



2025

Planning and Development Department

Process Improvements Report

September 9, 2025



Vision

Partners in planning, preserving and developing a safe, vibrant and well-designed city.

Mission

Preserve, shape and build Phoenix through outstanding service, engagement and innovation.

Service Commitments

- S**erve as a leader to develop a city through continuous advancement of policy, codes, processes, and technology.
- E**nsure building safety, preservation, and planning are at the forefront of all we do.
- R**einforce a culture of respect and collaboration.
- V**alue and deliver personal, seamless, and innovative service.
- E**mpower a professional, proficient, and dedicated department of civil servants.

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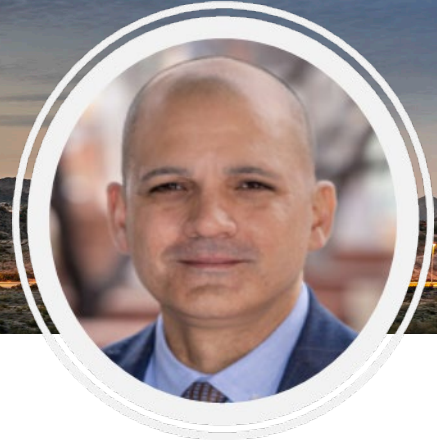


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Message from the Director



Dear Planning and Development Department Partners:

Joshua Bednarek

On behalf of the Planning and Development Department Management Team, I am proud to share with you the 2025 Process Improvements Report. It has been an incredibly busy and productive year, and I am excited to provide you updates on the commitments we made in last year's report, highlight our accomplishments and outline what we have in store next.

I want to thank the Mayor and City Council for their continued leadership. Whether it is highlighting our successes, reinforcing high standards for our city or supporting changes we need, I am grateful for all they do in positioning us for success. So many of the accomplishments we made this year are thanks to their ongoing leadership and support.

We reinforced a culture focused on partnership and service this year, and our team members responded by participating in training, embracing changes to our processes, and finding innovative solutions for customers. I am so fortunate to lead such a dedicated team of public servants, who are proud that their exceptional work continues creating innovative solutions that are at the leading edge of development across the country.

Thank you for taking the time to review this report, for investing in Phoenix, and for giving us the opportunity to serve you as we strive to be your partner in preserving, shaping and building this amazing desert city.

Sincerely,

Handwritten signature of Joshua Bednarek in blue ink.

Planning and Development Director





Who We Are

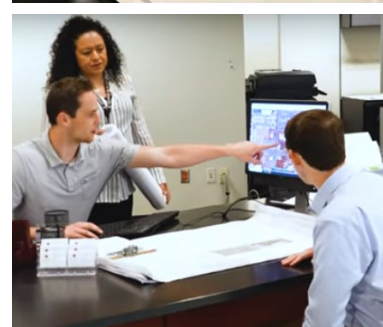
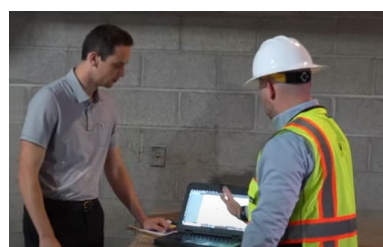
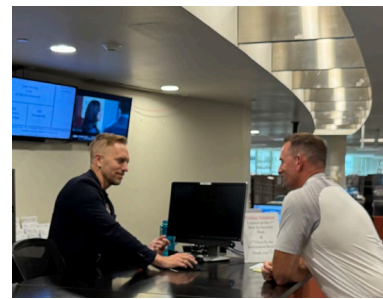
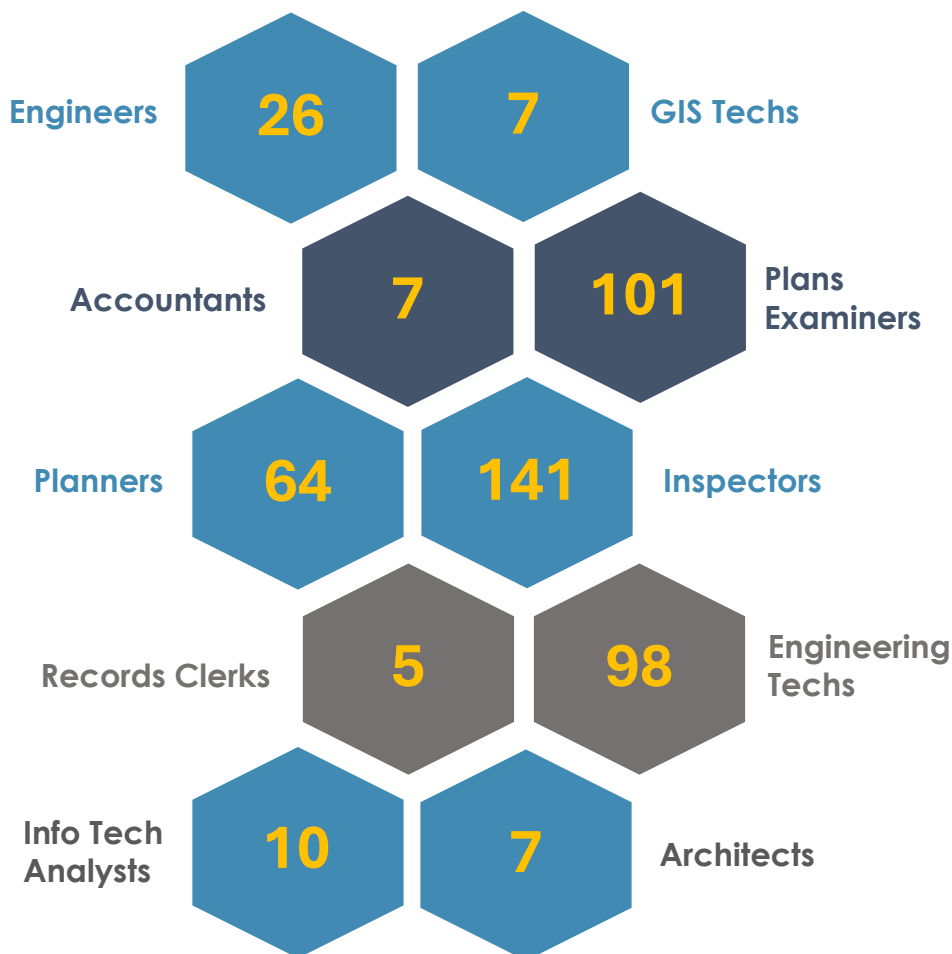
The Phoenix Planning and Development Department is comprised of members that are committed to public service and helping residents, property owners, developers, contractors, design professionals and anyone wanting to develop or invest in Phoenix.

The following pages provide an overview of the Department's structure and services.

A DEPARTMENT OF DEDICATED SERVANTS

The Phoenix Planning and Development Department (PDD) is proud to be home to a dynamic and skilled team dedicated to supporting our community. Whether helping residents stay informed about city initiatives or guiding property owners through investment opportunities, our team members are committed to delivering exceptional service. The Department oversees the full spectrum of planning and development from initial zoning to final inspections and employs a wide range of professionals, including planners, engineers, and technical experts.

Below are some highlights of the talented individuals who make up our team.



We Are Here to Serve

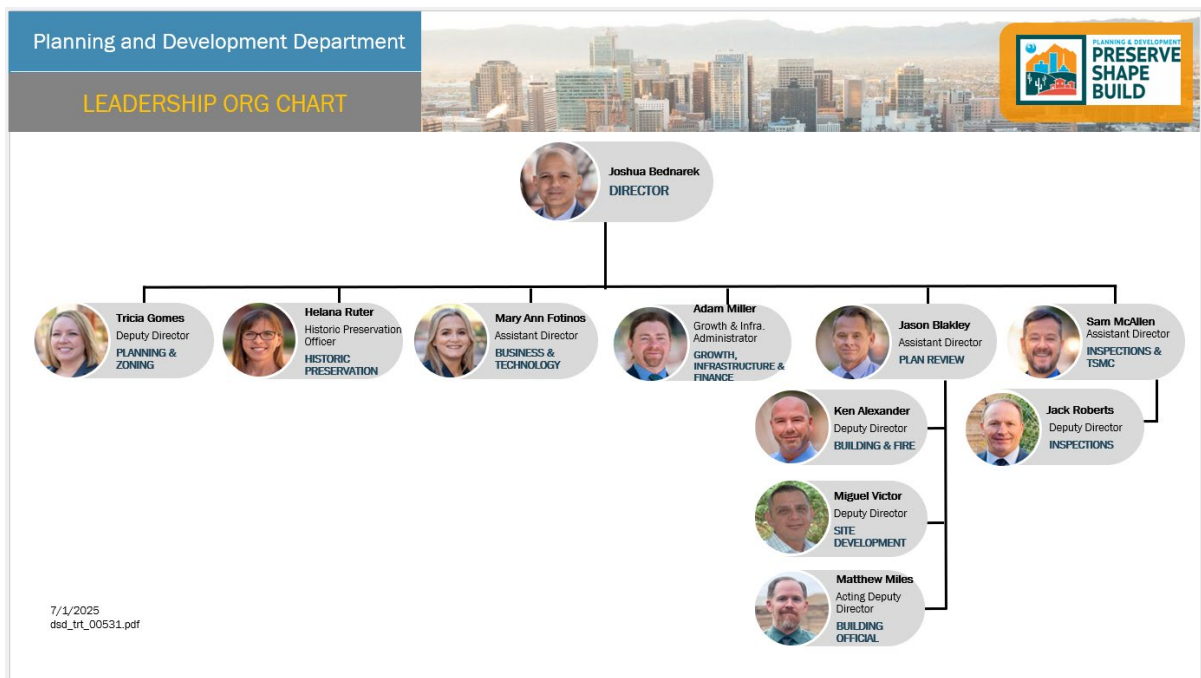
While appointments are the most efficient method to secure in-person service at Phoenix City Hall, walk-ins are welcome (**Appendix I**). Many of our returning customers appreciate the convenience of the appointment system as it provides them with an exact time to conduct business at Phoenix City Hall. It saves design professionals time and reduces developer expenses by eliminating the need to pay design professionals to wait for their number to be called. Our team members are ready to assist with permits, questions, and to support development needs.



The Department created a series of short videos featuring our service options:

[Walk-in Service](#), [Online Service](#), [In Your Community](#) and also enhanced the PDD [Online Scheduling](#) page with more detailed information on how to book an appointment and what to expect during an appointment.

Last year, PDD introduced a series of expanded organizational and photo org charts. Since then, we have consistently received positive feedback from customers highlighting the value of the photo org charts. These charts are regularly updated to reflect our ongoing process improvements and the evolving structure of our business model. See **Appendix A** for updated org charts.



Personal, Seamless, Innovative

One of the Planning and Development Department's (PDD) service commitments is to provide personal, seamless, and innovative service. The following pages provide brief descriptions of some of the Department's essential services provided by our teams, whose daily work contributes to the continued improvements of the Department and supports efforts to make Phoenix a better place. Each team plays a vital role in driving progress, solving challenges, and delivering services that meet the evolving needs of our customers.

Ombudsman

The Office of the Ombudsman is available as an in-house resource to assist customers navigating the planning and development process. The team helps streamline communication across departments and connects customers with resources. For assistance, inquiries can be directed to pdd.ombudsman@phoenix.gov.

Office of Customer Advocacy

The Office of Customer Advocacy (OCA) supports customers in navigating development requirements for projects. OCA's services include conducting pre-project research, reviewing relevant processes and procedures, formulating project timelines, and connecting customers with technical experts on specific codes and ordinances. Customers considering renovating an existing building for commercial use are encouraged to contact OCA before starting the building permit process. For assistance, inquiries can be directed to pdd.officeofcustomeradvocacy@phoenix.gov.

Records Center

The purpose of the Records Center is to assist internal and external customers with retrieval of historical, approved, and completed Building Safety records. This includes Building Plans, Civil Plans, Landscape Plans and Site Plans. The Records Center also provides copies of Certificates of Occupancy and Plot Plans. Team members assist customers with Change of Records Affidavits and research public records requests, liquor licenses and subpoenas. The Records Center can be reached by calling (602) 262-7800 or by email pdd.records@phoenix.gov

Village Planning

In the Long Range Planning Section, Village Planners serve as project managers for rezoning cases submitted within their assigned Villages. They analyze rezoning requests, draft stipulations, and staff monthly Village Planning Committee meetings. Village Planners coordinate between applicants, community members, senior team members and elected officials on rezoning requests and serve as subject matter experts on long range policy plans within their assigned Villages. As the only position in the Department that is geographically bounded, the team is often the first call customers make when seeking information regarding their community and rezoning proposals. For more information, reach out to pdd.longrange@phoenix.gov.

Electronic Plan Review

The Electronic Plan Review (EPR) Team serves as the liaison between applicants and plan reviewers. Services include plan intake, administrative reviews, internal and external customer support and notifications of plan review status. Customers submitting a plan review electronically that have any questions before, during, or after the plan review process are encouraged to contact the EPR Team. Inquiries may be sent to epr.support@phoenix.gov or call 602-534-5933.

Permit By Inspector

The Residential Permit By Inspector (RPBI) program was created for minor residential projects. RPBI's are an expedited permitting service with an on-site plan review, using the International Residential Code (IRC). The field review is performed by an Inspector and can be scheduled with 24-hour notice.

GIS

The Geographic Information Systems (GIS) Team is responsible for creating and maintaining GIS applications available to the public and utilized by PDD and other city departments. [My Community Map](#), developed in house by the GIS Team, is an interactive web application which allows the public to search for planning and development activities and pending permit information throughout the city. On average, My Community Map is viewed by the public 220 times per day or over more than 6,000 times per month. The GIS Team also built and maintains a GIS Portal that delivers comprehensive spatial information such as parcels, permits, water data, and more. The Portal is heavily used by team members to perform daily work and to support customers in the development center. In addition to developing and maintaining mapping applications, the GIS Team maintains the Department's spatial datasets and property records/ownership information utilized by PDD business applications, including SHAPE PHX.

Team Leaders

The Planning and Development Team Leaders are assigned to projects at the pre-application stage of the development process and are the central point of contact for external customers and department management. They actively lead and participate in the plan review process at all stages of development and supervise multi-disciplinary plan review team members assigned to a project review team.

Payments and Submittals

The Payments and Submittals Team serves as the liaison between applicants and plan reviewers for all paper submittals. Services include paper plan intake, administrative reviews, permit issuance, payment processing for plan reviews and permits, and notification of plan pickup. Customers submitting paper plans for review and that have questions before, during, or after the plan review process are encouraged to contact the Payments and Submittals Team. Inquiries can be sent to payments.submittals@phoenix.gov or call 602-534-5934.





What We Do

The Planning and Development Department administers the zoning ordinance and building code, reviews plans, issues permits, inspects all construction projects, and manages the city's historic resources and historic neighborhoods.

We are here to ensure our customers have the information and services they need for their inquiry or project.



OPERATIONS

Phoenix continues to experience tremendous investment. Below are key operational statistics for fiscal year **24 /25**.



45,469

Customers Served

at the 2nd Floor Development Center



3,892

New Single-Family

Permits Issued



1,402

Residential Lots Submitted

for Preliminary Review



5,595

Multi-Family Units

Permitted



546

HP Design Review Applications

Reviewed



Total Inspections Completed
273,733

Turnaround Time



95% and above of Inspections to be completed within 24 hours



Exceeded
Goal

=

98%



TURNAROUND TIMES

The chart below illustrates Turnaround Time performance for FY 24/25, indicating whether established Turnaround Times have been met, exceeded, or are showing improvement toward target goals.



