Plans Examiner for structural and electrical  
Divisional & Fleet management

## Core Values

The Marion County Building Department is based upon **C-O-R-E** values and trust.

**Competence:** Technical and interpersonal skills required to get the job done.

**Openness:** Freely sharing ideas and information.

**Respect:** Protecting the dignity of the other person, honesty.

**Expectations:** Reliability, predictability and clarity.

**Our Goal:** To be respectful and responsive in meeting our customer's needs g it in a professional and positive manner that projects **CORE** values and trust.

### The Building Departments values by definition:

**TEAM PLAYER** - Being flexible, knowledgeable, and proud of the Marion County Building Department's work ethics. Everyone should participate and take responsibility.

**CUSTOMER SERVICE** - Providing service that is friendly, fair, empathetic and helpful. Be **Goal Oriented and Open to Change**.

**SIMPLER CAN BE BETTER**- Continually reviewing the permitting process; looking for ways to streamline the process and make it simpler; while still effectively performing duties.

**TRANSPARENCY**- Being open and honest, relating personal experiences and identifying frustrations within county government and with the public.

**RELATIONSHIPS**- Devoting constant attention to building positive relationships with customers, community partners and one another.

**LEAD NOT FOLLOW**- Learning from the experience of others, looking for answers that are right for Marion County and do not necessarily follow what others have done.

**BE PREPARED AND ORGANIZED**- Knowing what support you have and being fully prepared to thoroughly review problems and discuss every aspect of an issue.

**The values and beliefs which guide the day to day Marion County Building Departments operation:**

**Integrity** - The Marion County Building Department must conduct itself in a manner that is socially responsible and gains respect for its functions and contributions to the County.

**Service** - Quality and timeliness. The citizens of Marion County are our customers and the reason for our existence.

**Professionalism** - Competence, knowledge and experience reflect on the County's reputation.

**Resourcefulness** - Pursue new ways to get the job done with resources available.

**Innovation** - Be open to new ways to address issues and provide solutions to difficult challenges.

**Teamwork and Interaction** are essential to our success as individuals, and as a department.

**Equitable treatment** of all customers.

## Current Status

**Mission Statement:** Provide Life Safety assurance and solution-oriented services to the County through the application of professional skills and standards which facilitate the growth of the local economy and enhance the quality of life and preserve the natural environment for current and future generations.



## **Major Goals:**

- **Enforce current regulations**
- **Review and update fee structures**
- **Improve Department efficiency**
- **Increase the level of Certifications for all technical staff**
- **Provide a superior level of customer service**
- **Monitor the trends of economic growth and prepare the Department to accommodate projected workloads**



### **Strengths –**

- Understanding true customer service & Building Codes
- A well trained staff
- Access to supplemental staffing
- Updated equipment
- Understanding and interpretation of the Florida Building Code

### **Weaknesses –**

- Loss of trained staff / New staff in need of training
- Growth exceeds staffing
- Equipment not updated

### **Opportunities -**

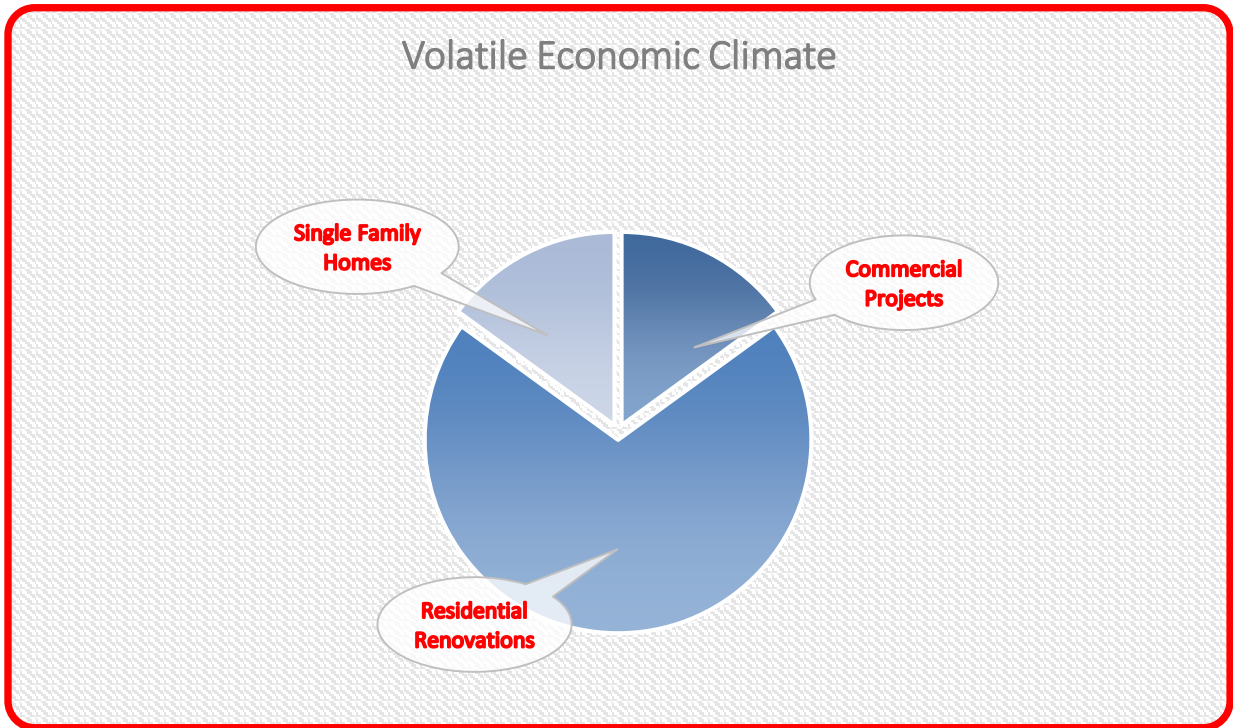
- Restructured management
- Enforcement of Contractor Licensing
- New development in the construction industry, both residential and commercial
- Marion County Building Department transparency
- Continued coordination with outsource staffing vendors

