

Strategic Plan for the Building & Plan Review Department Henry County, Georgia

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

Executive Summary

This is the Strategic Plan for the Henry County Building and Plan Review Department. It contains an executive summary of the Department. This document contains program mandates, strategic issues, and strategies to improve efficiency and effectiveness throughout the department. This document is intended to be dynamic and accessible to all employees within the department who are encouraged to review and revise the plan. Although revisions can be made at any time, it will be emphasized that the plan be reviewed and updated at least annually. Goal successes will be documented in the executive summary.

WHERE ARE WE NOW?

Departmental Historical Overview

As staff leaves the department, experience and knowledge are often lost. This section provides an overview of significant changes and/or events that have affected the Henry County Building and Plan Review Department. If information was available regarding the reason the changes occurred, this information was also included.

Henry County was founded May 15, 1821.

February 7, 1961

The Henry County Board of Commissioners' Meeting, Mr. R.H. Gardner and Mr. Tom Burdeshaw, representing the Henry County Planning Commission, introduced the question of employing a building inspector to enforce regulations and ordinances governing subdivision, zoning and building codes, plumbing codes, gas codes and electrical codes of the County and curies of McDonough, Hampton and Stockbridge. Representatives of the Henry County Planning Commission requested permission from the Board of Commissioners to return for decision of the Board at the next regular meeting in March.

March 7, 1961

The members of the of the Henry County Planning Board, consisting of Mr. Bill Smith, Mr. Olan Richardson, Mr. G.S. Keen, Mr. J.W. Stokes, Mr. Bob Gardner, and Mr. Tom Burdeshaw proposed their selection of Mr. C.C. Glenn as building inspector, at the salary of \$350.00 per month, plus 7¢ mile travel expense. A Schedule of Fess for building permits was set forth based on the total cost of a building at the rate of \$3.00 for the first \$2,000.00, and \$1.50 each additional \$1,000.00, which covers cost of permit and subsequent inspections. All fees, whether collected by cities or county, are to be paid to the county. Total cost of construction would have to be determined by estimate,

adjustment of either over or under estimate to be made on completion. Estimate of building cost will be left to the inspector, on square foot basis.

The question of the possibility of hiring a Combination Sanitarian and Building Inspector with the State Health Department participating in 55% of salary for Sanitarian was discussed and figures presented showing cost to county as follows:

Salary as Sanitarian, \$465.00, of which the State pays \$255.75, with a supplement as building inspector of \$200.00, to be paid by the county. Total cost to County would be \$409.25. It was agreed to have applicant meet with Henry County Planning Board for an interview on March 14, at their regular meeting. The recommendation of that board will follow shortly thereafter.

March 21, 1961

The purpose of meeting was to employ a Sanitarian-Building Inspector for the Planning and Zoning Board. Motion made by Mr. W.L. Chandler, seconded by Mr. R. H. Bonner that we hire Mr. Ralph C. Davis at the recommended salary, as set forth in the previous meeting.

April 5, 1967

The Board of Commissioners approved the Henry County Planning Commission's recommendation to increase the minimum fee of \$3.00 for a building permit be changed to \$5.00.

August 6, 1968

Dr. Lipscomb and Mr. Herbert Jones of the Henry County Board of Health, also Ned Clark, Sanitarian, met with the Commissioners and presented some of the problems in sanitation that the county has. As a result, (a) that site inspection permits be obtained from the Health Department prior to issuing Building Permits. (b) Plans for sub-divisions be approved by the Health Department prior to approval by the Planning Commission. (c) Funds be made available for legal counsel for the Health Department.

January 21, 1969

Mr. Walker McGarity, Planning Director, Mr. H.C. Bartlett and Mr. George Gustafson of the Planning Commission met with the Commissioners and discussed the possibility of Henry County entering into an Area Planning and Development Commission with Newton, Lamar, Butts, Spalding and Fayette Counties.

March 10, 1969

Mr. I.D. Bishop met with the Board and discussed some of the problems of moving houses through the county.

The motion made by Mr. Phillips and seconded by R. Lewis, that a permit be obtained from the Building Inspector before any house is moved through the county on any county road and a fee of \$35.00 be charged for the permit, was carried.

September 20, 1970

Mobile Home Ordinance Adopted:

An ordinance to require a permit and registration of mobile homes or relocatable homes now in Henry County: to require permit and registration of all mobile homes or relocatable as the same are located in Henry County: to require a permit to move or relocate any mobile home or relocatable home to another location within or without Henry County: to require that no permit shall be issued to relocate any mobile home or relocatable home to another location within or without Henry County until proof of Ad Valorem Taxes has been given by the Henry County Tax Commissioner: to provide a penalty for violation of this ordinance.