Days



Exceeded



Met



Improving



Commercial Building Plans

Major 45 ↑

Medium 35 ↑

Minor 25 ↑



Residential Building Plans

Custom & Standard 30 =

Major Remodels & Additions 30 ↑

Minor Remodels & Additions 20 =

Plot Plans 5 ↑



Civil Plans

Major 30 ↑

Medium 25 ↑

Landscape 30 ↑



Site Plans

Major Preliminary 30 ↑

Major Site 30 ↑

Minor Site 20 ↑



2nd Floor Development Center

TOGETHER WE DELIVER

Over the past year, the city has continued to attract major investments and launched an influx of projects. From the ongoing expansion of the Taiwan Semiconductor Manufacturing Company (TSMC) facility to new housing developments and the strengthening of our village cores, centers, and corridors, Phoenix is evolving rapidly. In FY 24/25, permit valuation reached \$7.25 billion, up from \$6.94 billion in FY 23/24, reflecting a 4.47% increase in permit valuation.

The next page highlights just a few of the impactful projects the Department has been proud to support over the past year.

Taiwan Semiconductor Manufacturing Company



Union Park (D1)



Sprouts Farmers Market (D5)



Mayo Clinic Hospital Expansion (D2)



Upper Canyon (D6)



Fender Headquarters, Paradise Valley (D3)



The Abbey (D7)



The Henry (D4)



Harmony at the Park (D8)

D1: Union Park – SEC of Norterra Parkway and Jomax Rd.

D2: Mayo Clinic Hospital Expansion – 56th St. and Mayo Blvd.

D3: Fender Headquarters, Paradise Valley Mall Redevelopment – Cactus Rd. and Tatum Blvd.

D4: The Henry – Central Ave. and Camelback Rd.

D5: Sprouts Farmers Market – 99th Ave. and McDowell Rd.

D6: Upper Canyon – S. 19th Ave. and W. Chandler Blvd.

D7: The Abbey – 3rd Ave. and Monroe St.

D8: Harmony at the Park – 20th St. and Van Buren



An aerial photograph of Phoenix, Arizona, showing a mix of urban development and green spaces. In the foreground, there's a large, modern playground with orange and yellow equipment. Behind it, a parking lot with several cars is visible. The middle ground features a variety of buildings, including a prominent high-rise with a glass facade. The background shows the city extending towards the mountains under a clear blue sky with some light clouds.

Accomplishments

Since the release of the last [Process Improvements Report](#) in the summer of 2024, the Planning and Development Department (PDD) has been hard at work updating several programs, policies and codes that have far-reaching implications for the city. Thanks to the talent and dedication of PDD team members, the partnership of the Phoenix community and the leadership of the Mayor and City Council, the last year has seen Phoenix further establish itself as a nationwide leader in planning, zoning, infrastructure financing, water resiliency, sustainability and building safety, all while attracting billions of private investment to continue building a great city.

PLANS, CODES AND PROGRAMS



PHX General Plan Outreach, Youth Summit

Phoenix General Plan

In November of 2024, more than 79% of Phoenix voters approved an update to the Phoenix General Plan. The vote was the culmination of a two-year update process. The city's 15 village planning committees, Planning Commission and City Council all approved the update to the General Plan. Building on the foundation of the previous plan's Five Core Values, the updated General Plan introduces a renewed focus on the city's land use policy framework with a focus on Cores, Centers, and Corridors.

Downtown Phoenix Code

The Phoenix City Council unanimously approved a comprehensive update to Chapter 12 of the Phoenix Zoning Ordinance, the Downtown Phoenix Code, in November of 2024. Originally adopted in 2010, the Code has played a critical role in the revitalization of downtown Phoenix. The Code has focused on housing, design and walkability and has guided new development in alignment with the Downtown Strategic Plan and Downtown Urban Form Project's visions for downtown. The update to the Code streamlined processes, strengthened pedestrian and streetscape standards, and reorganized the chapter to improve comprehension and utilization.

Development Impact Fee Program

On April 9, 2025, Phoenix City Council unanimously approved updates to the city's Development Impact Fees and Water Resources Acquisition Fees. These changes position Phoenix to continue to lead in areas of infrastructure investment and water resource resiliency. The fee update process was a collaborative effort involving representatives from all sectors of the development industry, shaped through dozens of committee meetings and presentations. The development community consistently points to Phoenix's update process as a model for the entire country.

This stormwater harvesting basin not only captures and infiltrates rainwater, but it also supports a variety of native and desert adapted plants including golden chamomile (foreground), various daisy species, California poppy, and much more.

Fairview Place Historic District, Downtown Phoenix

Green Stormwater Infrastructure

In the spring of 2025, the Planning and Development Department, in partnership with the Office of Environmental Programs, launched the [Green Stormwater Infrastructure \(GSI\) Handbook](#). The handbook was developed in house and in collaboration with Bloomberg Philanthropies. The handbook was designed to provide residents with information and easy-to-implement recommendations for GSI on their property. By adopting GSI practices, residents can reduce their irrigation costs and enhance the city's shade canopy.



Phoenix Building Construction Code

The Phoenix City Council unanimously approved an update to the Phoenix Building Construction Code in June of 2025. City Council approval came at the end of an 18-month process led by the Department and in collaboration with the Development Advisory Board and development partners. The City Council's adoption of the latest International Code Council (ICC) 2024 building codes marks a significant step forward in reinforcing Phoenix's position as a national leader in accessibility, sustainability, and safety standards. Among the updates are new requirements for inclusive home design aimed at supporting aging in place and improving accessibility for individuals with disabilities. These code changes, developed with input from the Mayor's Strategic Workgroup on Accessibility, will ensure that all new homes built in Phoenix include enhanced standards for entrances, hallways, bathrooms, and household fixtures such as hardware, light switches, and thermostat controls.



Process Improvements

Over the past year, the Planning and Development Department has been focused on responding to the commitments made in last year's [Process Improvements Report](#) to our development partners through expanded listening sessions, updates to processes, enhanced education and training programs, and the deployment of new tools and resources.



LISTENING SESSIONS:

Keeping the Conversation Going

In honor of the commitment we made for ongoing collaboration with our development partners, the Planning and Development Department (PDD) hosted a series of roundtables and team showcases with customer groups to introduce team supervisors, discuss challenges customers were having, and identify areas for partnership and improvement. These discussions have been integral to our ongoing efforts to improve and enhance the quality of service we deliver.

Greater Phoenix Chamber of Commerce

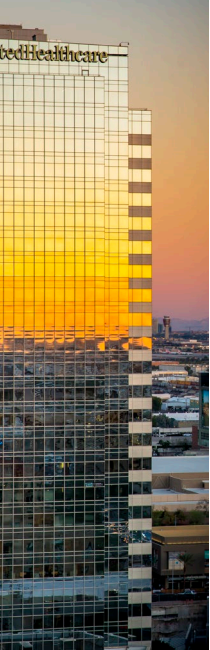
Beginning in fall 2024 and continuing into early 2025, PDD held a series of discussions with the Greater Phoenix Chamber of Commerce (GPC). One of the outcomes of these conversations was the concept of a “Lunch and Learn” series. This initiative will be designed to bring together GPC and PDD team members to share insights about their respective roles, explore opportunities for improved collaboration, and strengthen relationships between the public and private sectors.

Downtown High-Rise Development

Team members from the Inspections and Plan Review, in collaboration with the Phoenix Fire Department, hosted a listening session with developers and designers involved in downtown high-rise projects. One key takeaway from the session was the need for clearer communication of expectations and requirements with contractors. The Civil Inspections Team was recognized during this session for already having implemented and sharing these types of checklists.

Home Builders Association of Central Arizona

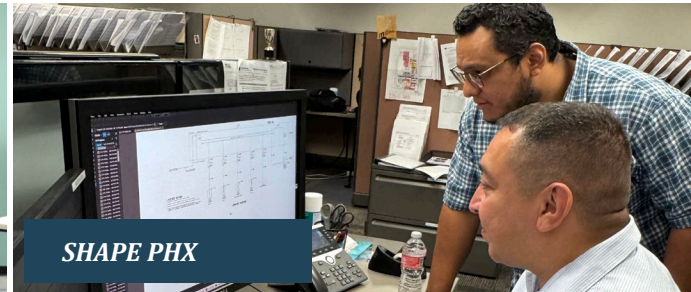
Last fall, the Plan Review and Inspections Divisions met with members of the Home Builders Association of Central Arizona (HBACA) at their offices to share updates on the Planning and Development’s process improvements, policies, and procedures. The teams also conducted a Q & A session to gather feedback on where collaboration could be further strengthened. Since then, follow up meetings have been held with HBACA and its members to address specific requests on a host of items, including timing for the release of water meters and as-built review consistency.



Planning and Zoning



ACE Panel



SHAPE PHX

Planning and Zoning

On April 28, 2025, the Planning and Zoning Team, hosted a listening session with stakeholders. An overview of the division's services was presented, followed by introductions of the supervisory team. Attendees shared feedback and suggestions for improving planning and zoning processes.

Inspections Panel

On May 6, 2025, the Inspections Division's Team leaders participated, as panel members, in a discussion with the Academy for Construction Excellence (ACE). The Inspections Team leaders facilitated meaningful discussions on commercial and industrial development processes and offered in-depth insights into construction-related topics with contractors, developers, design professionals and other professionals involved in construction projects.

Customer Service Survey

In addition to listening sessions, the Department debuted a customer service survey to assess how much progress we the Department is making in our delivery of customer service. **Appendix J** highlights the results. The Department will continue to administer these surveys and use the feedback to guide improvements, inform decision-making, and strengthen our commitment to responsive, customer service.

SHAPE PHX

As part of PDD's ongoing efforts to enhance the SHAPE PHX Portal, the SHAPE PHX Team hosted a virtual meeting on June 24, 2025, with key stakeholders/external users to receive their valuable input. Participants included the leadership of the Development Advisory Board (DAB), big builders, self-certification professionals, and permit services team members. Participants received updates on upcoming SHAPE PHX Portal changes along with demonstrations of new tools such as Whatfix Workflows, the Glance Share Screen application and other related customer service resources. Regular users of the Portal provided valuable feedback, which was documented and shared in the Portal design/build efforts for SHAPE PHX Release 3 and other future Portal improvement efforts.

Hillside Development

Developing in Phoenix's hillsides is one of the most technically complex types of residential development. Careful consideration with respect to slope, grading, elevations, landscaping, and design must be thoroughly addressed as part of the submittal and review process. The Site Development Team developed updated submittal resources and procedures and implemented a pilot program to assist designers and developers in successfully navigating the unique challenges of hillside projects.

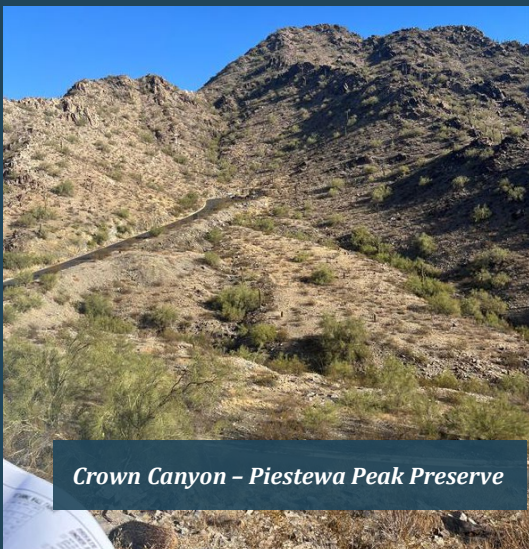
UPDATES TO PROCESSES

Hillside Grading and Drainage (G&D) Submittal

To address concerns with the hillside review submittal process, the Site Development Team conducted stakeholder meetings with design professionals and business partners. In response to the feedback received, several improvements have been made to the hillside plan review process to simplify the submittal process and clarify submittal requirements to help customers better understand what is needed for a complete and successful submittal.

Together, these updates have resulted in more comprehensive submittals, reduced review timelines, and improved customer experience. The improvements are listed below.

- Updated the [Hillside Single Family Residential Checklist](#) to allow for concurrent reviews (zoning, site, hillside) which gives customers more flexibility throughout the process. This update consolidated three separate checklists into one, streamlining the process for both team members and applicants.
- Revised the Department's [Hillside](#) website to provide clearer, more accessible information.
- Established a dedicated email resource, pdd.hillside@phoenix.gov, allowing applicants to submit questions and receive a report within two weeks. Providing applicants with a written response within two weeks helps them assess project feasibility and make informed financial decisions.
- Developed a [Hillside Fact Finding Application](#) allowing customers to submit conceptual plans and receive early feedback without needing fully sealed Hillside G&D documents.
- Partnered with the Street Transportation Department to provide historical topographical information directly to customers eliminating the need for a Central Public Records Request. These maps are now available 24/7 in the [City of Phoenix Open Data](#).



Crown Canyon – Piastewa Peak Preserve

Hillside Pilot Program

The Department's Plan Review Division implemented a pilot program through SHAPE PHX that allows the building set to be submitted and begin review prior to approval of the Hillside G&D Plan. This process was introduced in response to feedback from the development community with the understanding that the Hillside G&D approval must be obtained before the building set can be approved.

One of the proposed improvements in this year's report is to evaluate making the pilot program permanent and expand it to include non-hillside lots. Applicants would proceed with an "at-risk" submittal, acknowledging that zoning or grading issues identified during G&D review could impact the project.

The Planning and Development Department implemented several other changes to processes in response to feedback received and commitments made during last year's Process Improvements initiative.

Civil Inspections Site Permit

Although the Civil Inspections Site (CSIT) permit was initially considered as a potential permit to be considered for phase-out, further outreach revealed its continued value to the Inspections Team in facilitating permit closeout. Under the modified process, final site plans will be sent earlier to our Inspections Team and will reduce the time it takes to issue final site inspections. This improvement has strengthened coordination and communication between Plan Review team members and Inspections team members.

Gas Sign-off Prior to Certificate of Occupancy

Procedure updates now require a gas sign-off prior to issuing a Certificate of Occupancy for tract homes. This change has led to fewer warranty related material replacements by ensuring that materials are installed and maintained in a controlled climate without incurring additional fees.

As-built Drawings Screening

The Civil Inspections Team has streamlined the as-built screening process to reduce approval times by minimizing correction resubmittals. This update has also contributed to enhancing Civil Inspectors' understanding of key review elements. On first submittal of grading and drainage, paving, and concrete as-builts, a field meeting is scheduled to preview the as-builts. Civil Inspectors have 48 hours from receipt of an acceptable as-built close-out package to have a field meeting. This allows for a formal review to confirm if there are missing minor items while confirming that minimum items are included in the submitted as-built close-out package. If the as-builts do not qualify, the inspector notifies the customer of the missing item and advises what is required to be submitted prior to a formal preview.

In-Person Zoning Adjustment Hearings

The Zoning Team led an effort to return Zoning Adjustment Hearing Officer hearings to in-person at Phoenix City Hall. Hearings are held in the Assembly Rooms on the first floor of Phoenix City Hall every Thursday starting at 9 a.m. The return to in-person hearings responds to requests from applicants, neighbors, and hearing officers for an enhanced hearing experience.



Floodplain Management Process

The Office of the City Engineer, in cooperation with the Planning and Development Department, is pleased to announce that Floodplain Management has enhanced its review process to provide greater clarity and consistency for the development community. While all properties in or near a designated floodplain or floodway will continue to be submitted and reviewed under Floodplain Management requirements to adhere to federal, state, and local regulations, a new 100-foot buffer procedure is being piloted in an effort to reduce review timeframes.