### **Threats-**

- Loss of experienced staff due to retirement
- No Contractor Licensing Investigators on staff
- Preparedness for increased work load
- Uncertain economic growth



## **Volatile economic climate is a prime weakness.**



**Example: Percentages of a specific permit type are never sustainable**

# Vision (Strategic Direction)

**Customers don't expect you to be perfect. They do expect you to fix things when they go wrong.**

## Organizational Objective # 1: External Customer Service

1. Continue to work with partner agencies (particularly the Tax Assessor, Code Enforcement and Zoning).
2. Continue to keep our records current and readily available
3. Continue to return all phone inquiries and emails in a prompt manner.
4. Continually assess customer feedback to ensure that the "Permitting Division" is run efficiently, wait times are minimized and comprehensive and accurate information is provided.
5. Continue to encourage employee-led process and procedure improvements that enhance and result in increased customer service levels.
6. Continually re-evaluate and streamline processes and procedures to make plans review understandable and accessible to owner/builders.

## External Customer Service - Implementation

- Maintain front-end duty and phone coverage Monday through Friday (8:00 AM –5:00 PM) or by appointment as needed to all public inquiries.
- Monitor record storage and filing systems
- Monitor phone inquiries and emails for prompt attention.
- Maintain our set of simple front end procedures
- Train staff respectful to partner agencies on process improvement initiatives between agencies that have the ability to impact customer service levels (particularly the Tax Assessor, Code Enforcement and Zoning).

| <u>Organizational Objective # 1</u> | FY 14/15                                             | FY 15/16                                             | FY 16/17                                             | FY 17/18                                             | FY 18/19                                             |
|-------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|
| Timeline                            | Ongoing process                                      | Ongoing process                                      | Ongoing process                                      | Ongoing process                                      | Ongoing process                                      |
| External Customer Service           | Implementation already in place                      |                                                      |                                                      |                                                      |                                                      |
| Budget Impact                       | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. |

**Organizational Objective # 2: Effective Intake of Applications**

1. Ensure applicants have a high level of understanding of the process and know what to expect by the time they submit an application.
2. Increase the number of applications deemed complete to 99% when submitted vs. current rate of incomplete applications which are currently at 84%.

**Effective Intake of Applications – Implementation**

- **Simply process:** Without detrimentally adding to the workload of staff, eliminate as many steps as possible required of applicants.
- Provide handouts describing permitting processes or design issues and applications.
- Reform the list of standardized conditions in relation to permit type templates for the most common applications.

| <u>Organizational Objective #2</u>      | FY 14/15                                             | FY 15/16                                            | FY 16/17                                             | FY 17/18                                             | FY 18/19                                           |
|-----------------------------------------|------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------------|----------------------------------------------------|
| <b>Timeline</b>                         | Ongoing process                                      | Ongoing process                                     | Ongoing process                                      | Ongoing process                                      | Ongoing process                                    |
| <b>Effective Intake of Applications</b> | Implementation already in place                      |                                                     |                                                      |                                                      |                                                    |
| <b>Budget Impact</b>                    | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditure |

**Organizational Objective # 3: Effective Internal Processes**

1. Sustain the Standard of Care currently in place and meet regularly to adjust as needed.
2. Add a Staff Assistant IV position.
3. Install periodic updates to the procedures to coincide with Florida Building Code (FBC) changes. This will ensure the FBC changes are consistent with local law and allow an opportunity to make changes. Failure to make these updates result in working outside Code compliance which is confusing for both applicants and staff.

**Effective Internal Processes- Implementation**

- Review the Standard of Care procedures on a regular basis. Listen to staff input regarding Standards of Care.
- Coordinate senior and junior staff meetings to achieve a thorough and complete understanding of all processes and directives.
- The Marion County Building Department needs to update staff on a regular basis respectful to policy, ordinance and Building Code changes.
- Hire a Staff Assistant IV

| <u>Organizational Objective # 3</u> | <u>FY 14/15</u>  | <u>FY 15/16</u>       | <u>FY 16/17</u>  | <u>FY 17/18</u>  | <u>FY 17/18</u>  |
|-------------------------------------|------------------|-----------------------|------------------|------------------|------------------|
| <b>Timeline</b>                     | Ongoing Process  | Hire Staff Assist. IV | Ongoing process  | Ongoing process  | Ongoing process  |
| <b>Effective Internal Processes</b> | Implementation   |                       |                  |                  |                  |
| <b>Add a Staff Assistant IV</b>     | FTE              |                       |                  |                  |                  |
| <b>Budget Impact –</b>              | No budget impact | \$41,700              | No budget impact | No budget impact | No budget impact |
| <b>Salary/Benefits \$40,100</b>     |                  |                       |                  |                  |                  |
| <b>Equip/Operating \$ 1,600</b>     |                  |                       |                  |                  |                  |

