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# Development Services Department

## Strategic Business Plan

Effective Date: July 1, 2017

### **Oklahoma City Vision**

Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified and welcoming community.

### **Oklahoma City Mission**

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

### **Department Mission**

The mission of the Development Services Department is to provide animal welfare, code enforcement, construction permitting and inspections, licensing, and development application review services to the development community and general public so they can receive timely development decisions and live in a clean, safe and stable City.

# Table of Contents

- Issues, Strategies, and Results ..... 3**
  - Issue 1: Code Enforcement/Construction Inspection Priorities..... 3
  - Issue 2: Live Release Rate ..... 3
  - Issue 3: Development Application Review..... 3
  - Issue 4: Development Process Coordination ..... 4
  - Issue 5: Animal Control Services ..... 5
- Accomplishments ..... 6**
- Lines of Business and Programs ..... 9**
  - Department Organization .....9**
  - Administrative Line of Business .....10**
    - Executive Leadership Program..... 11
  - Animal Welfare Line of Business .....12**
    - Animal Control Program ..... 13
    - Animal Shelter Program ..... 14
    - Community Outreach Program..... 15
    - Veterinary Services Program..... 16
  - Code Enforcement Line of Business.....17**
    - Abandoned Buildings Program ..... 18
    - Code Inspections Program ..... 19
    - Nuisance Abatement Program..... 20
  - Development Center Line of Business .....21**
    - Construction Inspections Program ..... 22
    - Permits and Licensing Program..... 23
    - Plan Review Program ..... 24
  - Subdivision and Zoning Line of Business.....26**
    - Subdivision and Zoning Program ..... 27

## Issues, Strategies, and Results

### Issue 1: Code Enforcement/Construction Inspection Priorities

The growing demand and continued expansion of code enforcement and construction inspection programs, if not addressed, will have a negative impact on customer and citizen satisfaction.

#### Strategy

- The Code Enforcement Line of Business will monitor its inspection assignment priorities to ensure a timely response and proactive service delivery targets are met.
- The code enforcement and construction inspection programs will pursue new technologies to improve efficiencies.

#### Strategic Result

- By 2022, Development Services will provide effective code enforcement services as evidenced by maintaining at least 50% citizen satisfaction with Code Enforcement.

### Issue 2: Live Release Rate

The demand for an improved animal live release rate without an increased commitment of community resources and community participation will result in higher euthanasia rates and lower citizen satisfaction.

#### Strategy

- The Animal Welfare Line of Business will continue to coordinate with partner agencies to promote programs and internal services that improve the live release rate of shelter pets and increase pet adoptions and placements.

#### Strategic Result

- By 2022, Animal Welfare will provide improved services and coordination as evidenced by achieving at least an 80% live release rate of shelter pets.

### Issue 3: Development Application Review

The increasing complexity of development, if not adequately addressed, will cause increased costs and time delays in the development application review process and reduced customer satisfaction.

**Strategy**

- The Subdivision and Zoning Line of Business will utilize the Accela automated development process tracking system to decrease processing and review time for development applications.

**Strategic Results**

By 2022, Development Services customers will experience a more timely and efficient development review process as evidenced by:

- At least 90% of applicants proposing a new preliminary plat will receive a development application decision within 60 days of submission.
- At least 90% of applicants will receive a rezoning development application decision within 120 days of application submission.

**Issue 4: Development Process Coordination**

Lack of inter and intra-departmental coordination in the development process impacted by the inability to implement and maintain technology in a timely manner will continue to cause delays in processing development applications and the issuance of construction permits, licenses, and certificates of occupancy.

**Strategy**

- The Development Services Department will utilize Accela and monthly Construction Inspection reports to track and review response data to identify opportunities for greater efficiency in plan review, permit issuance, and inspections.
- The Development Center Line of Business will pursue new technologies to improve efficiencies.

**Strategic Results**

By 2022, the Development Services department will improve the timeliness of reviews and inspections, and customer service, as follows:

- Complete 90% of initial review of commercial new construction plans within 15 working days of submission.
- Complete 90% of initial review of commercial remodel plans within ten working days of submission.
- Complete 95% of construction inspections within one working day of request.
- At least 70% of phone calls will be answered within 4 minutes.

## Issue 5: Animal Control Services

The growing demand for animal control services and programs to help citizens be responsible pet owners, if not addressed, will result in, increased response times, an inability to respond to requests for service, lower citizen satisfaction, and continued challenges with animal control issues in the community.