- Structures located within the 100-foot buffer of a designated floodplain or floodway will be fully reviewed by Floodplain Management for compliance with federal, state, and local regulations.
- Structures located outside the 100-foot buffer of a designated floodplain or floodway will be reviewed by Floodplain Management but only to verify they are outside of the 100-foot buffer, to confirm no special conditions exist, and to provide general guidance for compliance with federal, state, and local regulations. If the structure is determined to be within the 100-foot buffer or contains a special condition, a full review by Floodplain Management will be required.

This improvement streamlines the review process, offers developers clear guidance, and helps projects move forward with confidence and compliance. As the Office of the City Engineer continues to improve their practices, it remains committed to positively impacting the community through safer, more resilient development.

Additionally, projects with no adverse impact to a designated floodplain (underground utilities, improvements at/below grade, etc.) may have the Floodplain Management clearance waived, at the discretion of the City Engineer.

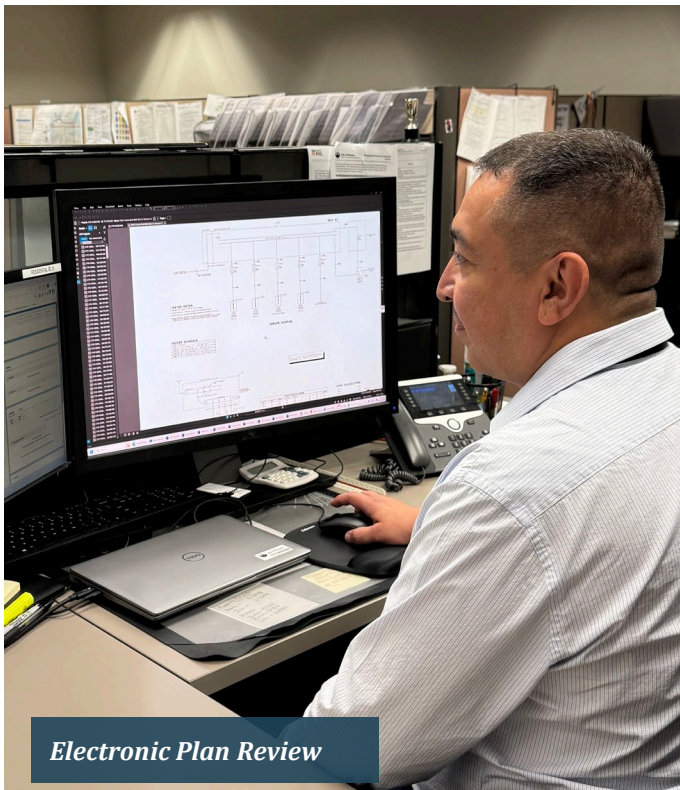


Development adjacent to Skunk Creek Wash in the North Gateway Village

Building Code Update

The recent update to the Phoenix Building Construction Code has introduced a range of impactful efficiencies that streamline permitting, enhance flexibility, and deliver meaningful regulatory relief. These changes make the building process more responsive, sustainable, and accessible for our growing community. Below are some of the efficiencies.

- Eliminated structural permit requirements for small shade structures, like pergolas.
- Eliminated structural permit requirements for small and medium sized light poles.
- Provided flexibility in permit extensions with the ability for fees to be based only on the remaining inspection hours needed.
- Aligned the Building Code cooling requirements with the Neighborhood Preservation Ordinance.
- Changed a mandate for onsite renewable energy production to an option for determining energy compliance.
- Allowed alternate plumbing sizing methods with detailed engineering, usually resulting in smaller pipes.
- Clarified the standards for allowing the combination of structural loads in the evaluation of existing buildings undergoing changes.



Electronic Plan Review

Recent updates noted below have improved the speed and effectiveness of plan review.

Plan Review

- The process for façade changes and rebrands for commercial buildings has been updated to no longer require a minor site plan amendment. Façade and rebrand changes are now addressed during the building plan review process.
- A list of standard site plan review comments was developed that planners now utilize during review. The list includes code and ordinance sections that will provide for more consistency throughout the site plan review process for reviewers and customers.

CULTURE, EDUCATION AND TRAINING

Among the many improvements the Planning and Development Department (PDD) pursued over the past year, fostering a culture rooted in service and collaboration has remained a top priority. Department leadership has focused on empowering team members to be both dedicated public servants and active, collaborative partners throughout all departmental processes. To support this vision, several initiatives were launched to provide team members with the tools and resources needed to achieve this goal.

Vision, Mission, and Service Commitments

This spring, the Department launched its Vision, Mission and Service Commitments – **SERVE (Appendix B)**. Leadership engaged with each team in the Department to discuss how the Service Commitments play an important part in their roles as public servants. SERVE will be the foundation for all aspects of the Department’s training programs.



Inspections Division Meeting



Director's Cup Training Program

As part of the Planning and Development Department's (PDD) commitment to team member development, we developed a robust education and training program aimed at expanding educational opportunities and reinforcing the value of each team member's role. To make the experience engaging and collaborative, all training efforts were organized under a friendly department-wide competition titled the Director's Cup. Introduced in early spring, Director's Cup equips team members with the tools to collaborate across teams, deepens their understanding of departmental functions, and encourages them to be empowered in their service. The program focuses on three core areas: cross-training, technical training, and teambuilding (**Appendix D**). Team members earn points for participating in training activities and a chance at winning the Director's Cup trophy at the end of the year.

Cross-Training and Technical Training

To support continuous learning and collaboration, the Department developed a training initiative (**Appendix C**) that incorporates cross-training and technical training for all teams to ensure that:

- New team members have regular opportunities to engage with supervisors and experienced team members;
- Training occurs between all divisions and teams with a particular focus on collaboration between Plan Review and Inspection disciplines (*photo 3 on the right*); and
- Every team member understands their contribution in the planning and development process as well as the functions of other divisions and teams.

In addition to internal efforts, teams have also been leading cross-training initiatives with other City of Phoenix departments (*photo 4 on the right*).



**Learning Session:
Inspections**

1

Learning Sessions

As part of the Department's cross-training component, monthly Learning Sessions were introduced and designed to help team members gain insight into the roles and responsibilities of other sections. These sessions (*photo 1 below and photos 5-7 on the right*) spotlight each team's contributions, focusing on who they are, what they do, and what they are working on (**Appendix E**).

Personal, Seamless, and Innovative (PSI) Service Training

In spring 2024, PDD launched a department-wide PSI educational course for all team members (*photo 2 on the right*). Offered in multiple sessions throughout the year, the course focused on reinforcing the Department's commitment to PSI service, along with its Vision, Mission, and Service Commitments. The training emphasized the importance of responsiveness, effective communication, and employing a problem-solving approach when challenges arise.

**PSI Training**

2

**Learning Session:
Planning and Zoning**

5

**Electrical Training:
Inspections and Plan Review**

3

**Learning Session:
Historic Preservation**

6

**Elevator Entrapment Training:
Inspections and Phoenix Fire Dept.
High Rise Teams**

4

**Learning Session:
OCA and Ombudsman**

7

While continuing to build a culture of personal, seamless, and innovative service, the Planning and Development Department (PDD) also takes time to recognize team members who set the bar for service excellence. The Department recognizes employees through three main forms of recognition: customer commendations shared during Coffee Chats, acknowledgements from peers or supervisors through the Employee Recognition Committee, and an annual recognition event where ASPIRE Awards will be presented (**Appendix F**).

Coffee Chat

The Management Team hosts quarterly Coffee Chats (**Appendix G**) to celebrate team members who receive kudos from customers for their excellent service. On the right is a testimony submitted by a customer.



Coffee Chat Recipients

Employee Recognition Committee

The Employee Recognition Committee (ERC) is a peer-to-peer recognition program that acknowledges and encourages the outstanding work and achievements of PDD team members along with a formal nominations and awards system at the Department's annual event. In keeping in the theme of process improvements, this year we re-established a committee to modernize the ERC program and includes greater involvement from team members to reinforce a culture of recognition (**Appendix H**).



Jason Blair

"Jason was instrumental in helping us understand the steps involved and went above and beyond to assist us with navigating the issues related to unpermitted structures. His knowledge, patience, and clear communication made the process much more manageable for our team. We were particularly impressed by Jason's professionalism and the high level of customer service he demonstrated throughout. His extra effort and willingness to guide us through each step did not go unnoticed, and we want to ensure he is recognized for the excellent work he's doing.

Thank you for having such a dedicated and helpful team member."

- Alexandra Jackson, Sevco Restoration & Sevilla Construction Inc.



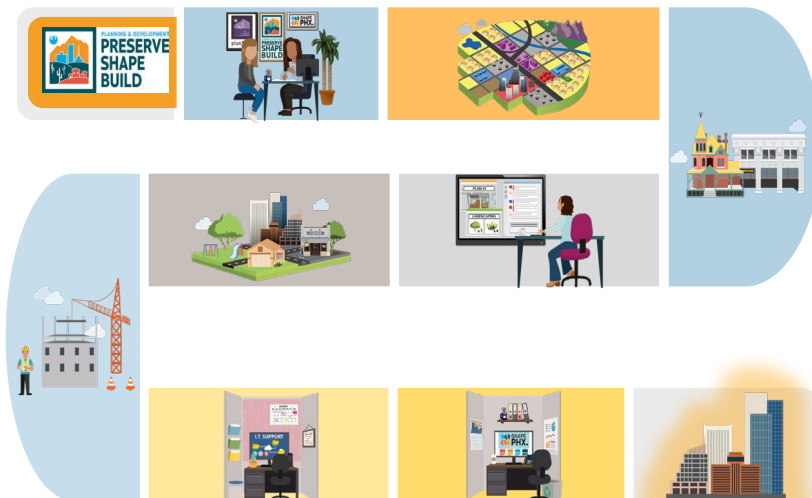
Cletus Montoya

"Thank you for all of your efforts with the HP 101 series and going the extra mile by presenting on this initiative at the State Historic Preservation Conference. I loved getting to sit in on the session which was very well done and received."

- Helana Ruter, Historic Preservation Officer

New Employee Orientation Modernization

To enhance the onboarding experience for Planning and Development Department (PDD) team members, the Department recently modernized its New Employee Orientation program. Key updates include the integration of the PDD photo org charts featuring key contacts for each division and section along with presentations highlighting who we are, what we do, and what we are working on. This is followed by a project-focused presentation. Shifting to a project-based learning approach, demonstrating how each section contributes to the overall planning and development process, the orientation now offers a more engaging and meaningful introduction for new team members.



Boards and Commission Members

Last fall in 2024, a series of presentations and videos for the Department's planning and zoning focused boards and commissions were created to provide clarity regarding board and commission members' contribution to the planning and development process. Training reinforced each of the boards and commissions' unique areas of focus for discussion and recommendations on development proposals. The Planning and Zoning Team conducted an [orientation video](#) to the Village Planning Committees, presentations to the Zoning Administrator Hearing Officer, Board of Adjustment, and Planning Hearing Officer while also providing ethics training.



NEW TOOLS AND RESOURCES

Just as important as providing Planning and Development Department (PDD) team members the necessary resources to provide outstanding service, is providing our development partners with the tools and resources to secure permits and approvals from the Department. The Department rolled out several new resources for customers this past year.

Accessory Dwelling Units

To support the implementation of the city's new zoning ordinance and enable the construction of Accessory Dwelling Units (ADUs), PDD developed a [Accessory Dwelling Units \(ADU\) webpage](#) and a comprehensive online guide. The webpage offers residents an overview of the ADU process, regulations, and available resources, while the guide provides step-by-step instructions to help property owners determine what is allowable on their properties. It includes detailed guidance on zoning, lot coverage, setbacks, and other design parameters that influence the size and placement of an ADU. The guide is regularly updated to reflect changes in the Zoning Ordinance and includes a complete list of requirements needed to obtain a permit.



Department Newsletter

The Department reintroduced its biannual newsletter earlier this year. The newsletter helps our customers stay informed on updates to the Department including process improvements, organizational changes, and initiatives. The newsletter also highlights PDD team members and the Department's accomplishments. Read our latest [PDD Newsletter - May 2025](#). To subscribe to our newsletter, you can submit your request here [PDD Newsletter](#).

Public Computers in the Development Center

PDD continues to look for ways to offer the best customer service experience. To that end, a computer workstation has been installed in the Development Center to assist customers with setting up applications, looking up plan review, permit status, or conducting research. The workstation is in an area where team members can be available if help is needed.

Our goal is to provide this extra service to customers so they can become more familiar with the system and allows customers to have a space to create and submit applications.



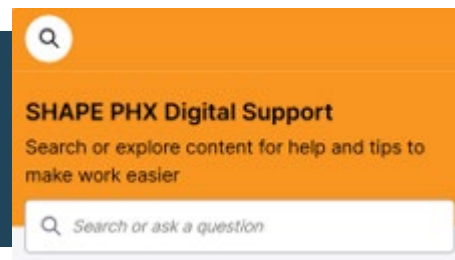
SHAPE PHX

The SHAPE PHX project replaces numerous Planning and Development Department (PDD) 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 functions. SHAPE PHX provides a host of benefits for PDD customers and team members from submittal to tracking and status updates. Moving forward SHAPE PHX will serve as the foundation for future innovation and enhancements in the Department's service model.



Whatfix Engagement

Whatfix is an online self-help digital support tool available to guide customers through the submittal and plan review process.



Glance

Glance is a co-browsing tool with screen sharing capabilities that allows PDD team members and online customers to collaborate online. This allows our team to assist customers with their experience in the SHAPE PHX customer portal. To initiate a Glance session, customers simply reach out to a member of our team.





An aerial photograph of a city at sunset. The sky is a mix of blue and orange, with the sun low on the horizon. The city below is densely packed with buildings and greenery, with a few larger structures standing out. In the distance, a range of mountains is visible under the hazy sky.

What's Next

One of the commitments of the Planning and Development Department's Process Improvements Initiative is to keep moving forward. This will be achieved by keeping the conversation going with our team members and development partners and rolling out new updates to our programs, processes, and codes.



New Tools and Resources

SHAPE PHX Release 3 Go Live

The Department is hard at work preparing for the next deployment of the SHAPE PHX portal system for multi-family, commercial and industrial projects. The effort is part of Release 3 for the SHAPE PHX program and is scheduled to go live in April of 2026. Release 3 represents one of the final steps in transitioning all department functions to the SHAPE PHX system. The addition of these new projects into SHAPE PHX will eliminate the need for PDD team members to work in multiple systems and will create efficiencies in our submittal, review, and tracking procedures through an enhanced self-service portal that supports 24/7 customer access to the system. This technology base will set up PDD for continued innovation.

Artificial Intelligence

With full integration of the SHAPE PHX system near completion, the Department has begun to analyze opportunities for the integration of artificial intelligence (AI) into the submittal and review process. Workshops have been held with industry leaders to analyze the Department's operations and identify potential starting points for the utilization of AI. The Department has had tremendous success with using technology to reduce review times and find efficiencies for team members and customers. A thoughtful and strategic approach to deploying AI will position the Department to continue to be a leader in the field.



Updates to Processes

Revision By Inspector Pilot Program

In response to requests to help projects under construction address changes in the field that result in a need to modify approved plans, PDD Inspections Division is developing a Revision by Inspector (RBI) Pilot Program where field inspectors can review and approve plan revisions and avoid sending them back to the reviewers at Phoenix City Hall. The RBI Pilot Program will be applicable to projects with a limited scope of changes in the field with the potential to save time for the development team when they encounter a need to deviate from the approved plans.

Admin Review Streamlining and Standardization

As a means of providing customers a greater sense of certainty about the plan review and permitting process, the Department has been preparing updates to intake and routing procedures to "get submittals out of the queue and under review" faster. To that end, we will be establishing and publishing admin review goals for all submittals.