**Organizational Objective # 4: Employee Satisfaction**

1. Develop and empower individuals to continue to improve the effectiveness in serving their local government, Marion County Building Department and citizens.
2. Increase staff participation by including employees in departmental decision making.
3. Provide training opportunities to sharpen existing skills or develop specialized skills, which in turn, will help them take up new roles to enrich their expertise in plan review, permitting and inspection
4. Develop a Building Inspector entry level training and certification program.
5. Implement Code Enforcement and Contractor Licensing education of unlicensed activity
6. Provide opportunities for continuing education, primarily in three areas: 1- State requirements, Marion County ordinances, 2- customer service, and 3- inspection and plan review.
7. Evaluate outsource agencies to temporarily staff the Department as needed for peek seasons

**Employee Satisfaction- Implementation**

- Monitor individuals as they continue to improve their effectiveness in serving their local government, Marion County Building Department and citizens.
- Create a competency matrix and reform Building Inspector job description.
- Annually conduct an audit within the Marion County Building Department to evaluate and determine the most critical staffing resource needs.
- Add inspection staff as needed to replace inspectors lost to retirement. This may involve multiple single-certified hires to replace multi-certified inspection personnel.
- Add inspection staff as needed to fill increased workloads. This may involve multiple single-certified hires to replace multi-certified inspectors.
- Continue to educate inspectors to aid Code Enforcement and Contractor Licensing to identify unlicensed activity.
- Cross train certified personnel to perform other tasks.
- Use outsource agencies to staff the Department as needed for peek seasons.

| <u>Organizational Objective # 4</u> | <u>FY 14/15</u>                                      | <u>FY 15/16</u>                                      | <u>FY 16/17</u>                                      | <u>FY 17/18</u>                                      | <u>FY 18/19</u>                                      |
|-------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|
| <b>Timeline</b>                     | Ongoing process                                      | Ongoing process                                      | Ongoing process                                      | Ongoing process                                      | Ongoing process                                      |
| <b>Employee Satisfaction</b>        | Implementation already in place                      |                                                      |                                                      |                                                      |                                                      |
| <b>Training Matrix</b>              | Implementation already in place                      |                                                      |                                                      |                                                      |                                                      |
| <b>Budget Impact</b>                | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. | No budget impact over current staffing expenditures. |

**Organizational Objective # 5: Contractor Licensing Investigator**

- Evaluate the need for a Licensing Investigator.

**Contractor Licensing Investigator - Implementation**

- Meet the need for a Licensing Investigator by way of a FTE.

| <u>Organizational Objective # 5</u>      | FY 14/15                                            | FY 15/16 | FY 16/17                                            | FY 17/18                                            | FY 18/19                                            |
|------------------------------------------|-----------------------------------------------------|----------|-----------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|
| <b>Timeline</b>                          | Ongoing process                                     | October  | Ongoing process                                     | Ongoing process                                     | Ongoing process                                     |
| <b>Contractor Licensing Investigator</b> | Hire FTE                                            |          |                                                     |                                                     |                                                     |
| <b>Budget Impact -</b>                   | No budget impact over current staffing expenditures | \$86,556 | No budget impact over current staffing expenditures | No budget impact over current staffing expenditures | No budget impact over current staffing expenditures |
| Salary & Benefits                        | \$42,851                                            |          |                                                     |                                                     |                                                     |
| Operating                                | \$ 2,775                                            |          |                                                     |                                                     |                                                     |
| Machinery/Equip                          | \$39,655                                            |          |                                                     |                                                     |                                                     |

**Objective # 6: Fee Structure Reform**

- Research fee structures of surrounding jurisdictions.
- Evaluate residential permit fees v. commercial one-time projects.
- Attempt to obtain equity between large commercial projects and resident build entities.

**Fee Structure Reform - Implementation**

- Workshop fee structure with Marion County Home Builders Association.
- Reform fees to obtain equitable balance between Marion residents and large commercial projects.

| <u>Organizational Objective # 6</u> | FY 14/15              | FY 15/16                                           | FY 16/17               | FY 17/18               | FY 18/19              |
|-------------------------------------|-----------------------|----------------------------------------------------|------------------------|------------------------|-----------------------|
| <b>Timeline</b>                     |                       |                                                    |                        |                        |                       |
| <b>Fee Structure Reform</b>         | Research & Evaluation | Implementation                                     | Ongoing implementation | Ongoing implementation | Research & Evaluation |
| <b>Budget Impact</b>                | No Budget impact      | Revenues may be impacted + or - to a slight degree | No Budget impact       | No Budget impact       | No Budget impact      |

**Organizational Objective # 7: Update Equipment**

1. Inspection Vehicles/Trucks
2. Computers/Printers/Scanners/Faxes/Credit Card Machines/File Storage
3. Communication Devices

