



# Pinal County Community Development

# Follow up to April 9 Work Session

## Board Direction from the Work Session:

- *Enough staff for:*
  - *One Stop Shop*
  - *Code Compliance*
- *Explore Having an Ombudsman*
- *Compare Proposed Staff Size with Past*

# Community Development

Director

One Stop Shop

4 Employees

Admin-  
istration

4 Employees

Code  
Compliance

7 Employees

Building  
Safety

18 Employees

Planning

6 Employees

Septic  
Permitting

2 Employees

Development  
Review

4 Employees

Total: 45 Employees

# Community Development

One Stop Shop

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## *Explore Having an Ombudsman:* Other Governments

### Maricopa County

- Strong program
- Reports to Director
- Also manages quality improvement programs and other projects for Director

### City of Maricopa

- Had Expeditor for 4 to 5 years
- Ended Fall 2013
- Was a Manager in Building Division

### Town of Gilbert

- Had Ombudsman for 2 years
- Ended 2013
- Was also Manager of Customer Service Counter
- Reorg focused on issuing permits at the counter

## *Explore Having an Ombudsman*

Initially: will be the role of OSS Manager

- OSS is first and often only Contact
- Natural extension of that job
- Help people get through process
- OSS Manager/Ombudsman

Free up time for role by moving Impact Fee Program to P and D Admin Manager

# One Stop Shop

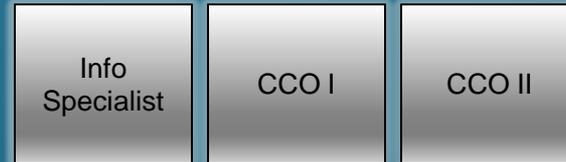
## Existing

One Stop  
Shop Manager



## Proposed

One Stop  
Shop Manager  
/Ombudsman



8 Hours  
per week

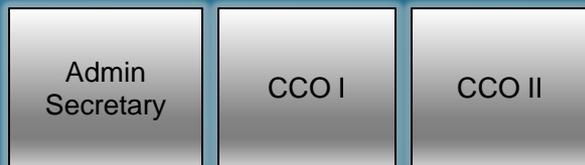
Admin  
Secretary

Secretary  
II

Env.  
Health  
Spec. I

## Existing

Admin  
Manager



## Proposed

Admin  
Manager



# One Stop Shop/Admin

# Follow up to February 12 Work Session

## Board Direction from the Work Session:

- *Look at the Bigger Picture*
- *Bolster Code Compliance*
- *Handle Future Growth*
- *Make Department Highly Effective*
- *Look at Process from Customer's View*

# Heart of Community Development

Customer's first interaction with the Department  
Sometimes only interaction with County

Trend to fold into Planning and Development  
Maricopa County Supervisors just approved

## One Stop Shop

## *Make Department Highly Effective*

### Potential Improvements:

#### More training

- Greater utilization of staff
- Free up other staff
- Example: start off Septic process at Satellites

#### Satellite Offices

- One open per day instead of all three at same time
- Allow longer hours
- Much more efficient use of very small staff

# One Stop Shop

# Community Development

Administration

Director

One Stop Shop

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Building Safety

Planning

Septic Permitting

Development Review

4 Employees

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18 Employees

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Total: 45 Employees

## *Make Department Highly Effective*

### Potential Improvements:

Small number of One Stop staff make Planning and Development staff critical to operation

Admin. Manager will combine efforts of One Stop and Planning and Development

#### New Tasks:

- Admin Manager will be back up OSS Manager
- Admin Secretary will be asked to assist OSS

# Administration

# Community Development



Total: 47 Employees

## *Bolster Code Compliance*

# Convert Chief CCO Position to: Code Compliance Officer II

- Will have 5 field CCOs
  - Increase our field time by almost 50%
- New Tasks
  - Field checks of Commercial projects
  - Implement RVs used for guest housing
  - Weekend Issues
  - Secretary II will be asked to assist OSS
- Gain time by transferring majority of Manufactured Housing Inspections to Building Safety