July 13 1971

A motion was made by Mr. Phillips and seconded by Mr. Kelly to approve the changes in the Henry County Plumbing Code as recommended by the Plumbing Board, as follows:

Section 107A (Add the following paragraph to Section 107) Amendments to permit the use of approved plastic pipe and fittings for use in interior plumbing, drainage, waste and vent.

Materials: ABS-SWV Sch. 40 pipe and fittings

PVC-DWV Sch. 40 pipe and fittings

Section 78A (Add the following paragraph to Section 78)

A cast iron clean-out shall be installed at the property line of each residence before entering the Henry County Sewer System. The clean-out must be brought up to grade level, and a six inch (6") concrete pad pored around the clean-out so it will be readily visible.

Section 99 Floor Drains (This section has been changed to read as follows:

A floor drain shall be considered a fixture, and provided with a strainer and trap connection to the sanitary sewer. Floor drains in commercial, industrial or public places or establishments, shall be primed with a supply of water at various intervals if the trap is subject to evaporation, to prevent back odors. Motion carried.

April 10, 1973

The Board of Commissioners adopted a fee increase on mobile home move ins from \$15.00 on all units to \$15.00 for singles and \$30.00 on doubles.

August 15, 1974

The Board of Commissioners adopted Southern Standard Building Code-Swimming Pool Regulations.

October 4, 1974

The Board adopted changes to the Electrical Code as follows:

1. Number 14-2 GA with ground copper wire may be used in wiring houses in bedrooms, bathrooms, halls and overhead lighting circuits.
2. Not more than eight consuming outlets may be used to any one circuit.

December 4, 1974

The adoption to establish legal regulations and procedures for controlling soil erosion and sedimentation within all the unincorporated areas of Henry County.

December 19, 1974

Adoption of Sign Applicable to the Building Permit System in Flood Prone Areas and Mudslide Prone Areas.

Departmental Personnel

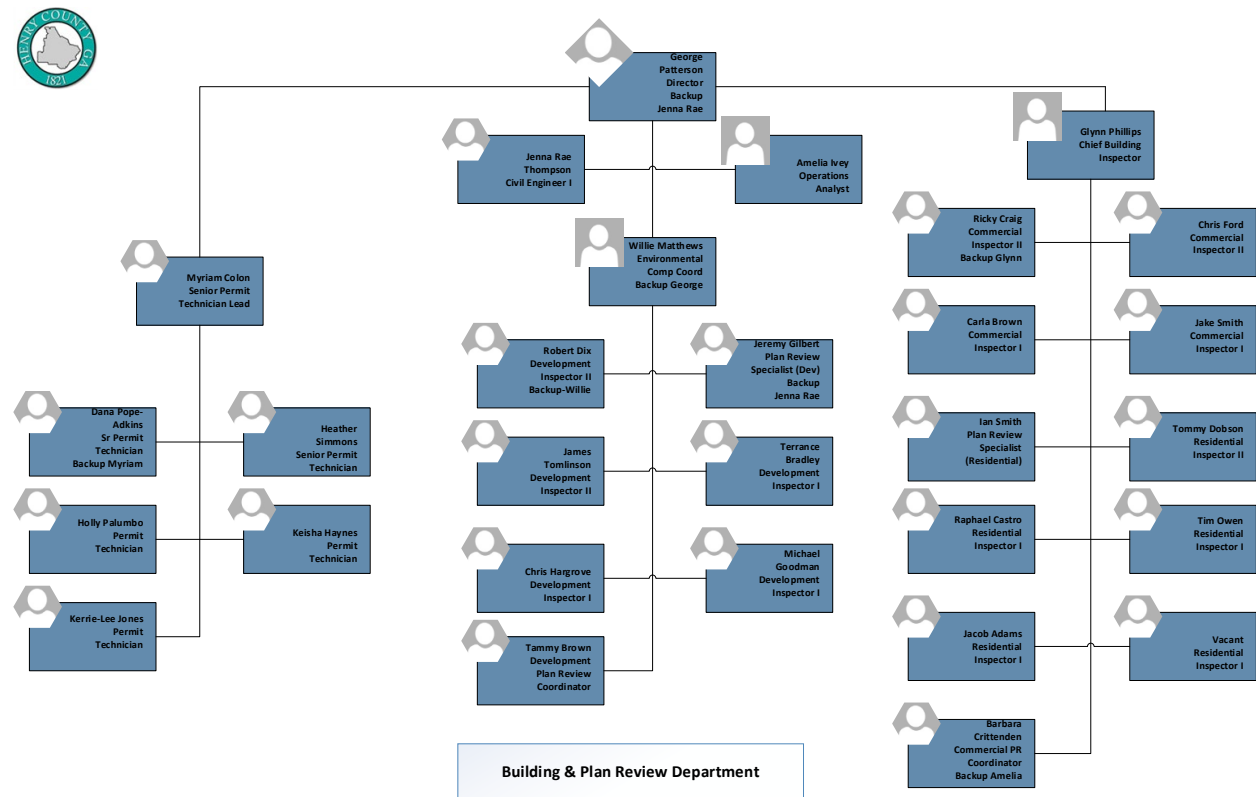
For the Fiscal Year 2019 Budget, there are 29 approved staff positions.

