

Marion County Board of County Commissioners



Building Department Business Plan Fiscal Year 2012-2013

Marion County Building Department

2710 E. Silver Springs Blvd.

Ocala, Florida 34470

Ph: (352) 438-2400

Email: building@marioncountyfl.org

Web: www.marioncountyfl.org/building

QR code for department external website



QR code for department business plan





Marion
County
FLORIDA

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Building Department Executive Summary

The Building Department consists of 22 personnel assigned to one of the following six divisions involved in the permitting process: Management, Permitting, Plan Reviews, Inspections, Licensing, and Administrative/Budget Support.

The primary function of the Building Department is to ensure the health, safety, and public welfare of the built environment in Marion County by enforcing the Florida Building Code and related Marion County Ordinances in the most efficient and cost effective manner possible.

To ensure a safe built environment; the building department issues permits, reviews plans, verifies contractor licenses and performs inspections for each project. Each division within the department has a specific function in the permitting process:

- The Building Manager is responsible for managing the overall operations of the department.
- The Building Official is responsible for enforcement and compliance of the Florida Building Code and Marion County Ordinances for the built community.
- The Permitting division is responsible for assisting customers with their applications and processing permits.
- The Plans Review division is responsible for reviewing construction plans to ensure the designs are in compliance with State Code and Statute requirements.
- The Inspector division is responsible for ensuring construction projects are being built in compliance with State Codes and Statutes. Other duties include identifying unsafe structures and performing safety assessment inspections after storms or related disasters.
- The Licensing Contractor Agent is responsible for verification of contractors' licensing credentials prior to registration and issuance of competency cards.
- The Budget & Administrative Coordinator is responsible for preparation of the annual budget and monitoring of expenditures. Additional duties include providing phone support for the permitting division.

The Building Department continually reviews the permitting processes, identifies deficiencies and implements procedures to make the workflow more efficient. Some areas of improvements are:

Communication - Improve communication by holding round-table contractors meetings to discuss new code requirements and address problems with the permitting process.

Technology - Continue to improve the department's website features and add features to simplify on-line inspection scheduling.

Customer Service - Work to improve customer services and handle incoming calls in a prompt manner.

Permit Process - Streamline the permit process to eliminate unnecessary department reviews and duplication of work.

The Building Department has identified the following problems that keep us at a disadvantage:

Economy - The building industry has been declining for the past four years and new construction starts remains very low.

Staffing - During 2011, the Building Department was able to fill vacant positions and is now fully staffed. We can now serve customers and process permits efficiently.

Training - Due to minimum staffing levels, the department's training program has consisted of only the minimum courses needed to meet licensing requirements for Inspectors and Plans Examiners. We are in the process of developing a training program for FY 12/13 that will provide 96 hours of annual training for our licensed staff. This will meet the standard training requirements established by the Insurance Services Office Inc (ISO) who conducts surveys of building departments and ranks them with a Building Code Effectiveness Grading Classification.



Business Description & Vision

Mission Statement

The Marion County Building Department is dedicated to ensuring the health, safety, and public welfare of the building environment in Marion County by enforcing the Florida Building Code and related Marion County Ordinances in the most effective and efficient manner possible.

Current Building Codes - Adopted Codes for Marion County, Florida

Florida Building Code (FBC)	2010
Florida Plumbing Code (FBC)	2010
Florida Mechanical Code (FBC)	2010
Florida Fuel Gas Code (FBC)	2010
National Electric Code (NFPA 70)	2008
Florida Energy Efficiency Code for Building Construction	Chapter 13, 2007 FBC with 2009 Updates
Florida Accessibility Code for Building Construction	Florida Building Code 2010
Florida Fire Prevention Code	2010
Standard Unsafe Building Abatement Code	1985
Mobile Home Provisions	Florida Statute 320 & 15C-1/15C-2
Florida Administrative Code	Florida Statute 489
Florida Construction Codes	Florida Statute 553
Marion County Land Development Code	(local)
Contractor Licensing, Violations & License Review Board	Marion County Ordinance 09-23 (local)
Permit Fee Schedule	Marion County Ordinance 11-R-32 (local)

