

Building Safety Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The Mission of the Building Safety Department is to provide building inspections, plan reviews, permit issuance, and investigative services to the public so they can be assured of their health, safety, and general welfare.

ISSUE STATEMENTS

Issue 1: Accountability

The continued public perception that a lack of accountability and oversight by all levels of County management exists, combined with increasingly complex multi-departmental processes and services requiring collaboration and management support if not addressed will result in:

- Increased customer frustration with the county's processes in delivery of accurate and timely services
- Continuing miscommunication between departments due to unclear direction for staff and customers.
- Decrease in morale among staff
- Continuing failure to complete approved infrastructure requirements

Issue 2: Technology

The continued need for web-based customer service technology such as online building permit services and electronic building plan submission/review combined with the continued reliance on manual field data collection processes (inspections) and lack of remote connectivity to the County network and systems will if not addressed result in:

- Slower turnaround time for permits and plan reviews.
- Increase in customer code-related complaints.
- Increase in cost to deliver service.
- Increase in waste of finite resources.
- Loss of revenue.

Issue 3 – Environmental Awareness and Sustainability

Due to an increase in environmental awareness and demand for sustainability together with increasingly complex building technology and ever evolving building codes, there is an increasing need for continuing education and specialized training which if not addressed will result in:

- Continued reliance on costly outside consultant services.
- Increased potential for injury, loss of life, and resulting in litigation.
- Potential decrease in professional credibility.
- Decreased ability to attract and retain qualified staff.
- Increased potential for loss of professional certification program.

Issue 4 – Support Services

The increasing need for county support services such as finance purchasing, and legal, combined with an increasing number of major issues (i.e. Fissures, Abatement of Dangerous Buildings and Natural Disasters) requiring new building compliance programs and policies if not addressed will result in:

- Increased potential for injury and loss of life.
- Increased potential for property damage.
- Increase in complaints.
- Increased liability and litigation.
- Increase in disruption of services.

STRATEGIC GOALS

Strategic Goal 1 – Review Times (Issue 1, 2)

Residents, Builders, and Contractors will benefit from improved Building Safety services as evidenced by:

- By 2010, 98% of residential plan reviews completed within 15 business days of submittal
- By 2010, 80% of commercial plan reviews completed within 20 business days of submittal
- By 2009, 95% of commercial permits will be issued within 1 business day of completed multi-departmental Site Plan Review process.

Strategic Goal 2 – Certifications (Issue 3)

Pinal County Building Safety will improve efficiency and reduce reliance on outside services as evidenced by:

- By 2009 100% of Building Inspectors and Plans Examiners will have required certification in either International Building Code (IBC) or International Residential Code (IRC).
- By 2010 50% of Building Inspectors and Plans Examiners will have second certification in either International Building Code (IBC) or International Residential Code (IRC).
- By 2009 90% of Permit Technicians will complete required certification.

Strategic Goal 3 – Safety (Issue 4)

Pinal County Building Safety will enhance the life, safety, and welfare of its residents as evidenced by:

- By 2010, 90% of code violation complaints investigated within 2 business days from the receipt of complaint.
- By 2011, 80% of dangerous building cases brought into compliance with 90 business days.
- By 2009 100% implementation of a comprehensive fissure policy.

Strategic Goal 4 – Improved Customer Convenience (Issue 1, 2)

By 2010 the building public in Pinal County will benefit from more convenient Building Safety services as evidenced by:

- 75% of permits will be processed online.
- 25% of building plans will be submitted for review online.

CROSS CUTTING ISSUES

Issue: #1 – Accountability

Goal: #1 – Review Times

Cross Cutting With: Public Works, Planning and Development, One Stop Shop, Environmental Health, Air Quality

Need(s): Oversight and support in streamlining processes throughout the County to deliver better service to customers

Issue: #2 – Technology

Goal: #4 – Improved Customer Services

Cross Cutting With: Information Technology, One Stop Shop

Need(s): *IT* - Development of web based services for customer submittal building plans and processing of permits.

One Stop Shop – Support in implementing payment of Building Safety fees online.