### Strategy

- The Animal Welfare Line of Business will utilize proactive programs, public education and information services, and coordinate with partner agencies to decrease the amount of animal control calls received.
- Animal Welfare Line of Business will pursue new technologies to improve efficiencies.

### Strategic Result

By 2022, in order to provide quality services to our customers Animal Welfare will:

- Provide an initial response to services requested within two business hours for Priority one calls 90% of the time

## Accomplishments

### **Animal Welfare Line of Business**

- The cooperation between the Animal Welfare Line of Business and community partners has resulted in 17,515 animals being transferred to partner agencies over the last two fiscal years, increased adoptions, an increase in community outreach programs, an improved public image and increases in foster homes and volunteers.
- Achieved live release rate of 73%. This is the highest in the organization's history.
- Animal Welfare has provided over 24,000 free spay/neuter services to Oklahoma City pet owners since the program inception.
- Worked with the Municipal Counselor's office to develop a Menacing Dog Ordinance for Council's adoption.
- Worked with the Municipal Counselor's office to amend the Community Cat Ordinance and present to City Council for approval.
- Continued efforts to increase community and educational outreach involvement through presentations, participation at events, monthly education topics, Your New Pet workshops, regular social media posts, updates to website with educational messages and development of new educational material for distribution.
- Each year over 25,000 pounds of food is given to Oklahoma City residents through Animal Welfare's Pet Food Bank.
- Hosted three "Clear the Shelter" events where every animal available for adoption was adopted for a total of 487 animals.

### **Code Enforcement Line of Business**

- Tested and implemented new mobile devices for all code inspectors and continued Accela training.
- Implementation of paperless inspection process completed.
- Developed and Implemented new citation process.
- The Notice Desk has been completely converted to the paperless electronic environment.
- Coordinated and provided sign removal training for citizens of participating Neighborhood Associations.
- Sign Removal Agreement contracts for the 19 participating Neighborhood Associations were obtained via personal service. All contracts were signed and notarized.
- Developed and implemented new Property Maintenance citation process. The new process streamlined the processing time, reduced paperwork and increased data accuracy and decreased workflow timeliness for Code Enforcement.
- Worked with the Municipal Counselors office to set procedures for the "Request for Writ of Assistance for Entry onto Private Property" process.

- Coordinated and tracked the removal of over 60,000 illegal signs.

#### **Development Center Line of Business**

- The Development Center assumed the responsibilities of reviewing plans, issuing permits and doing final inspections for oil and gas well drilling operations located in the City of Oklahoma City, from the Public Works Department.
- A new Development Center website was designed and implemented in coordination with Public Information Office, dedicated to help citizens, contractors and the development community to navigate the sometimes complex plan review, permitting, inspection and licensing processes.
- Development Center and IT staff developed an online permit application and issuance process for residential electrical permits.
- In-house training for required National Certifications and State licenses has been continued to provide mandatory continuing education for inspectors and plan reviewers. The instruction is performed by our management staff which has also promoted consistency in code interpretation throughout the Division. There have been more than 30 hours of certified CEU training provided in the past year.
- The Plan Review Section worked closely with several City Departments to successfully design and implement a process to effectively navigate and manage the new and very complex Streets, Parks and Trails Development Fee program.
- Plan Review served over 11,000 walk-in customers and reviewed over 15,000 plans.
- The storm shelter rebate program with Emergency Management and Inspection Services was completed. This program involved monitoring the issuance, final inspection and uploading of documentation into the Accela system relating to the FEMA and American Red Cross storm shelter rebate programs.
- Permits/Licensing has consistently issued construction related permits within one working day of request 100% of the time.
- The Construction Inspections Section continues to complete 90% of inspections within one day of when they were requested and performed over 113,000 inspections per year.
- With the transfer of the Oil Well Inspection Program from Public Works, 800+ oil well site inspections have been updated and completed.
- Worked for approval and adoption of new development impact fees for streets (transportation) and parks that went into effect Jan. 1, 2017.
- New single family residential construction plans were reviewed within one working day of submission 100% of the time.