Responsibilities of the Building Department's Mission

- To provide service to the public and to extend assistance in a courteous, professional manner
- To review, process, and issue permit applications in accordance with code requirements; in the most efficient manner and at the lowest cost possible
- To review construction plans/drawings to ensure code compliance
- To perform site inspections to ensure code compliance; to identify unsafe structures; to perform safety assessment inspections after storms or related disasters
- To verify contractors' licensing credentials, register and issue competency cards; to process complaints against contractors and forward them to the License Review Board (LRB) as required
- To investigate potential unlicensed activity and cite violations
- Collection of permit, licensing and citation fees; to include permit related fees for other departments managed by the Marion County finance system.
- To ensure assigned staff maintain licensure credentials required by State Statutes and Codes; to ensure staff is knowledgeable of current codes and attend training as required
- To provide public awareness of new code requirement and construction safety to contractors and citizens

***Continued* : Business Description and Vision**

Vision / Future Forecast

The construction industry for new construction starts continues to remain stagnant. There has been a steady increase in the number of addition and renovation permits issued for both residential and commercial projects. The number of permits issued has remained steady for the past two years and the project forecast is that the number will stay consistent throughout FY 12/13.

Department Goals and Objectives

- Safety First
- Provide quality customer service
- Process permits in the most efficient manner and at the lowest possible cost
- Provide up-to-date knowledge of state codes and local ordinances through literature, public media, the county department website and workshops.
- Improve current website to provide additional on-line permitting options; such as the ability to make on-line fee payments and view escrow account balances.

Summary of the Department's History

From 1997 – 2006, the construction industry maintained a steady growth in Marion County. To manage the increased workloads, staffing levels increased from 45 to 97 personnel. In the fall of 2006, the construction industry took a sudden down-turn, which resulted in a huge inventory of unsold new homes and a drastic decrease of new construction projects. From July 2007 to February 2009, the staffing was downsized from 97 to 20 personnel. In August 2010, the Building Department added two new Service Representatives bringing our current authorized staff to 22 positions.

List of Key Department Principals

- Building Department Manager – Paul Nevels (*Interim*)
- Marion County Building Official – Theodore ‘Tony’ Bewley



Definition of the Market

Current Market and Outlook

The construction industry for new construction starts continues to remain stagnant. There has been a steady increase in the number of addition and renovation permits issued for both residential and commercial projects. The number of permits issued has remained steady for the past two years and the project forecast is that the number will stay consistent throughout FY 12/13.

Critical Needs of the Existing Market

The current construction market will continue to stay stagnant until the economy improves. The steady trend of home foreclosures continues to have a negative impact on the large inventory of unsold homes. Business professionals project the construction market will remain slow for the next two to five years.

Target Customer Market

The Building Department's primary customer market is developers, contractor, business owners, homeowners and any other individuals requiring permit services related to the construction industry. The county building department has jurisdiction over Unincorporated Marion County and, the cities of McIntosh and Reddick, which are provided permitting and code enforcement services in accordance with interlocal agreements. In addition, this department shares information and coordinates actions required by other county departments involved in the construction permitting process.

Market Share

The Marion County Building Department manages approximately 80% of the entire county's permitting and code enforcement market.



Description of Products and Service Processes

Purpose of the Building Department

The primary purpose of the Building Department is to ensure the health, safety and public welfare of the built environment in Marion County by enforcing the Florida Building Code and related Marion County Ordinances in the most efficient and cost effective manner possible. The department is comprised of the following divisions which are involved in the permit process: Permitting Plans Review, Inspections, Contactor Licensing and the Management Team.

Description of Products and Services

- Supervise and manage the overall operations of the Building Department
- Oversee the enforcement of state and local building-related codes; to include interpretation of codes as required
- Provide customer assistance and /or information related to the permitting process
- Process applications and issue permits in accordance with state codes and local ordinances
- Review designed drawings/plans to ensure state codes and local compliance
- Perform inspections to ensure state code and local compliance
- Establish a fee schedule that is consistent with operational expenditures
- Collect permit related fees
- Verify contractor's licensing status; issue county certificates
- Process potential contractor licensing complaints and/or violations
- Prepare agenda for License Review Board meetings
- Provide permitting forms, application packets and brochures to customers as required
- Ensure records management and retention is in accordance with state statutes