Department Organization and Staffing Updates

The Department went through a holistic reorganization as part of last year's process improvement effort to better position its leadership and teams to serve. In addition, the Department worked diligently to reduce its vacancies dating back to 109 in 2022, 76 in 2023, 65 in 2024 and 70 in 2025. While each of the teams become fully staffed, the Department is evaluating where resources need to focus in the coming years to support projects with significant service needs. The Department is preparing reallocations and movement of positions to strategic areas to continue to position the Department to provide the highest level of service.



Education

Department Training Program

The Department will continue with its training initiatives aimed at providing team members with the necessary knowledge base and connections to provide the service our customers deserve. Each team will continue to receive dedicated time for technical training and cross training aimed at responding to service demands and customer needs.

Customer Service Initiative: Personal, Seamless, and Innovative (PSI)

The Department has endeavored to instill a culture within team members focused on partnership and service. To that end all PDD team members completed customer service training focused on the Department's three tenets of service – Personal Seamless and Innovative. In continuing to build on this culture of partnership and service, the Department will launch a customer service initiative early next year that will aim to reduce barriers between customers and team members, with a focus on providing additional opportunities for customers to meet and collaborate with team members.



Collaboration

Permit with Pride in Phoenix Initiative

To celebrate the benefits of securing a building permit and to recognize everyone who takes the time to work with us, the Department will be debuting a new initiative in partnership with the Public Information Office, Phoenix Fire Department, the Phoenix Association of Realtors, the Arizona Registrar of Contractors, and other partners. The initiative will highlight the time and money saved and gained by securing a permit, but also the public health and safety benefits. The goal is to increase awareness of the benefits of securing a permit and create a culture of pride about working with the City to ensure safety, reliability, and value in the development process.

Listening Sessions

The Department will continue in the fall of 2026 to host additional listening sessions with development partners to evaluate progress on the commitments that have been made and discuss any areas where service is exceeding or not meeting expectations.



A vertical strip on the left side of the page. The top portion shows a sunset with a bright orange and yellow sky over a city skyline. The bottom portion shows a golf course with green grass, trees, and a sand trap under a clear sky.

What We Need

We are grateful for all the support our customers, the City Manager's Office and the Mayor and City Council provide us every day. As the Department continues to move forward with the improvements outlined in this report and builds on the momentum we have created through partnership and service, ongoing support will be essential, particularly for initiatives focused on cost recovery which has become increasingly important due to inflation since our fees were last adjusted.

PDD FINANCIAL STABILITY

The development functions of the City of Phoenix Planning and Development Department (PDD) is an enterprise function, which means it receives no financial support from the City of Phoenix General Fund. It depends entirely on the revenue from plan review, permit and inspection fees to sustain that portion of the Department. Phoenix is the only municipal enterprise development services provider in Arizona and one of the few of its size in the country, with Houston being its closest enterprise department peer.

The Department's last fee update was implemented in March 2010. Since then, the Consumer Price Index has risen by over 48%, driving up costs across the board from on-call contracts and employee compensation to credit card processing fees and software licenses. These rising expenses prompted a comprehensive review and update of the Department's financial strategy. In response, the Department introduced the PDD Financial Stability Plan in 2024 to ensure long-term fiscal sustainability.

The Financial Stability Plan is structured around four areas – **Staying Current, Cost Control, Expense Recovery and Service Based Rate Setting**.

Staying Current

- Competitive compensation to recruit and retain high performing team members
- Invest in technology for service enhancements
- Maintain value-based fee inputs, e.g. building valuation data

Cost Control

- Right size labor force: use 'on-call' contractors to navigate economic cycles
- Monitor and adapt to price changes, e.g. credit card processing
- Evaluate position control and allocations across PDD funds

Recover Expenses

- Develop revenue forecasting model based on permit activity
- Update cost / time-based fee inputs, e.g. hourly rate

Service Based Rate Setting

- Conduct comprehensive Development Services Fee Study
- Align fee structure with Council priorities
- Identify non-revenue services provided

Implementation

Since the launch of the Financial Stability Plan, the Department has taken the actions below.

- Adopted a schedule for Building Valuation updates (Stay Current)
- Continued preparation for the next phase of the SHAPE PHX (Stay Current)
- Completed an audit of on-call contracts (Cost Control)
- Modified payment options to pay for bonds (Cost Control)

NEXT STEPS

Last year, our engagement efforts centered on being mindful of our customers' time and resources, ensuring we pursued only what was necessary to maintain a high level of service. This fall the Department plans to engage its development partners and the Mayor and City Council regarding an update of plan review, permit and inspections fees to address expense recovery. An update of the Department's fees will ensure that staffing levels are maintained, enhanced services are provided, and the Department can continue to support the ongoing investment in Phoenix at the level that is needed.

Upcoming Listening Sessions

The Planning and Development Department (PDD) will be hosting listening sessions to connect with customers and hear their ideas. The Department invites you to participate and share your feedback, especially around innovative approaches to customer service. Your insights are essential as we shape next year's process improvement initiatives. Below are a few of the scheduled listening sessions. The Department will continue to send out notices for these sessions and any future sessions.

- | | | |
|--------------------|--|------------|
| • October 3, 2025 | Burton Barr Central Library
(Department-wide) | 9:00 a.m. |
| • October 14, 2025 | Burton Barr Central Library
(Inspections) | 12:30 p.m. |





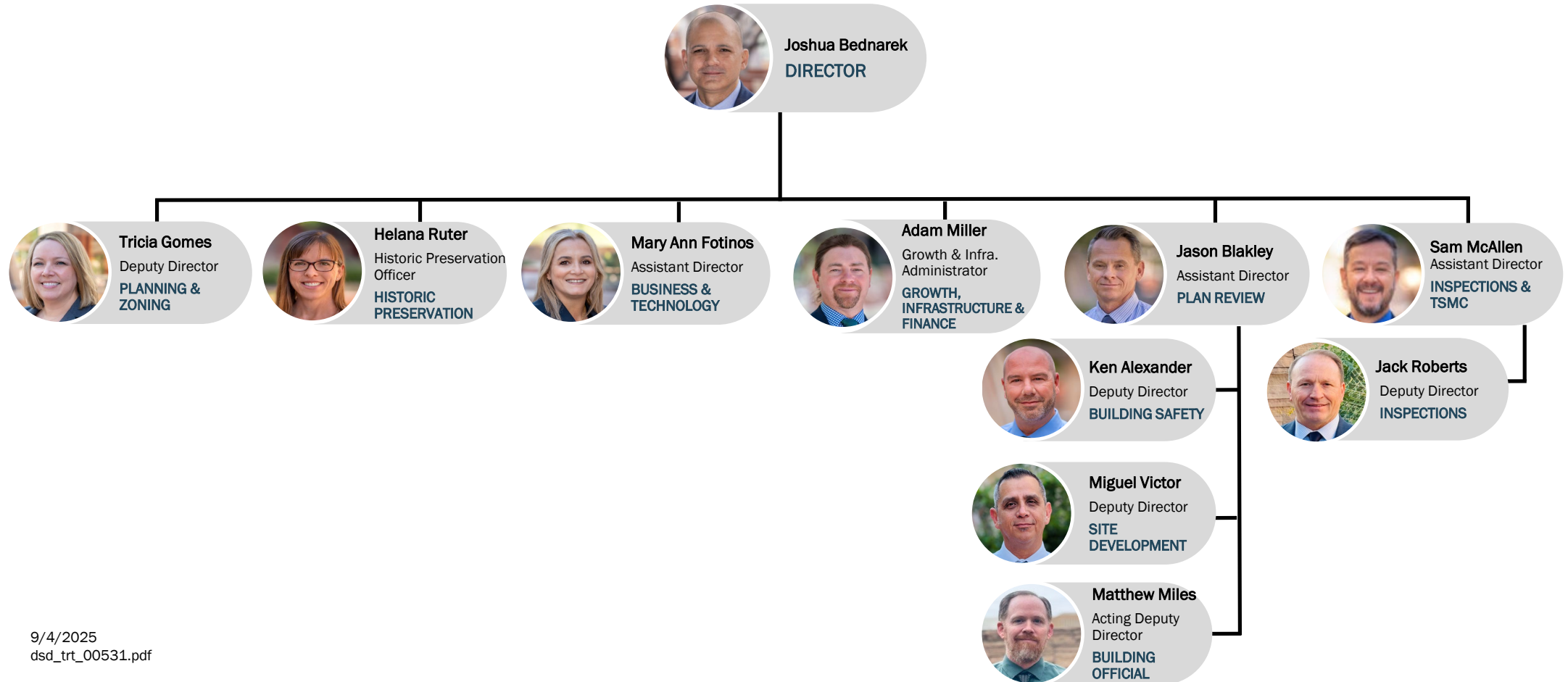
Appendices



Appendix A

Planning and Development Department

LEADERSHIP ORG CHART



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Planning and Development

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- General Plan Amendments
- Boards & Commissions



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- Demolition Application Review



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



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- Growth & Infrastructure
- Payments & Submittals / Electronic Plan Review Admin



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- Residential, Commercial & Fire Counters
- Pre-App & Prelim. Review
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- Building Official
- Development Advisory Board
- Development Coordination



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- Site Planning Counter
- Site Development Counter
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Planning and Development

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- ASLD Coordination
- Infrastructure Planning
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- Transit-Oriented Communities



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

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Vacant
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OMBUDSMAN

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- Customer Advocate
- Special Events



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PDD



PDD Contacts



Ombudsman

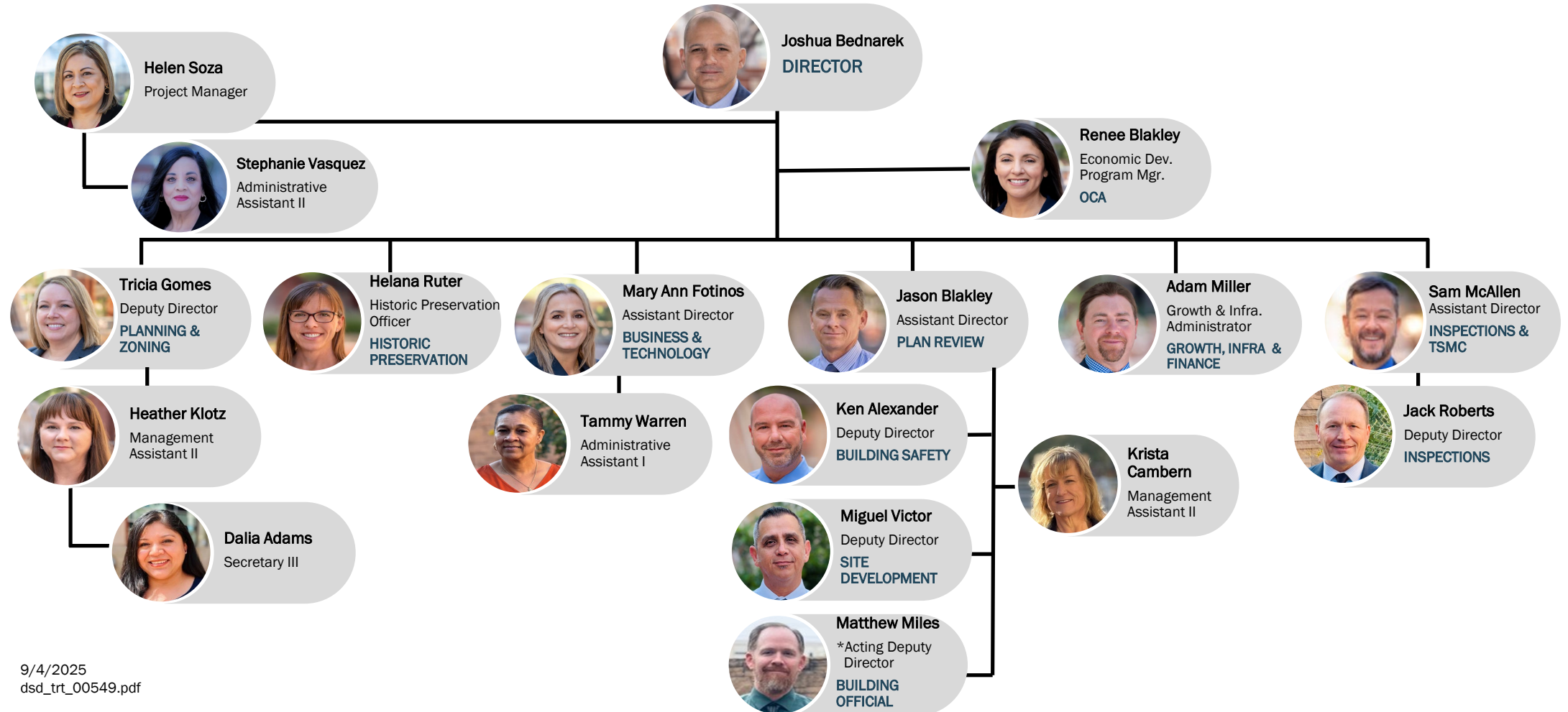


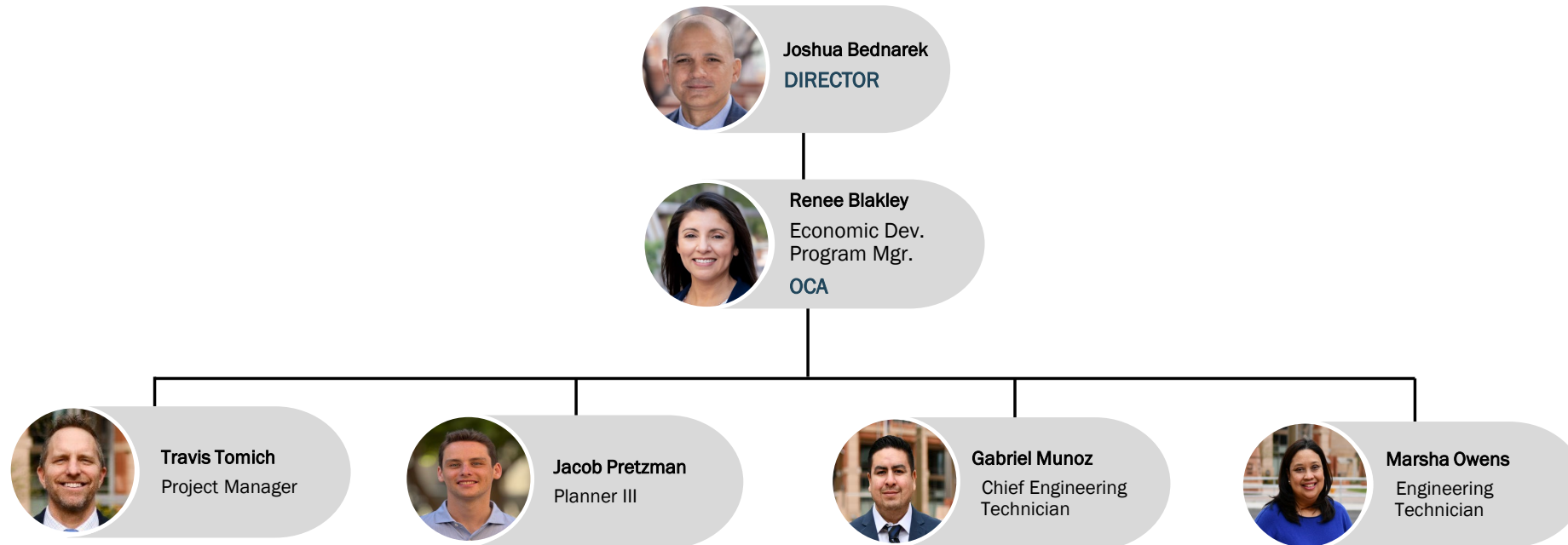
OCA

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Planning and Development Department

