



Planning & Development

2024 Process Improvements Report

June 10, 2024



phoenix.gov/pdd

*“Cities are where dreams are made, and futures are forged.
A city is a machine with innumerable parts that never stop moving.
Cities are the playgrounds for dreamers and the canvas for innovation.”
– Teju Cole*



Message from the Director



Joshua Bednarek

Dear Planning and Development Department Partners:

On behalf of the rest of the Planning and Development Department Management team, I want to thank everyone who participated in our Planning and Development Department Process Improvements effort. We are so grateful for your ongoing investment in Phoenix and for the insight and honest feedback we have received as part of this process.

Having such a meaningful and productive conversation with the community does not occur without the City Council's leadership. The City Council has been tireless champions for safe and high-quality development for Phoenix and has coupled their support with high expectations for the quality of service the Planning and Development Department should be providing. We welcome the high standards that the City Council and City Manager's Office have set for us to follow and are committed to maintaining and enhancing the department's position as a leader in the field and a model for other agencies to follow.

I want to close by recognizing the incredibly hard working and talented team members within the Planning and Development Department. I am proud of the work that they do every day. This report highlights their incredible efforts and so many of their great ideas as we strive to be even better.

We are just getting started. Together with you as our partners, we will continue to help preserve, shape, and build this amazing city.

Sincerely,

Joshua Bednarek, Director



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Acknowledgements

Planning & Development Department

- Helen Soza, Management Asst. II
(Process Improvement Lead)

Communications Office

- James Ritter, Public Information Specialist
(Report Photos)

Population

1,682,053

Median Age

34.4

Years Old

Size

529

Square Miles

Residential Units

658,724

Civilian Employed Population

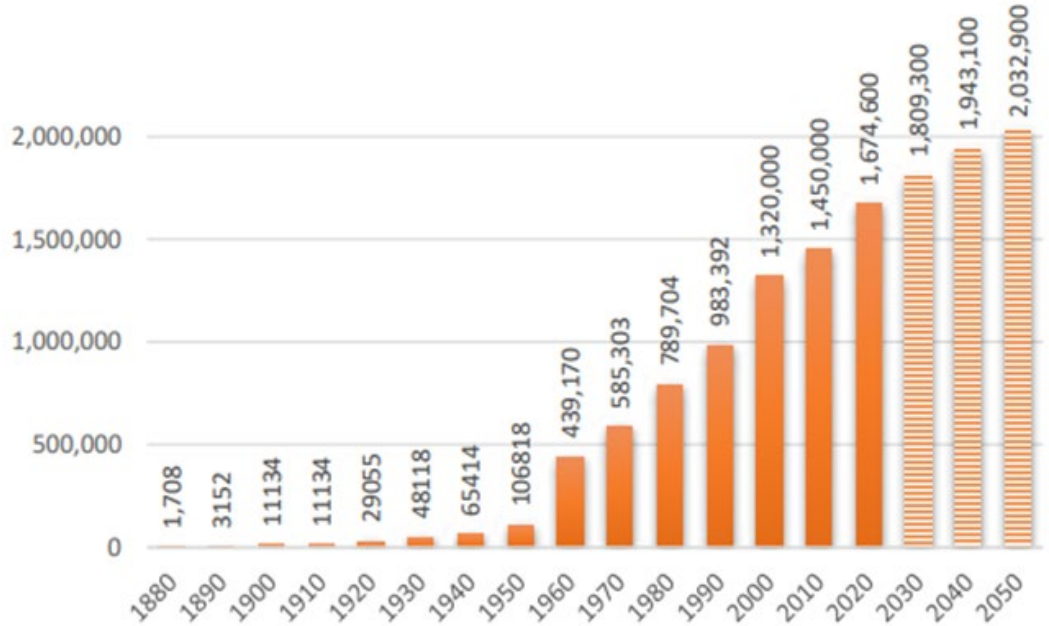
813,556

18 Years and Over

Data Source: Maricopa Association of Governments
Adopted by MAG Regional Council, November 19, 2023

POPULATION GROWTH BY DECADE

Projected Growth in Population



Source: Maricopa Association of Governments (MAG)
[2023 MAG Socioeconomic Projections - June 2023](#)

POPULATION **2,032,900**
PEOPLE

by Jurisdiction Area

Source: Maricopa Association of Governments (MAG)
[2023 MAG Socioeconomic Projections - June 2023](#)

PROJECTED DWELLING UNITS

794,054

Housing Units
by Jurisdiction Area

Source: Maricopa Association of Governments (MAG)
[2023 MAG Socioeconomic Projections - June 2023](#)

PROJECTED EMPLOYMENT

1,200,126

JOBS
by Jurisdiction Area

Source: Maricopa Association of Governments (MAG)
[2023 MAG Socioeconomic Projections - June 2023](#)

Planning and Development Department: Who We Are

The Phoenix Planning and Development Department (PDD) is home to a diverse and talented mix of team members committed to helping our customers do everything from learn about what is going on in our city to making investments in their property.

Because the department handles all aspects of the planning and development process from planning and zoning to final inspections, a host of different professionals are employed; from historic preservation planners to engineers. Below are some highlights of the department's team members:

20 Building Code Examiners	146 Inspectors	66 Planners	7 GIS Technicians	84 Engineering Techs
5 Records Clerks	10 Info Tech Analysts	24 Engineers	6 Accountants	4 Architects



Shawn Jessup, General Inspector – Residential Team

Planning and Development Department: What We Do

The Planning & Development Department guides the physical development of the city by preserving our historic sites, planning what can be built and ensuring safe construction of buildings and infrastructure. Together with our partners we help to Preserve, Shape and Build this great city we call home.

A host of advisory and governing bodies of residents as well as elected officials provide oversight as the city grows and needs arise. The process is governed through development and enforcement of city codes and ordinances.

In addition to working with development partners outside of the city, the Planning and Development Department collaborates with a host of City of Phoenix departments throughout the planning and development process including the Water Services Department on water and sewer infrastructure, the Fire Department on reviews and inspections of life safety systems, and the Street Transportation Department on the dedication and construction of street improvements.

Already a Leader in the Field

The Planning and Development Department has a long history of being an industry leader with innovative services for the community. The following are just a few of the recent examples.

Thanks to the leadership and support of the Phoenix City Council the **Ombudsman's Section** was created in 2023 with the goal of making customer interactions with the department as straightforward as possible. The Ombudsman Section staff is available as an "in-house" resource to help customers navigate through the development process to make their projects reality.

The **Self-Certification Program** allows registered design professionals to certify a project's compliance with adopted building codes and city ordinances in lieu of traditional plan review. The program was introduced in 2010 and has expanded considerably over the years and now includes most building plans, grading and drainage plans, landscape plans and surface parking lot site plans. The program is one of the most robust in the country and many local municipalities honor City of Phoenix Self-Certification training for their specific programs.

The **SHAPE PHX** project replaces numerous Planning and Development Department business applications with a consolidated, secure, modern and transparent land-based application. Two releases are live, supporting Residential Plan Review, Planning, Zoning and Historic Preservation activities. The SHAPE PHX portal improves customer experience by simplifying account creation, application submittal and fee payments; adding self service options and making it easier to interact and schedule meetings with employees through the portal. Application workflows and system logic guide customers step by step through the submittal process. Search and drop-down features simplify data entry and improve data quality. Electronic Plan Review (EPR) is fully integrated with the SHAPE PHX solution, and the SHAPE PHX customer portal is available 24/7 from any mobile device or desktop. Release 2 represented a significant customer service enhancement as there was not an option for online submitting or Planning and Zoning applications prior to the release.

Since its inception in 2007, **the Office of Customer Advocacy (OCA)** has provided development assistance and case management to business customers new to the land development and building permit process. Additionally, OCA staff implement the city's Adaptive Reuse Program (initiated in 2008) which assists customers with revitalizing existing buildings for commercial purposes that preserve our history, contribute to economic vitality, and promote small businesses. In support of the Adaptive Reuse Program, the city established a series of regulatory relief policies and fee incentives that are available to qualified adaptive reuse projects.

Planning and Development Department: What We Do

Formally adopted in 2023, **SolarAPP+** is an alternate method to review plans and specifications for building code compliance. The City of Phoenix is one of the largest municipalities in the country to adopt the program. SolarAPP+ allows licensed contractors to obtain residential photovoltaic permits in one day and allows staff to focus on plan reviews of more complex projects. Currently, 40% of residential photovoltaic permits are issued via SolarAPP+ and the department has reduced traditional plan review turnaround times of more complex systems from 30 to 5 days.

The **Annual Facilities Program (AFP)** is an administrative system intended to simplify the permitting and inspection process for existing facilities by allowing inspectors to review plans and issue permits. Staff consistency allows inspectors to become familiar with the construction history of each facility. Those electing to participate in this program are exempt from conventional permits for work regulated by the construction code when such work does not increase the floor area and is performed on existing buildings, structures and utilities associated with the facility. The program provides customized service that allows staff to streamline the traditional development process of plan review and permits. Customized service typically outweighs costs associated with participating in the Annual Facilities Program.

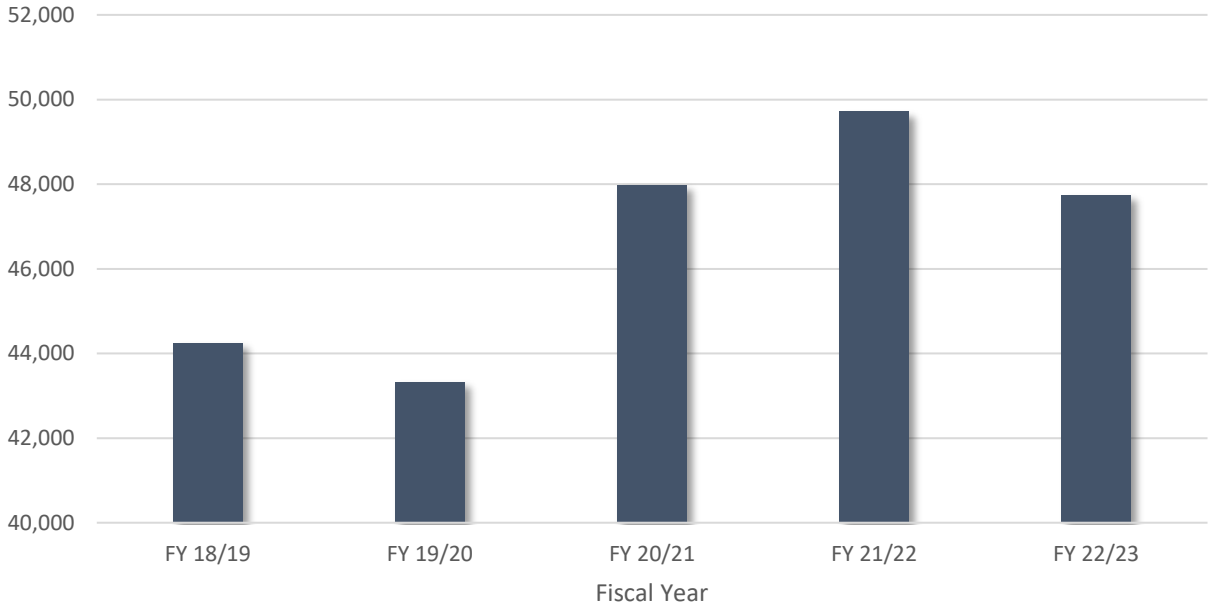


The **Permit by Inspector Program** has been in place for many years and allows developers to obtain permits for work meeting the eligibility requirements within three days. Both plan review and inspections are completed by the assigned field inspector. Commercial projects include interior remodels under 10,000 square feet that do not have structural alterations, change of occupancy, or hazardous uses. Residential projects include additions of 1,000 square feet or less, remodels of 2,000 square feet or less, detached accessory structures less than 1,000 square feet, all of which must be single-story.

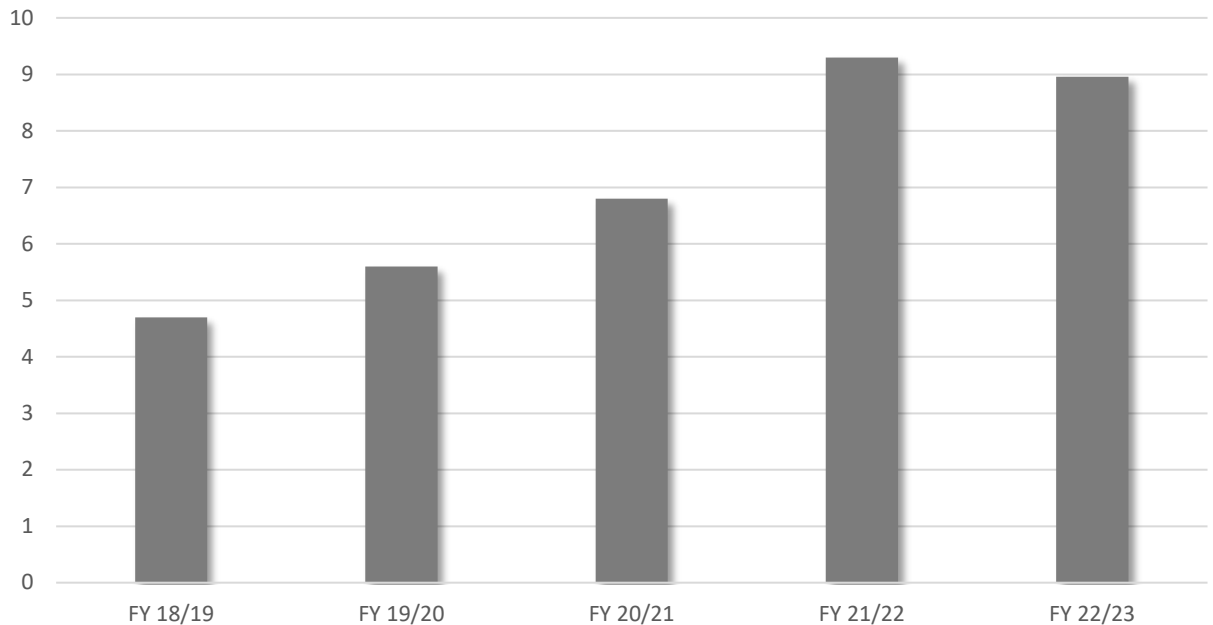
Planning and Development Department: What We Do

The last five years have seen increased levels of investment in Phoenix. The charts below highlight permit activity and permit valuation numbers from fiscal year (FY) 2018–2019 through FY 2022–2023. Fiscal Year 2021–2022 saw record setting numbers for permits and permit valuation.