**Update Equipment - Implementation**

- Update vehicles as they outlive their service life
- Replace and update all IT equipment as needed
- Replace and update all Communication Devices as needed

| <u>Organizational Objective # 7</u>    | FY 14/15                   | FY 15/16                    | FY 16/17                  | FY 17/18                    | FY 18/19                  |
|----------------------------------------|----------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|
| <b>Timeline</b>                        | <b>2nd QTR</b>             |                             |                           |                             |                           |
| <b>Vehicle Replacement</b>             | <b>3 - ¾ Ton PU Trucks</b> | <b>2 - ¾ Ton PU Trucks</b>  | <b>2- ¾ Ton PU Trucks</b> | <b>2 - ¾ Ton PU Trucks</b>  | <b>2- ¾ Ton PU Trucks</b> |
| <b>Budget Impact</b>                   | <b>\$115,000</b>           | <b>\$79,310</b>             | <b>\$81,689</b>           | <b>\$84,140</b>             | <b>\$86,664</b>           |
| <b>IT Equipment Replacement (Desk)</b> | <b>5</b>                   | <b>2</b>                    | <b>2</b>                  | <b>2</b>                    | <b>2</b>                  |
| <b>Budget Impact</b>                   | <b>\$3,500</b>             | <b>\$1,500</b>              | <b>\$1,500</b>            | <b>\$1,500</b>              | <b>\$1,500</b>            |
| <b>IT Equip. Replacement (Laptops)</b> | <b>3</b>                   | <b>2</b>                    | <b>2</b>                  | <b>2</b>                    | <b>2</b>                  |
| <b>Budget Impact</b>                   | <b>\$3,825</b>             | <b>\$2,350</b>              | <b>\$2,350</b>            | <b>\$2,350</b>              | <b>\$2,350</b>            |
| <b>Communication Devices</b>           | <b>N/A</b>                 | <b>Phones and Air Cards</b> | <b>N/A</b>                | <b>Phones and Air Cards</b> | <b>N/A</b>                |
| <b>Budget Impact</b>                   | <b>None</b>                | <b>\$3,000</b>              | <b>None</b>               | <b>\$1,500</b>              | <b>None</b>               |

# Strategies v. Organizational Objectives & Implementation

Objectives represent the translation of the organization's vision into a broad, five-year statement. Goals are often not quantifiable, but they are the cornerstones of any strategic plan. By Objective we will answer the question:

***"How much by when"?***

## Organizational Objective Narrative # 1

### External Customer Service

With the uncertainty in the economic climate of the building industry long term objectives v. customer service must address an overview of an **'ongoing process'**. We will, by January of 2015 have our entire customer service staff trained to a 90% level. We will as an **'ongoing process'** continue to evaluate service needs, record and store data, work with partner agencies, access customer feedback and monitor staff training.

## Organizational Objective Narrative # 2

### Effective Intake of Applications

The correct submittal of the building permit application is key to a streamlined process of the subject permit. Incorrect applications at intake lead to delays within other divisions that impact our service performance measures and benchmarks. By January of 2015 we will have a fully trained staff to meet an objective of 99% correct and complete applications at submittal. By way of simplifying the process and educating the public we will be able to meet our goal. As an **'ongoing process'** we will also maintain this high percentage of correct applications at intake.



### **Organizational Objective Narrative # 3**

#### **Effective Internal Processes**

Internal processes which include the updating of Florida Building Code changes is a key element to achieving successes and eliminating costly errors for our permit holders. By February 2015 our inspection and plan review staff will be well versed in the new 2013 adopted codes. This will also ensure our high level of service v our Standard of Care.

The addition of a Staff Assistant IV in October 2015 will assist the Director in his day-to-day duties as both Director and Building Official. Without this assistant in place, the official duties of the Building Official could be jeopardized as his attention to the duties of The Director will not allow for full time attention to State mandates and Building Code issues.

### **Organizational Objective Narrative # 4**

#### **Employee Satisfaction**

Our employees are the backbone of the Department and their successes are solely based upon attitude, training and a feeling of appreciation. Building Department Customer Service by design is difficult to manage in a Building Department setting.

Our staff has to be trained to understand the importance of their duties, the clarity by which they portray our requirements, and the ability to stay focused and polite regardless of the attitude of our customers. This training in an **'ongoing process'** and is already implemented.

Fully trained staff members in all divisions are an essential component to the department's success. By FY 2015 and beyond we will have a Building Inspector training program in place as the loss of key experienced personnel will tax day-to-day duties. Failure to have a fully certified inspection staff will lead to further rollover inspections.

By FY 2015 and beyond we will also maintain a good working relationship with Source 2 staffing for supplemental help during peak periods and while the recruitment process for new staff is in place.

## **Organizational Objective Narrative # 5**

### **Contractor Licensing Investigator**

The Contractor licensing division depends on contractor complaints and in a shorter version Code Enforcement observations to investigate perpetrators of unlicensed contracting activity. These State mandated laws need to be enforced. The Florida department of Business and professional Regulation are very short staffed respectful to Marion County and do not offer much assistance here.

The need for a Licensing Investigator by October 2015 is imperative. The budget impact will be negligible by way of citations and fines as an offset along with allowing Building Inspectors to perform their assigned tasks. The failure to adequately enforce the contractor licensing requirements is detrimental to the relationship the Building Department has with the licensed contractors of Marion County and the members of various Marion County Home Builder Groups.

Our Building Inspectors, already performing in excess of daily inspections allowed, do assist in licensing investigation at this time. A licensing investigator will allow for Inspectors to "inspect".

## **Organizational Objective Narrative # 6**

### **Fee Structure Reform**

The adopted permitting fee structure has been in place since 2011. It has been found that by comparison with other jurisdictions the fee structure is not equitable in many instances. It also has come to our attention that the Marion County residents make up a large part of the revenues generated by permit fees. Also by comparison it is found that large one-time commercial developers are paying a substantially lower permitting fee than within other jurisdictions, by as much as 90% in some cases, thus making the fair equity between residents and outside developers nonexistent.