**Subdivision & Zoning Line of Business**

- 100% rezoning development applicants received a decision within 120 days of submission.
- 100% of new preliminary plat applicants received a decision within 60 days of submission.
- Processed over 500 zoning, subdivision and Board of Adjustment cases.
- Provided over 3000 new address assignments for subdivision plats and other requested new address changes to support the 911 emergency phone system.
- Streamlined the intake process for rezoning applications by implementing an all-digital file retention and retrieval system.
- Continued to work with the Planning Department on the process to review the Subdivision Regulations and the Zoning Ordinance to support the recently adopted Plan OKC. Worked to assure the changes do not cause conflicts with the Departments ability to enforce other codes that interact with the zoning ordinance.
- Researched and provided information relating to available legal billboard locations along I-40 and I-35 relating to recent State Law amendments that allow the relocation of billboards from property taken for new highway construction.
- Amended Rural Gate/ Fence ordinance.
- Worked with the ASA softball association to create a Planned Unit Development (PUD) to allow for facility upgrades and future expansions to the ASA softball facility.



## Lines of Business and Programs

### Department Organization

#### **Administrative Line of Business**

- Executive Leadership Program

#### **Animal Welfare Line of Business**

- Animal Control Program
- Animal Shelter Program
- Community Outreach Program
- Veterinary Services Program

#### **Code Enforcement Line of Business**

- Abandoned Buildings Program
- Code Inspection Program
- Nuisance Abatement Program

#### **Development Center Line of Business**

- Construction Inspection Program
- Permits and Licensing Program
- Plan Review Program

#### **Subdivision and Zoning Line of Business**

- Subdivision and Zoning Program

## Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

### Programs and Key Measures

Executive Leadership Program

 % of key measures achieved

### Executive Leadership Program

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

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|                  |                    |
|------------------|--------------------|
| Program Manager: | Bob Tener          |
| Program Budget:  | \$2,414,653 (FY16) |

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Program Services:

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- Citizen Responses
- Continuity of Operations Plan
- Contract Compliance Reviews
- Contracts, Leases, and Agreements
- Executive Reports
  - Ad Hoc Reports
  - City Manager Reports
  - Special Project Reports
  - Performance Reports
- FMLA Authorizations
- Grant Applications
- Grant Status Reports
- Grievance Resolutions
- Internal Investigation Reports
- Legislative Recommendations
- Needs Analyses
- Open Record Responses
- Personnel Transactions
- Plans (i.e. Master, Strategic Business Plans)
- Policies and Procedures
- Presentations
- Project and Financial Impact Analyses
- Union Negotiations and Recommendations

### Family of Measures

|         |   |
|---------|---|
| Results | % of key measures achieved  |
|         | % of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year |
|         | % of performance evaluations completed by the review date   |
|         | % of terminations submitted to the Personnel Department within three days of the termination date       |
| Outputs | Dollar amount of operating expenditures managed   |
|         | # of full-time employees supported  |

## Animal Welfare Line of Business

The purpose of the Animal Welfare Line of Business is to promote and protect the health, safety and welfare of people and pets in Oklahoma City so they can live in a safe community of responsible pet ownership, free of animal abuse and neglect.

### Programs and Key Measures

#### Animal Control Program



% of Animal Welfare calls responded to within specified time frames

#### Animal Shelter Program



% of live releases

#### Community Outreach Program



% of requested spay/neuter provided

#### Veterinary Services Program



% of animals spayed/neutered

## Animal Control Program

The purpose of the Animal Control Program is to provide public health and safety, public education, enforcement, and animal rescue services to the general public so they can experience an environment of responsible pet ownership that is free of dangerous, stray or dead animals.

Program Manager: Lyne Huffman

Program Budget: \$1,499,780 (FY16)

### Program Services:

- Animal Citations
  - Animal Control Generated
  - Citizen Complaint Generated
- Animal Control Warnings
- Animal Impoundments
- Bite Investigations & Quarantines
- Cat Complaint Responses
- Court Appearances
- Cruelty Investigations
- Dangerous and Menancing Dog Responses
- Dead Animal Removal
- Disaster Responses
- Livestock Responses & Impoundments
- Neighborhood Stray Sweeps
- Partner Agency Support Responses
- Public Education Services
- Sick & Injured Animal Rescues
- Stray Animal Responses
- Wildlife Responses

### Family of Measures

|         |  |
|---------|--|
| Results | <b>% of Animal Welfare calls responded to within specified time frames</b>                     |
|         | % of Animal Welfare Priority one calls receiving initial response within two business hours    |
|         | % of Animal Welfare Priority two calls receiving initial response within the same business day |
|         | % of Animal Welfare Priority three calls receiving initial response by the next business day   |
| Outputs | # of Animal Welfare service call responses provided  |
|         | # of cruelty cases worked  |
|         | # of dangerous animal cases worked   |
|         | # of menancing animal cases worked   |
| Demands | # of animal welfare service calls received   |

## ***Animal Shelter Program***

The purpose of the Animal Shelter Program is to provide temporary animal care, animal adoptions, reclaim services, and animal transfers to partner agencies so citizens can have affordable pet adoption opportunities and more animals can be saved.

