

Attachment B- City Council Report



City of Phoenix PLANNING & DEVELOPMENT DEPARTMENT

To: Mario Paniagua
Deputy City Manager

Date: January 10, 2018

From: Alan Stephenson
Planning and Development Director

Subject: Request to Add Positions in Planning and Development Department to Meet Increased Construction Activity and for Business Application Replacement Positions

This report provides additional information regarding the increase in development activity and the business application replacement project.

Increased Construction Demand

Comparing the first five months of 2016 to the first five months of 2017, several factors signal construction activity continues to increase:

- 31 percent increase in new home construction permits issued
- 71 percent increase in new multifamily units permitted
- Values of permitted activity increasing to record levels at \$1.7 billion

The increase in workload in these areas has made it difficult for PDD staff to meet customer service expectations and target plan review and inspection time frames. Turnaround times are extremely important to PDD customers, and it is important that an effective combination of plan review and inspection staff be in place to ensure development activity is not negatively impacted.

Business Application Replacement

In June 2017, the City Council authorized a contract with Gartner, Inc. an industry leader in providing information technology (IT) consulting and advisory services, to conduct a comprehensive evaluation for replacement of Planning and Development's primary business applications, Kiva and PlanWeb. The evaluation includes assessing solution alternates, identifying risks, developing detailed business and technical requirements for a Request for Proposals (RFP), and supporting vendor selection.

One of the Gartner recommendations is for the city to develop a comprehensive staff plan to ensure that the city does not experience constraints once the project is underway. Gartner has provided consulting support to many municipalities and

government planning and development agencies on replacing their primary business applications. Gartner identified one of the major risks and areas of potential failure is not having the appropriate number of operational staff dedicated full time to the business application replacement project.

Currently the Kiva system supports land records management, plan review, inspections, permitting and some Historic Preservation processes, and PlanWeb supports the city's zoning, zoning adjustment, and general plan processes. Working with Gartner and based on the primary functions supported by its business applications, PDD has developed a proposed staff plan that includes three (3) Core Team members representing 1) Plan Review, 2) Inspections, and 3) Planning.

In addition, Gartner has observed and emphasized project success is closely tied to operational staff resources assigned full time to change management. Based on Gartner's recommendations and PDD's current organization structure and needs, the proposed staff plan also includes two (2) Operational Change Managers and one (1) administrative and one (1) Administrative Assistant II responsible for organizational change and development support.

In total six new positions: four (4) Plan Review Coordinator's (PRC) (range 037), one (1) Planner III (range 037), and one (1) Administrative Assistant II (range 035) are requested. The PRCs will serve as the Core Team members for Plan Review and Inspections and as the two Operational Change Managers. The Planner III will serve as the Core Team member for Planning, and the Administrative Assistant II will provide overall support to organizational change and development efforts. These classifications have been reviewed with Human Resources to ensure duties and levels are in alignment with the job descriptions for the new positions. It is anticipated that the business applications upgrade project will take approximately five years in length from procurement to implementation. The development fund can support these positions over the project time frame. Based on growth in development activity, retirement eligibility and other attrition, PDD is confident that the six requested positions can be adsorbed by PDD at the end of the five-year project.

The PDD business applications (Kiva and PlanWeb) are essential to the delivery of the Department's core services, which include serving over 111,000 customers annually in the City Hall Development Center, issuing 42,000 permits, completing more than 200,000 inspections, to help build the City. Recognizing that effective, objective planning is needed before initiating a project to replace vital applications, PDD made a substantial investment in a contract with Gartner to solicit expert private sector guidance on how to develop and execute this large of a business replacement process improvement. After several months working closely with Gartner and numerous discussions about risk and success factors, PDD identified the need for six (6) full time positions as described in this report.

Development Division Positions Due to Increased Construction Activity

In total eight new positions: Office of Customer Advocacy: one Planner III (range 037); Residential Plan Review: one Structural Plans Examiner II (range 335), one Chief Engineering Technician *U7 (range 031) and one Engineering Technician (range 324); Inspections Section: one Plumbing/Mechanical Inspector II *Ind/PR (range 335), one Site Development Supervisor (range 036), one Senior Engineering Technician (range 328) and one Management Assistant II (range 037) are requested.

Office of Customer Advocacy

Planner III – The Planner III will serve primary functions for both internal and external customers working with private property owners on current and future capital improvement projects such as the South Central Light Rail extension. This position will assist with the final design and construction, help expedite the permitting and plan review process for private property owners, and as needed, assist with inquiries related to property acquisitions.

Plan Review

Structural Plans Examiner II – This position would be assigned to the Residential Services team and provide much needed assistance in structural review of residential plans. The Structural Plans Examiner II will be assigned projects that do not follow the prescriptive code requirements of the IRC and that need more specialized structural review. We currently only have one Structural Plans Examiner II position supporting Residential Services and often have to use contract plan review and resources from other sections to assist with workload. Residential plan submittals have increased by 15% since this time last year and we are seeing an increase in the number of plans requiring structural review due to increased design complexity. The position will also be able to assist with minor commercial projects.