# Code Compliance

## Existing Organization

Code  
Compliance  
Manager

Chief Code  
Compliance  
Officer

CCO II   CCO II   CCO II   CCO II

Eliminate Existing  
Position Replace, with

## Proposed Organization

Code  
Compliance  
Manager

CCO II   CCO II   CCO II   CCO II   CCO II

# Code Compliance

*Handle Future Growth*

## Future Staffing

If we have 356 Customer Generated Complaints in a 6 month period:

Add an CCO I

- Would take us back to 2006 levels
- Cover all satellite offices
- Spend 12 hours/week in field: help with workload

Building Safety

# Community Development

Building Safety

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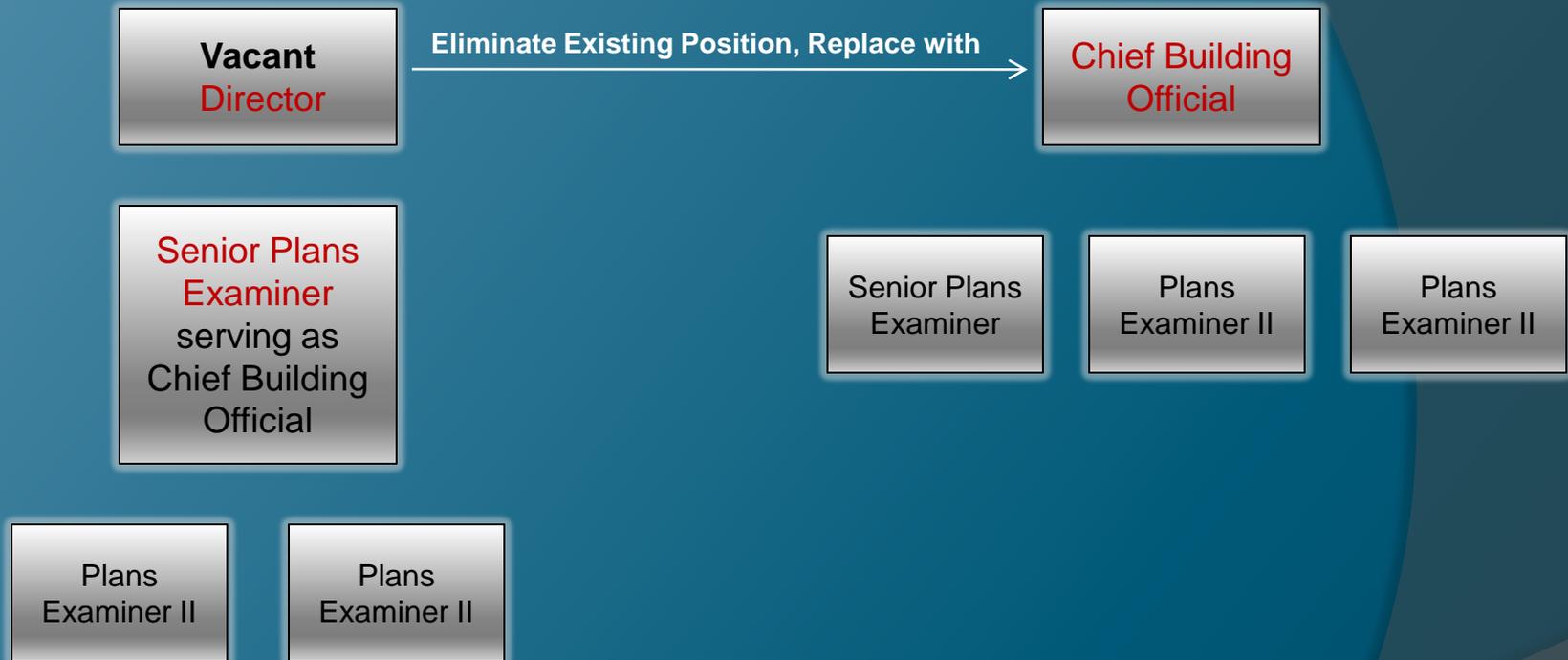
# Convert Director Position to: Chief Building Official

- Critical to success of Community Development
- Integrate Building Safety into new Department
- Interim CBO has been on the job over a year
- Use CBO current position to hire a Senior Plans Reviewer