Permits issued in the last 5 years



Permit Valuation in the last 5 years (in Billions)



Phoenix continues to be a home of tremendous investment. Below are highlights of statistics from the department's operations from fiscal year 22 / 23.

39,225

Customers served at the 2nd Floor Development Center

3,434

New Single-Family Permits Issued

280,929

Total Inspections

5,542

Residential Lots Submitted for Preliminary Review

10,688

Multi-Family Units Permitted

Planning and Development Department: What We Do

It's such an exciting time to call Phoenix home whether you are a resident or business. The past year alone Phoenix has seen continued investments and a flurry of projects across the city from continued construction at the Taiwan Semiconductor Manufacturing Company (TSMC) facility to more housing in downtown and a growing network of village cores, centers and corridors. Below is a snapshot of just a few of the projects the department has had the privilege of working on this year.



1. Paradise Valley Mall redevelopment
2. Trellis at Mission affordable housing
3. Historic Preservation Exterior Rehabilitation Grant Project: 310 W. Monte Vista Road
4. Rendering of Fire Station No. 74 – 1910 W. Chandler Boulevard
5. Taiwan Semiconductor Manufacturing Company (TSMC)



Planning and Development Department: What Are We Working On

In addition to this Process Improvement Effort, we are working on a host of other initiatives for the city. Below is a summary of five of these initiatives.

General Plan Update

All cities in Arizona are required to update and receive voter approval of a General Plan which provides the long-range vision and policy framework for preservation, growth and redevelopment in the city. The Phoenix General Plan Update 2025 was approved by the Phoenix City Council on April 17, 2024, and is set to be on the November 2024 ballot. The General Plan outlines a rigorous set of planning exercises the department will embark on in late 2024 with the Village Planning Committees to update the city's growth areas and corresponding land use policies and ordinances.



Joél Carrasco, Special Projects Administrator, presents at one of the General Plan Update Summits

Impact Fee Update

The Growth and Infrastructure Team is actively holding Development Impact Fee Ad Hoc Committee Meetings. The Ad Hoc Committee serves as a 'sounding board' for staff to receive feedback on proposed changes to the Development Impact Fee Program, prior to going to Council.

Financial Stability Action Plan & Policy

The action plan details specific steps over the next three years to shore up fund balances and ensure full cost recovery. The policy identifies on-going needs and approaches to sustain full cost recovery and navigate economic cycles.

Historic Phoenix Plan Update

The first comprehensive plan for historic preservation in the City of Phoenix was adopted in 2015. Preserve Historic Phoenix 2025 provides the community the opportunity to assess the achievements made after the original plan adoption, as well as new challenges and the opportunities facing the advancement of historic preservation in Phoenix.

The plan update will establish goals and prioritize actionable items. The office is currently conducting outreach through a series of public meetings and polling. Plan update drafts will be circulated for internal and external review/comment in the fall of 2024 and presented for formal City Council adoption in the spring of 2025.

To the right are photos from the Preserve Historic PHX 2025 Plan Update Meeting held on February 24.

1. Feedback received at update meeting
2. Small group discussion at update meeting



SHAPE PHX – Release 3 (R3)

SHAPE PHX Release 3 is focused on Commercial Plan Review but will support all remaining department activities underway. Scheduled “go live” is April 2026. Full implementation will result in the largest project ever undertaken in the department, as well as one of the largest investments in technology made by the City of Phoenix. The application will enhance transparency, allowing applicants to access significantly more information about status of their submissions, including where they are in the review process and which staff currently are working on the review. As part of R3 design/build, the SHAPE PHX team and department staff are ensuring consideration of what we heard in the listening sessions regarding process improvements and enhanced collaboration. In addition to supporting streamlining of processes, R3 will provide opportunities to consider reductions to permits and will support enhanced reporting. Data and reports from SHAPE PHX will be critical to measuring efficiencies resulting from process improvements.





Listening Sessions

Coming together to listen and learn

As we launched this initial Process Improvement Effort, we did so with an emphasis on the concept of partnership with our customers. Too often the relationship between the development community and a regulatory agency can be framed as adversarial. The City of Phoenix Planning and Development Department has long seen itself as a partner in meeting the needs of our customers.

In this spirit of partnership, we organized four listening sessions and asked attendees two questions (1) What are we doing well? and (2) What are the areas we need to improve upon most? We also held three internal listening sessions with department team members and posed the same questions. The following pages summarize the feedback provided at all the listening sessions.



Abraham James

Abraham is a member of the City of Phoenix Board Adjustment and a practicing architect in Phoenix. Abraham attended several of the department's listening sessions. Abraham provided the following feedback regarding the sessions.

“Winston Churchill once famously observed that Americans will always do the right thing, only after they have tried everything else.” I know many of the members of the staff within the City of Phoenix Planning & Development Department. I can honestly say that this Department has come a long way, in making things right. Of course, it isn't perfect. But you are listening, reflecting upon what you've learned from us, and your current actions gives me great encouragement! Please continue to have listening sessions!”

What We Heard: Customer Listening Sessions

The four customer focused listening sessions were held on November 27, December 1, December 4, 2023, and January 12, 2024, in the Pulliam Auditorium at the Burton Barr Library. We heard the following themes in response to the two questions.



Contacts

Expand department organization charts to include supervisors on each team.



Face-to-Face Interactions

Create more opportunities for in person interactions.



Consistency

Address conflicts in approved plans between different review disciplines and between approved plans and direction from Inspections.



Processing Times

Decrease processing times for review, with an emphasis on administrative reviews and prelogs.



Collaboration / Communication

Facilitate getting direction and finding solutions with other departments for customers.



Staff Empowerment & Education

Empower staff to make decisions and train them so they know where to get answers in an expedient manner.



Participant sharing feedback at customer listening session

What We Heard: PDD Team Member Listening Sessions

We used a combination of three listening sessions and an internal survey to engage PDD Team members about their ideas for the department. The following are the themes we heard.



Education

Provide additional opportunities to learn about different aspects of the department and cross train with other teams.



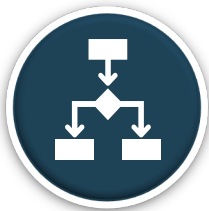
Process Changes

Update processes to eliminate redundant reviews and improve efficiency.



Enhanced Connectivity

Develop opportunities to connect with other teams and divisions in the department to foster a more collaborative and unified working environment.



Clarity

Mapping out of department organization and processes to provide clarity regarding each team's role in the planning and development process.





How Are We Responding

Three Tenets of Service

Responding to the feedback we heard requires us to focus on fostering a culture of partnership and service. To that end we have identified three tenets of service to focus our efforts – Personal, Seamless, and Innovative. The following pages outline how we are employing these tenets and using them to develop a series of actions to enhance the service we provide.

Personal

As we continue to transition to a service model where more and more of the interactions with our customers are in an electronic or virtual format, we need to reinforce that we are a department comprised of dedicated public servants who are here to help. To that end all Planning and Development Department team members have added their headshots to their Microsoft Office Profiles and have their cameras on during meetings with external and internal customers. We have also reinforced the 24-hour response time for phone and e-mail messages.



David Goodman
Team Leader
Plan Review Division

We have seen an increased amount of positive comments coming into the department. Below is an example of one recently submitted by a customer regarding David Goodman.

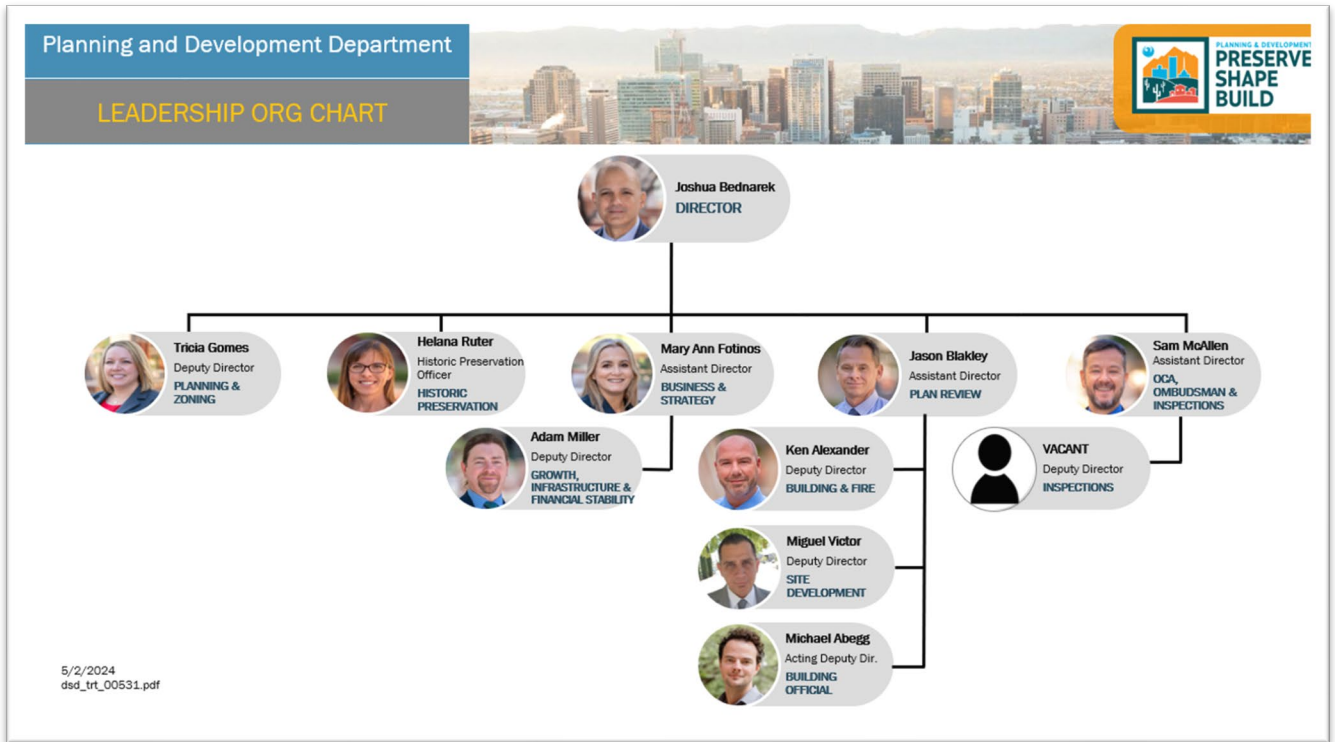
“We recently dealt with a new team leader in the Pre-App process and also in the submittal of our construction documents. Mr. Goodman was as helpful as he could be in getting us the answers we needed and assisting us during log in. I wanted to let you know that we greatly appreciate his help and hope we can deal with him on future projects. A breath of fresh air for sure.”

**Jan Mittelstaedt, Mittelstaedt
Cooper & Associates, Ltd.**

Planning and Development Department: Three Tenets of Service

Personal (Continued)

One of the consistent comments we heard from customers is a need to have a better sense of where to start and who to work with on their projects. We developed a series of expanded organization and function charts to provide clarity for key points of contact. We are also grateful that partner departments in the development process – Water Services, Fire, and Street Transportation – have all developed expanded organization and function charts. The full set of organization and function charts can be found in **Appendices A through C** of this report. The charts will also be included on a new About Us page at www.phoenix.gov/pdd.