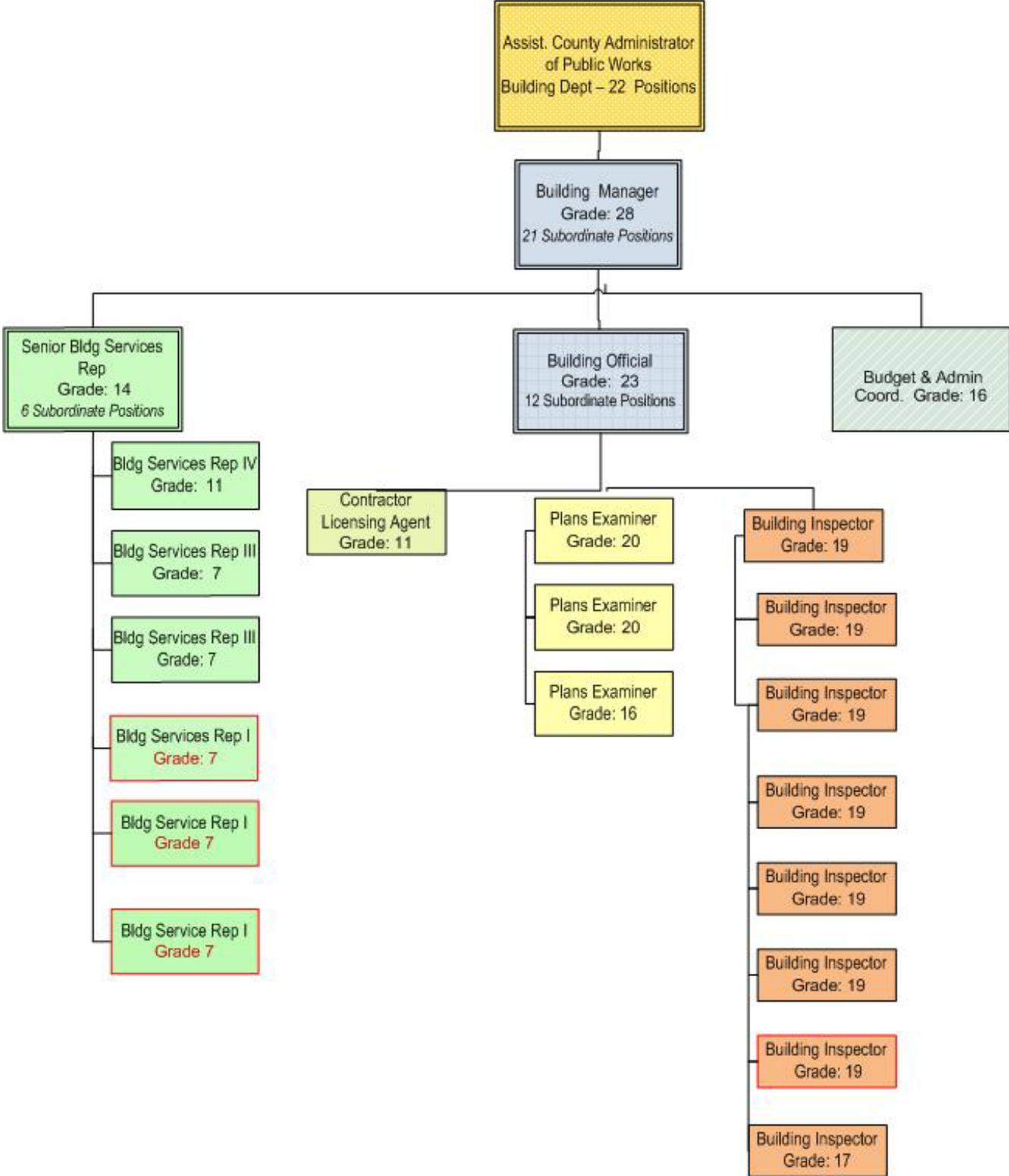
Organization & Management

Building Department Staff: Duties and Responsibilities

The Building Division consists of 22 personnel assigned to one of following six divisions:
Management, Permitting, Plan Reviews, Inspections, Licensing, Administrative/Budget Support