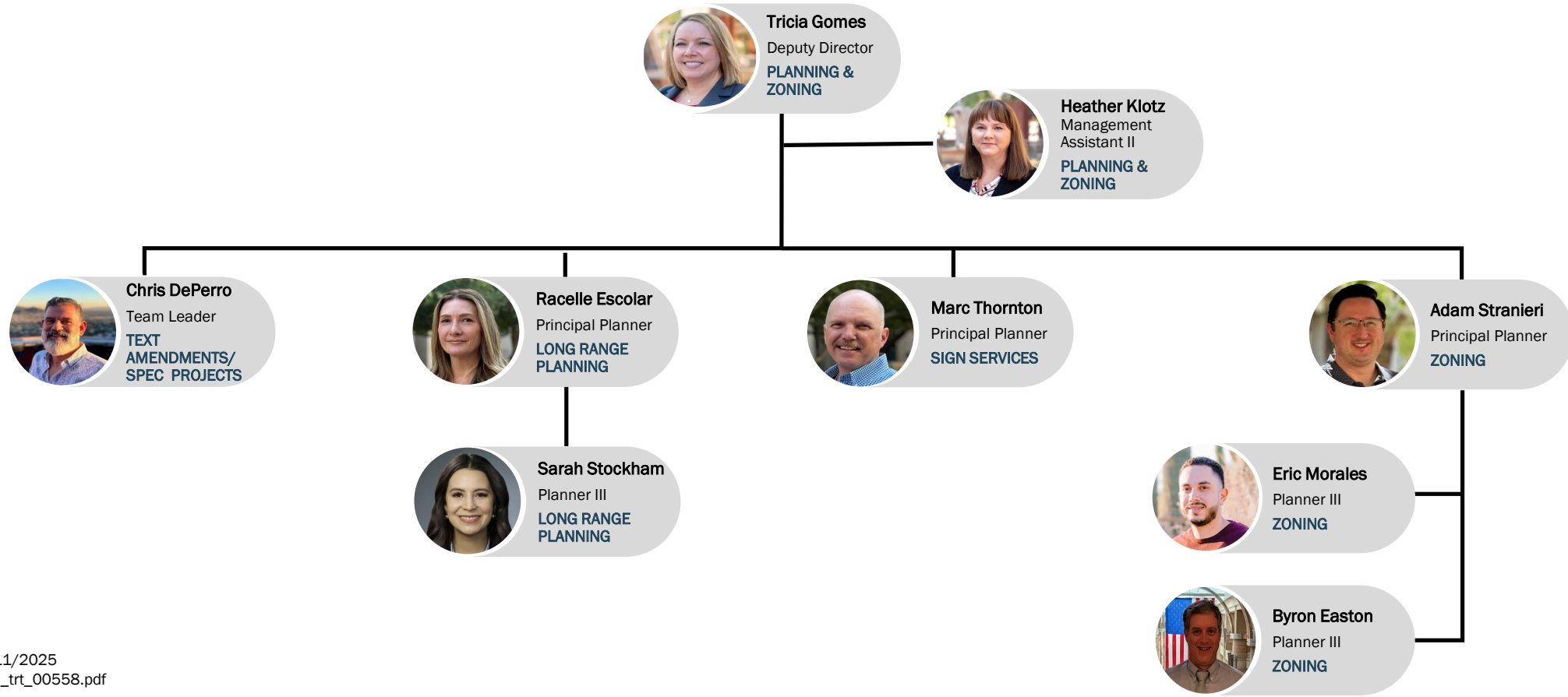
DIRECTOR'S OFFICE ORG CHART





Planning and Development Department

PLANNING AND ZONING SUPERVISOR ORG CHART



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Planning and Development

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- Planned Unit Developments



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- Downtown Sign Plans (MSP/DSP)



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- Airport Board of Adjustment
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- Zoning Verification
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PDD



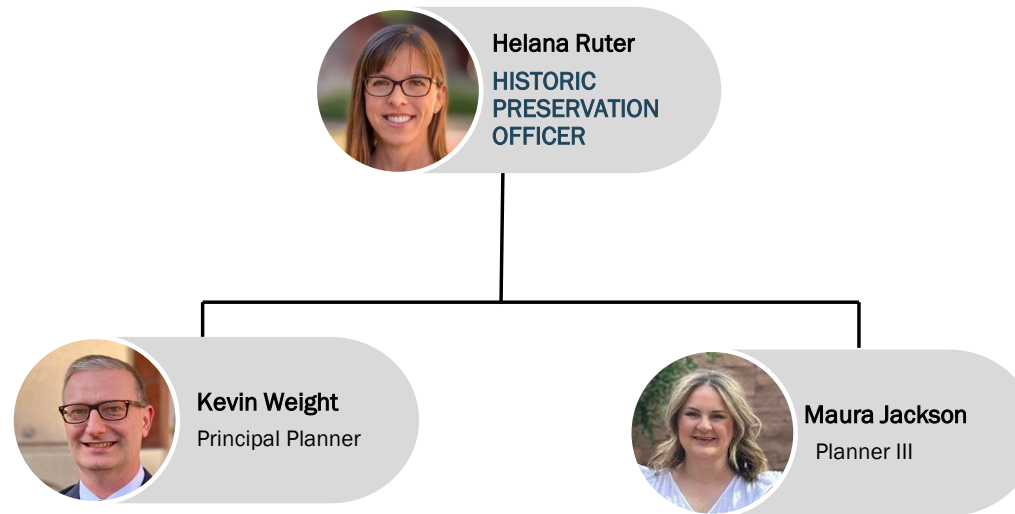
PDD Contacts



Planning & Zoning

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PDD



PDD Contacts

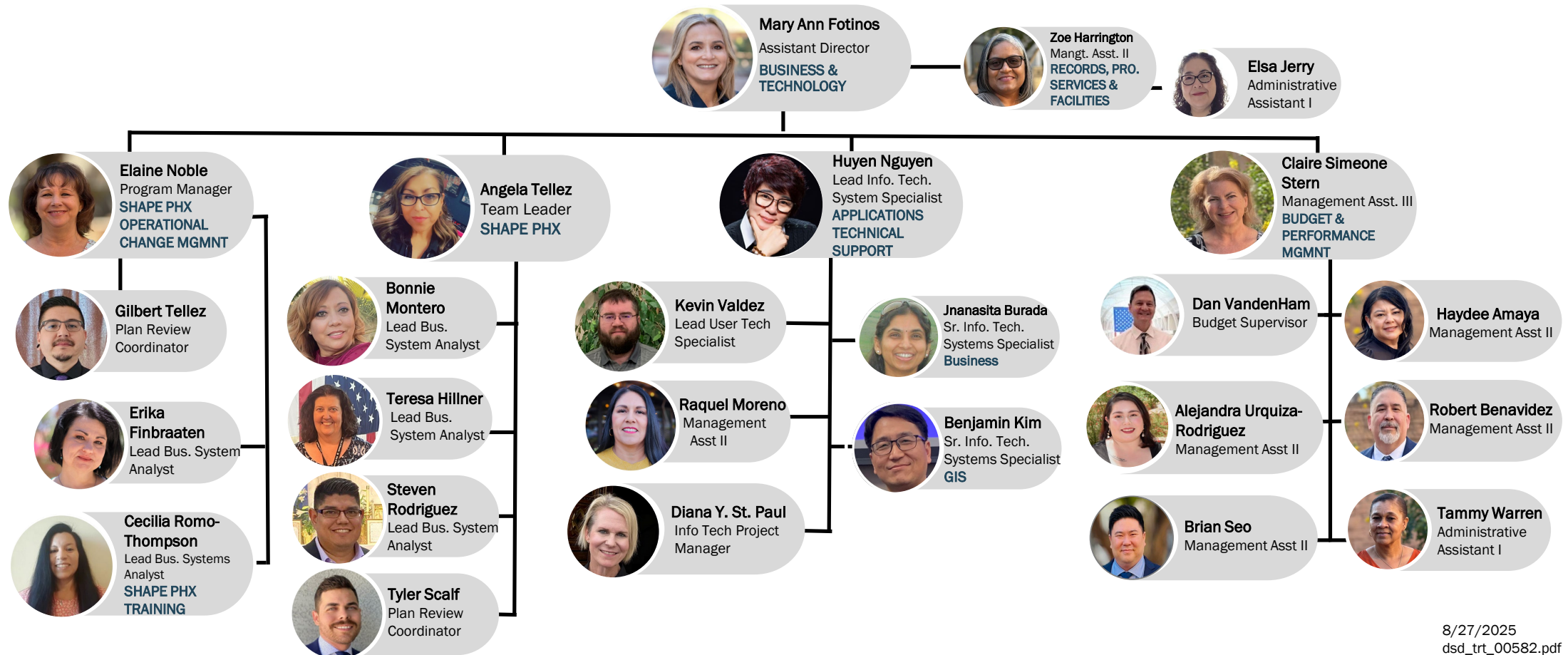


Historic Preservation

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Planning and Development Department

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Planning and Development

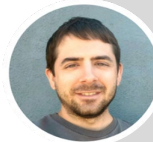
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- Oversight SHAPE PHX Deliverables & Payments
- Business Investment Requests
- Manage Signage Posting - Zoning Adjustment & HP



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- Electronic Plan Review Lead
- SHAPE PHX Enhancements, Defects & Change Requests



Vacant
 Program Manager
OMBUDSMAN SECTION

- Construction, Permitting & Development Process Navigation
- Project Status Inquiries

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PDD



PDD Contacts

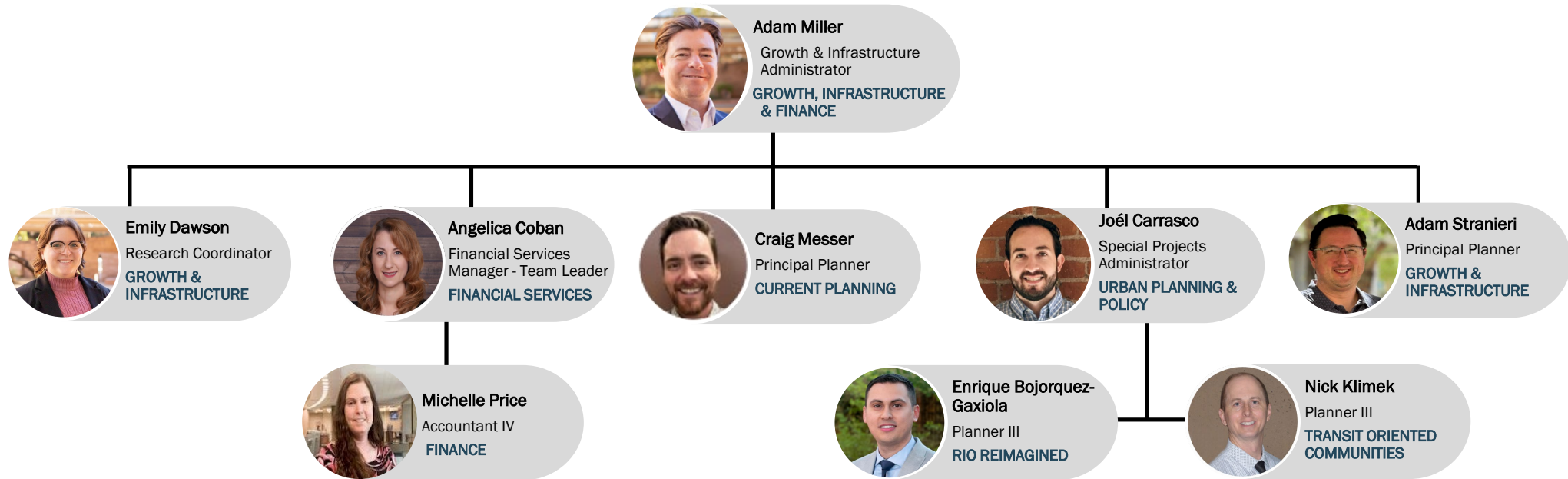


SHAPE PHX

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Planning and Development Department

GROWTH, INFRASTRUCTURE & FINANCE SUPERVISOR ORG CHART





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Planning and Development

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- Infrastructure Master Plan Coordination
- Development Impact Fee Program
- Infrastructure Funding and Financial Strategy
- Capital Improvement Program Review
- Growth Forecasting & Impact Analysis



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- ASLD Infrastructure Letters
- PCD Master Plan Administration
- Development Agreements
- Impact Fee Credit Agreements
- Community Facilities Districts



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- MAG POPTAC Member
- Growth Infrastructure Website
- Procurement & Contract Management



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- Rio Reimagined Planning



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



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- TOC Implementation Progress & Tracking
- TOC Working Group & Interdepartmental Collaboration
- Federal, Regional & Local Planning Grants



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Planning and Development

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- Fiscal Controls
- Financial Reporting
- Internal & Biennial Audit
- Rates & Fees
- Accounts Receivable, Refunds & Reconciliation



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- Finance Administrator – KIVA / SHAPE PHX
- SHAPE PHX – Fees, Financial, Corrections & Reporting
- Financial Accounting & Reporting
- Reconciliations
- Year-end Deferred Revenue
- Department Revenue & Liability

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PDD Contacts



SHAPE PHX



General Plan

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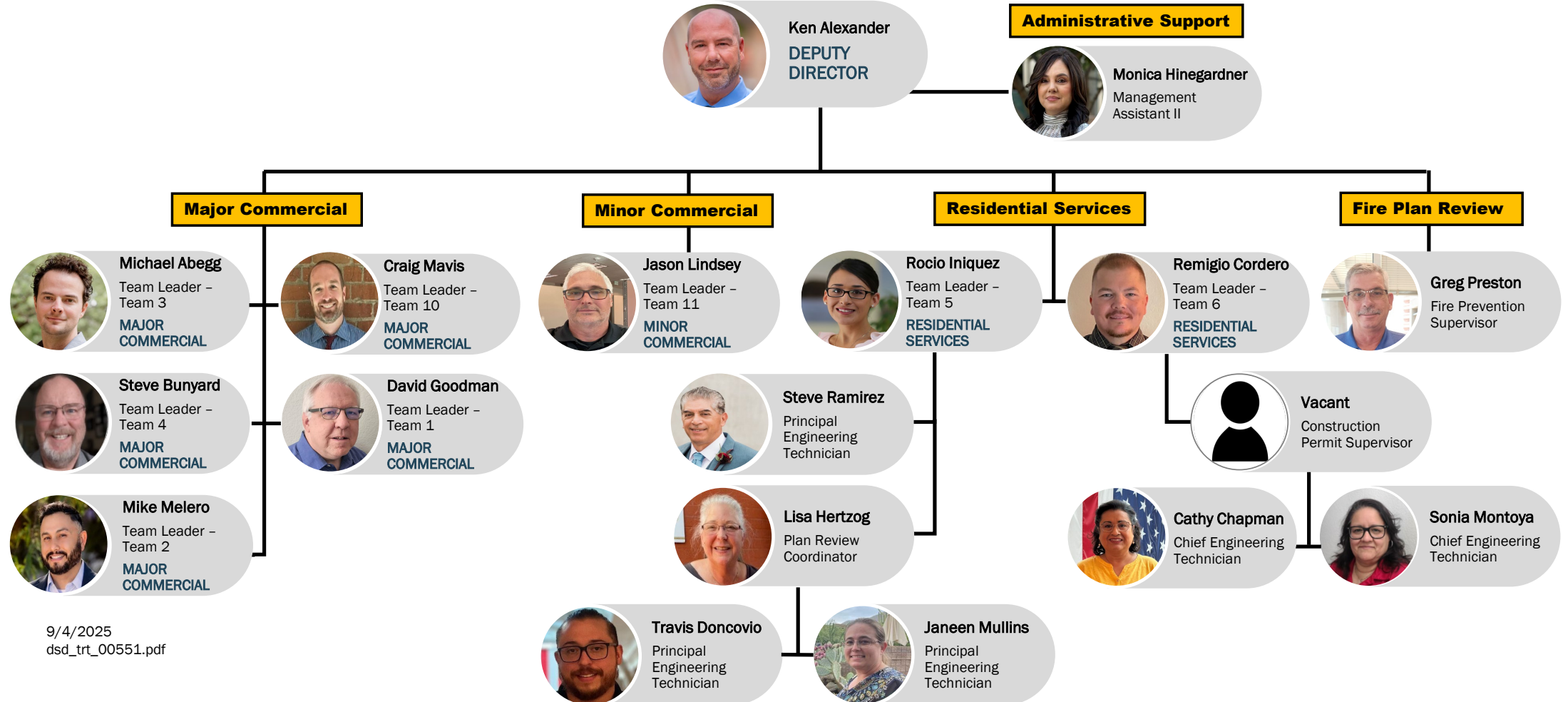
Planning and Development Department