		FY17/18	FY18/19
	Fund	FTE	FTE
Director	7030	1.0	1.0
Civil Engineer	7030	1.0	1.0
Chief Building Inspector	7030	1.0	1.0
Environmental Compliance Coordinator	7030	1.0	1.0
Commercial Building Inspector II	7030	2.0	2.0
Commercial Building Inspector I	7030	2.0	2.0
Residential Building Inspector II	7030	1.0	1.0
Residential Building Inspector I	7030	4.0	4.0
Plan Review Specialist (Residential)	7030	1.0	1.0
Plan Review Specialist (Development)	7030	1.0	1.0
Development Inspector II	7030	3.0	2.0
Development Inspector I	7030	2.0	3.0
Operations Analyst	7030	1.0	1.0
Commercial Plan Review Coordinator	7030	1.0	1.0
Development Plan Review Coordinator	7030	1.0	1.0
Senior Permit Technician Lead	7030	1.0	1.0
Senior Permit Technician	7030	2.0	2.0

October 1, 2018

Permit Technician	7030	2.0	3.0
Clerk/Typist	7030	1.0	0.0
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FTE-Full Time Equivalent		29.0	29.0

Department Organization Chart



WHY DO WE PROVIDE THE SERVICE?

Organizational Mandates

- Henry County Unified Land Development Code
 - 2012 International Building Codes
 - National Electric Code
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SUMMARY OF MAJOR SERVICES PROVIDED:

- Emergency Responses
 - Commercial Building Permits
 - Electronic Site Plan Reviews
 - Customer Consultations
 - Telephone Inquiry Responses
 - Inspection results
 - Code adoptions
 - Code Violation Investigations
 - Commercial Inspections
 - Residential Inspections
 - Abatement Inspections
 - Certificates of Occupancy
 - Internal Code Interpretations
 - Fire Damage Inspection
 - Residential Plan Review Approvals
 - Sign Reviews and Permits
 - Sustainable Design Plan Review
 - Statistical Reports (Monthly Reports, Public Records Requests)
 - Permit/Plan Refund Requests
 - Residential Building Permits
 - Timbering Permit
 - Administrative Reports
 - Development Permits
 - Residential Land Disturbance Permits
 - Construction technique approvals
 - Violation letters and deficiency notices
 - Mechanical, Plumbing, Electrical permits
 - Building permit extensions
 - Electronic Plan Submittal Coordination
 - Pool Plan Review and Permits
 - Pre-Construction Inspection Consultations
 - Pre-Review Consultations
 - Development Inspections
 - Power and Gas Releases
 - Transit Permits
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WHERE DO WE WANT TO BE?

Vision

The Building and Plan Review Department is preparing for future growth through strategic planning. As part of the process, the department has three key sets of core principles dedicated to serving the residents of Henry County.

1. “Commitment to the Community”

To provide quality public services in a responsible manner.

2. “Vision for the Future”

The Building and Plan Review Department commits to building on its heritage, while enhancing a high quality of life for all of its citizens. We pledge to work in collaboration with our Residents and Business Community to foster pride, develop a vibrant, diverse economy and to thoughtfully plan for the future.

3. Eight Guidelines that “We Believe”

a) Ethics and Integrity

We believe that ethics and integrity are the foundation of public trust and confidence and that all meaningful relationships are built on these values.

b) Visionary Leadership and Planning

We believe that the very essence of leadership is to be visionary and innovative while planning for the future.

c) Excellence and Quality in the Delivery of Services

We believe that service of our residents is our reason for being and commit to delivering services in a professional, cost effective and efficient manner.

d) Fiscal Responsibility

We believe that both short term and long term are essential for citizen confidence in government.

e) Open and Honest Communication

We believe that open and honest communication is paramount for a positive working environment for employees.

- f) Respect for the individual
We believe that citizens we serve are to be treated with the utmost respect and deserve the best treatment the county can provide.
- g) Thoughtful Community Building
We believe in the careful planning that is communicated in a positive manner that enhances the process.
- h) Professionalism
We believe that continuous improvement and innovation is the mark of a professional department, and we are committed to applying this principle to the services we offer and the development of employees.