Issue: #4 – Support Services

Goal: #3 – Compliance

Cross Cutting With: Finance, County Attorney, One Stop Shop

Need(s): *Finance* – Clear definitions and support in procurement processes and codes.

County Attorney – Timely responses and support in abatements of dangerous buildings and other legal matters pertaining to Building Safety

One Stop Shop – Coordination and cooperation in implementing daily activities and the goals of the department.

DEPARTMENT ORGANIZATION

1. Administrative Program

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- 1.2. Reserved, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
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2. Building and Safety Program

- 2.1. Customer Service and Permitting Activity, page 14
- 2.2. Field Verification and Compliance Activity, page 15
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3. Professional Support and Reporting Program

- 3.1. Professional Support and Reporting Activity, page 17

PROGRAMS

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 75% of tested trained employees who demonstrate improved skill knowledge through pre and post training testing
- 95% of records managed in compliance with legal and policy requirements
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 1,000 miles per month
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Building Safety Department.

2. Building and Safety Program

Purpose Statement The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

Key Results

- 95% of commercial permits issued within 1 business day of completed multi-departmental Site Plan Review process.
- 25% of dangerous building cases brought into compliance within 90 business days.
- 75% of commercial plan reviews completed within 25 business days of submittal

3. Professional Support and Reporting Program

Purpose Statement The purpose of the Professional Support and Reporting Program is to provide reporting, data and training oversight services to County management and Building Safety staff so management can have the information necessary to make informed decisions in matters pertaining to Building Safety and staff can better serve the building public.

Key Results

- 100% of Building Inspectors and Plans Examiners with completed certification in either International Building Code (IBC) or International Residential Code (IRC).

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can hire, manage and retain a qualified and diverse workforce.

Activity Services	<ul style="list-style-type: none"> • Candidate Selection • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • “Silent Whistle” Investigations
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Family of Measures

Results
 1. 98 % of all employee appraisals will be submitted to Human Resources by the end of January due date
 (# of employee appraisals submitted by due date/total # of appraisals)

Outputs
 1. 33 employee appraisals submitted on/by due date

Demands
 1. 33 employee appraisals anticipated to be submitted

Efficiencies
 1. N/A

Activity Manager(s) • Steve Brown

Activity Budget \$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can safely perform the duties required.

Activity Services

• Training Sessions	• Training Assessments
• Safety Training Sessions	• Training Records
• Employee Handbooks	• Training Schedules/Arrangements

Family of Measures

Results

1. 75% of tested trained employees who demonstrate improved skill knowledge through pre and post training testing
(# of trained employees that demonstrate improved skill knowledge/ total number of employees trained)

Outputs

1. 20 training sessions provided

Demands

1. 20 training sessions anticipated to be required

Efficiencies

1. Training Activity expenditures per training session provided

Activity Manager(s)

- Steve Brown
- Kelly Milton

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

Family of Measures

Results

1. 95% of records managed in compliance with legal and policy requirements
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. * records in compliance
(* Estimate will be provided within 6 months of plan approval)

Demands

1. * records anticipated to be in compliance
(* Estimate will be provided within 6 months of plan approval)

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance

Activity Manager(s)

- Steve Brown
- Yvette DeLacerda

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective, safe vehicles that meet the department's needs.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)

2. 95% of department vehicles operated more than 1,000 miles per month
(# of department vehicles operated more than 1,000 miles per month/ total department vehicles)

Outputs

1. 24 department vehicles operated

Demands

1. 24 department vehicles anticipated to be operated
2. 21 department vehicles operated more than 1000 miles a month

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s)

- **Darren Gauthier**

Activity Budget \$X,XXX,XXX

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.