Building Safety

## Existing Organization

## Proposed Organization



# Building Safety

## Plan Review

*Look at the Bigger Picture*

# Convert ACM Position to: Permit Technician

- Cover all satellite offices
- Spend 12 hours/week in Florence: help with workload
- Will work when we have one open per day
- Give 3 Building Inspectors extra 8 hours/week
- Better use of higher paid Inspectors

**Building Safety**

# Building Inspectors

- Added Duties:
  - ½ of Septic Inspections
  - Most Manufactured Housing and Park Model Ins.
  - Together adds 0.3 Inspections per day for each Inspector
- Inspectors are already out in the field
- Will save large amount of staff travel time
- Freeing Inspectors from Satellite offices provides time
- Explore County's Professional Certification Program

Building Safety

*Handle Future Growth*

## Future Staffing

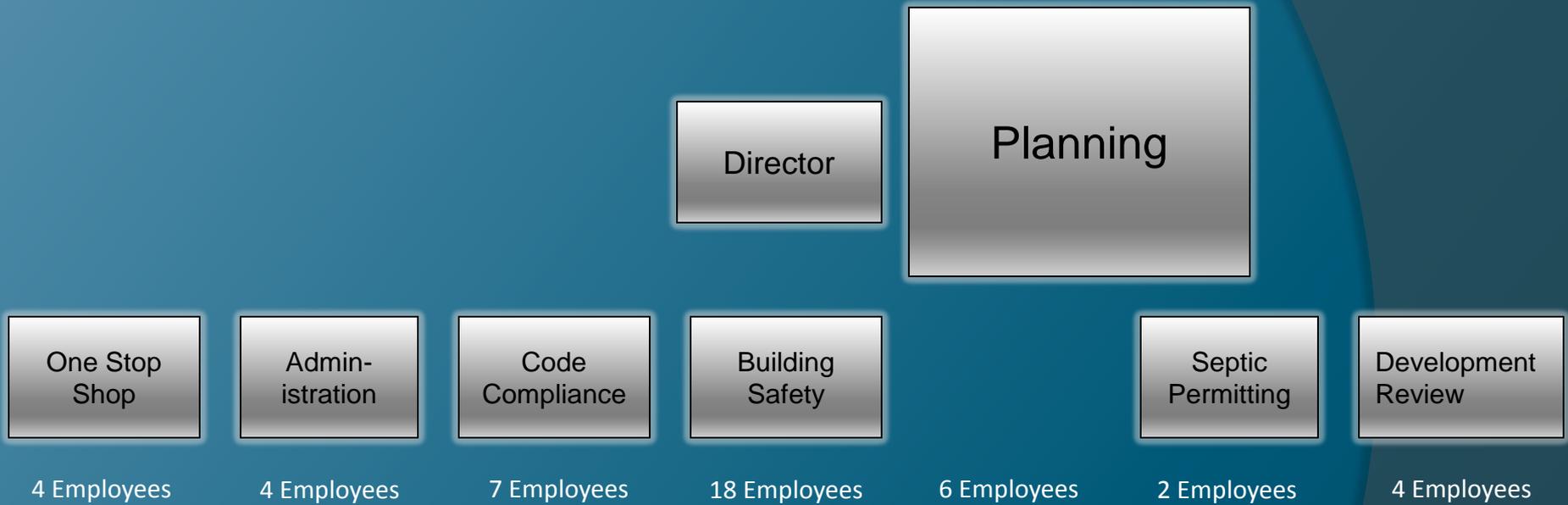
If we have 12 Inspections per Inspector per Day in a 6 month period:

Add an Building Inspector I

- Inspections take ½ to 1 hour each
- 12 inspections would take us back to FY 07/08 levels

Building Safety

# Community Development



Total: 45 Employees

# New Tasks

Manager and Planner IIs will do front end work for Zoning Ordinance amendments:

- Scoping the process

- Developing concepts

- Directing staff in their research

Planning

*Handle Future Growth*

## Future Staffing

If the Following Caseload hits 45 in a 6 month period:

- All cases that go to BOS
- Site Plan Reviews
- Tentative Plats

### Add a Planner I

- Total of 69 cases in 2013, 90 cases = 30% increase
- 90 cases would take us back to 2007 levels