PLAN REVIEW SUPERVISOR ORG CHART



Planning and Development Department

BUILDING SAFETY SUPERVISOR ORG CHART



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- Multi-family, Commercial Building
- Multi-disciplinary development coordination



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- Multi-family, Commercial Building
- Multi-disciplinary development coordination
- Sports Facilities
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- Multi-Family, Commercial Building
- Multi-disciplinary development coordination
- Low-income housing
- Grand Canyon University



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- TSMC Semiconductor plant and supplier sites.
- All TSMC related permitting activities.
- Multi-disciplinary development coordination



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- Pre-app and Preliminary Review
- 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



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



Jason Lindsey
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- Minor Commercial Projects
- Multi-disciplinary development coordination
- Management of Commercial Services Counter
- Self-Certification Program



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Planning and Development

BUILDING SAFETY SUPERVISOR FUNCTIONS



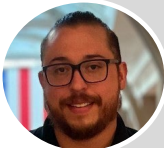
Lisa Hertzog
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- Residential Plan Review Coordinator over Residential Counter and Plan Review Teams



Vacant
Const. Permit Supervisor

- Supervises Chief Engineering Technicians
- New standard home permits for subdivisions
- Solar reviews and permits
- Pool reviews and permits



Travis Doncovio
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- Residential Plan Review Supervisor
- Residential Counter Supervisor
- IRC Technical Lead



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- Residential Plan Review Supervisor
- Residential Counter Supervisor
- IRC Technical Lead



Steve Ramirez
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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



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



Greg Preston
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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),
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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 Contacts



Commercial & Multi-family

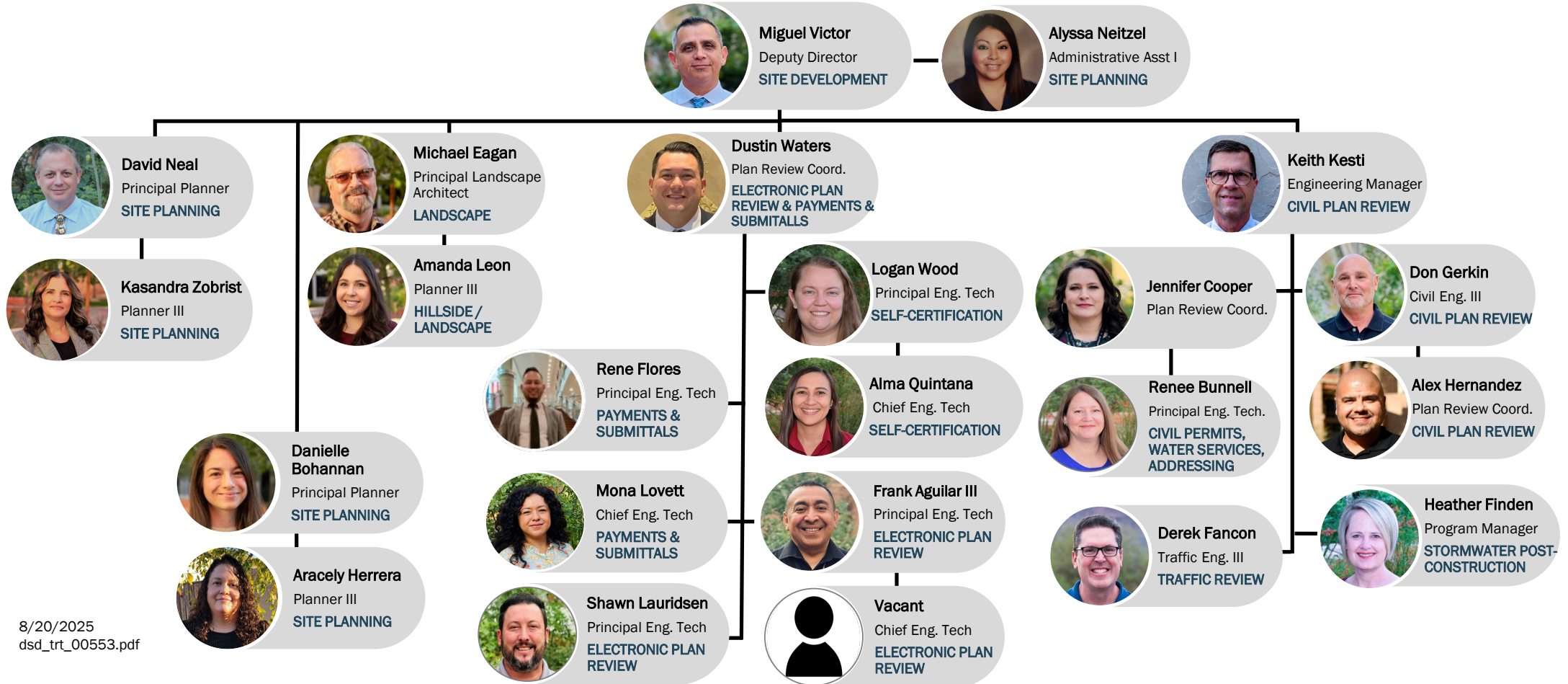


Residential

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Planning and Development Department

SITE DEVELOPMENT SUPERVISOR ORG CHART



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Planning and Development

SITE DEVELOPMENT SUPERVISOR FUNCTIONS



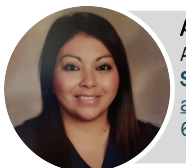
Danielle Bohannon
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- Pre-App & Prelim Review
- ProjectDox Site Review
- Major Commercial Site Review
- Temporary Homeless Shelters



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- Pre-app Project Submittals
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- Design Review Committee Liaison
- Special Projects
- Site Development TRT Liaison



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- Site Planning Counter



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- Minor Commercial Site Review



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- Contract Reviewer
- Construction Administration
- Landscape/Hillside/Site
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- Design Review Committee Coordinator
- TSMC Site Planning
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- Access Management
- Parking Review
- Subdivision Street Layout Review
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Planning and Development

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- Internal and External Support
- Development Center



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- TSMC Admin Support
- Electronic Plan Review
- Plan Review Training
- SB 1598 Quality Control



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- Internal and External Support
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- Quality Control
- Application Support



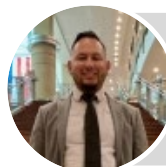
Vacant
Principal Engineering Tech
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- ShapePhx Liaison
- ShapePhx Business Processing
- ShapePhx Training



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- Quality Control
- Application Support



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- Permit Issuance
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- Plan Review Training
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Planning and Development

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- Storm Water Quality
- ADEQ Health Delegate
- MAG Workgroup Committee
- Civil Contract Review



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- Small Plan Review
- Bonding



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- Small Plan Review
- Bonding



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- GSI
- MS4 Permit Liaison
- Public Education and Outreach

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PDD Contacts

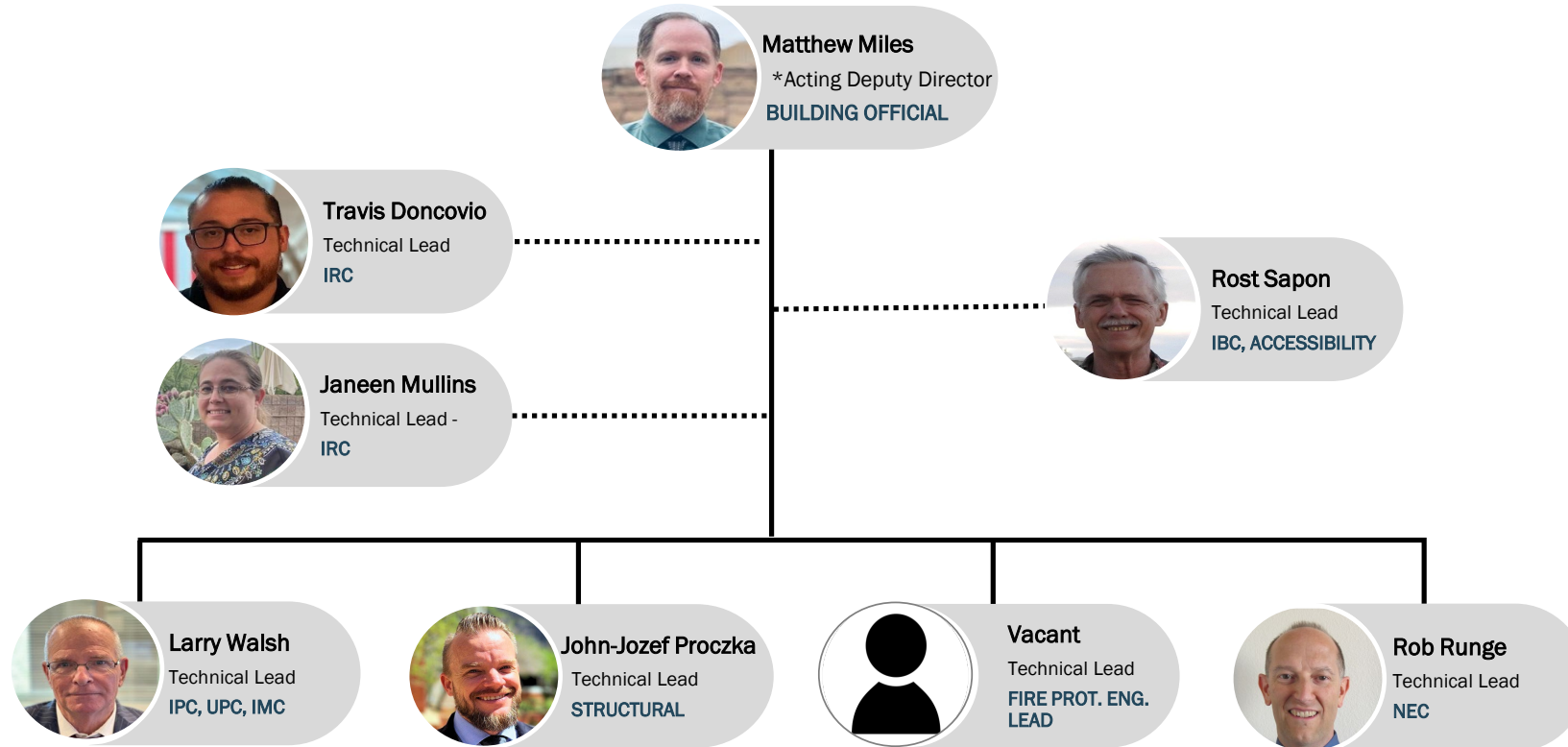


Site

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Planning and Development Department

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QUESTIONS?

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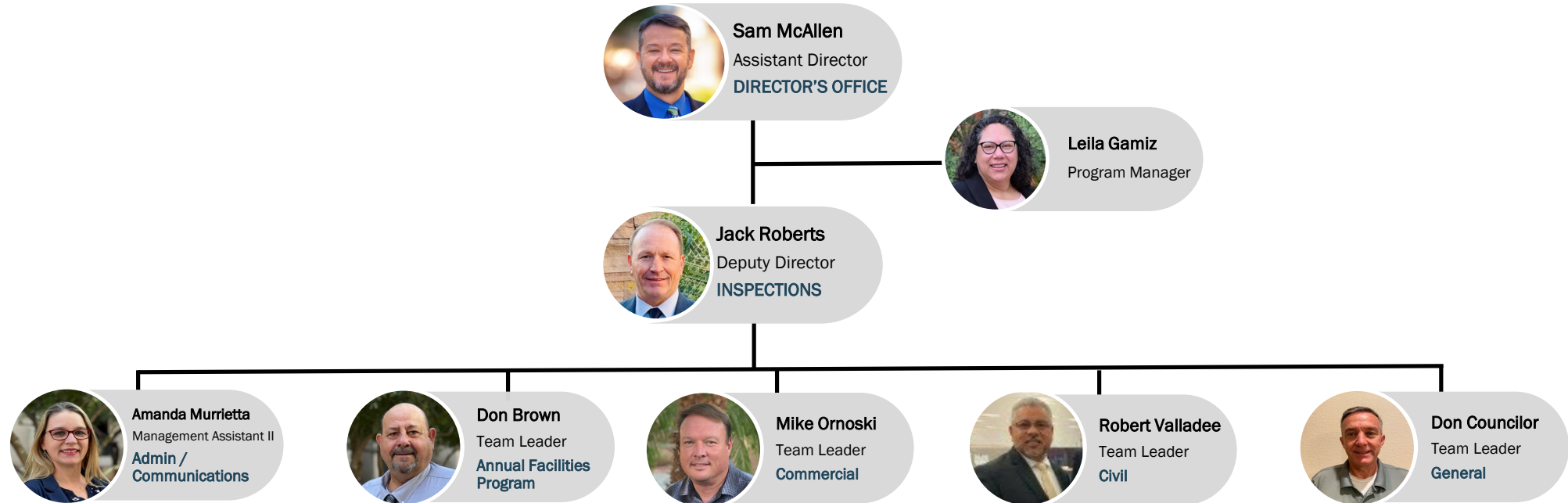


Building Codes

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Planning and Development Department