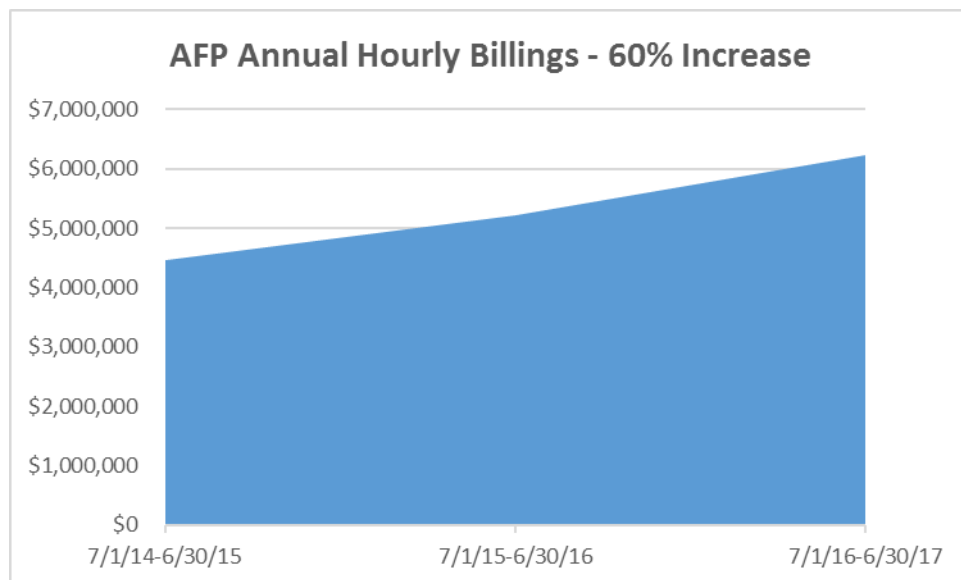
Chief Engineering Technician*U7 – This position would be assigned to the Residential Services team and provide supervisory support for residential plot plan reviews. This position will be a “working” supervisor reviewing complex plot plan submittals in addition to supervising a team of Senior Engineering Technicians and Engineering Technicians. The position will provide better oversight of the Engineering Technician team and lead to better consistency amongst staff. Plot plan submittals have also increase by 15% since this time last year. The position will also manage the standard plan submittal process.

Engineering Technician – This position will be assigned to the Residential Services team and provide support to our public counter and processing of photovoltaic permit application and swimming pool applications. Counter activity and photovoltaic submittals continue to rise as both are up by 10% since FY 15/16.

Inspection Section

Plumbing/Mechanical Inspector II *Ind/PR - Annual Facilities Program (range 335). The Annual Facilities Program (AFP) has an immediate need for a Plumbing/Mechanical Inspector II *Ind/PR position to provide service for an increase in plan review and inspection services. The increased demand for this position is multi-faceted. AFP has experienced a 60% increase in hourly billing over the last three years (20% each year). This increase in service requests is expected to continue considering current projects and the long-term planning of projects such as the Phoenix SkyTrain at Sky Harbor

Annual Facilities Program customers include all city facilities, major hospitals, schools, high rises and current development that is critical to the infrastructure of the city. AFP has been utilizing contract plan review, but there is a significant industry shortage of technical employees even for contractors.



Site Development Supervisor – non-permitted construction and combo inspections (range 036). Currently the Electrical Inspections Field Supervisor is acting as the Electrical Inspections Field Supervisor and Non-Permitted Construction Supervisor. The proposed new Field Supervisor position would supervise the three Building Code Examiners who handle non-permitted construction cases, the proposed NPC Engineering Technician and the three Building Code Examiners who handle the Permit by Inspector Program. A dedicated Site Development Supervisor would be able to provide the needed oversight that these programs require without taking away from supervision needed for the Electrical Inspections section and the Structural Inspections section.

Senior Engineering Technician – non-permitted construction and combo inspections (range 328). For the past eight months, the non-permitted construction (NPC) team has utilized the assistance of a contract engineering technician. This position was instrumental in sending out letters to close-out old NPC cases, to clean-up outdated files, to help file and reconcile documentation on existing cases and upload documentation to SIRE for future court cases. Because this position will deal with notice of violation releases and other very detailed duties, Inspections is requesting this as a Senior position because more than entry level experience is needed. With three NPC inspectors covering 517 square miles.

There has been almost a 50% increase in non-permitted construction cases that go to citation. Typically, when cases get to the extent of citation they require our Building Codes Examiners to utilize more hours to manage and develop the case or to assist property owners through the permitting and inspection process. The open commercial investigations also went from a standing case load of 20 in 2016 to 79 in 2017. As construction increases throughout the valley we have seen an increase in non-permitted

construction activity as well. Modern technology has made it easier for citizens to readily report these cases which may be part of the increase in the case load.

Directors Office Position Due to Increased Construction Activity

Management Assistant II – This position is needed in the Planning and Development Department Director's Office. This position will be responsible for writing, reviewing and processing a high volume of Requests for Council Action (RCAs) and City Council Reports (CCRs) generated as a result of increased development activity. In addition, the position will handle Mayor/Council constituent requests for information which have also increased significantly due to the popularity of infill development. Increases in development activity in general have resulted in additional Mayor/Council constituent inquiries. The focus on infill development has magnified these requests. The Director's Office Management Assistant II responsibilities include oversight of legistar files and ensuring accuracy and timeliness of processing the reviews, data collection and tracking, coordination between elected officials, stakeholders and staff, customer service initiatives, as well as managing items on public hearing agendas.