Seamless

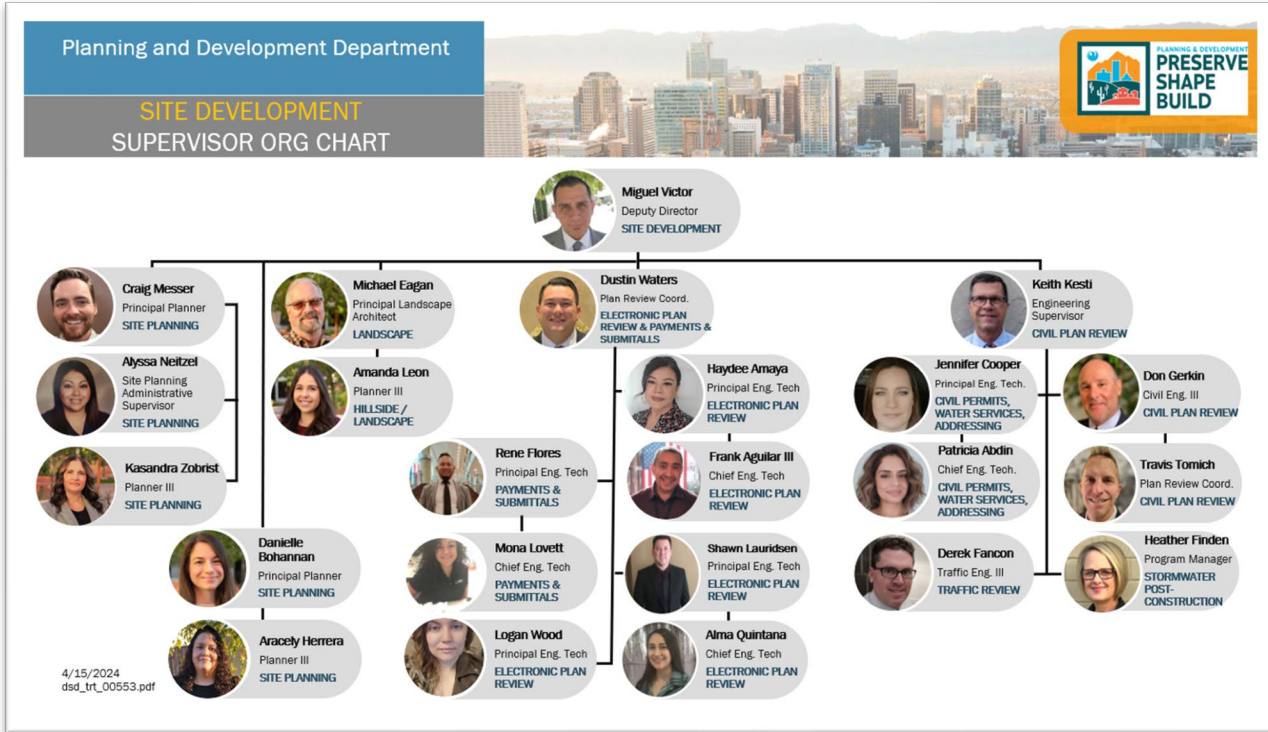
The Planning and Development Department has dozens of teams, a diverse mix of disciplines, 11 service counters and hundreds of permit options. While the organization and function charts will go a long way towards helping customers know where to start, we are committed to fostering a culture of empowerment and ownership within the department. We are developing educational programs that emphasize not just how critical responsiveness is but ensuring that team members never pass off a customer to the wrong point of contact. In our new employee orientation and upcoming education efforts we are emphasizing where each team fits within the development process so that team members appreciate their critical role, but also know where the customer is coming from and where they need to go next.

The Planning and Development Management Team has been charged with empowering their team members to employ a problem-solving approach when working with customers when challenges arise as well as supporting team members when they are making decisions that balance various policies and codes.

Planning and Development Department: Three Tenets of Service

Innovative

Enhancing the service we provide requires the department to continue to be innovative in our service model and organizational structure. To that end the department has been reorganized to better align the teams and their managers with our development process. One of the noticeable changes is that the Plan Review Division now oversees all aspects of the plan submittal and review process. This move will allow the Division to identify new efficiencies in our processes for our customers and team members. The organization chart below highlights this new structure.



Planning and Development
SITE DEVELOPMENT DIVISION SUPERVISOR FUNCTIONS

Miguel Victor, Deputy Director, SITE DEVELOPMENT DIVISION
 Email: victor@pdcnv.gov 602-534-7643

- Danielle Bohannon**, Principal Planner, SITE PLANNING
 Email: bohannon@pdcnv.gov 602-534-6052
 - Site Planning Counter
 - Pre-App & Prelim Review
 - Project/Doc Site Review
 - Major Commercial Site Review
 - Temporary Homeless Shelters
- Craig Messer**, Principal Planner, SITE PLANNING
 Email: messer@pdcnv.gov 602-534-7365
 - Site Planning Supervisor
 - Pre-App Project Submittals
 - Master Plan Coordinator (PCD/PLD/CTD)
 - Arizona State Land Department Coordination
 - Abandonment Process
- Alyssa Neitzel**, Site Planning Administrative Supervisor, SITE PLANNING
 Email: neitzel@pdcnv.gov 602-534-7521
 - Administrative Support
 - Design Review
 - Committee Liaison
 - Special Projects
 - Site Development TRT Liaison
- Aracely Herrera**, Planner III, SITE PLANNING
 Email: herrera@pdcnv.gov 602-534-6138
 - Major Commercial Site Plan Review
 - Subdivision Site Plan Review
 - Site Planning Counter
- Kassandra Zobrist**, Planner III, SITE PLANNING
 Email: zobrist@pdcnv.gov 602-534-1187
 - Site Planning Counter
 - Shape/Plan Site Review Coordinator
 - Project/Doc Site Review
 - Minor Commercial Site Review
- Michael Eagan**, Principal Landscape Architect, LANDSCAPE
 Email: eagan@pdcnv.gov 602-495-7662
 - Landscape/Hillside Permit: GIS, LID & Sustainable Dev
 - Contract Reviews
 - Construction Administration
 - Landscape/Hillside/Site
 - Prelim & Landscape Reviews
- Amanda Leon**, Planner III, HILLSIDE/LANDSCAPE
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 - Hillside Review
 - Design Review Committee
 - TSMC Site Planning
 - Major Commercial Review
- Derek Fancoo**, Traffic Engineer III, TRAFFIC REVIEW
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 - Street Infrastructure & Dedication Requirements
 - Access Management
 - Parking Review
 - Subdivision Street Layout
 - Paving Plan Review

Planning and Development
SITE DEVELOPMENT DIVISION SUPERVISOR FUNCTIONS

Miguel Victor, Deputy Director, SITE DEVELOPMENT DIVISION
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- Keith Kesti**, Engineering Supervisor, CIVIL PLAN REVIEW
 Email: kesti@pdcnv.gov 602-534-1550
 - Civil, Traffic, and Addressing
 - City Manager's Rep.
 - Storm Water Quality
 - ADEQ Health Delegate
 - MAG Workgroup Committee
 - Civil Contract Review
- Jennifer Cooper**, Principal Engineering Tech, CIVIL PERMITS, WATER SERVICES, ADDRESSING
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 - Civil Permits
 - Water/Sewer Services
 - Addressing
 - Small Plan Review
 - Bonding
- Patricia Abdin**, Chief Engineering Tech, CIVIL PERMITS, WATER SERVICES, ADDRESSING
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 - Civil Permits
 - Water/Sewer Services
 - Addressing
 - Small Plan Review
 - Bonding
- Don Gerkin**, Civil Engineer III, CIVIL PLAN REVIEW
 Email: gerkin@pdcnv.gov 602-260-4309
 - Site Development Counter
 - Grading & Drainage Plan Review
 - Water & Sewer Plan Review
 - Plats, Dedications and Abandonments
 - Technical Appeals for Grading and Drainage
- Travis Tomich**, Plan Review Coordinator, CIVIL PLAN REVIEW
 Email: tomich@pdcnv.gov 602-534-6670
 - Site Development Counter
 - Grading & Drainage Plan Review
 - Water & Sewer Plan Review
 - Plats, Dedications and Abandonments
- Heather Finden**, Program Manager, STORMWATER POST-CONSTRUCTION
 Email: finden@pdcnv.gov 602-534-7130
 - Stormwater Post-Construction Program
 - City Facility Post-Construction Control Inspections
 - CSI
 - MS4 Permit Liaison
 - Public Education and Outreach

Visit <https://www.pdcnv.gov/pdd> or scan QR Code

FPD FPD Contacts Site

4/15/2024 dsd_trt_00554.pdf



Planning and Development Department: Active and Proposed Actions

As we build on our three tenets of service, we are excited to outline a series of actions that respond directly to the feedback we heard at the listening sessions. A complete list of the active and proposed actions can be found in **Appendix D**. The following pages highlight the actions that we believe will have immediate impacts on enhancing the service we provide.

The action areas are organized into seven categories: (1) Updates to Processes (2) Changes to Permits and Plan Review Requirements (3) Enhanced Collaboration (4) Deploy New Tools and Resources (5) Education – PDD Team Members (6) Education – Customers and PDD Boards and Commission Members (7) Ordinance and Code Updates. Each category will be discussed in detail below. Icons reflecting the feedback from both the customer and department team member listening sessions are placed next to the action area headings where at least one of the actions in the list responds to the feedback theme the icon represents.

Customer Listening Sessions Feedback Areas



Contacts



Consistency



Face to Face



Processing
Times



Empowerment
& Education



Collaboration &
Communication

PDD Team Member Listening Sessions Feedback Areas



Enhanced
Connectivity



Process Changes



Education



Clarity

Updates to Processes



- The Historic Preservation Office will sign off on reviews for certain projects on historically designated properties without requiring a subsequent review from the Site Planning Team. (*Plan Review, Historic Preservation*)
- Develop a campaign with the Public Information Office to promote the department’s appointment scheduling model and the ability for walk-in service. The campaign will center around the theme of “Appointments Preferred & Walk-Ins Welcome”. (*Plan Review*)
- Develop and implement efficiencies within the department’s pre-log and administrative review process to achieve a goal of routing it to the appropriate review queue within two days and provide notification to the customer. (*Plan Review*)

Planning and Development Department: Active and Proposed Actions

Updates to Processes (Continued)



- Reduce the number of technical appeal hearings by empowering the assigned Team Leader to work with the technical reviewers and department liaisons to administratively decide without a hearing in some instances. *(Plan Review)*
- Overhaul the pre-application and preliminary reports formats to increase functionality and highlight the most pertinent information for the customer. *(Plan Review)*
- Promote the new Hillside Single Family Residential Fact-Finding application that allows customers the opportunity to submit conceptual plans and receive feedback without creating a full sealed Hillside/Grading & Drainage (G&D) submittal. *(Plan Review)*
- Evaluate the viability of making permanent the new pilot program through ShapePHX to allow the building set to come in and begin review prior to approval of the Hillside/G&D Plan (through Projectdox) with the understanding that the Hillside/G&D is to be approved prior to approval of the building set. *(Plan Review, Business & Strategy)*
- Develop a list of common site plan review comments for Site Planners to cut and paste as their review comments (modifying as necessary for the specific review). These stock comments will include clear action for the customer, telling them what to do and how to do it to get approval. *(Plan Review)*
- Analyze the potential for the combination of Grading & Drainage and Storm Water Management plan submittals. *(Plan Review)*
- Streamline or combine private utility easement code modifications with Water Department Technical Appeals. *(Plan Review)*
- Identify and implement efficiencies for structural permits for monopoles, flagpoles, monument signs, awnings, drive through canopies and other minor site structures. *(Plan Review)*
- Update procedures to allow gas sign-off prior to C of O for tract homes resulting in less warranty replacement of materials that needed to be installed and maintained in a controlled climate. *(Inspections)*
- Identify options for Inspectors to administer changes in the field to plans with sealed exhibits by an engineer or shown on as-built final plans. *(Inspections)*
- Improve as-built drawings screening process by having Principal Engineering Tech and Civil Inspector II meet in the field to jointly screen the drawings. The goal will be to accept minor missing information to reduce approval times by reducing correction resubmittals and to develop the Civil Inspector's knowledge on important items. *(Inspections, Plan Review)*
- Partner with the Water Services Department on a reexamination of water meter install timelines. *(Plan Review)*

Planning and Development Department: Active and Proposed Actions

Modifications to Plan Review and Permit Requirements



- Eliminate the CSIT (Civil/Site) permit for commercial development projects. These permits were originally created to capture miscellaneous items that are not covered under specific civil and building permits. Some miscellaneous items include on-site landscaping, parking lot striping, ADA signage, and roof top equipment screening. PDD plans to move inspection of these items under other existing permits to verify compliance. This will save the developer an additional permit fee and will be less for the developer and staff to manage. (*Plan Review, Inspections*)
- Eliminate permit requirements for the rebuild of a wall in the same location by a licensed contractor. (*Plan Review*)
- Modifying site plan requirements for commercial façade changes, rebrands and transition these elements to be handled as part the building set review. (*Plan Review*)
- Eliminate structural permits for unmodified shipping containers up to 320 square feet in area that can be categorized as a U occupancy and are for storage only. (*Plan Review*)

Enhanced Collaboration



- Establish a schedule for an annual listening session with customers and schedule the next one for fall of this year. (*Director's Office*)
- Schedule annual smaller roundtables and team showcases with customer groups to introduce team supervisors, discuss any challenges the customers are having and identify areas for collaboration and improvement. (*Historic Preservation, Planning & Zoning, Plan Review, Inspections, Business & Strategy*)
- Provide an annual report to the City Manager's Office and Phoenix City Council on department initiatives and process improvements. (*Director's Office*)
- Work with the City Manager's Office to establish a monthly meeting with partner departments to discuss challenges within the planning and development process and identify solutions. (*Director's Office*)