Planning

# Community Development



Total: 45 Employees

- Very small staff: currently rely on Env. Health to cover Satellites
- Redistribute:
  - ½ of Septic Inspections: goes to Building Safety
  - Satellite Office Hours: goes to One Stop Shop
- Save large amount of staff travel time
- Staff will be able to:
  - Provide Services with existing staff
  - Respond more quickly to information requests
  - Improve information on website for applicants
  - Env. Health Specialist will be asked to assist OSS

# Septic Permitting

# Community Development



Total: 45 Employees

# Planned Improvements

- Increased interaction with Planning
- New Tasks:
  - Managing the Final Platting Process
  - Coordinating Site Plan Reviews

## Development Review

*Handle Future Growth*

## Future Staffing

If we have 8 Final Plats or 15 Site Plans in a 6 month period:

Add an Engineering Technician

- Total of 11 Final Plats in 2013, 16 cases = 45% increase
- Total of 17 Site Plans in 2013, 30 cases = 76% increase
- Can use contract services as a back up
- 16 Plats and 30 Site Plans = 2006 / 2007 levels

# Development Review

# Community Development

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*Look at Process from Customer's View*

## Convert P and D Dir. Position to: Community Development Director

Bring together five Departments

Improve effectiveness and efficiency

Overcome years of stressed working relationships

Director

Eliminate: Assistant County Manager, Dev. Services  
Add: Permit Technician (Building Safety)  
Save \$117,956/year

Eliminate: Planning and Development Director  
Create: Community Development Director  
No Change

Eliminate: Building Safety Director  
Create: Chief Building Official  
Save \$19,801/year

Eliminate: Chief Code Compliance Officer  
Add: Code Compliance Officer II  
Save \$21,295/year

## Current Personnel Actions

Add: Planner I  
Spend \$65,598/year

Add: Engineering Technician  
Spend \$57,003/year

Total: \$228,163

Add: Building Inspector I  
Spend \$55,003/year

Add: Code Compliance Officer I  
Spend \$50,559/year

Add an Ombudsman position if the program takes off

Future Personnel Actions

Now:

Save \$174,992 annually  
in salary and EREs

Future:

Spend \$53,171 more annually  
in salary and EREs

Budget

# Community Development

Director

One Stop Shop

Administration

Code Compliance

Building Safety

Planning

Septic Permitting

Development Review

Existing: 42 Employees

3 Full/1 P.T.

4

6

16

6

2

4

Proposed: 45 Employees

4

4

7

18

6

2

4

Future: 49 Employees

4

4

8

19

7

2

5

# Moving Forward

Create a department that operates more efficiently and effectively

Less management, more boots on the ground

Prepare our development approval Staff for market upswings

## Self Certification

Report to the BOS in 120 Days

- How it could work in a County environment
- Impact on Building Inspectors



# Satellite Offices

- Florence
- Apache Junction
- Oracle
- Casa Grande

Maricopa County has one office, closed their satellite during the recession

# Current Operation

- All 4 offices open at the same time 2 mornings a week
- Very difficult with current staff
- Vacation or sick days: scramble to staff all offices
- Many travel miles and hours
- Travel time = time staff is not providing services