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Planning and Development

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

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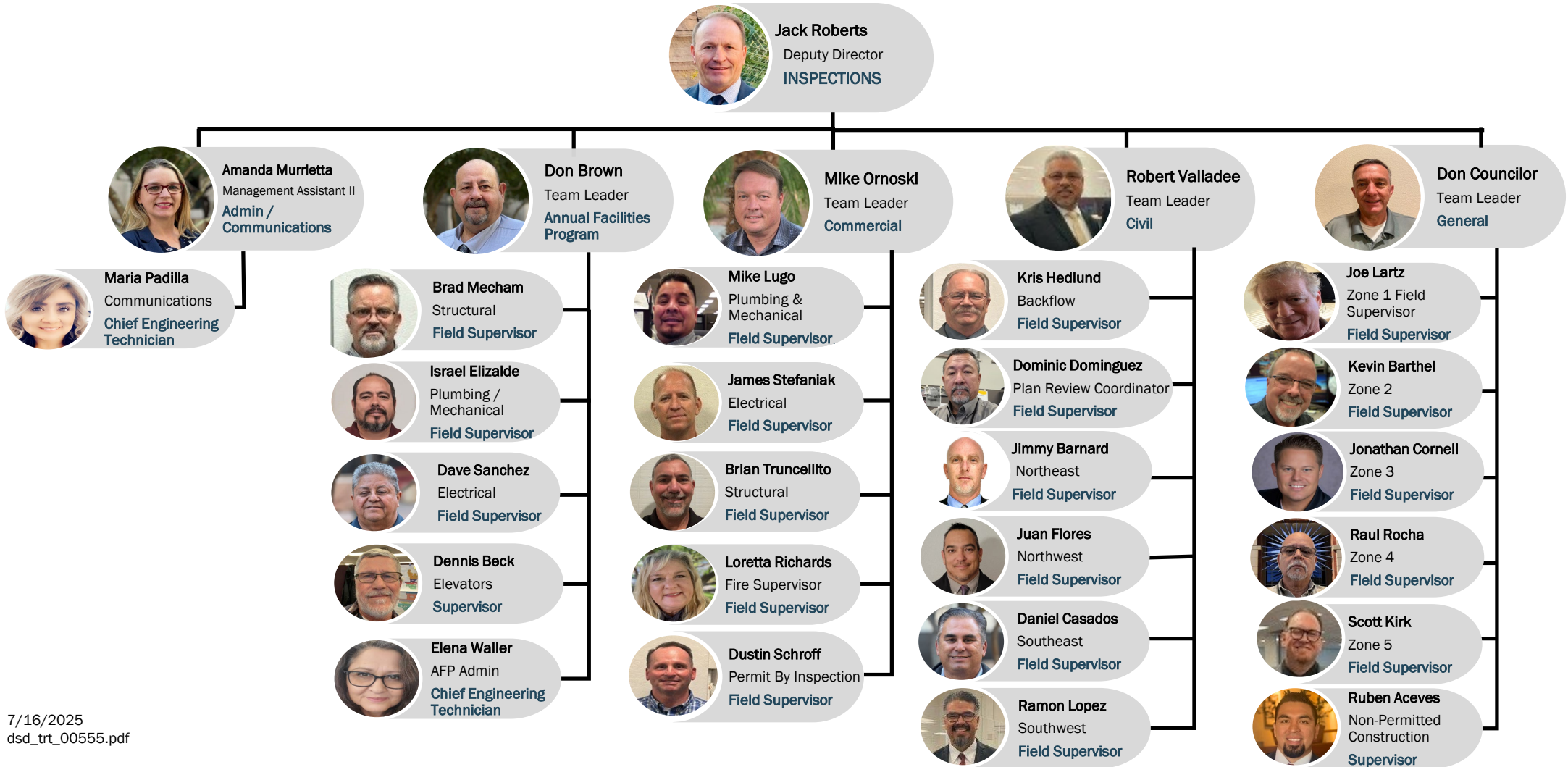


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- Elevator Inspections and Plan Review
- Building Maintenance Registration
- Major Special Events



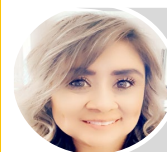
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- Fleet
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- Inspections
- Special Inspectors
- Radio Line
- Payments
- Journeyman



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- Structural Code consistency for AFP
- AFP Liaison for SHAPEPHX
- AFP Structural training



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- Non-Permitted Construction
- After-Hours Noise Complaints
- Customer Service Team



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- AFP Contract Inspections
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- Streetlight Program



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- Elevator Modernization Plan Reviews/Acceptance Tests
- Elevator Liaison for SHAPEPHX



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- Commercial Structural Inspections - Multi-family, Industrial, and Commercial Developments



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- Building Maintenance Program Registrations
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- Demolition Permits
- INSP & TIBU Permits



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Planning and Development

INSPECTIONS DIVISION

SUPERVISOR FUNCTIONS



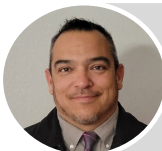
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- Cross Connection Control Investigation and Reports
- Site Surveys
- Backflow Prevention Assembly Test Report Database
- Water Services Department Liaison
- Northeast Civil/Site Inspections Field Supervisor
- Inspections, Plan Reviews, Field Revisions, As-built Reviews, Temporary Certificate of Occupancy (TCO) & Certificate of Occupancy (C of O)



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Northwest Field Supervisor
Civil
juan.flores@phoenix.gov
602-206-8783

- Southeast Civil/Site Inspections Field Supervisor
- Downtown Phoenix, Arcadia, and Ahwatukee
- Inspections, Plan Review, Field revisions, Temporary Certificate of Occupancy (TCO) & Full Occupancy



Daniel Casados
Southeast Field Supervisor
Civil
daniel.casados@phoenix.gov
602-309-1344



Ramon Lopez
Southwest Field Supervisor
Civil
ramon.lopez@phoenix.gov
602-448-1944

- Southwest Civil/Site Inspections Field Supervisor
- Inspections, Plan Reviews, Field Revisions, As-built reviews, Temporary Certificate of Occupancy (TCO) & Certificate of Occupancy (C of O)



Joe Lartz
Zone 1 Field Supervisor
General
joe.lartz@phoenix.gov
602-320-3127

- General Inspections Zone 1 Field Supervisor
- Residential Inspections
- Customer/Gen. Inspector Dissent Resolution



Kevin Barthel
Zone 2 Field Supervisor
General
kevin.barthel@phoenix.gov
602-908-1195

- General Inspections Zone 2 Field Supervisor
- Residential Code Compliance
- Customer/Gen. Inspector Dissent Resolution
- Liaison for SHAPEPHX and Customer Portal



Jonathan Cornell
Zone 3 Field Supervisor
General
jonathan.cornell@phoenix.gov
602-501-1206

- General Inspections Zone 3 Field Supervisor
- Daily Inspection Requests Routing/Assignment-Gen. Inspections Zone 3
- Customer/Gen. Inspector Dissent Resolution
- General Inspections Training



Jack Roberts
Deputy Director
INSPECTIONS
jack.roberts@phoenix.gov
602-501-1119

Planning and Development **INSPECTIONS DIVISION** **SUPERVISOR FUNCTIONS**



Raul Rocha
Zone 4 Field Supervisor
General
raul.rocha@phoenix.gov
602-501-1620

- General Inspections Zone 4 Field Supervisor
- Residential Inspection
- RPBI Field Plan Review Training
- Residential BCE/Inspector Training
- Customer Service/Permit Status Inquiries



Dominic Dominguez
Plan Review Coordinator
Civil
dominic.dominguez@phoenix.gov
602-316-0578

- Southeast Civil/Site Inspections Field Supervisor
- Downtown Phoenix, Arcadia, and Ahwatukee
- Inspections, Plan Review, Field revisions, Temporary Certificate of Occupancy (TCO) & Full Occupancy



Scott Kirk
Zone 5 Field Supervisor
General
scott.kirk@phoenix.gov
602-989-7134

- General Inspections Zone 5 Field Supervisor
- Building Safety Coordinator
- Customer Service Coordinator
- Residential Electrical Liaison
- Residential Solar Liaison
- Residential Generator Liaison



Ruben Aceves
Non-Permitted Construction
General
ruben.aceves@phoenix.gov
602-390-8281

- Non-Permitted Construction Investigations
- Code Enforcement
- Construction, Permitting & Development Process Navigation
- Imminent Hazard Inspections
- Interdepartmental Investigations/ Inspections
- Court Citation Proceedings

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



PDD



PDD Contacts



Inspections

7/2/2025
dsd_trt_00556.pdf



Planning and Development Department

Vision

Partners in planning, preserving and developing a safe, vibrant and well-designed city.

Mission

Preserve, shape and build Phoenix through outstanding service, engagement and innovation.

Service Commitments

- S**erve as a leader to develop a city through continuous advancement of policy, codes, processes, and technology.
- E**nsure building safety, preservation, and planning are at the forefront of all we do.
- R**einforce a culture of respect and collaboration.
- V**alue and deliver personal, seamless, and innovative service.
- E**mpower a professional, proficient, and dedicated department of civil servants.



Planning and Development Department

Process Improvements 2025



PDD Team Member Education Opportunities to Learn and Cross-Train

What Is the Proposal?

- Bi-weekly training: 1st and 3rd Wednesday of the month beginning **August 20, 2025** – June 26, 2026

2 Focus Areas

- **2 hrs.** training each month
- **24 hrs.** department-wide training per year

24 hrs

Cross Training

- Teams meet with other teams to discuss challenges
- Develop processes and procedures

24 hrs

Technical Training

- Teams provide technical training within their teams
- Teams discuss processes/procedures with new and existing team members to ensure consistency across teams

How Will We Accomplish This?

- 8:00 – 9:00 a.m. team member training
- Close counters for 30 minutes (8:30 – 9:00 a.m.)
- 1 hour impact to appointment scheduling each month
- Notice to customers emailed and posted at counters 2 weeks in advance
- Qmatic online appointment scheduling will restrict appointments before 9:00 am for each scheduled training session



Planning and Development Department

Process Improvements 2025



PDD Team Member Education Opportunities to Learn and Cross-Train

Training Schedule

Agendas

- Each team will develop agenda items prior to each training session so that team members are prepared to participate in discussions

Coordination Meetings w/Partner Departments

- PDD has standing monthly collaborative meetings w/Fire, Streets and Water Services departments to share information and discuss updates to policies and procedures
- Information will be shared with team members at technical training sessions



Technical Training 1st Wednesday of the month

In-Team Technical Training related to:

- Codes
- Ordinances
- Established policies and procedures
- Discussions from coordination meetings w/partner departments



Cross –Training 3rd Wednesday of the month

Cross-Training between different teams and disciplines:

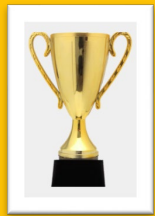
- Collaboration with other teams
- Update/Refinement of existing policies and procedures
- Technology implementation
- Upgrades and New Programs / Systems

Appendix D



PDD Process Improvements

2025 Team Member Education: Opportunities to learn & cross train



Director's Cup

SCORE SHEET

Name _____

Division _____ Section _____

Attend training opportunities to earn points. Total maximum points: 100

Cross Training (maximum points – 40) – Individual	Points	Supervisor Approved
<input type="checkbox"/> Attend at least one PDD Learning Session in 2025 on any of the respective sections to be offered in person. Sign up in PHXYou .	15	_____
<input type="checkbox"/> Attend at least two cross training exercises during 2025 where one of the respective teams meets, does a ride-along, or some other collaborative activity with two different teams.	15	_____
<input type="checkbox"/> Attend any PDD held public meeting, hearing, or HP Trivia night (Training section will post upcoming PDD public meetings on training page https://cityofphoenix.sharepoint.com/sites/pdd/collab/orgdev)	10	_____
<input type="checkbox"/> Other cross training: _____	_____	_____

Technical Training (maximum points – 40) – Team	Points	Supervisor Approved

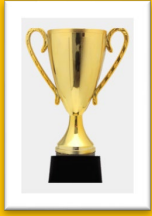
Each of the Department leads will ensure that all their respective teams receive a minimum of **10 hours** of technical training through a variety of methods. Technical training includes training to better understand your role and may include:

<input type="checkbox"/> Webinars Name: _____	5	_____
<input type="checkbox"/> Team meetings with technical / training items on the agenda	5	_____
<input type="checkbox"/> Conferences (use EDF funds, unless dept. budgeted training)	5	_____
<input type="checkbox"/> Participation in department led training (i.e., Legal Training)	10	_____
<input type="checkbox"/> Participation in the department's Personal, Seamless, and Innovative Training	15	_____
<input type="checkbox"/> Other technical training (i.e., SHAPE PHX): _____	_____	_____



PDD Process Improvements

2025 **Team Member Education:** Opportunities to learn & cross train



Director's Cup

SCORE

SHEET

Name _____

Division _____ Section _____

Teambuilding (maximum points – 20) – Individual

Points

Supervisor
Approved

Participation in any of the following department events:

☐ Inspections BBQ / Potluck in May at 438 Building: This is new event, that the new Deputy in Inspections will lead.

10

☐ Department Trivia in October: This is a new event that will be held in October that the Director's Office will lead for the first year.

10

☐ Other department lead teambuilding event: _____

Total Points (Cross Training, Technical training, Teambuilding)

Learn more:



[Director's Cup
Training Program](#)

Department Leads

▪ Management Team	Joshua Bednarek
▪ Human Resources	Amy Handley
▪ Information Technology	Huyen Nguyen
▪ Budget	Claire Simeone-Stern
▪ Planning and Zoning & Signs	Tricia Gomes
▪ Historic Preservation	Helana Ruter
▪ Growth & Strategy	Adam Miller / Angelica Coban
▪ Building & Fire	Ken Alexander
▪ Site Development	Miguel Victor
▪ Building Official	JJ Proczka
▪ Inspections	Jack Roberts

Appendix E



Team Member Education: Opportunities to learn & cross train

2025 Learning Sessions

March - Assembly Rooms

Topic: **Planning, Zoning, Signs and Special Projects (PDD161)**

Div/Section: Planning & Zoning

Presenters: Tricia Gomes

Date: **3/17** Time: **10:00 a.m.**

2nd Date: **3/28** 2nd Time **9:00 a.m.**

April - Calvin Goode, 10th Fl, Coronado Rm

Topic: **What's Historic Preservation? (PDD162)**

Div/Section: Historic Preservation

Presenters: Helana Ruter

Date: **4/15** Time: **8:00 a.m.**

2nd Date: **4/15** 2nd Time: **12:00 p.m.**

May - Calvin Goode, 10th Fl Training Rooms

Topic: **HR Basics (PDD163)**

Div/Section: Human Resources

Presenters: Chad Morton

Date: **5/19** Time: **9:30 a.m.** (Coronado Rm)

2nd Date: **5/22** 2nd Time: **2:00 p.m.** (Estrella Rm)

June - Assembly Rooms

Topic: **Ombudsman & OCA: Who We Are & What We Do (PDD164)**

Div/Section: Ombudsman & OCA

Presenters: Renee Blakley / David Urbinato

Date: **6/16** Time: **8:00 a.m.**

2nd Date: **6/17** 2nd Time: **12:00 pm**

July - Canceled

August

Topic: **Inspections (PDD166)**

Div/Section: Inspections

Presenters: Jack Roberts

Date: **8/18** Time: **9:00 a.m.** (Assembly Rooms)

2nd Date: **8/27** 2nd Time: **9:00 a.m.** (Calvin Goode, 10th Fl, Coronado Rm)

September - Assembly Rooms

Topic: **Plan Review (PDD167)**

Div/Section: Building & Fire, Site Development , and Building Official

Presenters: Ken Alexander, Miguel Victor, Matthew Miles

Date: **9/26** Time: **9:00 a.m.**

2nd Date: **9/29** Time: **9:00 a.m.**

October - Assembly Rooms

Topic: **Budget & Financial Services Overview (PDD168)**

Div/Section: Business & Technology

Presenters: Claire Simeone Stern & Angelica Coban

Date: **10/29** Time: **8:00 am**

2nd Date: **10/29** 2nd Time: **11:00 am**

November - Assembly Rooms

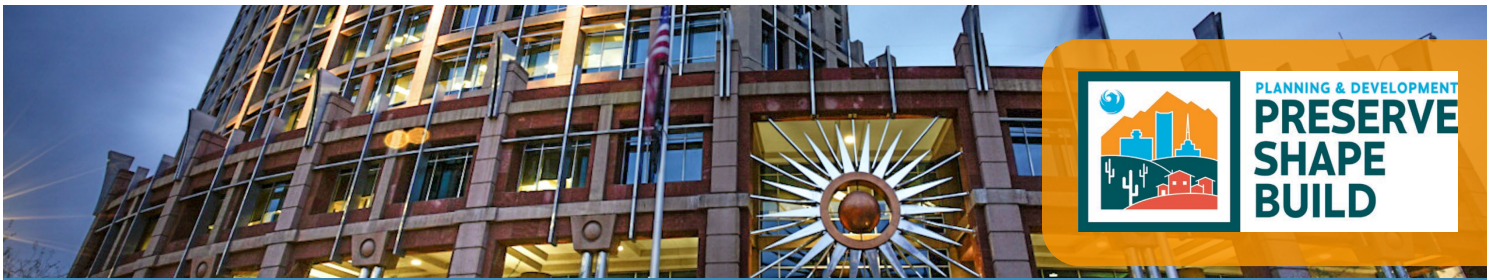
Topic: **Growth & Infrastructure Overview (PDD169)**

Div/Section: Growth & Infrastructure

Presenters: Joel Carrasco & David Neal

Date: **11/19** Time: **8:00 am**

2nd Date: **11/19** 2nd Time: **11:00 am**



PDD Process Improvements 2024 - 2025



PDD Team Member Education Opportunities to learn & cross train

Director's Cup



3

Employee Recognition Programs

Coffee Chat

Held quarterly in recognition of team members who have received great reviews and compliments from customers.