Activity Services

- Grant Reports
- Grant Applications
- Grant Programmatic Progress Reports
- Payment Authorizations
- Employee Reimbursement Authorizations
- Year-end Accounting Records
- Cash Receipts
- Budget Proposal
- Spending Requests
- Appropriation Adjustments
- Expenditure Projections
- Performance Reports

Family of Measures

Results

1. 90% of non-construction payment authorizations (requisitions) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

1. * payment authorizations received within three business days of physical receipt of item(s)
(Estimate will be provided within 6 months of plan approval)

Demands

1. * payment authorizations (requisitions) anticipated to be entered into the system
(Estimate will be provided within 6 months of plan approval)

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s) • **Christine Tucker**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership
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Family of Measures

Results

1. 100% of Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Building Safety Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. * customers served by the Department -or- # of customers responding to the department survey -or- # of customers surveyed
(* Number of customers not known at this time. Data will need to be developed to supply and estimate)
-

Demands

1. * customers anticipated to request services -or- # of customers expected to be surveyed -or- # of customers expected to respond to the survey
(* Number of customers not known at this time. Data will need to be developed to supply and estimate)
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Efficiencies

1. \$ Department expenditures per customer served
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Activity Manager(s)

- Steve Brown
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Activity Budget \$x,xxx,xxx

2. Building and Safety Program

Purpose Statement The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

Section 2.1: Customer Service and Permitting Activity

Activity Purpose Statement The purpose of the Customer Service and Permitting activity is to provide permitting, coordination and customer information services to the building public, internal departments and outside agencies so they can begin and complete the construction process in a timely manner.

Activity Services

- Building permit extensions
- Building Code complaint validations
- Building code complaint responses
- Mechanical, Plumbing, Electrical permits
- Plan submittal coordinations
- Fire districts notifications
- Permit/plan review cancellation requests
- Provide construction technique information
- Pool plan review consultations
- Permit Expiration Notifications
- Technical consultations
- Certificate of Occupancy
- Pool Permits
- Permit/Plan refund requests
- Commercial building permits
- Residential building permits
- Special event coordinations
- Site plan review information packets
- Utility clearance notifications
- Counter consultations
- Telephone inquiry responses
- Customer service responses
- Plan Review Expiration Notifications

Family of Measures

Results

1. 95% of commercial permits issued within 1 business day of completed multi-departmental Site Plan Review process.
(#of commercial permits issued within 1 business day of completed multi-departmental Site Plan Review process./total # of commercial permits issued)
2. * % of customers who receive notification before expiration of permits and plan reviews.
(# of customers who receive notification before expiration of permits and plan reviews/total # of expired permits and plan reviews)

* This is a new service. No baseline target information is available. Estimate will be provided within 6 months of CM approval of plan

Outputs

1. 92 commercial permits issued
2. 70 pre-expiration notices sent
3. 4235 Counter consultations completed

Demands

1. 110 commercial permits anticipated to be issued
2. 960 pre-expiration notices anticipated to be sent
3. 4000 Counter consultations anticipated

Efficiencies

1. ____ Total \$ expenditure for customer service permitting activity of commercial permits issued

Activity Manager(s)

- Christine Tucker
- Yvette DeLaCerde

Activity Budget \$x,xxx,xxx

2. Building and Safety Program

Purpose Statement The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

Section 2.2: Field Verification and Compliance Activity

Activity Purpose Statement The purpose of the Field Verification and Compliance activity is to provide building code compliance inspection and education services to the building public so they can build and occupy safe structures according to the current building codes.

Activity Services

- Emergency responses
- Inspection results
- Courtesy inspections
- Construction technique approvals
- Code violation investigations
- Building code enforcements
- Pre-construction inspection consultations
- Investigations findings
- Commercial inspections
- Residential Inspections

Family of Measures

Results

1. 10% reduction in failed inspections
(# of failed inspections last year – # of failed inspections this year/# of failed inspections last year)
2. 25% of dangerous building cases brought into compliance within 90 business days.
(# of dangerous building cases brought into compliance within 90 business days/total # of dangerous building cases)
3. 80% of code violation complaints investigated within 2 business days from receipt of complaint
(# of code violation complaints investigated within ___ days/total code violation complaints investigations)

Outputs

1. 56,266 inspections completed
2. 151 code violations investigated

Demands

1. 13,000 inspections anticipated
2. 200 code violations investigations anticipated

Efficiencies

1. Total activity expenditure per inspection completed.
2. Total activity expenditure per code violation investigation.

Activity Manager(s) • **Kelly Milton**

Activity Budget \$x,xxx,xxx

2. Building and Safety Program

Purpose Statement The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

Section 2.3: Plans Examination Activity

Activity Purpose Statement The purpose of the Plans Examination activity is to provide plan review and code interpretation services to public customers and internal county departments so they can receive reviewed plans in a timely manner.