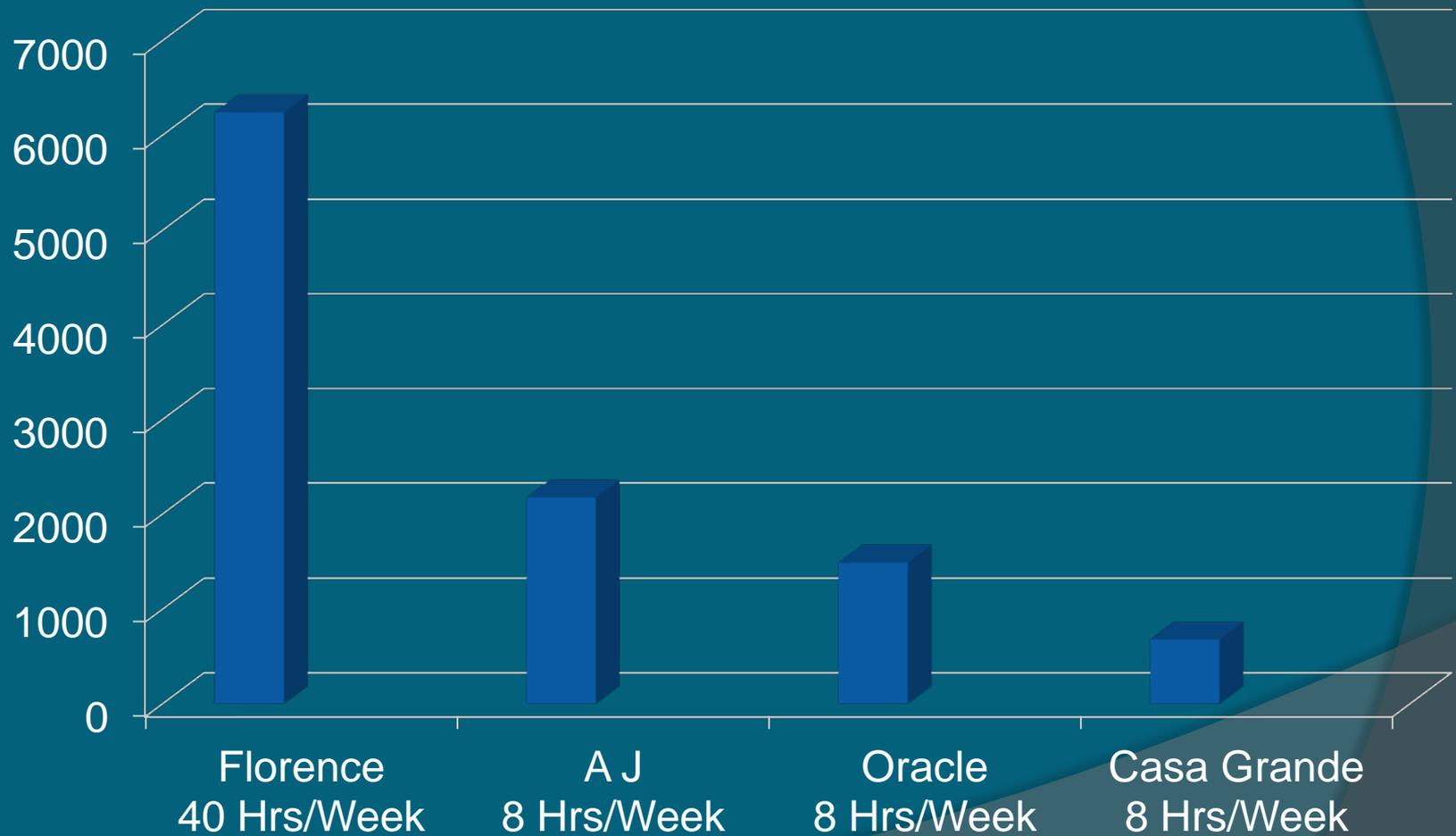
# Proposed Operation

One Satellite Office open per day

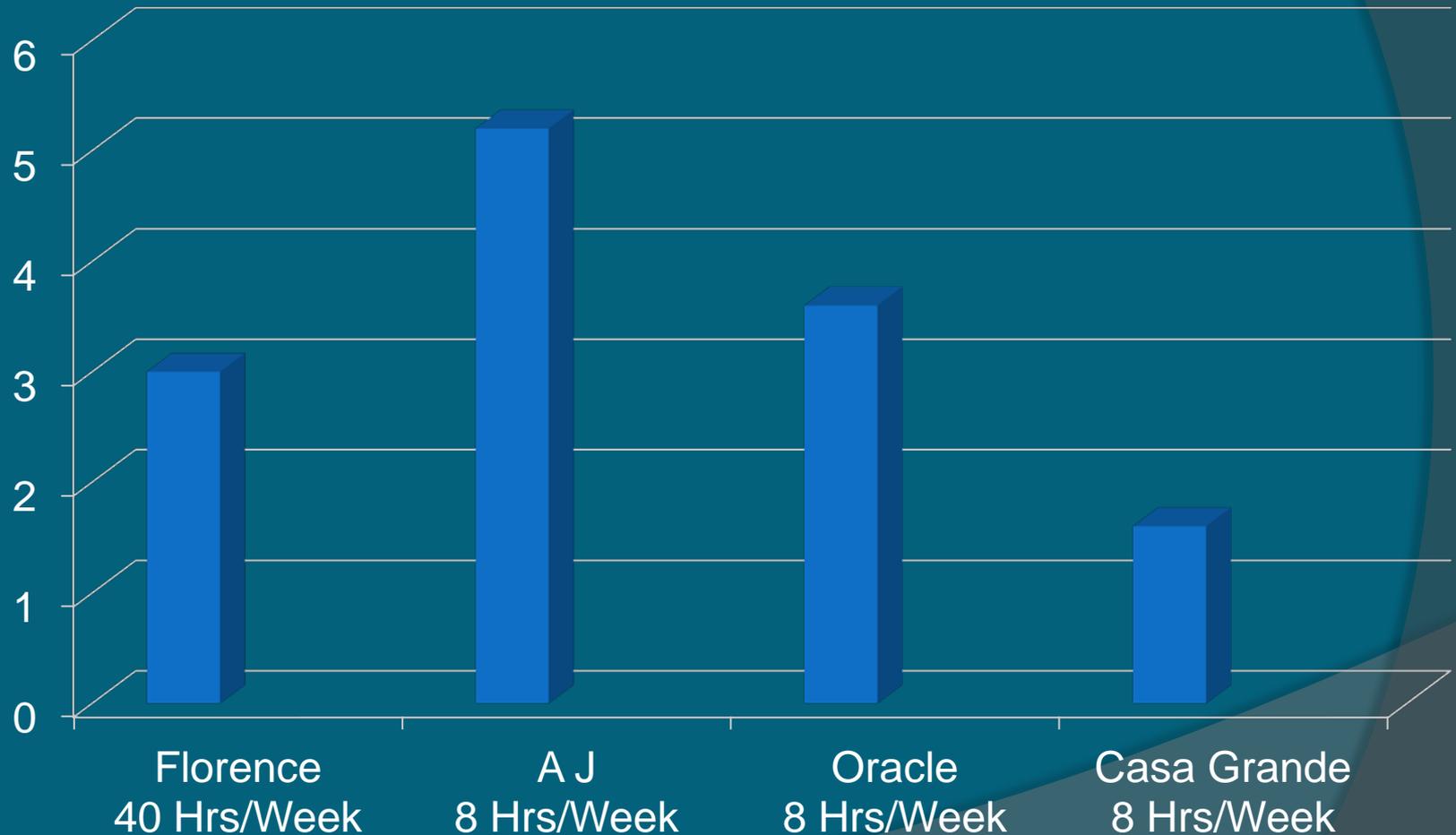
- Allow longer hours
- Afternoon allow more flexibility for customers
- Much more efficient use of staff time and energy

The projected annual cost savings will not be possible without the proposed schedule