Mission Statement

The mission of the Building and Plan Review Department is to promote the general health, safety, and welfare of the citizens of Henry County. We strive to ensure quality and excellence in all aspects of the building permitting, inspection and environmental compliance practices for our citizens by processing applications in a timely and efficient manner and by providing thorough building and zoning compliance inspections for all construction projects, while maintaining a high set of standards for environmental compliance. We seek to achieve these goals by placing a high-importance on customer service, knowledge of all facets of the Building Codes and state standards and the willingness to be fair and considerate in our enforcement of these codes. Additionally, the department will coordinate the inspecting, monitoring and plan review in the development permitting process, to ensure that the County's natural resources and quality of life are protected and to provide efficient and courteous service to the citizens of Henry County.

Governing Principles

The values and beliefs governing the Building and Plan Review Department will include the following:

- Equitable treatment
- Integrity- the Building and Plan Review Department must conduct itself in a manner that is socially responsible and gains recognition and respect for its functions and positive contributions to the county.
- Service- quality, timeliness, and cost efficiency of service with applicable solutions to the challenges that arise, is the number one priority. The citizens of Henry County are our customers and the reason for our existence.
- Professionalism - our staff is the source of our strength; its competence, knowledge, and experience reflect on the County's reputation and vitality.
- Resourcefulness - pursue new ways to get the job done with resources available.
- Innovation- be open to innovative ways to address issues, provide solutions to difficult challenges, and promote the Department's Mission.
- Diplomacy
- Teamwork and Interaction are essential to our success as individuals, and as a department.

Major Goals

- To provide quality customer service.
 1. Develop surveys for customers to complete.
 2. Make changes and corrections (if possible) based on recommendations from surveys.
 3. Every quarter recognize those staff members given accommodations from surveys and reprimand the staff members with valid unsatisfactory surveys.
- Cut down on accidents.

1. Require staff to attend monthly safety meetings and the Defensive Driving Class once every three (3) years.
 2. When a staff member remains accident-free for 12 months or 20,000 miles, they will be recognized by the department management with a certificate.
- Work to improve our Insurance Services Office (ISO) rating.
 1. Continue to train staff members by attending classes/seminars and supporting staff members by paying for them to take their International Code Council (ICC) Certification Exams.
 2. Continue participating in Community Outreach Activities.
 3. Continue conducting training classes for Builders and Developers.
 - Upgrade equipment/software to become a paperless operation.
 1. Continuing to use SagesGov and Docuware.
 2. To install a more modern data base system (currently using the AS400).
 - Promote the Permitting Staff applicable titles and certifications.
 1. Change the office staff to Permit Technicians to be consistent with the industry.
 2. Look at other jurisdictions for the titles, job descriptions and salaries of their permitting staff (along with the help of Human Resources).

Department Objectives

Short Term objectives of the Building Plan Review Department are summarized as:

- Maintaining staff
- Ensuring that staff is trained and certified
- Find adequate office space for staff and files storage

Long Term Department Objectives

Long Term objectives of the Building Plan Review Department are summarized as:

- Maintaining the latest technology for the highest level of customer service
- Building a new office building that fits the needs of the department
- Implementation of the new software, Tyler, and acclimating Builders and Developers with the new system

Key Strategies

- Continue communications with the Board of Commissioners and Upper Management to ensure that the needs of the Department are met
- Continue to develop innovative ways to improve and expedite our services

External Environment

(Opportunities and Challenges)

Opportunities:

- Continue to enhance education to include attending college classes
- Outreach to Community College and High School Students to move into the Inspections/Permitting Workforce

Challenges:

- Retention of Senior Staff
- Lack of experience in complying with the ULDC and ICC Standards
- Lack of Office and Storage Space
- Incompatibility of salaries with surrounding jurisdictions

Internal Environment

(Assets and Limitations)

- New Fleet of Trucks
- New Tablets for Inspectors to post inspections
- Electronic Plan Review Submittal Process through SagesGov which is working with the paperless environment
- Education & Training-Customer Service Classes and Certifications. Also, we participated in Emergency Management Training through our County EMA Department (Damage Assessment Training)

Assets:

- New Fleet of Trucks
- New Tablets for Inspectors to post inspections
- Electronic Plan Review Submittal Process through SagesGov which is working with the paperless environment
- Education & Training-Customer Service Classes and Certifications. Also, we participated in Emergency Management Training through our County EMA Department (Damage Assessment Training)

Limitations:

- Other jurisdictions and private industry enticing staff to leave to work for their jurisdiction or company.
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HOW DO WE MEASURE OUR PROGRESS?

Performance Measures

- Compare and contrast previous statics with current statics
- Evaluate number of staff to see if additional staff is needed
- Evaluate industry trends for staffing needs