It is our objective in 2015 to research all criteria and data, hold a workshop with various Marion County Home Builders and Contractors and evaluate fair and equitable fees for the Marion County residents. In doing so, a fee increase for larger developers may be considered to help defray the reduction. Revenue impacts should be minimal, plus or minus.

The new fee structure may be brought for Board consideration in FY 2015.

## **Organizational Objective Narrative # 7**

### **Update Equipment**

The fleet of vehicles used by the Building Department are all Circa 2006-07. In an effort to build reserves capital expenditures have been minimal at best. Current vehicles have in some cases outlived their life expectancy and maintenance records as obtained from the Fleet Department show the carrying costs are in excess of accepted formulation. As approved for budget FY 2014 we have ordered 2 new ¾ ton CNG trucks. FY 2015 will have 3 more replaced of similar design, 2 in 2016, 3 in 2017 and 2 in 2019.

This cycle of replacement will fall in line with projected revenues and not impact reserves.

In the same objective mindset our communication devices and laptop/desktop computers are on a 4-5 year replacement cycle or as need be for unrepairable equipment. Years 2015 -19 will have computer equipment replaced on the previous set schedule or as needed.

Failure to replace equipment as needed will prove detrimental to the performance of our Departmental duties. Also, working with outdated equipment slows down the internal processes and makes some performance measures unattainable and benchmarks cannot be reached.

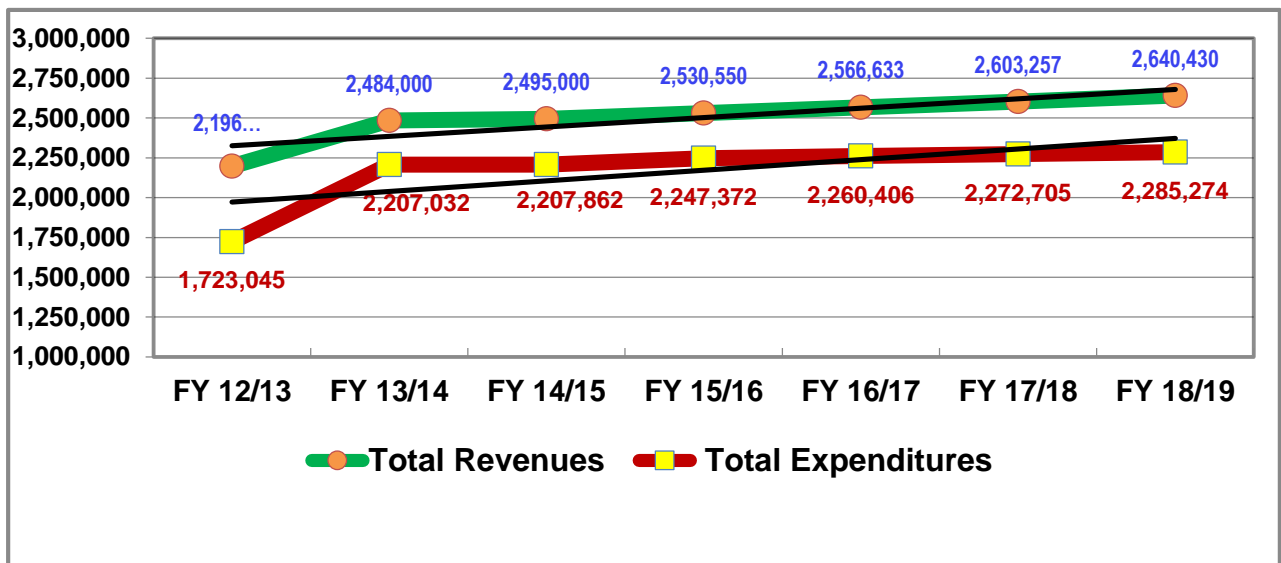
Another caveat is that new staff will be required to be set up with equipment necessary to perform their jobs. These costs are reflected in each FTE line calculation.

# Financial Projection, Performance Measures, Benchmarks

## Revenues-Expenditures Five Year Forecast

|                       | Actual<br>FY 12/13 | Amended<br>Projected<br>FY 13/14 | Projected<br>FY 14/15 | Projected<br>FY 15/16 | Projected<br>FY 16/17 | Projected<br>FY 17/18 | Projected<br>FY 18/19 |
|-----------------------|--------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Revenues:</b>      |                    |                                  |                       |                       |                       |                       |                       |
| Licensing Fees        | 117,041            | 93,196                           | 125,000               | 125,000               | 125,000               | 125,000               | 125,000               |
| Permit Fees           | 2,079,478          | 2,390,804                        | 2,370,000             | 2,405,550             | 2,441,633             | 2,478,257             | 2,515,430             |
| <b>Total Revenues</b> | <b>2,196,519</b>   | <b>2,484,000</b>                 | <b>2,495,000</b>      | <b>2,530,550</b>      | <b>2,566,633</b>      | <b>2,603,257</b>      | <b>2,640,430</b>      |

|                           |                  |                  |                  |                  |                  |                  |                  |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Expenditures:</b>      |                  |                  |                  |                  |                  |                  |                  |
| Personnel                 | 1,247,369        | 1,554,504        | 1,600,786        | 1,683,737        | 1,683,737        | 1,683,737        | 1,683,737        |
| Operating                 | 475,676          | 549,846          | 487,751          | 481,775          | 492,430          | 502,278          | 512,323          |
| Capital                   |                  | 102,682          | 119,325          | 81,860           | 84,239           | 86,690           | 89,214           |
| <b>Total Expenditures</b> | <b>1,723,045</b> | <b>2,207,032</b> | <b>2,207,862</b> | <b>2,247,372</b> | <b>2,260,406</b> | <b>2,272,705</b> | <b>2,285,274</b> |



