

# Strategic Plan for the Building Department Town of Edisto Beach

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

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## Executive Summary

This is the Strategic Plan for the Edisto Beach Building 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. The structure of the strategic plan is based upon *Strategic Planning for Public and Nonprofit Organizations* by John M. Bryson (3<sup>rd</sup> edition, 2004).

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# ***WHERE ARE WE NOW?***

## **Departmental Historical Overview**

As staffs leave the Town, historical data and information are often lost. This section provides an overview of significant changes and/or events that have affected the Edisto Beach Building Department. If information was available regarding the reason the changes occurred, this information was also included.

The Town of Edisto Beach was incorporated on July 7, 1970.

On May 4, 1971, Town Council approved a Building, Electrical and Plumbing Code Ordinance.

In February of 1981, the Town adopted the Southern Standard Building Code.

Town Council established the Building Inspection Department on May 8, 1986.

On June 13, 2002, Town Council adopted the 2000 International Residential Code (IRC).

In June of 2006, Council adopted the 2003 International Property Maintenance Code and the 2003 International Existing Building Code along with Appendixes A, B, C, and D of the International Fire Code 2003 edition.

On April 12, 2007 Council adopted with the exception of the National Electrical Code 2005 edition update, updates all other codes to the 2006 editions (including Chapter 1 of all codes): International Building Code, International Residential Code, International Plumbing Code, International Mechanical Code, International Fire Code, International Fuel Gas Code, International Energy and Conservation Code and International Existing Building Code. The Ordinance was also modified to automatically update to the currently adopted codes by the State of South Carolina.

Currently there are 3 Full time employees in the Building Department.

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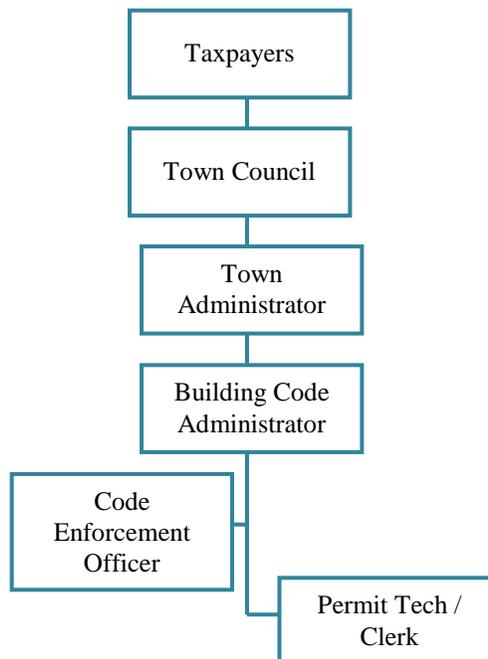
## Departmental Personnel

	<b>Fund</b>	<b>FY11/12 FTE</b>	<b>FY12/13 FTE</b>
Building Code Administrator	10	1.0	1.0
Staff	10	2.0	2.0
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FTE-Full Time Equivalent		3.0	3.0

Staff FTE remained status quo between FY11/12, FY12/13, FY13/14 and FY14/15.

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## Department Organization Chart



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# ***WHY DO WE PROVIDE THE SERVICE?***

## **Organizational Mandates**

- Town of Edisto Beach, Code of Ordinances, Chapter 14, Building and Building Regulations
- Town of Edisto Beach, Code of Ordinances, Chapter 62, Planning
- Town of Edisto Beach, Code of Ordinances, Chapter 86, Zoning
- 2012 International Building Codes
- South Carolina Codes Title 6, Chapter 7, Planning of Local Government
- South Carolina Codes Title 6, Chapter 9, Building Codes
- South Carolina Codes, Title 6, Chapter 29, S. C. Local Government Comprehensive Planning Enabling Act of 1994.
- South Carolina Codes, Title 10, Chapter 5, Construction and Renovation of Public Buildings and Other Projects
- South Carolina Codes, Title 48, Chapter 39, Coastal tidelands and Wetlands
- Flood Damage Prevention Ordinance

### **SUMMARY OF MAJOR SERVICES PROVIDED:**

- Emergency responses
- Commercial building permits
- Special event coordination
- Liaison to Planning Commission
- Telephone inquiry responses
- Customer Information Bulletins
- Courtesy inspections
- Code violation investigations
- Commercial inspections
- Residential Inspections
- Zoning Variance requests
- Issue RFP's
- Permit Expiration Notifications
- Oversee Bay Creek Park
- Certificates of Occupancy
- Residential plan review approvals
- Sustainable Design Plan Review
- Liaison to Zoning Board of Appeals
- Statistical Reports (Monthly Reports, Public Records Requests)
- Permit/Plan refund requests
- Residential building permits
- Site plan review information packets
- Customer consultations
- Administrative Reports
- Inspection results
- Construction technique approvals
- Violation letters and deficiency notices
- Mechanical, Plumbing, Electrical permits
- Building permit extensions
- Plan submittal coordination
- Pool plan review and permits
- Code adoptions
- Planning Commission recommendations
- Internal code interpretations
- Consultant contracts
- Pre-construction inspection consultations

# *WHERE DO WE WANT TO BE?*

## **Vision**

The vision of Edisto Beach Building Department in 3-4 years' time is:

The Edisto Beach Building Department will continue to develop Ordinances to preserve our small Town. We will continue to provide excellent level of customer relations.

## **Mission Statement**

The central purpose and role of Edisto Beach Building Department is defined as:

Provide solution-oriented services to the community through the application of professional skills, adopted plans, 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.