PDD Team Member Recognition (formerly Nuts & Bolts)

Held quarterly in recognition of team members who recognize other team members. The Management Team would host an open house for team members to engage directly with the Management Team in a Q & A session.

TBD

Create a recognition program for Back-end team members to be recognized for their work.

PDD End of Year Celebration & Director's Cup Presentation

Once a year celebration in December. At the event:

- ❖ Highlight Department Accomplishments
- ❖ Present Directors Cup to Winning Individual and Team (training points)
- ❖ Recognize Department Award Winners
 - PDD Team Member of the Year
 - PDD Innovator Award (Team member or team that helped make PDD more innovative the previous year)
 - PDD Team Award (Recognition of a team's work with exceptional workload, special project or both)



Director's Office Coffee Chat

Planning & Development Department Personal, Seamless, and Innovative (PSI) Customer Service Recognition Program



What Is Coffee Chat?

Coffee Chat is hosted quarterly by the Director and Management Team to recognize team members who provided **Personal, Seamless, and Innovative (PSI)** service to external customers. Testimonies (kudos) are submitted by external customers about the positive experiences they received from PDD team members, and the kudos are read out loud during Coffee Chat.



Who Is eligible To Attend?

A PDD team member who received kudos for providing **PSI** customer service to an external customer. A customer submitted an email, letter, or message to a team member or manager describing the level of service provided by a team member that is above and beyond and more significant than a "thank you".



How Are Team Members Invited?

Team members to be recognized will receive a calendar invite to attend the Director's Coffee Chat. If team members are unable to attend, certificates will be available for pick up after the event in the Ombudsman Section. Email (pdd.ombudsman@phoenix.gov).



How Is Coffee Chat Funded

No City or department funds are used to support this employee appreciation effort. Donation of funds are provided by the Leadership Team to cover costs of the event.



Coffee Chat

- Continental Breakfast
- Certificate of Recognition
- Group Photo
- Department Announcement
- Engage with Management Team

Send **Kudos** from
customers to

PDD.Coffee.Chat@phoenix.gov

April 2025



What is the Purpose of ERC?

The [Employee Recognition Committee](#) (ERC) was formed to identify, develop, and implement an employee recognition program that acknowledges and encourages the outstanding work and achievements of PDD team members and to help foster a more positive and supportive workplace. Recognition ranges from informal peer-to-peer acknowledgements to a formal nominations and awards system.



Under Construction

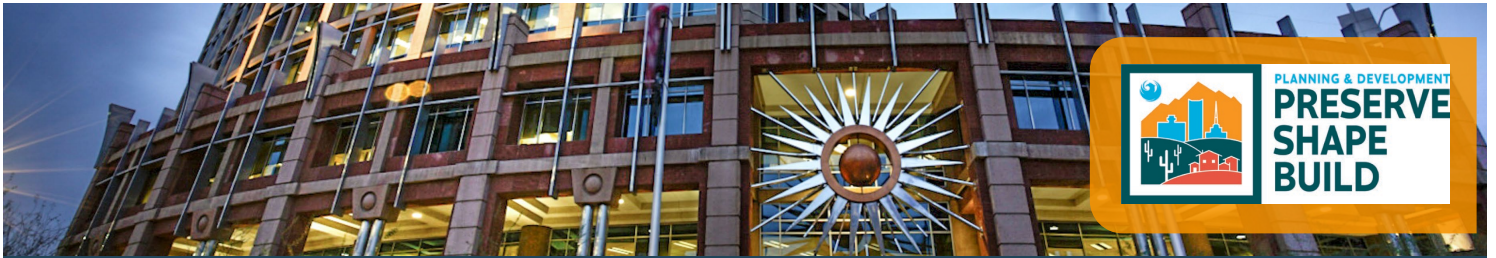
Employee Appreciation Cards (currently Nuts & Bolts)

Currently Under Construction* - *continue to send cards following the process below.

Nuts & Bolts cards are supervisor-to-peer or peer-to-peer acknowledgement cards that can be given to recognize contributions regardless of the size or scope of the accomplishment. These are the day-to-day recognitions and there is no limit to the number of appreciation cards received or awarded.

Cards are completed and sent to the team member who was recognized and to PDD.Employee.Recognition@phoenix.gov.

Award: Each Nuts & Bolts card received gives the team member an entry into a prize drawing at the end of the year ERC event.



Planning & Development Department ASPIRE Awards

Certificate &
8 hours of
Performance
Achievement

- ❖ **Admin, Business, and Technical Support (ABT) Award** (PDD support staff focus)
An individual or team who is the “magic behind the curtain” who keeps everything running smoothly. The individual or team’s role is important but not regularly visible. The individual or team achieved a performance-based accomplishment or milestone.
- ❖ **Super Saver / Producer Award** (money / resources)
An individual or team who created and/or implemented a money saving idea or identified or created new funding sources that had a significant and direct contribution to saving money.
- ❖ **Personal, Seamless, Innovative Service (PSI) Award** (customer service)
An individual who continuously delivers exceptional and personal customer service to citizens and/or internal team members. The individual maintained consistency in seamless service quality, responsiveness to customer needs, and an overall impact on customer satisfaction and innovation.
- ❖ **Innovation Award** (process improvement / service enhancement)
An individual or team who developed and/or implemented a new or updated improvement on a key departmental process that had a significant positive impact on efficiency, streamlined processes, or improved productivity.
- ❖ **Remarkable Team Award** (team project, collaboration)
A team who worked on a specific project related to policy, code, process, or technology and achieved outstanding results. The team demonstrated collective achievements, contributions, and collaborative efforts and had a direct influence on a project.
- ❖ **Excellence Award** (inspiring, foundation, culture)
An individual who is an empowered professional, proficient, and dedicated civil servant who consistently performs excellent work above and beyond expectations. The individual has a history of reinforcing a culture of respect and collaboration and are respected and praised by their peers, managers, and customers.



Director's Cup Individual Champion

The team with the highest point average education and training points.

Director's Cup Team Champion

The individual with the highest education and training points.

April 2025 – Page 2



ERC

Planning & Development Department Employee Recognition Program

Committee Members

(2 Year Term: Jan. 2025 - Dec. 2026)

CHAIR

- Alejandra Urquiza-Rodriguez, B&T

VICE CHAIRS

- Marsha Owens, OCA
- Abigail Tomich, Building & Fire

ASPIRE AWARDS COORDINATORS

- Vicky Vela-Thai, HR
- Tom Garrett, HR

PEER-TO-PEER RECOGNITION COORDINATORS

- Debbie Osekowsky, Director's Office
- Emma Collins, HP
- Mona Lovett, Site Development

FUNDRAISING COORDINATORS

- Cornelius Troup, Building & Fire
- Dalia Adams, P&Z
- Tammy Warren, B&T
- Brianna Quintero, B&T
- Serina Valdivia, Inspections

EMPLOYEE APPRECIATION EVENT COORDINATORS (end of year)

- Robert Benavidez, B&T
- Don Gerkin, Site Development
- Liz Castro, Building Official
- Velvet Ramirez, Building & Fire

TREASURER

- Rebecca Delaware, Growth & Infra.



PLANNING & DEVELOPMENT
**PRESERVE
SHAPE
BUILD**

WE LOOK FORWARD TO SERVING YOU!

WELCOME TO THE DEVELOPMENT CENTER!

Thank you for visiting the City of Phoenix Planning & Development Department's Development Center! To help provide safe and efficient services, we have the following reminders for visitors:

Development Center Hours

The Development Center is open Monday through Friday from 8 a.m. to 5 p.m., excluding major holidays. Appointments are available from 8:30 a.m. to 4 p.m. Scan the QR code below to schedule an appointment.

Appointments Preferred, Walk-Ins Welcome

Customers with pre-scheduled appointments will be prioritized; however, our staff can assist walk-in customers book the next available appointment or join the waiting queue if the desired counter is full.

Arrive 15 Minutes Early

Arrive at City Hall 15 minutes before your appointment time to get through security screening and to the Development Center. Early arrivals may be required to wait in the lobby until their appointment time. Late arrivals may be rescheduled or placed in a waiting queue until the next available appointment.

Limit Two Plans Per Appointment

Customers may bring one to two plans for review per appointment. Appointments are between 15 and 30 minutes depending on the counter, which is not long enough to review additional plans.

Appointment Availability

While we do our best to accommodate all visitors, transfers and walk-ins may not be called if there are less than 15 minutes until the next scheduled appointment. In this case, you may have to wait until staff are available or reschedule to the next available appointment.

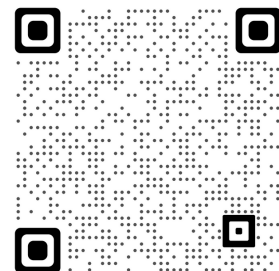


WHY WAIT? SKIP THE LINE.

BOOK AN APPOINTMENT ONLINE! →

Learn more:

phoenix.gov/pdd

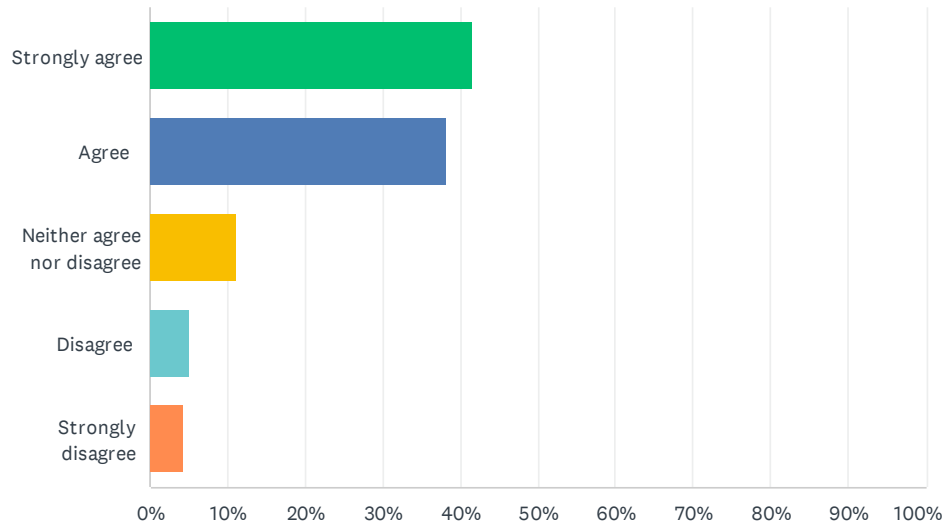


Appendix J

Copy of Phoenix Planning and Development Department Satisfaction Survey

Q4 Staff provided quality customer service.

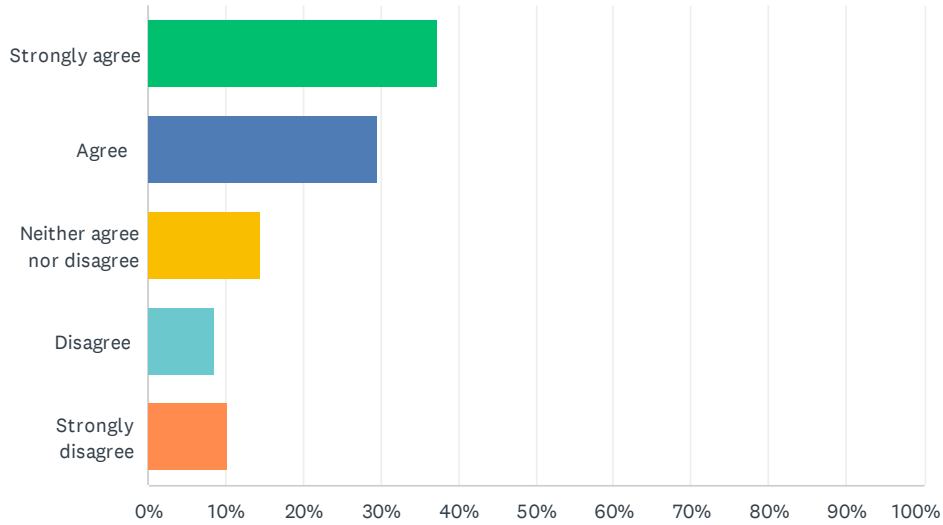
Answered: 118 Skipped: 14



ANSWER CHOICES	RESPONSES	
Strongly agree	41.53%	49
Agree	38.14%	45
Neither agree nor disagree	11.02%	13
Disagree	5.08%	6
Strongly disagree	4.24%	5
TOTAL		118

Q5 Communication was clear and I knew how to proceed at each step.

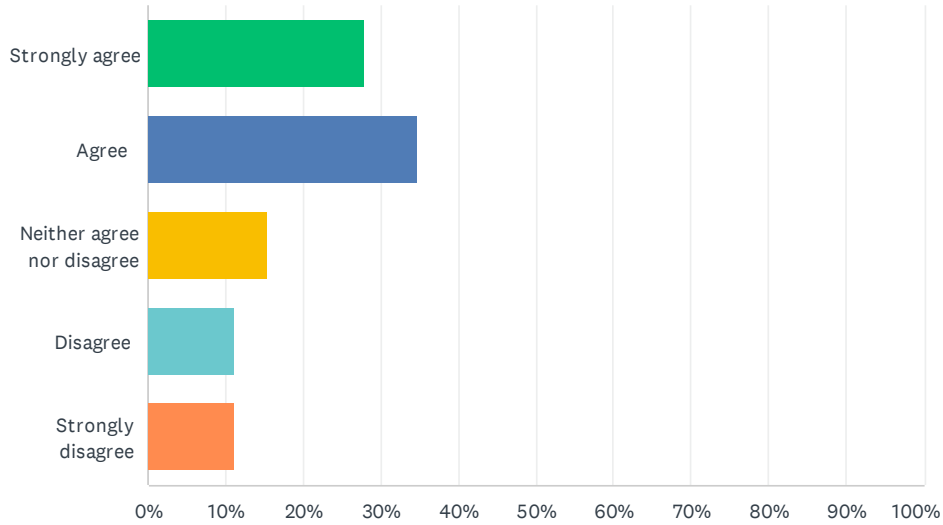
Answered: 118 Skipped: 14



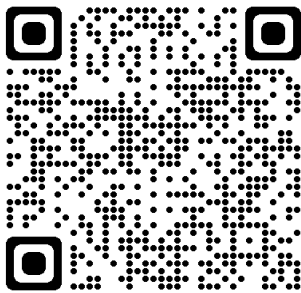
ANSWER CHOICES	RESPONSES	
Strongly agree	37.29%	44
Agree	29.66%	35
Neither agree nor disagree	14.41%	17
Disagree	8.47%	10
Strongly disagree	10.17%	12
TOTAL		118

Q6 Overall, my plan review and permitting process was seamless.

Answered: 118 Skipped: 14



ANSWER CHOICES	RESPONSES	
Strongly agree	27.97%	33
Agree	34.75%	41
Neither agree nor disagree	15.25%	18
Disagree	11.02%	13
Strongly disagree	11.02%	13
TOTAL		118



phoenix.gov/pdd



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