## Revenues by Account

| <b>Building Fund - 116000 Five Year Revenues Projections</b>                                                                                                                       |                  |                  |                  |                  |                  |                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Revenues Source</u>                                                                                                                                                             | <u>FY 13/14</u>  | <u>FY 14/15</u>  | <u>FY 15/16</u>  | <u>FY 16/17</u>  | <u>FY 17/18</u>  | <u>FY 18/19</u>  |
| Licensing Fees                                                                                                                                                                     | 96,000           | 125,000          | 125,000          | 125,000          | 125,000          | 125,000          |
| Permit Fees                                                                                                                                                                        | 1,908,000        | 2,370,000        | 2,405,550        | 2,441,633        | 2,478,257        | 2,515,430        |
| Adopted Budget Revenues                                                                                                                                                            | 2,004,000        |                  |                  |                  |                  |                  |
| <b>Total Projected Revenues</b>                                                                                                                                                    | <b>2,484,000</b> | <b>2,495,000</b> | <b>2,530,550</b> | <b>2,566,633</b> | <b>2,603,257</b> | <b>2,640,430</b> |
| % Increase / Decrease                                                                                                                                                              |                  | 0.4%             | 1.4%             | 1.4%             | 1.4%             | 1.4%             |
| <p><b>**Projected FY 14/15 Revenues reflect a 24.5% increase of the FY13/14 Adopted Budget; which is consistent with actual revenues generated by the Building Department.</b></p> |                  |                  |                  |                  |                  |                  |

## Building Safety Strategic Plan Financial Survey

|                                                 | <u>2014</u>      | <u>2015</u>      | <u>2016</u>      | <u>2017</u>      | <u>2018</u>      | <u>2019</u>      |
|-------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues                                        | 2,484,000        | 2,495,000        | 2,530,550        | 2,566,633        | 2,603,257        | 2,640,430        |
| <b>Expenditures</b>                             | <b>4,034,078</b> | <b>5,075,254</b> | <b>5,031,813</b> | <b>5,034,616</b> | <b>5,037,262</b> | <b>5,039,985</b> |
| Less Reserves:                                  |                  |                  |                  |                  |                  |                  |
| Reserve for Contingencies                       | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          |
| Reserve for Cash Carried Forward                | 600,000          | 600,000          | 600,000          | 600,000          | 600,000          | 600,000          |
| Reserves for Code Enforcement                   | 1,158,956        | 1,967,392        | 1,967,392        | 1,967,392        | 1,967,392        | 1,967,392        |
| <b>Net Operating Expenditures:</b>              | <b>1,975,122</b> | <b>2,207,862</b> | <b>2,164,421</b> | <b>2,167,224</b> | <b>2,169,870</b> | <b>2,172,593</b> |
| <b>Revenues Less Net Operating Expenditures</b> | <b>508,878</b>   | <b>287,138</b>   | <b>366,129</b>   | <b>399,409</b>   | <b>433,387</b>   | <b>467,837</b>   |
| Net Change from Previous Year                   |                  | (221,740)        | 78,991           | 33,280           | 33,978           | 34,450           |
| Percent Change from Previous Year               |                  | -44%             | 28%              | 9%               | 9%               | 8%               |