Planning and Development Department: Active and Proposed Actions

Deploy New Tools and Resources



- Promote the new Accessory Dwelling Unit process guide and website. (*Ombudsman's Office*)
- Coordinate with the Public Information Office to highlight the new Whatfix and At a Glance tools in SHAPEPHX that can help customers through the submittal and plan review process. (*Business & Strategy, Public Information Office*)
- Develop a new guide for High Rise Development in collaboration with the Fire Department that will serve as a template for future guides for other development types. (*Plan Review, Inspections, Fire Department*)
- Initiate a department wide effort to map out all the department's processes and develop a catalog of process maps to be shared on the department's website. (*Director's Office, Business & Strategy*)
- Explore the concept of installing public computers on the 2nd Floor with staff who can answer questions and assist customer with portal applications. (*Business & Strategy, Plan Review*)
- Reestablish the distribution of a Newsletter to customers highlighting updates or improvements to the service model, upcoming or active initiatives, fun facts about the department or the planning and development field and department team member accomplishments. (*Director's Office, Public Information Office*)

Education – PDD Team Members



- Develop a comprehensive customer service educational program for all Planning and Development team members to complete. Education will emphasize the three tenets of service – Personal, Seamless, and Innovative and become an integral part of the department's educational portfolio. (*Business & Strategy*)
- Create an educational program for all teams in the department to ensure that (1) New staff members can regularly engage with supervisors and seasoned staff members (2) Cross training occurs between all department divisions and teams with an emphasis on cross training between Plan Review and Inspection disciplines (3) Every team member of the department understands their contribution in the planning and development process and what roles the other divisions and teams play. Integrate lessons learned from annual listening sessions (*Director's Office, Business & Strategy, Plan Review, Inspections, Historic Preservation and Planning and Zoning*)

Planning and Development Department: Active and Proposed Actions

Education – Customers and PDD Boards and Commission Members



- Develop several concepts for a customer educational program focused on helping customers understand how to proceed as efficiently as possible through the submittal and review processes. Educational programs would be in person or virtual and would inform the development of an online educational catalog for team members and customers to utilize. *(Ombudsman’s Office)*
- Create a series of presentations and videos for the department’s planning and zoning focused boards and commissions to provide clarity regarding their contribution to the planning and development process. Training will reinforce each of the boards and commissions’ unique areas of focus for discussion and recommendations on development proposals. *(Planning & Zoning)*



Ordinance and Code Updates



- Present a work program to the Phoenix City Council Transportation and Infrastructure Subcommittee for updates to the Zoning Ordinance that will promote continued investment in new housing types with an emphasis on home ownership, electric vehicle charging infrastructure, commercial centers and downtown Phoenix. *(Planning and Zoning)*
- PDD staff will be analyzing the 2024 International Code Council (ICC) codes for possible adoption in 2025. This will take a considerable amount of staff time, as they will need to review the new library of codes and what differences there are to our adopted 2018 ICC codes. As part of this process, staff will recommend jurisdiction specific code amendments based on our geographic, climate and industry specific conditions. *(Plan Review)*

What We Need

Tools For Success

We are grateful for all the support our customers, the City Manager's Office and the Mayor and City Council provide us everyday. As we move forward with the improvements we have outlined in the report we will need continued support to make minor modifications to our operations and fee structure.

Time for Education

One of the prominent suggestions from both customers and our PDD Team members was to invest in additional time for staff education. To establish a meaningful educational framework that will be embedded into the department's culture we will evaluate strategic changes to our operating hours. The changes will be minimal and advertised well in advance to our customers. Time will be used for individual team education and cross training between teams and disciplines.

Ensuring Adequate Resources

To support ongoing investment in the department and its team members with the goal of enhancing customer service, and ensuring fees are commensurate with the services being rendered, an evaluation and update of the department's fee structure is long overdue and needed to stay competitive with cities in the region.



Desiree Aranda

**Planner III
Historic Preservation Office**

Desiree provided the following feedback at one of the PDD team member listening sessions.

"I enjoy working in the department. I think we could better serve our customers if we had more opportunities to cross-train and collaborate with other sections in the department. This, along with having our business processes mapped out, would help our understanding of the department as well as our customers."

Planning and Development Department: What We Need

Staffing Study

Ensuring the long-term success of the department requires a comprehensive understanding of the demands on our team members and the resources needed to respond. The Planning and Development Department, with the support of the City Manager's Office, will participate in a staffing study led by the Budget and Research Department that will evaluate the department's base staffing levels in context with workload and project complexity. The goal of the study will help inform future requests for positions and utilization of on-call contracts that will continue to position the department as a leader in the field.



1. Team member and customer at the Commercial Services counter
2. Civil Inspectors in the field
3. Team member and customers at the Residential Services counter
4. Kris Hedlund with the Plumbing and Mechanical AFP Team

Measuring Success

Our Commitment

We are committed to evaluating how effective the improvements we have outlined will be in enhancing the service we provide to our customers and improving efficiency for our team members. In addition to the annual listening sessions, smaller roundtable sessions with customer groups and reports back to the City Council, we will deploy the following approaches to track progress.

Turnaround Times & Staff Time on Reviews: The Planning and Development Department will continue to utilize the monthly turnaround reports as a means of evaluating the effectiveness of the proposed changes. In addition to the turnaround times, we will be monitoring and evaluating the amount of time staff are taking on certain reviews to ensure that increases in efficiency of reviews for the team members is realized.

Monthly Statistical Reports on Submittals and Approval: The Department will continue to track and monitor dozens of statistics related to our operations from number of customers served at the counter to number of inspections conducted. Evaluating these operational statistics monthly will assist in identifying areas of increased activity and any adjustments to the service model that may need to be made.

Secret Shopper Exercises and Response Audits: The Ombudsman's Office will conduct a series of exercises aimed at identifying how well the department is meeting its response time commitments and employing the three tenets of service – Personal, Seamless, and Innovative. Results of the exercises will be reported back to PDD management, and an action plan will be developed to respond to any identified issues.

Customer Satisfaction Survey: The Ombudsman's Office will also administer a quarterly customer satisfaction survey. The survey will be focused on understanding both the positives and negatives from customer experiences. Survey results will be reviewed with the department's management team and team supervisors to reinforce successes and address areas in need of improvements. A summary of the survey results will be shared in the 2025 Process Improvement Report to the City Manager's Office and Phoenix City Council.

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Appendices



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Appendix A

LEADERSHIP ORG CHART



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Tricia Gomes
Deputy Director
PLANNING &
ZONING

Helana Ruter
Historic Preservation
Officer
HISTORIC
PRESERVATION

Mary Ann Fotinos
Assistant Director
BUSINESS &
STRATEGY

Jason Blakley
Assistant Director
PLAN REVIEW

Sam McAllen
Assistant Director
OCA,
OMBUDSMAN &
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Adam Miller
Deputy Director
GROWTH,
INFRASTRUCTURE &
FINANCIAL STABILITY

Ken Alexander
Deputy Director
BUILDING & FIRE

Miguel Victor
Deputy Director
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Michael Abegg
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- Rezoning Requests
- General Plan Amendments
- Boards & Commissions



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- SHAPE PHX
- Finance Stability, Budget & Performance Measures
- Growth & Infrastructure
- Payments & Submittals / Electronic Plan Review Admin



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- Building Official
- Development Advisory Board
- Development Coordination



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- Office of Customer Advocacy
- Ombudsman
- Customer Service Team



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- Annual Facilities Program
- Communications
- DAB Admin Subcommittee
- After-Hours Noise Complaint Program



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- Residential, Commercial & Fire Counters
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- DAB Technical Subcommittee



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- Civil Permits & Addressing
- Site Planning Counter
- Site Development Counter
- Landscape/Hillside



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- ASLD Coordination
- Infrastructure Planning
- Community Facility Districts
- Transit-Oriented Dev.
- Short-Term Rental



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- Code Mods & Interpretations
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- Technical Code Training & QC
- Code Conflict Resolution
- Code Committees (DAB, MAG, ICC)

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- Adaptive Reuse Program
- Pre-project Planning & Research
- Customer Advocate
- Special Events

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PDD



PDD Contacts

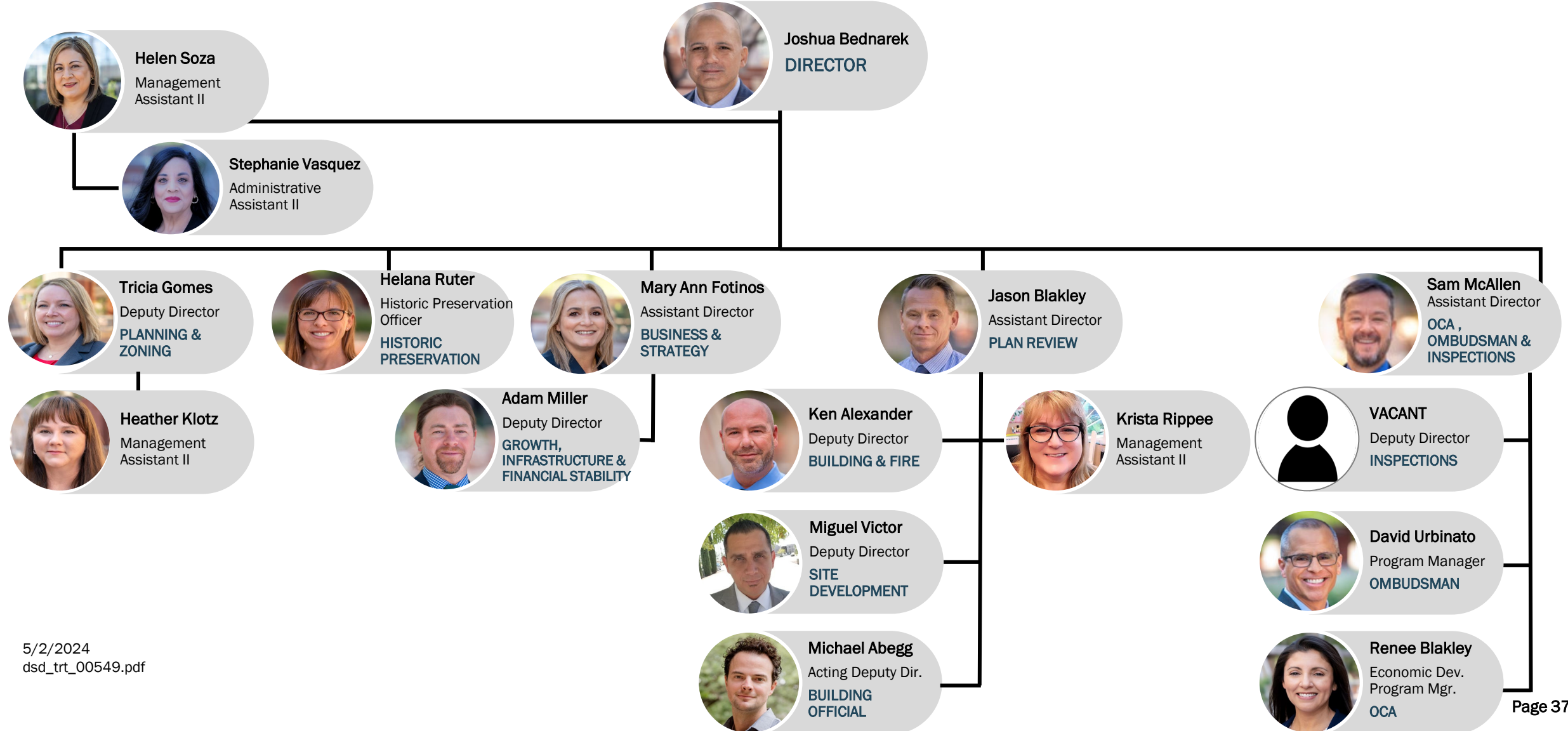
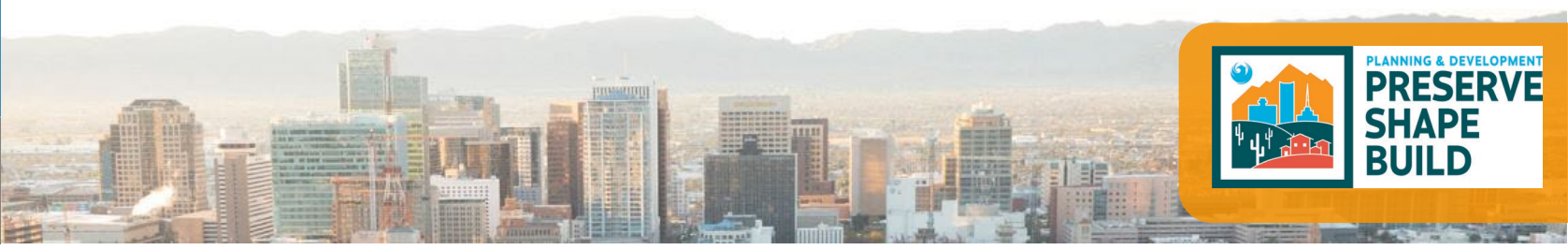


Ombudsman



OCA

DIRECTOR'S OFFICE ORG CHART



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Appendix B

PLANNING AND ZONING
SUPERVISOR ORG CHART



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Heather Klotz
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Assistant II
PLANNING &
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Chris DePerro
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SPEC PROJECTS

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PLANNING

David Williams
Planner III
SIGN SERVICES

Adam Stranieri
Principal Planner
ZONING

Sarah Stockham
Planner III
LONG RANGE
PLANNING

Eric Morales
Planner III
ZONING

Byron Easton
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Planning and Development

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- Airport Board of Adjustment
- Zoning Counter
- Informal Interpretations
- Zoning Verification
- Alternative Dustproofing