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Program Manager: Nevyn O’Kane

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Program Budget: \$1,912,818 (FY16)

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Program Services:

- Animal Adoption
- Animal Intakes
  - Stray Drop Offs
  - Owner Surrenders
- Animal Reclaims
- Dead Animal Disposals
- General Animal Care Services
- Long-term Animal Care and Special Care Services
- Lost & Found Postings
- Tags
- Temporary Disaster Housing
- Wildlife Intakes

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### Family of Measures

|         |  |
|---------|--|
| Results |  % of live releases |
| Outputs | # of live animals sheltered  |
|         | # of live releases   |
| Demands | # of all animal intakes logged   |

## Community Outreach Program

The purpose of the Community Outreach Program is to provide education, opportunities for community engagement and support programs to citizens, so that they can be informed and promote responsible pet ownership, and assist with the goal of animals remaining in the home and reducing animal intake.


Program Manager: Jaurita Becker

Program Budget: New Program; no FY16 budget

### Program Services:

- Adoption Outreach
- Animal Transfers
- Community Cats
- Community Pet Spay/Neuter
- Free Dog Houses
- Foster Placements
- Free Pet ID Tags
- Fundraising
- Media & Community Relations
- Pet Food Bank
- Public Education
- Reclaimed Animal Spay/Neuter
- Volunteer Opportunities

### Family of Measures

|         |   |
|---------|---|
| Results |  % of requested spay/neuter provided |
| Outputs | # of animal adoptions resulting from an outreach event  |
|         | # of animals in foster care   |
|         | # of community cats transferred   |
|         | # of pet food bank customers served   |
|         | # of spay/neuters performed   |
|         | # of volunteer hours  |
| Demands | # of spay/neuter requests   |

## ***Veterinary Services Program***

The purpose of the Veterinary Services Program is to provide medical care to shelter pets and spay and neuter services to shelter and reclaimed pets to ensure that pet owners can experience the companionship of a healthy pet.


Program Manager: Dr. Allison Haley

Program Budget: \$879,251 (FY16)

### Program Services:

- Animal Foster Program Medical Care
- Animal Health Assessments
- Animal Health Treatments
- Animal Health Vaccinations
- Court Appearances
- Euthanasia
- Medical Care for Police Canine Unit
- Microchips
- Necropsy and Cruelty Exams
- Other Surgical Procedures
- Rabies Vaccinations
- Reclaimed Pet Spayed/Neutered
- Shelter Pet Population Health Services
- Shelter Pet Spayed/Neutered

### Family of Measures

|         |  |
|---------|--|
| Results |  % of animals spayed/neutered |
|         | % of live animals logged treated for illness or injury   |
| Outputs | # of animals spayed/neutered   |
|         | # of animals treated for illness or injury   |
|         | # of euthanasias performed   |
|         | # of animals receiving microchips  |
| Demands | # of live animals logged   |



## Code Enforcement Line of Business

The purpose of the Code Enforcement Line of Business is to provide code inspections, abandoned building reviews, and abatement services to community residents and property owners so they can realize cleaner and safer neighborhoods.

### Programs and Key Measures

#### Abandoned Buildings Program

 % of property maintenance violations resolved voluntarily

#### Code Inspections Program

 % of designated proactive area properties inspected at least once per month

 % of total complaint based inspections completed within four days

#### Nuisance Abatement Program

 % of code violations resolved voluntarily

## Abandoned Buildings Program


The purpose of the Abandoned Buildings Program is to provide exterior property maintenance inspections and abandoned building reviews for the community and property owners so they can live in more attractive and safe neighborhoods.