# Customer Interactions in 2013 for Community Development Functions



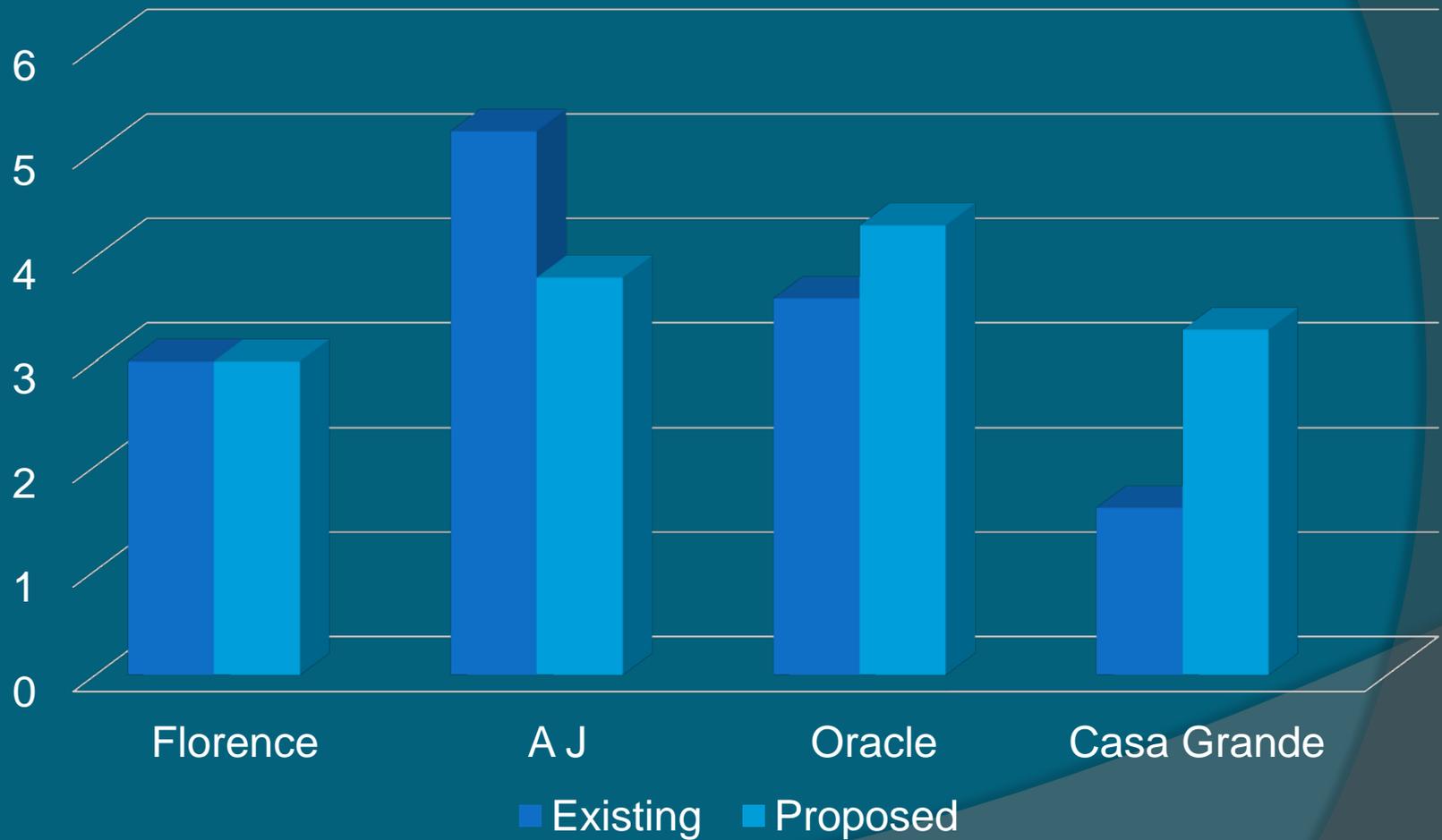
# Customer Interactions per Hour in 2013 for Community Development Functions



# Potential Main and Satellite Office Hours

	Monday	Tuesday	Wednesday	Thursday	Friday
Florence	8:30-4:30	8:30-4:30	8:30-4:30	8:30-4:30	8:30-4:30
AJ	8:30-3:30			8:30-12:30	
Oracle			8:30-3:30		
CG		8:30-12:30			

# Customer Interactions per Hour for Community Development Functions



# CCO Workload

	2006	2007	2008	2009	2010	2011	2012	2013	2014 (3 Months)
Customer Generated Complaints	774	1149	721	531	489	593	636	368	163
Number of CCOs	5	5	5	6/5	6	6/3.5	3.5	3.5	3.5
Customer Generated Complaints per Officer	154	229	144	106	81	169	181	105	47

# Building Inspectors Workload

	2006	2007	2008	2009	2010	2011	2012	2013
Average Daily Inspections	583	347	246	46	57	46	55	60
Number of Inspectors	19	22	22	11	11	9	9	9
Inspections per Inspector per Day	31	16	12	4	5	5	6	7

# Planners Workload

	2006	2007	2008	2009	2010	2011	2012	2013
Tentative Plats/Cases that come to BOS/Site Plan Reviews	90	93	48	25	24	39	34	69
Number of Planners	5	4	5	4	4	4	4	4
Cases per Planner	22.5	19.6	12	6.25	6	9.75	8.5	17.25