- **Building Manager** - Responsible for managing the overall operations of the department.
- **Building Official** - Responsible for enforcement and compliance of the Florida Building Code and Marion County Ordinances for the built community.
- **Permitting Staff** - Consists of seven Service Representatives responsible for assisting customers with their applications and processing permits in timely manner.
- **Plans Review Staff** - Comprised of three licensed Plans Examiners responsible for reviewing construction plans to ensure the designs are in compliance with State Code and Statute requirements.
- **Inspectors Staff** - includes eight licensed Inspectors responsible for ensuring construction projects are being built in compliance with State Codes and Statutes. Other duties include identifying unsafe structures and performing safety assessment inspections after storms or related disasters.
- **Licensing Contractor Agent** - Responsible for verification of contractors licensing credentials prior to registration and issuance of competency cards. Process contractor violations and refer to the License Review Board as required. In addition, the Licensing Agent coordinates the monthly License Review Board (LRB) meetings for customers to present their complaints against contractors to the LRB members.
- **Budget & Administrative Coordinator** - Responsible for preparation of the department's annual budget, business plan and emergency disaster plan. Other duties include purchase of supplies and monitoring of expenditures. Administrative duties include preparation of monthly statistical reports, processing payroll and personnel actions.
- **Contractor Licensing Investigations** – *Currently, these duties are assigned to Code Enforcement officers. Duties and responsibilities include investigation of complaints.*
If the complaint is a valid violation, the case will be processed by the Contractor Licensing Agent.

**Building Department
Organizational Chart FY 2012/13**



Positions Assigned: 22 Positions Filled: 22 Positions Vacant: 0 On-Call Staff: 2 Updated: 02/22/2012



Marketing and Customer Service

Customer Market

The Building Department's primary customer market is developers, contractors, business owners, homeowners and any other individuals requiring permit services related to the construction industry. The county building department has jurisdiction over Unincorporated Marion County and includes the cities of McIntosh and Reddick, which are provided permitting and code enforcement services in accordance with interlocal agreements. In addition, this department shares information and coordinates actions required by other county departments involved in the construction permitting process.

Demand for Products and Services

- **Product** - the customer is required by state statutes to purchase a 'Permit'.
- **Services** - the building department staff provides the following services for customers:
customer assistance, plans reviews, licensing validation and collection of permit fees

Customer Service

The Building Department's goal is to provide quality and efficient service to all customers. This department has over 10,000 office visitors and approximately 45,000 calls for permit-related information. In addition, the department posts 'hot topics' on our website and use other media sources such as local newspapers and radio stations to publish important building code information.

Product Pricing

The Building Department operates as a self-supporting organization, with a separate budget, funded by revenues generated from permit fees.

The Building Department conducts a cost analysis review every two years to ensure that permit fees are in balance with the cost of issuing a permit. If required, increased or decreased pricing adjustments will be made to the existing fee schedule and submitted to the MCBCC for approval.



Financial Management, Performance Measures, Benchmarks and Comparatives

Financial Management

- The Building Department's current financial status is determined by calculating the balance of total fiscal year-to-date revenues (generated from permit fees) minus total operating expenditures. The department maintains a monthly cumulative financial report for each fiscal year. This report is reviewed to ensure the fund balance is in line the adopted budget or to identify any existing budget shortfalls.
- The department's projected fiscal revenues are calculated using the past twelve month's revenues generated from permit fees and taking to account any trends of increased or decreased revenues.
- The permit fee schedule is reviewed annually to ensure projected revenues are consistent with the department's annual projected expenditures and if required, the fee schedule will be adjusted to increase or decrease permit fees.

Performance Measures, Benchmarks, and Comparatives

- Performance measures and benchmarks are reviewed every six months and adjustments are made as required. In addition, performance reports are generated and reviewed quarterly to determine if departmental staff are meeting the minimum established standards and/or to identify any areas of sub-standard performance. Management will determine the cause of substandard performance and take measures to correct these deficiencies in a prompt manner.
- Comparative Surveys - For a comparative study to be a viable tool; it must be created to collect like/similar information from participating agencies. To create this type of a survey will require a massive amount of variables and descriptive details to collect usable statistical data from each participating agency. In addition, the survey should include how agencies calculate their personnel, operational and work cost processes expenditures.

The numerous building departments throughout Florida have different operational procedures and reporting criteria for the issuance of permits, plan reviews and inspections.