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- Annexations
- Special Planning Area Admin Review
- Planned Unit Developments



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- Regulatory/Liquor License Review
- Group Home Registrations



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- Legislative Coordinator
- Special Projects
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- Stipulation Interpretations/ Site Plan Conformance
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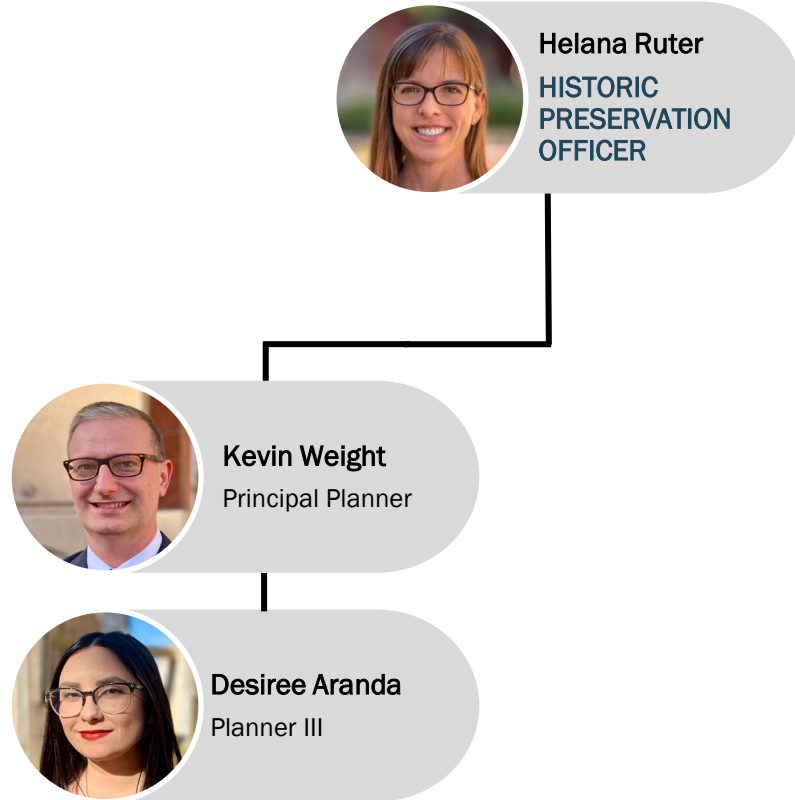


PDD Contacts



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PDD Contacts



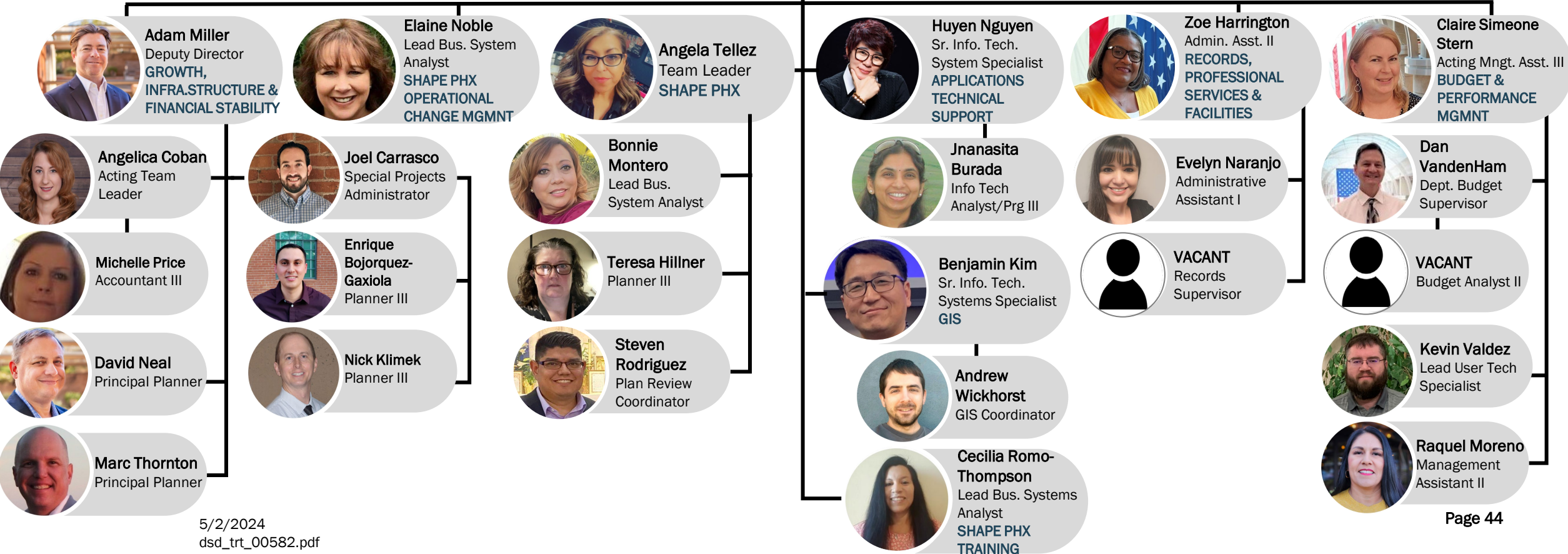
Historic Preservation



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Planning and Development

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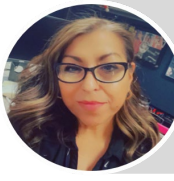
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Planning and Development

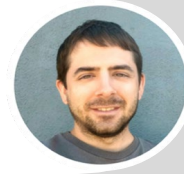
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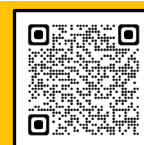
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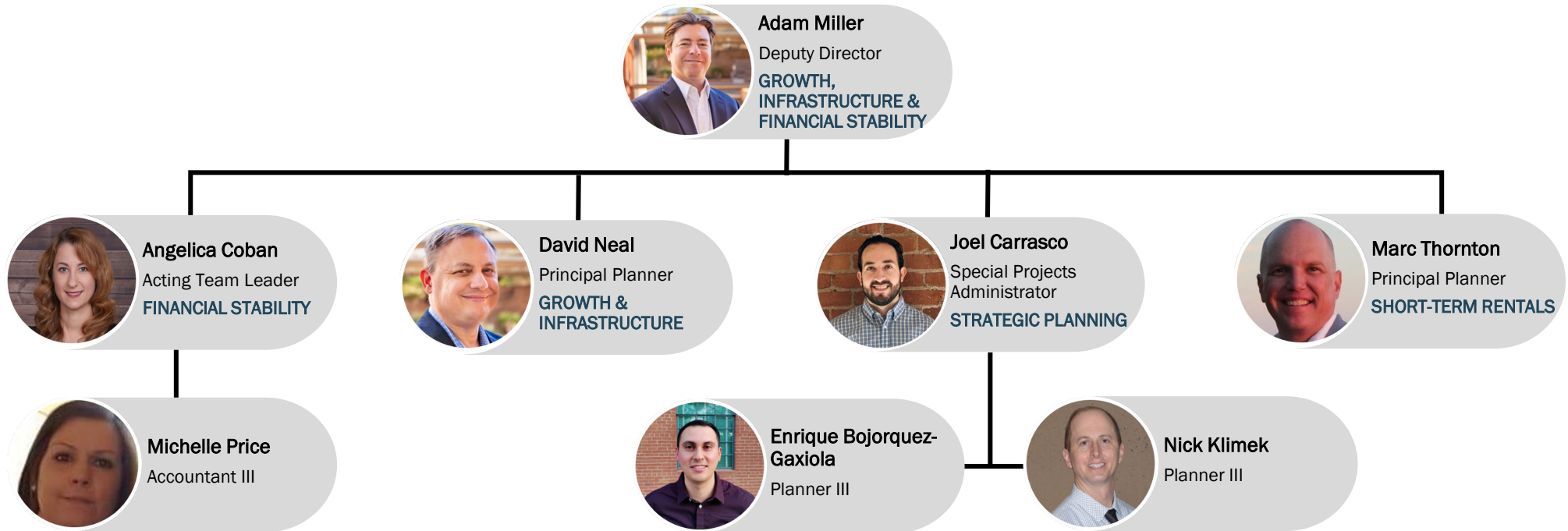
PDD Contacts



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- RIO Working Group & Interdepartmental Collaboration
- Federal Regional & Local Planning Grants
- Department Grant Liaison



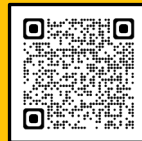
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- Reconciliations
- Year-end Deferred Revenue
- Department Revenue & Liability

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PDD Contacts



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BUILDING AND FIRE
SUPERVISOR ORG CHART





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DEPUTY
DIRECTOR

Administrative Support



Jui L. Chiu
Management
Assistant II



Robert Martinez
Chief Engineering
Technician



Crystal Rosa-Duran
Administrative
Assistant I


Major Commercial




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Craig Mavis
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Team 10
MAJOR
COMMERCIAL



Steve Bunyard
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Team 4
MAJOR
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David Goodman
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Team 1
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COMMERCIAL




Matthew Miles
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Team 2
MAJOR
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Minor Commercial




Jason Lindsey
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Team 11
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COMMERCIAL



Steve Ramirez
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Lisa Hertzog
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Coordinator




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Sue Wood
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- Multi-disciplinary development coordination



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- Multi-family, Commercial Building
- Multi-disciplinary development coordination
- Sports Facilities
- Low Income Housing



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- New Residential Subdivisions
- New Multi-family developments designed to the IRC (townhomes and duplexes)
- Residential Counter and Plan Review



Remigio Cordero
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- Pre-app and Prelim Review, New Residential Subdivisions, New Multifamily developments designed to the IRC
- Standard plot plan, pool and photovoltaic review and permitting
- Liaison for City and SRP Fee Title Coordination
- Subdivision Committee – Tech Review



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- Pre-app and Preliminary Review
- Downtown/Infill Development plan review
- Multi-family, Commercial Building
- Multi-disciplinary development coordination



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- Pre-app and Preliminary Review
- Minor Commercial Projects
- Multi-disciplinary development coordination
- Management of Commercial Services Counter
- Self-Certification Program



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Planning and Development

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- New standard home permits for subdivisions
- Solar reviews and permits
- Pool reviews and permits



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- Residential Counter Supervisor
- IRC Technical Lead



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- Residential Counter
- Back up to PET supervisors with Permit Reinstatements and Extensions



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- Engineering Tech Supervisor
- New Custom and Standard Pool Permits
- Solar Review and Permit
- Minor Residential Permits
- Back up Supervisor for Senior Engineering Techs for Standard
- Home Permits for Subdivisions



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- Pre-app and Preliminary Review
- Downtown/Infill Development Plan Review
- Multi-family, Commercial Building
- Multi-disciplinary Development
- Coordination



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- Fire Plan Review Team Supervisor
- Fire Plan Review of Fire Sprinklers, Fire Alarms, Underground fire lines, Kitchen Hoods, CO2 beverage system, High piled storage, Paint booths (special systems), **Page 51**
- Emergency access and Gates



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- Development Advisory Board (DAB) – Technical Subcommittee Support
- Plan Review Quality Control Program



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- PAPP, FACT, PRLM scheduling
- Minor Site Plans-Paper Ssubmittals
- Lot Division Paper Submittals
- RPDR Paper Ssubmittals, Commercial Assignments, Civil Notifications—paper submittals, Single Instrument Dedication, Landscape Prelog, permits and administrative tasks
- Abandonments Prelog and administrative tasks



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- Extended Construction Hour Permit App Requests
- City Manager’s Representative – Technical Support
- Hearings Admin Support
- Pre-application and Preliminary Reports