## **Governing Principles**

The values and beliefs governing Edisto Beach Building Department will include the following:

- Equitable treatment
- Integrity- the Planning and Building Department must conduct itself in a manner that is socially responsible and gains recognition and respect for its functions and positive contributions to Town of Edisto Beach.
- Service- quality, timeliness, and cost efficiency of service with applicable solutions to the challenges that arise, is the number one priority. The citizens of The Town of Edisto Beach 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

Edisto Beach Building Department will achieve the following key targets over the next 3-4 years:

- Protect current zoning regulations
- Review and update ordinances
- Improve Department efficiency
- Improve the CRS rating from 7 to 6
- Provide a high level of customer service
- Capture major infrastructure for GIS

## Department Objectives

Short Term objectives of the Edisto Beach Building Department are summarized as:

- Maintain Codes Enforcement program to ensure ordinance compliance.
- Continue to coordinate the installation of sand fencing along the front beach to build secondary dunes.
- Obtain funding and oversee construction of stage at Bay Creek Park and complete prior to end of 2015
- Update CIP for Stormwater Improvement to help increase CRS rating and insurance discounts.
- Continue GIS program to ensure data is being captured and mapped capturing all infrastructures.
- Maintain adequate recovery supplies for disaster events
- Increase business license regulation awareness and enforcement.
- Update the Town Business License Ordinance
- Maintain required CEU's for state required licenses.
- Attend National ICC Code Conference

## Long Term Department Objectives

Long Term objectives of the Edisto Beach Building Department are summarized as:

- Coordinate with Town Departments to ensure emergency preparedness is seamless.
- Continue to improve CRS rating for Town of Edisto Beach.
- Implement GIS program and maintain updates. (GIS system in place need to install data)
- Provide training for Code Enforcement Officer and implement Code Enforcement program.

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## ***HOW DO WE GET THERE?***

### **Key Strategies**

The Edisto Beach Building Department will pursue the following critical strategies:

1. Continue reviewing all ordinances and prioritize updates.
2. Work with the County and consultant to maintain GIS information that is applicable to the Town.
3. Everyone must be a part of the solution and working toward a common goal. Seek overall team “Participation”.
4. Maintain a strategic business plan, review, and revise annually.
5. Encourage training.
6. Continue to train on GIS.
7. Obtain FEMA CRS training

The following important strategies will also be followed:

1. Be proactive and innovative.
2. Provide a high level of customer service.

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### **External Environment**

#### **(Opportunities and Challenges)**

The purpose of this section is to explore the environment outside the Department in order to identify opportunities and challenges (formerly known as threats) the Department anticipates in the future. Although emphases are on future opportunities and challenges, present opportunities and challenges are also addressed. This section is further refined and detailed if necessary, to monitor forces and trends, key resource

controllers and actual and potential competitors or collaborators and important forces affecting competition and collaboration the Department faces. The following is a compilation or executive summary of challenges and opportunities division-wide.

### **Opportunities:**

- Code changes
- Actively research and apply for grants, cooperative, and emergency funding
- Align Departmental strategies to the Town of Edisto Beach vision
- Increase departmental transparency

### **Challenges:**

- Divisive planning commission
- Public distrust
- Code changes
- Security

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## **Internal Environment**

### **(Assets and Limitations)**

The purpose of this section is to explore the environment inside the Department in order to identify assets (formerly known as strengths) and limitations (formerly known as weaknesses) the Department currently faces. This process is utilized to induce both group cohesion and action. Assets are defined to build upon and limitations are set forth so they can be faced and addressed. This section is further refined and detailed along with the external environment if necessary, to monitor forces and trends, key resource controllers and actual and potential competitors or collaborators and important forces affecting competition and collaboration the Department faces. The following is a compilation or executive summary of assets and limitations division-wide.

### **Assets:**

- Knowledge of the code
- Well trained staff
- Intimate knowledge and history of the town's development
- Certified staff

### **Limitations:**

- Limited space
- Records management/document storage and access
- Multi-functional department provides challenges

## **Strategic Issues**

- Improve CRS rating

This can be achieved by reviewing the rating categories and implementing portions that would help in improving the CRS rating and insurance discounts. One such strategy is the development of the Capital Improvement Plan for Stormwater. Work with stormwater committee in implementing funding program.

- GIS Implementation

Continue training.

## ***HOW DO WE MEASURE OUR PROGRESS?***

## **Performance Measures**

Each Department has established performance measures.

## **Financial Data**

Building	10-11	11-12	12-13	13-14	14-15	15-16
Department	Actual	Actual	Budget	Budget	Budget	Budget
	198,254	197,014	196,195	203,220	177,030	223,150

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## Performance Measures

<b>Measures:</b>	<b>Actual FY 10</b>	<b>Actual FY 11</b>	<b>Actual FY 12</b>	<b>Actual FY 13</b>	<b>Actual FY 14</b>	<b>Actual FY 15</b>
<b><i>Workload indicators:</i></b>						
# of building permits	367	345	300	368	337	389
# of building inspections	1,714	1,095	800	862	630	538
# of Bids	2	3	2	2	3	3
# of projects managed	2	6	2	2	3	3
# of plans reviewed	34	36	30	60	31	42
# of planning meetings attended	14	18	12	18	9	10
<b><i>Effectiveness indicators:</i></b>						
# of Certificates of Occupancy issued	10	5	7	7	12	10
<b><i>Efficiency or unit-cost ratio:</i></b>						
\$ of Building Licenses	\$246,314	\$ 254,821	\$263,014	\$272,720	\$266,292	\$298,601
\$ of Building Permits	\$46,928	\$48,459	\$38,050	\$52,536	\$57,432	\$48,619
Bay Creek Park Revenue				\$8,801	\$11,145	\$15,410