Activity Services

- Internal code interpretations
- Residential plan review approvals
- Consultant contracts
- Field Inspections
- Builder/developer consultations
- Commercial plan review approvals
- Commented (red-lined) Plans
- Standard plan reviews (program for licensed contractors)

Family of Measures

Results
Public customers and internal County departments will receive timely plan reviews as evidenced by;

1. 95% of residential plan reviews completed within 20 days of submittal
(# of residential plan reviews completed within xx days of submittal/total residential plan reviews submitted)
2. 75% of commercial plan reviews completed within 25 days of submittal
(# of commercial plan reviews completed within xx days of submittal/total # of plan reviews submitted)

Outputs

1. 2796 Residential plan reviews completed
2. 92 Commercial plan reviews completed

Demands

1. 1245 Residential plan reviews anticipated
2. 110 Commercial plan reviews anticipated

Efficiencies

1. ___ \$ Total Plans Examination Activity expenditure per residential plan review
2. ___ \$ Total Plans Examination Activity expenditure per commercial plan review

Activity Manager(s) • **Tony Guasp**
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Activity Budget \$x,xxx,xxx

3. Professional Support and Reporting Program

Purpose Statement The purpose of the Professional Support and Reporting Program is to provide reporting, data and training oversight services to County management and Building Safety staff so management can have the information necessary to make informed decisions in matters pertaining to Building Safety and staff can better serve the building public.

Section 3.1: Professional Support and Reporting Activity

Activity Purpose Statement The purpose of the Professional Support and Reporting Activity is to provide reporting, data and training oversight services to County management and Building Safety staff so management can have the information necessary to make informed decisions in matters pertaining to Building Safety and staff can better serve the building public.

Activity Services

- Statistical reports (single family residences)
- Statistical monthly reports (commercial)
- Legal representations/testimonies
- Technical support to management recommendations
- Inter Governmental agreement contracts
- External code interpretations
- Code conflict mediations
- One stop invoices
- Liquor license recommendations
- Permitting system facilitations
- Administrative reports
- Staff certifications
- Training Session Schedules
- Internal Training Sessions
- Customer Information Bulletins
- Develop code amendments
- Violation letters
- Structure deficiency notices.
- Code adoptions

Family of Measures

Results
County management will have the information necessary to make more informed decisions in matters pertaining to Building Safety and staff will better serve the building public as evidenced by:

1. 100% of Building Inspectors and Plans Examiners with completed certification in either International Building Code (IBC) or International Residential Code (IRC).
(# of Building Inspectors and Plans Examiners with completed certification in either International Building Code (IBC) or International Residential Code (IRC)/Total Building Inspectors and Plan Examiners)
2. 25% of Building Inspectors and Plans Examiners completing second certification in either International Building Code (IBC) or International Residential Code (IRC).
(# of Building Inspectors and Plans Examiners with completed second certification in either International Building Code (IBC) or International Residential Code (IRC)/Total Building Inspectors and Plan Examiners)
3. 90% of Permit Technicians will complete required certification.
(#of Permit Technicians will complete required certification/total number of Permit Technicians)
4. 93% of statistical report requests completed within 5 business days.
(# of Statistical report requests completed within 5 business days/ total # of Statistical report requests)

Outputs

1. 25 staff certifications completed.
2. 450 report requests completed

Demands

1. 25 staff certifications anticipated to be completed.
2. 500 report requests anticipated to be completed

Efficiencies

1. \$\$ Total activity expenditure per staff certification completed.
2. \$\$ Total \$\$ activity expenditure per report request completed.

Activity	<ul style="list-style-type: none">• Steve Brown
Manager(s)	<ul style="list-style-type: none">• Christine Tucker• Kelly Milton
Activity Budget	\$X,XXX,XXX