## Operating and Capital Expenditures by Account

| Expenditure Line Item Budget Report grouped by Fund, Department |                                            |                  |                  |                  |                  |                  | Fiscal Year 2015 |                  |                  |
|-----------------------------------------------------------------|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Marion County Board of County Commissioners                     |                                            |                  |                  |                  |                  |                  |                  |                  |                  |
| Account Code                                                    | Account Description                        | FY 2013 Actual   | FY 2014 Adopted  | FY 2014 Amended  | FY 2016 Budget   | FY 2016 Budget   | FY 2017 Budget   | FY 2018 Budget   | FY 2019 Budget   |
| <b>116000 Building Department Fund</b>                          |                                            |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>3415 Building Department</b>                                 |                                            |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>3415 Building Department</b>                                 |                                            |                  |                  |                  |                  |                  |                  |                  |                  |
| 512101                                                          | Regular Salaries & Wages                   | 913,798          | 1,015,721        | 1,089,259        | 1,141,438        | 1,141,438        | 1,141,438        | 1,141,438        | 1,141,438        |
| 513101                                                          | Other Salaries & Wages                     | 39,343           | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           |
| 514101                                                          | Overtime                                   | 14,336           | 12,000           | 40,000           | 19,500           | 19,500           | 19,500           | 19,500           | 19,500           |
| 521101                                                          | FICA Taxes                                 | 71,468           | 80,919           | 88,688           | 91,110           | 91,110           | 91,110           | 91,110           | 91,110           |
| 522101                                                          | Retirement Contributions                   | 54,444           | 74,293           | 80,907           | 80,689           | 80,689           | 80,689           | 80,689           | 80,689           |
| 523101                                                          | Health Insurance                           | 118,463          | 176,007          | 190,523          | 203,224          | 203,224          | 203,224          | 203,224          | 203,224          |
| 523401                                                          | Life, AD&D, LTD                            | 6,266            | 7,108            | 7,775            | 7,991            | 7,991            | 7,991            | 7,991            | 7,991            |
| 524101                                                          | Worker's Compensation                      | 29,251           | 24,216           | 27,352           | 26,834           | 26,834           | 26,834           | 26,834           | 26,834           |
| 534101                                                          | Contract Serv - Other - Misc               | 9,951            | 30,860           | 124,730          | 49,500           | 49,500           | 49,500           | 49,500           | 49,500           |
| 540101                                                          | Travel & Per Diem                          | 721              | 1,850            | 1,850            | 2,350            | 2,350            | 2,350            | 2,350            | 2,350            |
| 541101                                                          | Communications Services                    | 11,032           | 10,332           | 10,332           | 11,712           | 11,712           | 11,712           | 11,712           | 11,712           |
| 542201                                                          | Postage & Freight                          | 6,077            | 5,050            | 8,000            | 7,880            | 7,880            | 7,880            | 7,880            | 7,880            |
| 544101                                                          | Rentals & Leases - Equipment               | 6,930            | 5,700            | 12,500           | 12,795           | 12,795           | 13,027           | 13,027           | 13,027           |
| 545101                                                          | Insurance - Premiums                       | 24,824           | 19,246           | 19,246           | 19,246           | 19,246           | 19,246           | 19,246           | 19,246           |
| 546257                                                          | Repairs/Maint - Fleet Management           | 15,003           | 12,000           | 12,000           | 12,600           | 12,600           | 12,600           | 12,600           | 12,600           |
| 546401                                                          | Repairs/Maint - Office Machines            | 0                | 2,000            | 0                | 0                | 0                | 0                | 0                | 0                |
| 547101                                                          | Printing & Binding                         | 2,282            | 4,000            | 4,000            | 5,300            | 5,300            | 5,300            | 5,300            | 5,300            |
| 549112                                                          | Other Current Charges - Refunds            | 1,713            | 4,500            | 4,500            | 4,500            | 4,500            | 4,500            | 4,500            | 4,500            |
| 549185                                                          | Charges - Central Services Cost Allocation | 283,124          | 220,346          | 220,346          | 220,346          | 220,346          | 220,346          | 220,346          | 220,346          |
| 549201                                                          | Advertising - Legal                        | 444              | 1,500            | 1,500            | 1,800            | 1,800            | 1,800            | 1,800            | 1,800            |
| 549990                                                          | Other Current Charges - Misc Expenses      | 13,056           | 15,945           | 15,945           | 18,000           | 17,770           | 17,770           | 17,770           | 17,770           |
| 551101                                                          | Office Supplies                            | 12,591           | 15,980           | 13,980           | 13,140           | 13,140           | 13,140           | 13,140           | 13,140           |
| 552101                                                          | Gasoline, Oil & Lubricants                 | 52,072           | 52,200           | 52,200           | 54,360           | 54,406           | 54,453           | 54,500           | 54,548           |
| 552106                                                          | Computer Software                          | 16,468           | 30,747           | 30,747           | 32,854           | 32,996           | 33,141           | 33,289           | 33,440           |
| 552107                                                          | Clothing and Wearing Apparel               | 1,800            | 2,500            | 2,600            | 2,475            | 2,475            | 2,475            | 2,475            | 2,475            |
| 552108                                                          | Operating Supplies                         | 6,274            | 7,100            | 5,050            | 3,998            | 4,073            | 4,073            | 4,073            | 4,073            |
| 552116                                                          | Operating Supplies - Computer Hardware     | 9,382            | 3,375            | 3,375            | 3,500            | 1,500            | 1,500            | 1,500            | 1,500            |
| 554101                                                          | Books, Publications & Subscriptions        | 195              | 445              | 445              | 3,395            | 1,136            | 1,136            | 1,136            | 1,136            |
| 554201                                                          | Dues & Memberships                         | 660              | 500              | 500              | 800              | 800              | 800              | 800              | 800              |
| 555501                                                          | Training & Education                       | 1,077            | 6,000            | 6,000            | 7,200            | 5,450            | 5,450            | 5,450            | 5,450            |
| 562101                                                          | Buildings - Construction and/or Improv     | 0                | 25,000           | 25,000           | 0                | 0                | 0                | 0                | 0                |
| 564101                                                          | Machinery and Equipment                    | 0                | 77,682           | 77,682           | 119,325          | 81,860           | 84,239           | 86,690           | 89,214           |
| 599101                                                          | Reserve for Contingencies                  | 0                | 300,000          | 74,953           | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          |
| 599199                                                          | Reserve for Cash to be Carried Forward     | 0                | 600,000          | 600,000          | 600,000          | 600,000          | 600,000          | 600,000          | 600,000          |
| 599415                                                          | Other Uses - Enforcing Building Code       | 0                | 1,158,956        | 1,158,956        | 1,967,392        | 1,967,392        | 1,967,392        | 1,967,392        | 1,967,392        |
| 3415 Building Department                                        |                                            | 1,723,045        | 4,034,078        | 4,040,941        | 5,075,254        | 5,031,813        | 5,034,616        | 5,037,262        | 5,039,985        |
| 3415 Building Department                                        |                                            | 1,723,046        | 4,034,078        | 4,040,941        | 5,075,254        | 5,031,813        | 5,034,616        | 5,037,262        | 5,039,985        |
| 116000 Building Department Fund                                 |                                            | 1,723,046        | 4,034,078        | 4,040,941        | 5,075,254        | 5,031,813        | 5,034,616        | 5,037,262        | 5,039,985        |
| <b>Report Total</b>                                             |                                            | <b>1,723,046</b> | <b>4,034,078</b> | <b>4,040,941</b> | <b>5,075,254</b> | <b>5,031,813</b> | <b>5,034,616</b> | <b>5,037,262</b> | <b>5,039,985</b> |