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PDD



PDD Contacts



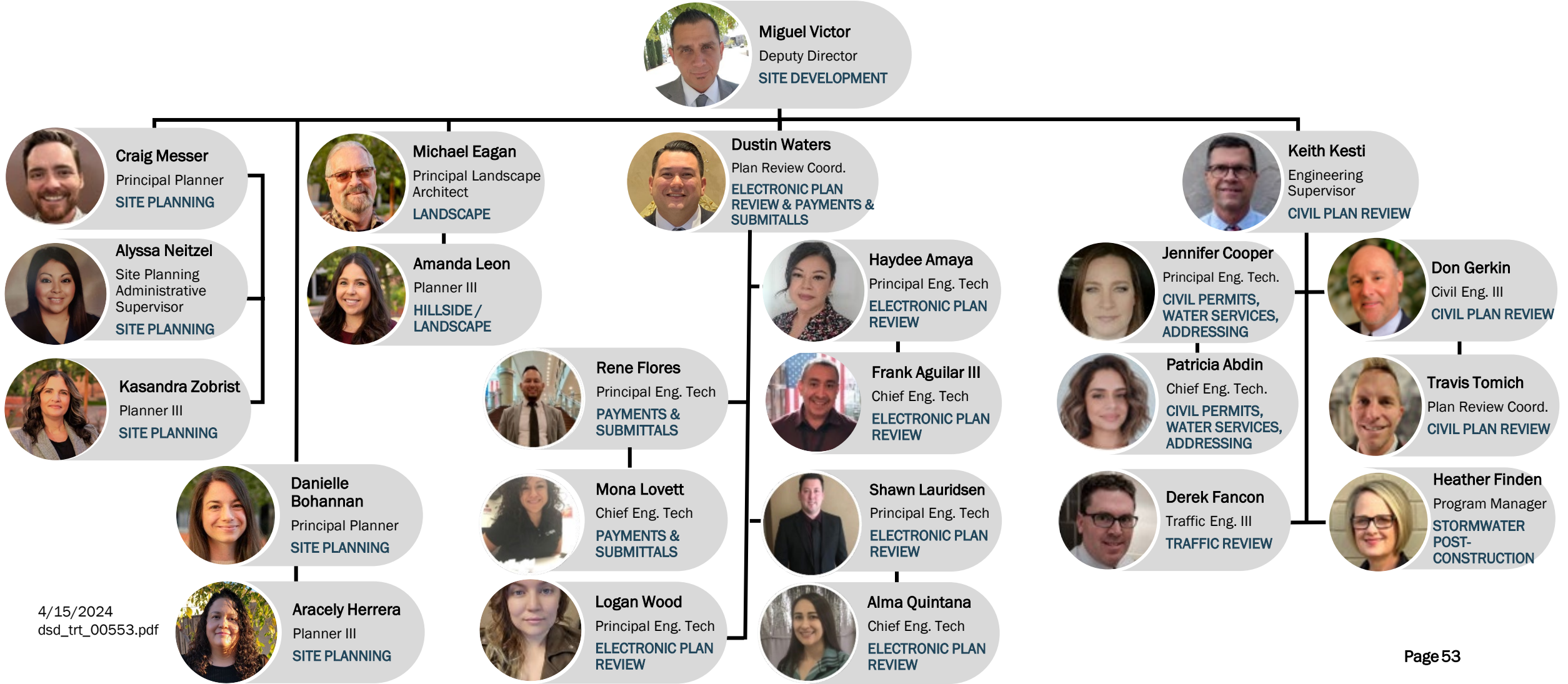
Commercial & Multi-family



Residential



SITE DEVELOPMENT
SUPERVISOR ORG CHART





Planning and Development

SITE DEVELOPMENT DIVISION

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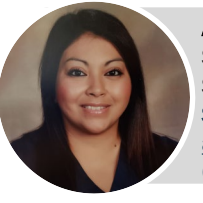
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- ProjectDox Site Review
- Major Commercial Site Review
- Temporary Homeless Shelters



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- Arizona State Land Department Coordination
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- GIS, LID & Sustainable Dev.
- Contract Reviewer
- Construction Administration
- Landscape/Hillside/Site Prelim & Landscape Reviews



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- TSMC Site Planning
- Major Commercial Review



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- Access Management
- Parking Review
- Subdivision Street Layout Review
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Planning and Development

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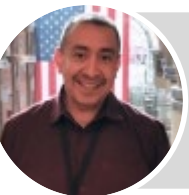
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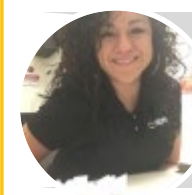
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Planning and Development

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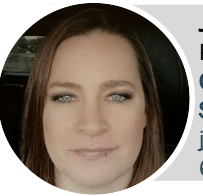


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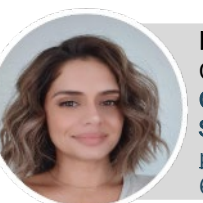
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- MAG Workgroup Committee
- Civil Contract Review



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- MS4 Permit Liaison
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PDD Contacts



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John Brean
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John-Jozef Proczka
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Vacant
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- PLMB/MECH Training
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- Structural Interpretations/Code Modifications
- Structural Training
- Structural Review QC
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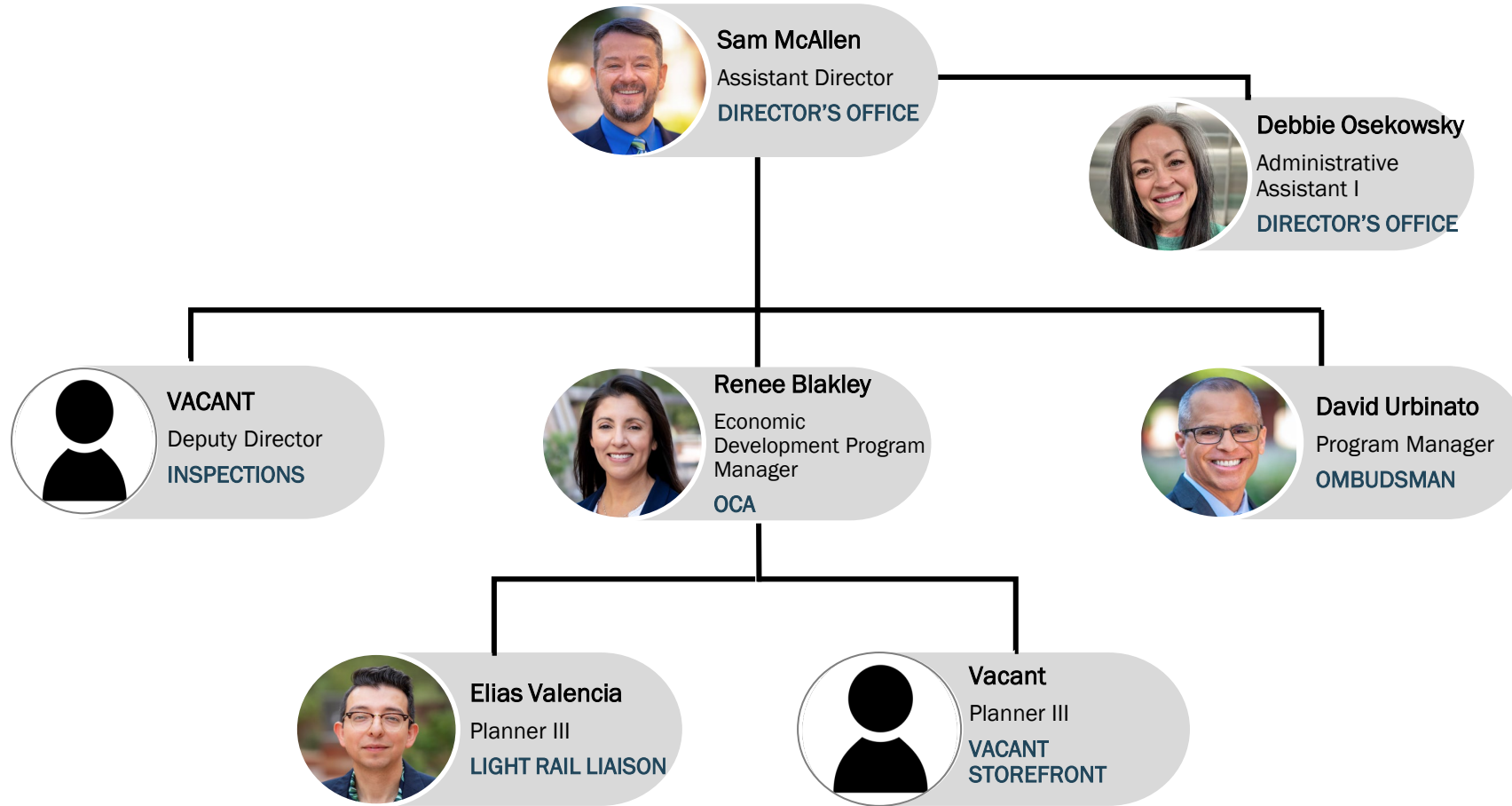
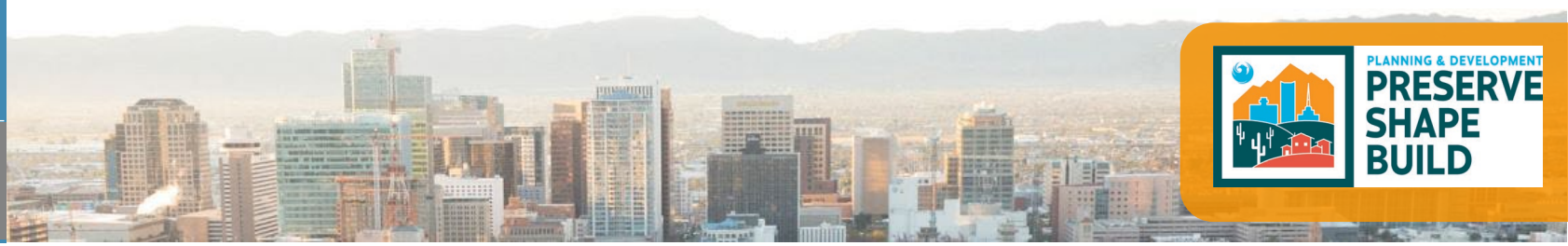
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PDD Contacts



Building Codes





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Planning and Development

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- Pre-project Planning & Research
- Customer Advocate
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- Annual Facilities Program
- Communications
- DAB Admin Subcommittee
- After-Hours Noise Complaint Program

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PDD Contacts

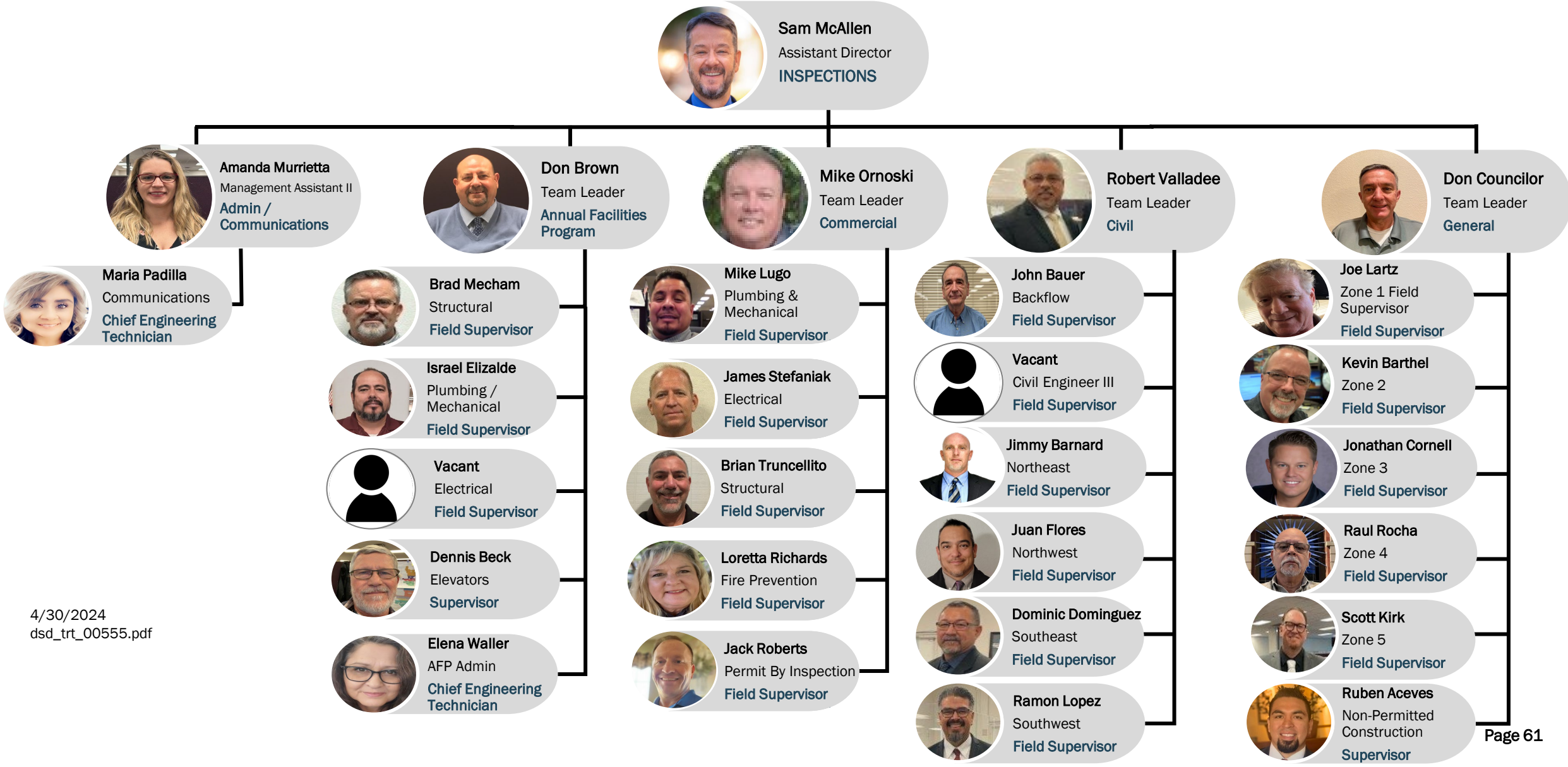


Ombudsman



OCA

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- Building Maintenance Registration
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- Radio Line
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Planning and Development

INSPECTIONS DIVISION

SUPERVISOR FUNCTIONS



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- Electrical AFP Code consistency
- AFP Contract Inspections
- AFP Electrical training



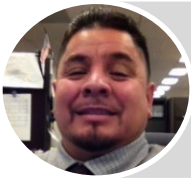
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- Demolition Permits
- INSP & TIBU Permits



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- Backflow Prevention Assembly Test Report Database
- Water Services Department Liaison
- Northeast Civil/Site Inspections Field Supervisor
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- Customer/Gen. Inspector Dissent Resolution **Page 64**
- General Inspections Training



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- Customer Service Coordinator
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- Residential Solar Liaison
- Residential Generator Liaison