Example: In some agencies one project may consist of separate permits, separate plan reviews and separate inspections for each individual trade required to complete the project (i.e.: structural, electrical, mechanical, plumbing and gas). Other departments operate as a multi-trade agency and issue one permit; perform one plan review and one inspection for each project; which can include from 1 to 5 trades.

MARION COUNTY BOARD OF COUNTY COMMISSIONERS
BUSINESS PLAN BUDGET WORKSHEET
January 3, 2012

Fund		Department					
116	Building Department Fund	3415		Building Department			
Account Code	Account Name	Actual Expenditures 2009-10	Unaudited Expenditures 2010-11	Amended Budget 2011-12	Business Plan 2012-13	Variance	%
EXPENDITURES							
512101	REGULAR SALARIES & WAGES	884,511	892,036	932,969	924,394	(8,575)	-0.9%
513101	OTHER SALARIES & WAGES	45,409	18,196	35,000	20,000	(15,000)	-42.9%
514101	OVERTIME	4,313	1,861	3,000	3,000	-	0.0%
521101	FICA TAXES	68,491	67,083	74,280	72,478	(1,802)	-2.4%
522101	RETIREMENT CONTRIBUTIONS	92,411	82,116	49,889	52,490	2,601	5.2%
523101	HEALTH INSURANCE	110,237	112,364	137,016	137,016	-	0.0%
523401	LIFE, AD&D, LTD INSURANCE	6,804	6,157	6,084	6,001	(83)	-1.4%
524101	WORKERS' COMPENSATION	29,529	36,258	30,738	29,827	(911)	-3.0%
525101	UNEMPLOYMENT COMPENSATION	8,198	29,994	25,500	-	(25,500)	-100.0%
534101	OTHER CONTRACTUAL SERVICE	-	783	3,360	3,360	-	0.0%
540101	TRAVEL & PER DIEM	-	1,145	1,500	1,500	-	0.0%
541101	COMMUNICATION SERVICES	13,509	13,429	12,804	12,804	-	0.0%
542201	POSTAGE & FREIGHT	2,774	3,065	6,116	7,500	1,384	22.6%
544101	RENT & LEASES - EQUIPMENT	5,480	5,333	5,784	5,784	-	0.0%
545101	INSURANCE - PREMIUMS	42,763	36,226	23,404	23,404	-	0.0%
546101	REP & MAINT-BLDGS & GRNDS	604	-	-	-	-	#DIV/0!
546257	REP & MAINT-FLEET MGT	16,227	10,242	16,800	16,800	-	0.0%
546301	REP & MAINT-EQUIPMENT	412	-	-	-	-	#DIV/0!
546401	REP & MAINT-OFFICE MACH	1,379	90	3,200	2,000	(1,200)	-37.5%
547101	PRINTING & BINDING	1,273	2,078	2,520	2,520	-	0.0%
549112	OTHER CURR CHGS-REFUNDS	1,447	2,005	4,500	4,500	-	0.0%
549185	CHARGES-CENTRAL SERV COST	108,548	147,279	285,271	285,271	-	0.0%
549201	ADVERTISING - LEGAL	455	1,591	1,200	1,200	-	0.0%
549990	OTHER CURR CHGS-MISC EXP	11,542	11,332	12,230	12,230	-	0.0%
551101	OFFICE SUPPLIES	6,568	9,100	14,682	14,000	(682)	-4.6%
552101	GASOLINE OIL & LUBRICANTS	43,191	47,139	46,872	62,400	15,528	33.1%
552106	OPERATING - COMPUTER SFTW	10,879	12,249	23,375	23,375	-	0.0%
552107	CLOTHING APPAREL	-	-	-	2,000	2,000	#DIV/0!
552108	OPERATING SUPPLIES	6,355	6,285	4,400	4,800	400	9.1%
554101	BOOKS/PUBS/SUBSCRIP/MEMBS	2,997	1,887	3,675	2,500	(1,175)	-32.0%
554201	DUES & MEMBERSHIPS	200	115	550	750	200	36.4%
555501	TRAINING & EDUCATION	150	875	3,100	6,000	2,900	93.5%
564101	MACHINERY AND EQUIPMENT	-	-	5,400	5,400	-	0.0%
599101	RESERVE FOR CONTINGENCIES	-	-	300,000	300,000	-	0.0%
599199	RESERVE FOR CASH CYFWD	-	-	568,740	568,740	-	0.0%
599415	RESERVE-ENFORCE BLDG CODE	-	-	450,921	450,921	-	0.0%
		1,526,656	1,558,311	3,094,880	3,064,965	(29,915)	
REVENUES							
31600020	CONTRACTORS COMP LICENSE	116,982	106,023	86,000	96,513	10,513	12.2%
32200010	BUILDING PERMIT FEES	2,106,968	1,955,397	1,890,000	1,748,711	(141,289)	-7.5%
36100010	INTEREST-BOARD	1,827	2,947	2,300	-	(2,300)	-100.0%
36992010	OTHER	-	4,621	-	-	-	#DIV/0!
38118110	FROM FIRE RESCUE	325	-	-	-	-	#DIV/0!
		2,226,101	2,068,988	1,978,300	1,845,224	(133,076)	