## Performance Measures and Benchmarks

| <u>Performance Measure</u>                                               | <u>Benchmark</u>                                                                                        | <u>Performance FY 12/13</u>                | <u>Performance Currently</u>              | <u>Performance FY 14/15</u> |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------|-----------------------------|
| <b>Customer Service Wait Times (Office Visitors)</b>                     | <b>Serve Customers in 20 minutes or less (target 90%)</b>                                               | <b>19.36 min<br/>90%</b>                   | <b>30.6 min<br/>65%</b>                   | <b>20.0 min<br/>90%</b>     |
| <b>Customer Assistance (In-coming Calls // Return Calls)</b>             | <b>Answer within five rings (target 90%)<br/>Return calls within 1 1/2 hours (target 85%)</b>           | <b>12 rings 41%<br/>2.25 hours<br/>66%</b> | <b>9 rings 75%<br/>2.50 hours<br/>60%</b> | <b>90%<br/>85%</b>          |
| <b>Processing of Applications (Drop-offs, Faxes, Emails)</b>             | <b>Review application and assign a permit number within one business day of submission (target 90%)</b> | <b>50%</b>                                 | <b>60%</b>                                | <b>90%</b>                  |
| <b>New Residential Permits</b>                                           | <b>Process &amp; Issue within 10-14 business days (target 85%)</b>                                      | <b>61.8%</b>                               | <b>71.1%</b>                              | <b>85%</b>                  |
| <b>Misc. Residential Permits</b>                                         | <b>Process &amp; Issue within 5-7 business days (target 90%)</b>                                        | <b>71.2%</b>                               | <b>62.0%</b>                              | <b>90%</b>                  |
| <b>Express Permits – Residential (No plans / or Other Dept. Reviews)</b> | <b>Process &amp; Issue within one business day (target 98%)</b>                                         | <b>92.4%</b>                               | <b>94.5%</b>                              | <b>98%</b>                  |
| <b>New Commercial Permits</b>                                            | <b>Process &amp; Issue within 14-21 business days (target 85%)</b>                                      | <b>17.9%</b>                               | <b>66.7%</b>                              | <b>85%</b>                  |
| <b>Misc. Commercial Permits</b>                                          | <b>Process &amp; Issued within 7-10 business days (target 85%)</b>                                      | <b>53.7%</b>                               | <b>52.3%</b>                              | <b>85%</b>                  |
| <b>Plans Review – New Commercial</b>                                     | <b>Review plans in 10-14 business days (target 85%)</b>                                                 | <b>17.9%</b>                               | <b>66.7%</b>                              | <b>85%</b>                  |
| <b>Plans Review – Misc Commercial</b>                                    | <b>Review plans in 5-7 business days (target 85%)</b>                                                   | <b>53.7%</b>                               | <b>52.3%</b>                              | <b>85%</b>                  |
| <b>Plans Review – New Residential</b>                                    | <b>Review plans in 7-10 business days (target 85%)</b>                                                  | <b>61.8%</b>                               | <b>47.4%</b>                              | <b>85%</b>                  |

|                                                    |                                                                                                                                       |                                                  |                                                  |                                               |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------------|-----------------------------------------------|
| <b>Plans Review – Misc. Residential</b>            | <b>Review plans in 3-5 business days (target 90%)</b>                                                                                 | <b>71.23%</b>                                    | <b>76.7%</b>                                     | <b>90%</b>                                    |
| <b><u>Performance Measure</u></b>                  | <b><u>Benchmark</u></b>                                                                                                               | <b><u>Performance FY 12/13</u></b>               | <b><u>Performance Currently</u></b>              | <b><u>Performance FY 14/15</u></b>            |
| <b>Inspections (daily)</b>                         | <b>Perform inspection on scheduled day (target 99%)</b>                                                                               | <b>99.1%</b>                                     | <b>96.8%</b>                                     | <b>99%</b>                                    |
| <b>Inspections – Emergency</b>                     | <b>Perform inspection time/within four hours (target 99%)</b>                                                                         | <b>99%</b>                                       | <b>95%</b>                                       | <b>99%</b>                                    |
| <b>Contractor Licensing Register Contractors</b>   | <b>Process request/issue competency card within three business days (target 99%)</b>                                                  | <b>93%</b>                                       | <b>98%</b>                                       | <b>100%</b>                                   |
| <b>License Review Board</b>                        | <b>Process LRB packets and post meeting agenda one week prior to scheduled meeting. (target 100%)</b>                                 | <b>100%</b>                                      | <b>100%</b>                                      | <b>100%</b>                                   |
| <b>Violations - Licensing Unpermitted Activity</b> | <b>Investigate within the same or two business days; process citation/letter within five business days - if required (target 90%)</b> | <b>35%<br/>No Licensed Investigator on staff</b> | <b>40%<br/>No Licensed Investigator on staff</b> | <b>90%<br/>Licensed Investigator on staff</b> |



# Appendices

## Department Forms

<http://www.marioncountyfl.org/separtments-agencies/departments-a-z/building-safety/forms>