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- Imminent Hazard Inspections
- Interdepartmental Investigations/ Inspections
- Court Citation Proceedings

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PDD Contacts



Inspections

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Appendix C

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PHOENIX FIRE DEPARTMENT

FIRE PREVENTION

FUNCTIONS



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- FIRE PREVENTION CAPTAINS
- EMERGENCY ACCESS PROGRAM
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- HAZARDOUS MATERIALS CONSTRUCTION PERMITTING
- SPECIAL EVENT FIRE PERMITTING



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- INSPECTION, TESTING, AND MAINTENANCE PROGRAM (THE COMPLIANCE ENGINE)
- COMMUNITY REQUESTED INSPECTIONS
- TSMC PROJECT



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- APPEALS TO THE FIRE MARSHAL (ALTERNATIVE MEANS AND METHODS)
- FIRE CODE INTERPRETATIONS
- ENGINEERING SUPERVISOR
- TSMC PROJECT

Planning and Development Department

PARTNER DEPARTMENT FOR FIRE CONSTRUCTION PLAN REVIEW AND INSPECTIONS



Sam McAllen
Assistant Director
INSPECTIONS
samuel.mcallen@phoenix.gov
602-534-9051

- COMMERCIAL, CIVIL & GENERAL INSPECTION SERVICES
- ANNUAL FACILITIES PROGRAM
- COMMUNICATIONS
- DAB ADMIN SUBCOMMITTEE
- AFTER-HOURS NOISE COMPLAINT PROGRAM



Ken Alexander
Deputy Director
BUILDING & FIRE
ken.alexander@phoenix.gov
602-534-2363

- RESIDENTIAL & COMMERCIAL BUILDING
- FIRE - NEW CONSTRUCTION
- RESIDENTIAL, COMMERCIAL & FIRE COUNTERS
- PRE-APP & PRELIM. REVIEW
- DAB TECHNICAL SUBCOMMITTEE



PHOENIX FIRE DEPARTMENT

FIRE PREVENTION

Leadership Organizational Chart



Tim Kreis
Assistant Fire Chief
Community Risk
Reduction Division



Brian Standage
Deputy Fire Chief
brian.standage@phoenix.gov
(602) 534-8396



John Mertens
Fire Marshal
john.mertens@phoenix.gov
(602) 495-5305



Eric Williams
Assistant Fire Marshal
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(602) 261-8075



Steve Petrie
Assistant Fire Marshal
steve.petrie@phoenix.gov
(602) 534-6636



Aaron Conway
Lead Fire Protection Engineer
aaron.conway@phoenix.gov
(602) 534-6454

PHOENIX WATER SERVICES DEPARTMENT

LEADERSHIP ORGANIZATION CHART (Key Planning & Development Process Contacts)



TROY HAYES
Water Services Director



JIM SWANSON
Assistant Director
Technical Support



MAX WILSON
Deputy Director
Water Resources



CAN XIAO
CEIII Team Lead
Development Planning



SHANE HURD
Technical Support Coordinator
Infrastructure Record Services

PHX WATER SMART

WSD/ PDD FUNCTIONS



Troy Hayes
Director
Troy.hayes@phoenix.gov
602-262-4961



Jim Swanson
Assistant Director
Technical Services
jim.swanson@phoenix.gov
602-262-6055

- Environmental Services
- Infrastructure Assist Management
- Water Planning
- Process Control



Can Xiao
CEIII Team Lead
Development Planning
can.xiao@phoenix.gov
602-256-4272

- Development Task Force
- Technical Appeals
- Tech Appeals Database



Max Wilson
Deputy Director
Water Planning
max.wilson@phoenix.gov
602-256-4354

- Water Resources
- Development Planning
- Infrastructure Record Services



Shane Hurd
Technical Support
Coordinator
Infrastructure Record Services
shane.hurd@phoenix.gov
602-534-9588

- GIS Mapping
- GIS Support
- Customer Support
- Records Management
- Facility Records



Joe Brown
DIRECTOR



Briiana Velez
ASSISTANT DIRECTOR



Eric Froberg
CITY ENGINEER



Julie Whitmore
Deputy Director
Management services



Jorge Riveros
Deputy Director
Traffic services



Jesse Duarte
Deputy Director
Street maintenance



Rubben Lolly
Deputy Director
Design & Construction
Management



Chris Kowalsky
Deputy Director
Development Services



JOE BROWN

Director

Joseph.Brown@phoenix.gov
602-262-6136

BRIANA VELEZ

Assistant Director

briana.velez@phoenix.gov
602-262-6781

ERIC FROBERG

City Engineer

Office of the City Engineer
eric.froberg@phoenix.gov
602-262-6748

TONI DUENAS

Administrative Secretary

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602-262-6136

TERRY MCAVOY

Management Assistant II

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602-495-7339

ELIZABETH CLARK

Special Projects Administrator

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602-495-0390

SASHA PEREZ

Special Projects Administrator

sasha.perez@phoenix.gov
602-534-7490

GREGG BACH

Senior Public Information Officer

gregg.bach@phoenix.gov
602-2563437



Briiana Velez

Assistant Director

briiana.velez@phoenix.gov

602-262-6781

Oversee deputies for:

- Management Services Division
- Street Maintenance Division
- Traffic Services Division



JORGE RIVEROS

Deputy Director
Traffic Services Division

jorge.riveros@phoenix.gov

602-262-7436

- Roadway engineering for vehicle and pedestrian travel
- Installation and maintenance of street and roadway signs, signal lights, streetlights and parking meters
- Traffic signal timing and coordination
- Installation and maintenance of roadway striping
- Permit coordination to use right-of-way for construction or special events
- Signing and Striping Shop
- Signal Shop
- Traffic Management Center



JESSE DUARTE

Deputy Director
Street Maintenance Division

jesse.duarte@phoenix.gov

602-534-0592

- Manage 24/7 maintenance of roadways and assets in the City right-of-way
- Pavement Preservation Program
- Landscape maintenance in the City right-of-way
- Maintenance of City's bridges, dams and levees
- Pothole repair, street sweeping, wash maintenance and storm clean up
- Adopt-a-Street Program



JULIE WHITMORE

Deputy Director
Management Services Division

julie.whitmore@phoenix.gov

602-256-3519

- Administrative services
- Capital Improvement Program (CIP), operations, revenue and grants-fiscal services
- Information Technology (IT) Operations, business solutions and program management
- Goods and Services Procurement (A.R. 3.10)
- Geographic Information System (GIS) services



Eric Froberg

City Engineer
Office of the City Engineer
eric.froberg@phoenix.gov
602-262-6748

Oversees the following:

- Selection of architects, engineers and contractors to execute City's five-year capital improvement program
- Development Coordination Division
- Design and Construction Management Division
- Central Records
- Design & Construction Procurement
- Labor Compliance
- Small Business Enterprise
- Environmental and Floodplain/Drainage programs



CHRIS KOWALSKY

Deputy Director
Development Coordination Division
chris.kowalsky@phoenix.gov
602-534-7105

- Coordinate Citywide development projects
- Design standards and compliance
- Long-range development planning
- Utility coordination



RUBBEN LOLLY

Deputy Director
Design and Construction Management Division
rubben.lolly@phoenix.gov
602-495-6841

- Manage pre-design, design and construction of street infrastructure projects
- Infrastructure improvements to include landscaping and sidewalks in City right-of-way
- Citywide planning and plan review
- Manage federal aid requests and grant submittals
- Coordinate the department's capital improvement program
- ADA compliance of curbs and sidewalks
- Management of design and construction contracts
- Surveying
- Construction staking and inspection
- Active Transportation and Shared Micromobility programs
- Materials testing
- Interagency coordination with MAG, ADOT and the Federal Agency for Capital Project Delivery



BRIANA VELEZ

Assistant Director

 602-262-6781

 briana.velez@phoenix.gov

 City Hall 5th Floor

Serving
City of Phoenix since

2002

Division Members

575

Direct Reports

Laura Farrell Management Assistant II - 602-495-2047

Julie Whitmore Deputy Director, Management Services Division
602-256-3519

Jorge Riveros Deputy Director, Traffic Services Division

Jesse Duarte Deputy Director, Street Maintenance Division

Michael Mobley Traffic Services Superintendent
Signing and Striping Shop

Anthony McMen Traffic Services Superintendent

Oversees deputies for the following:

Management Services Division

Street Maintenance Division

Traffic Services Division


Special Projects

Road Safety Action Plan (RSAP) Vision Zero

RSAP Community Advisory Committee



ERIC FROBERG
City Engineer

 602-262-6748

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 City Hall 5th Floor

Serving
City of Phoenix since
2019

Division Members
101

Direct Reports

Amy Thomas Management Assistant II

Chris Kowalsky Deputy Director, Development Coordination Division

Rubben Lolly Deputy Director
Design and Construction Management Division

Kandi Kawolsky Procurement Manager, Title 34

Beth Benning Administrative Assistant II, Central Records

James Marshall Environmental Program Coordinator

Chris Kabala Engineering Manager
Vertical Project Management

Nazar Nabaty Flood Plain Management

What We Do

Oversees the following:

- Selection of architects, engineers and contractors to execute City's five-year capital improvement program
- Development Coordination Division
- Design and Construction Management Division
- Central Records
- Design & Construction Procurement
- Labor Compliance
- Small Business Enterprise
- Environmental and Floodplain/Drainage programs

What We Are Working On

General Obligation Bond



RUBBEN LOLLY

Deputy Director



602-495-6841



rubben.lolly@phoenix.gov



DCM Facility
1034 E. Madison St.
Phoenix, 85034

Serving
City of Phoenix since

2004

Division Members

77

Direct Reports

Yesenia Sapore Management Assistant II

Leticia Vargas, P.E. Special Projects Administrator

Jose M. Rodriguez Diaz, P.E. Engineering Manager

What We Do

- Manage pre-design, design and construction of street infrastructure projects
- Infrastructure improvements to include landscaping and sidewalks in City right-of-way
- Citywide planning and plan review
- Manage federal aid requests and grant submittals
- Coordinate the department's capital improvement program
- ADA compliance of curbs and sidewalks
- Management of design and construction contracts
- Surveying
- Construction staking and inspection
- Active Transportation and Shared Micromobility programs
- Materials testing
- Interagency coordination with MAG, ADOT, and the Federal Agency for Capitol Project delivery

What We Are Working On

- Phoenix Connected Active Neighborhood (PhxCAN) Projects
- Rio REimagined: 3rd Street Rio Salado Bike/Pedestrian Bridge
- Happy Valley Road: 67th to 35th Avenues
- ReVISIONing Indian School Road - Safety
- Micromobility Program Update
- 35th Avenue Safety Corridor: I-10 to Camelback Road (BUILD Grant)



JULIE WHITMORE
Deputy Director

 602-265-3519

 julie.whitmore@phoenix.gov

 City Hall 5th Floor

Serving
City of Phoenix since
2016

Division Members

57

Direct Reports

Renae Campos Management Assistant II

Chris Nipar Accounting Supervisor

Nadia Issa IT / GIS Manager

Dana Garr Procurement Manager

What We Do

- Administrative services
- Capital Improvement Program (CIP), operations, revenue and grants-fiscal services
- Information Technology (IT) Operations, business solutions and program management
- Goods and Services Procurement (A.R. 3.10)
- Geographic Information System (GIS) services

What We Are Working On

- Facilities Management – The Street Transportation Department owns and manages three buildings, as well as facilities in 37 areas shared with other entities.
- Equal Opportunity Annual Planning (ADA, Small Business and Cultural Diversity)
- Audit Resolution & Planning
- Real Estate Management – The Street Transportation Department currently owns 750 pieces of property.
- Continuity of Operations Planning (COOP)



JORGE RIVEROS

Deputy Director



602-262-7436



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City Hall 5th Floor

Serving
City of Phoenix since

2024

Division Members

193

Direct Reports

Carl Langford Traffic Operations Engineering Supervisor

Simon Ramos Traffic Management Operations Engineer

Melissa Orlandini Traffic Engineer III
Pedestrian Safety Coordinator
Office of Pedestrian Safety

What We Do


- Roadway and traffic engineering for vehicle and pedestrian travel
- Installation and maintenance of street and roadway signs, signal lights, streetlights and parking meters
- Traffic signal timing and coordination
- Installation and maintenance of roadway striping
- Permit coordination to use right-of-way for construction or special events
- Signing and Striping Shop
- Signal Shop
- Traffic Management Center

What We Are Working On

Special Projects



JESSE DUARTE
Deputy Director

 602-534-0592

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 City Hall 5th Floor

Serving
City of Phoenix since
2011

Division Members
299

Direct Reports

- Ray Cruz** Street Maintenance Superintendent
- Mike Ennefer** Street Maintenance Superintendent
- Ryan Stevens** Engineering Manager

What We Do

- Manage 24/7 maintenance of roadways and assets in the City right-of-way
- Pavement Preservation Program
- Landscape maintenance in the City right-of-way
- Maintenance of City's bridges, dams and levees
- Pothole repair, street sweeping, wash maintenance and storm clean up
- Adopt-a-Street Program
- Street Banner Program

What We Are Working On

Special Projects



CHRIS KOWALSKY

Deputy Director



602-534-7105



chris.kowalsky@phoenix.gov



City Hall 5th Floor

Serving
City of Phoenix since

1999

Division Members

45

Direct Reports

Kevin Sonoda Special Projects Administrator

Eric Buskirk Special Projects Administrator

What We Do

- Coordinate Citywide development projects
- Design standards and compliance
- Long-range development planning
- Utility coordination
- Coordination with Arizona State Land Department