Marion County Board of County Commissioners					
Business Plan Performance Measures and Benchmarks					
Fund number:	116				
Department number:	3415				
Department name:	Building				
Place completed worksheet in business plan template section eight.					
Performance Measure	Type of Measure: Workload, Efficiency, or Outcome	Marion County	City of Ocala	Palm Coast	Alachua County
# FTE Inspectors		8		4	
# Inspections Performed (Multi-trade Inspections)	Workload	28,295		16,000	
# Reinspections Performed	Workload	2,148			
# Inspections per Inspector per day	Efficiency	16.2		13	
% Inspection Completed on Scheduled Day	Outcome	99.9%		100%	
Inspectors Operational Cost		\$709,935		\$640,000	
Avg Cost per Inspection/Stop		\$23.37		\$40.00	
# FTE Plans Examiners		3		3	
# Plans Reviewed	Workload	5,853		11,500	
# Plans Reviewed per Plans Examiner per day	Efficiency	8.5		13	
% of Plans Completed by Target Date	Outcome	97%		100%	
Plans Review Operational Cost		\$249,839		\$460,000	
Avg Cost per Plan Review		\$42.69		\$40.00	
# FTE Permit Technicians		6		3	
# Permits Issued <small>(all inspection trades) are bundled with RES/ICOMM - one permit per project</small>	Workload	12,094*		5,200	
% Permits Completed by Target Date	Efficiency	98%		100%	
# of Permits Issued per Permit Technician Annually	Outcome	2,015		1,733	
Customer Satisfaction Rate	Outcome	98%			
Total Customers Served (Office Visits)	Workload	15,084			
Total Calls Processed (Incoming Calls)	Workload	43,846			
		Marion County	City of Ocala	Palm Coast	Alachua County
Performance Measures	Benchmarks	Current Performance	Current Performance	Current Performance	Current Performance
Customer Wait Times (Office Visitors)	Serve customer in 15 minutes or less	13.53 min			
Customer Assistance (In-coming Calls)	Answer phone within 3 rings	6 rings			
Customer Service Satisfaction	Satisfaction Rate 95% or Higher	98%			
Permit Applications received by Fax, Drop-off or Email	Assign Permit Number within 4 hours of receipt	98%			
Express/Faxed Permits (no Plans)	Process and Issue Same Day (24 hrs)	95%			
Process Residential Permits(withPlans)	Process and Issue Permit in 5-7 business days(Res/Com Misc)	98%			
Process Commercial Permits	Process and Issue Permit in 7-14 business days (New Comm)	96%			
Plan Reviews for Misc Res and Misc Comm Permits	Review Plans in 3-5 business days	97%			
Plan Reviews for Commercial Permits - New Construction	Review Plans in 5-10 business days	95%			
Inspections - Scheduled Inspections	Perform Inspections on scheduled day	99.9%			
Inspections - Emergency	Perform Inspection within 4 hours of request	100%			
Contractor Licenses -County Certificate	Process Request within 3 business days	97%			
License Review Board (LRB)	Process LRB Packets and post agenda one week prior to scheduled meeting	100%			
License Investigations for Complaints or Cited Violations	Respond within 2 business days, Process within 5 business days.	70%			