What We Are Working On

Annually, more than 1,500 pre-application and preliminary site plan reviews

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Appendix D

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Planning & Development Department Process Improvements Action Plan



	Action	Section	Project Lead	Completion Date
	UPDATES TO PROCESSES			
1	The Historic Preservation Office will sign off on reviews for certain projects on historically designated properties without requiring a subsequent review from the Site Planning Team.	Plan Review Historic Preservation	PR: Aracely Herrera, Kasandra Zobrist HP: Kevin Weight	Fall 2024
2	Develop a campaign with the Public Information Office to promote the department's appointment scheduling model and the ability for walk-in service. The campaign will center around the theme of "Appointments Preferred & Walk-Ins Welcome".	Plan Review Public Information Office	PR: Dustin Waters PIO: Teleia Galaviz	Fall 2024
3	Develop and implement efficiencies within the department's pre-log and administrative review process to achieve a goal of routing it to the appropriate review queue within two days and provide notification to the customer.	Plan Review	PR: Ken Alexander, Miguel Victor, Dustin Waters	Fall 2024
4	Reduce the number of technical appeal hearings by empowering the assigned Team Leader to work with the technical reviewers and department liaisons to document without a hearing in some instances.	Plan Review	PR: Ken Alexander, Miguel Victor, Keith Kesti	Winter 2024
5	Overhaul the pre-application and preliminary reports formats to increase functionality and highlight the most pertinent information for the customer.	Plan Review	PR: Ken Alexander, Miguel Victor	Winter 2024
6	Promote the new Hillside Single Family Residential Fact-Finding application that allows customers the opportunity to submit conceptual plans and receive feedback without creating full sealed Hillside/Grading & Drainage (G&D) submittal.	Plan Review	Amanda Leon, Miguel Victor	Fall 2024
7	Evaluate the viability of making permanent the new pilot program through SHAPE PHX to allow the building set to come in and begin review prior to approval of the Hillside/G&D Plan (through Projectdox) with the understanding that the Hillside/G&D is to be approved prior to approval of the building set.	Plan Review Business & Strategy	PR: Miguel Victor, Michael Eagan, Amanda Leon B&S: Angela Tellez	Winter 2024

Planning & Development Department Process Improvements Action Plan



	Action	Section	Project Lead	Completion Date
8	Develop a list of common site plan review comments for Site Planners to cut and paste as their review comments (modifying as necessary for the specific review). These stock comments will include clear action for the customer, telling them what to do and how to do it to get approval.	Plan Review	Craig Messer, Danielle Bohannon, Miguel Victor	Fall 2024
9	Analyze the potential for the combination of Grading & Drainage and Storm Water Management plan submittals.	Plan Review	Keith Kesti	Winter 2024
10	Streamline or combine private utility easement code modifications with Water Department Technical Appeals.	Plan Review WSD	PR: Michael Abegg WSD: Max Wilson	Summer 2025 (in conjunction w/ code adoption)
11	Identify and implement efficiencies for structural permits for monopoles, flagpoles, monument signs, awnings, drive through canopies and other minor site structures.	Plan Review	JJ Proczka, Jason Lindsey	Fall 2024
12	Update procedures to allow gas sign-off prior to C of O for tract homes resulting in less warranty replacement of materials that needed to be installed and maintained in a controlled climate.	Inspections	Don Councilor	Summer 2024
13	Identify options for Inspectors to administer changes in the field to plans with sealed exhibits by an engineer or as-built.	Inspections	Robert Valladee	Summer 2024
14	Improve as-built drawings screening process by having Principal Engineering Tech and Civil Inspector II meet in the field to jointly screen the drawings. The goal will be to accept minor missing information to reduce approval times by reducing correction resubmittals and to develop the Civil Inspector knowledge on important items.	Inspections Plan Review	Inspections: Robert Valladee PR: Keith Kesti	Winter 2024
15	Partner with the Water Services Department on a reexamination of water meter install timelines.	Plan Review WSD	PR: Keith Kesti WSD: Brandy Kelso	Summer 2025

Planning & Development Department Process Improvements Action Plan



	Action	Section	Project Lead	Completion Date
MODIFICATIONS TO PLAN REVIEW AND PERMIT REQUIREMENTS				
16	Eliminate the CSIT (Civil/Site) permit for commercial development projects. These permits were originally created to capture miscellaneous items that are not covered under specific civil and building permits. Some miscellaneous items include on-site landscaping, parking lot striping, ADA signage, and roof top equipment screening. PDD plans to move inspection of these items under other existing permits to verify compliance. This will save the developer an additional permit fee and will be less for the developer and staff to manage.	Plan Review Inspections	PR: Keith Kesti, Jason Lindsey, David Goodman Inspections: Robert Valladee	Spring 2025
17	Eliminate permit requirements for the rebuild of a wall in the same location by a licensed contractor.	Plan Review	Michael Abegg	Summer 2025 (in conjunction w/ code adoption)
18	Modifying site plan requirements for commercial façade changes, rebrands and transition these elements to be handled as part the building set review.	Plan Review	PR: Kasandra Zobrist, Miguel Victor P&Z: Tricia Gomes	Spring 2025
19	Eliminate structural permits for unmodified shipping containers that can be categorized as a U occupancy and are used primarily for storage.	Plan Review	Michael Abegg	Summer 2025 (in conjunction w/ code adoption)
ENHANCED COLLABORATION				
20	Establish a schedule for an annual listening session with customers and schedule the next one for fall of this year.	Director's Office	Joshua Bednarek, Helen Soza	Fall 2024

Planning & Development Department Process Improvements Action Plan



	Action	Section	Project Lead	Completion Date
21	Schedule annual smaller roundtables and team showcases with customer groups to introduce team supervisors, discuss any challenges the customers are having and identify areas for collaboration and improvement.	Historic Preservation Planning & Zoning Plan Review Inspections Business & Strategy	HP: Helana Ruter, Jodey Elsner P&Z: Tricia Gomes, Supervisors PR: Jason Blakley Inspections: Don Councilor, Robert Valladee, Mike Ornoski, Don Brown, and Amanda Murrietta B&S:	Spring 2025
22	Provide an annual report to the City Manager's Office and Phoenix City Council on department initiatives and process improvements.	Director's Office	Joshua Bednarek, Helen Soza	Summer 2025
23	Work with the City Manager's Office to establish a monthly meeting with partner departments to discuss challenges within the planning and development process and identify solutions.	Director's Office City Manager's Office	Joshua Bednarek	Fall 2024
24	Transition Zoning Adjustment hearings back to an in-person format at Phoenix City Hall.	Planning & Zoning	Tricia Gomes, Adam Stranieri, Eric Morales	Fall 2024
DEPLOY NEW TOOLS & RESOURCES				
25	Promote the new Accessory Dwelling Unit process guide and website.	Ombudsman Office Public Information Office	David Urbinato PIO: Teleia Galaviz	Fall 2024
26	Coordinate with the Public Information Office to highlight the new Whatfix and At a Glance tools in SHAPE PHX that can help customers through the submittal and plan review process.	Business & Strategy Public Information Office	B&S: Cecilia Romo-Thompson PIO: Teleia Galaviz	Winter 2024
27	Develop a new guide for High Rise Development in collaboration with the Fire Department that will serve as a template for future guides other development types.	Plan Review Inspections Fire Dept	PR: Vacant FPE Lead Inspections: Mike Ornoski Fire:	Spring 2025

Planning & Development Department Process Improvements Action Plan



	Action	Section	Project Lead	Completion Date
28	Initiate a department wide effort to map out all the department's processes and develop a catalog of process maps to be shared on the department's website.	Director's Office Business and Strategy	Management Team B&S: Claire Simeone Stern	Summer 2025
29	Explore the concept of installing public computers on the 2nd Floor with staff who can answer questions and assist customer with portal applications.	Business & Strategy Plan Review	B&S: Kevin Valdez PR: Dustin Waters	Fall 2024
30	Reestablish the distribution of a Quarterly Newsletter to customer highlighting updates or improvements to the service model, upcoming or active initiatives, fun facts about the department or the planning and development field and department team member accomplishments.	Director's Office Public Information Office	Joshua Bednarek, Helen Soza PIO: Teleia Galaviz	Fall 2024
EDUCATION - PDD TEAM MEMBERS				
31	Develop a comprehensive customer service training program for all Planning and Development team members to complete. Training will emphasize the three tenants of service – Personal, Seamless, and Innovative and become an integral part of the department's training portfolio.	Director's Office Human Resources	Victoria Vela-Thai	Winter 2024

Planning & Development Department Process Improvements Action Plan



	Action	Section	Project Lead	Completion Date
32	Create a training program for all teams in the department to ensure that (1) New staff members can regularly engage with supervisors and seasoned staff members (2) Cross training occurs between all department divisions and teams with an emphasis on cross training between Plan Review and Inspection disciplines (3) Every team member of the department understands their contribution in the planning and development process and what roles the other divisions and teams play.	Director's Office Business & Strategy Plan Review Inspections Historic Preservation Planning & Zoning	Management Team B&S: Claire Simeone Stern PR: Jason Blakley Inspections: Don Councilor, Robert Valladee, Mike Ornoski, Don Brown, and Amanda Murrietta HP: Desiree Aranda, Cletus Montoya P&Z: Tricia Gomes, Supervisors	Summer 2025
EDUCATION - CUSTOMERS AND PDD BOARDS AND COMMISSION MEMBERS				
33	Develop several concepts for a customer training program focused on helping customers understand how to proceed as efficiently as possible through the submittal and review processes. Training programs would be in person or virtual and would inform the develop of an online training catalog for team members and customers to utilize.	Ombudsman Office	David Urbinato	Winter 2024
34	Create a series of presentations and videos for the department's planning and zoning focused boards and commissions to provide clarity regarding their contribution to the planning and development process. Training will reinforce each of the boards and commissions' unique areas of focus for discussion and recommendations on development proposals.	Planning & Zoning	Tricia Gomes, Racelle Escolar (VPC Orientation Video) Adam Stranieri, Eric Morales (ZAHO Training) Adam Stranieri (BOA Training)	Fall 2024 Winter 2024 Spring 2024

Planning & Development Department Process Improvements Action Plan



	Action	Section	Project Lead	Completion Date
	ORDINANCE AND CODE UPDATES			
35	Present a work program to the Phoenix City Council Transportation and Infrastructure Subcommittee for updates to the Zoning Ordinance that will promote continued investment in new housing types with an emphasis on home ownership, electric vehicle charging infrastructure, commercial centers and downtown Phoenix.	Planning & Zoning	Tricia Gomes	Spring 2024
36	Analyze the 2024 International Code Council (ICC) codes for possible adoption in 2025. This will take a considerable amount of staff time, as they will need to review the new library codes and what differences there are to our adopted 2018 ICC codes. As part of this process, staff will recommend jurisdiction specific code amendments based on our geographic, climate and industry specific conditions.	Plan Review	Michael Abegg	Summer 2025

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Appendix E

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Process Improvements 2023 - 2024

Executive Summary

3 Tenets of Service

- Personal
- Seamless
- Innovative

Listening Sessions

Partnerships with our customers and team members.

- 4 Customer Sessions
- 3 PDD Team Member Sessions



What We Heard

Customer Listening Sessions Feedback Areas

-  Contacts
-  Consistency
-  Face to Face
-  Processing Times
-  Empowerment & Education
-  Collaboration & Communication

PDD Team Member Listening Sessions Feedback Areas

-  Enhanced Connectivity
-  Process Changes
-  Education
-  Clarity



Process Improvements 2023 - 2024

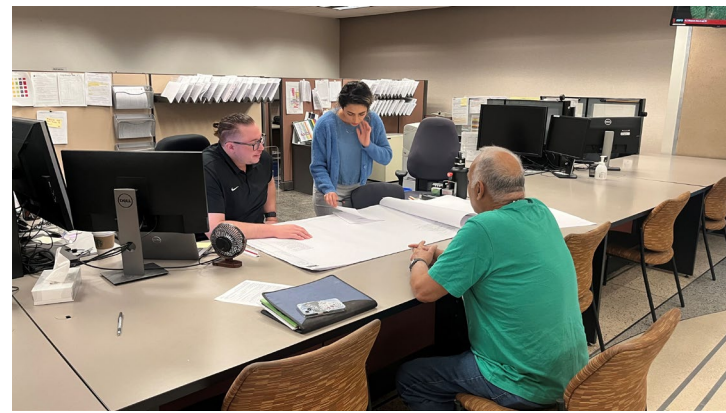
How Are We Responding

- Updates to Processes
- Modifications to Plan Review and Permit Requirements
- Enhanced Collaboration
- Deploy New Tools and Resources
- Education – PDD Team Members
- Education – PDD Customers and Boards and Commission Members
- Ordinance and Code Updates



What We Need

- Time for Education
- Ensuring Adequate Resources
- Staffing Study



Measuring Success



Turnaround Times: Staff Time on Reviews



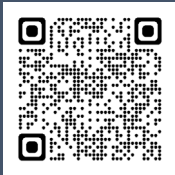
Monthly Statistical Reports on Submittals and Approval



Secret Shopper Exercises and Response Audits



Customer Satisfaction Surveys



phoenix.gov/pdd