Program Manager: David Oen

Program Budget: \$724,016 (FY16)

### Program Services:

- Abandoned Building Liens
- Abandoned Building Notifications
- Complaint Response Inspections
- Contracted Abatements
- Council Agenda Items
- Court Appearances
- Dilapidated & Unsecured Notifications
- Emergency Response Billings
- Proactive Inspections
- Property Maintenance Notices/Citations
- Property Maintenance Violation Inspections
- Public Education
- Telephone Inquiry Responses

| Family of Measures |   |
|--------------------|---|
| Results            |  % of property maintenance violations resolved voluntarily |
|                    | % of abandoned buildings/property maintenance complaint initial inspections completed within four days  |
|                    | Average number of property maintenance inspections per violation  |
| Outputs            | # of abandoned buildings where maintenance violations are resolved  |
|                    | # of abandoned property notices issued  |
|                    | # of proactive property maintenance notices issued  |
|                    | # of properties declared abandoned by City Council  |
|                    | # of property maintenance notices issued  |
|                    | # of property maintenance inspections where a violation exists  |
|                    | # of property maintenance citations issued  |
| Demands            | # of property maintenance complaints received   |

## Code Inspections Program

The purpose of the Code Inspections Program is to provide inspection services (proactive and complaint response) to citizens and the business community so they can experience an environment that is free of code violations.



Program Manager: Chad Davidson

Program Budget: \$2,594,173 (FY16)

Program Services:

- After Hours/Weekend Inspections
- Code Enforcement Notices/Citations
- Complaint Response Inspections
- Court Appearances
- Licensing Inspections
- Proactive Inspections

### Family of Measures

|         |  |
|---------|--|
| Results |  % of designated proactive area properties inspected at least once per month                                      |
|         |  % of total complaint-based inspections (non-abandoned building/property maintenance) completed within four days |
| Outputs | # of complaint-based inspections (non-abandoned building/property maintenance) completed within four days  |
|         | # of proactive properties inspected monthly  |
| Demands | # of complaints (non-abandoned building/property maintenance) received   |
|         | # of properties in proactive inspection areas  |

## ***Nuisance Abatement Program***

The purpose of the Nuisance Abatement Program is to provide nuisance abatement services to the community and property owners so they can live in cleaner and safe neighborhoods.


Program Manager: Sandi Lumley

Program Budget: \$840,127 (FY16)

### Program Services:

- Administrative Hearings
- Billings
- Citations
- Contracted Abatements
- Court Appearances
- Illegal Sign Removals
- Nuisance Notifications
- Public Education Services
- Telephone Inquiry Responses
- Writ Processes

### Family of Measures

|         |  |
|---------|--|
| Results |  <b>% of code violations resolved voluntarily</b> |
|         | Average # of days from official violation notification to contractor work order issued for weeds/grass and junk/debris complaints  |
|         | % of citizens satisfied with code enforcement  |
|         | % of weeds/grass and junk/debris complaints abated within 45 days from date of complaint   |
| Outputs | # of abatement actions completed   |
|         | # of abatement notices issued  |
| Demands | # of violations identified for abatement   |

## Development Center Line of Business

The purpose of the Development Center Line of Business is to provide plan review, permit, inspection and licensing services to the development community and the public so they can develop and build code-compliant commercial and residential structures in a timely manner.

### Programs and Key Measures

#### Construction Inspections Program


 % of construction related inspections completed within one working day of request


#### Permits and Licensing Program

 % of construction permits issued within one working day of request

 % of phone calls answered within 4 minutes

#### Plan Review Program

 % of commercial new construction plans initial code review completed within 15 working days

 % of commercial remodel construction plans initial code review completed within ten working days

## ***Construction Inspections Program***

The purpose of the Construction Inspections Program is to provide construction related code inspections to the development community and the public so they can build safe commercial and residential structures in a timely manner.


Program Manager: Mike Miller

Program Budget: \$3,743,210 (FY16)

### Program Services:

- Certificate of Appropriateness Inspections
- Certificate of Approval Inspections
- Certificate of Compliance Inspections
- Code Appeal Hearing Responses
- Code Citations & Notices
- Code Ordinance Drafts
- Complaint Responses
- Construction Related Inspections
- Contractor Meetings
- Electrical Plan Approvals
- Oil and Gas Inspections
- Public Education Services
- Special Events Support Services
- Utility Service Disconnect Notices

### Family of Measures

|         |  |
|---------|--|
| Results |  <b>% of construction related inspections completed within one working day of request</b> |
|         | % of quality control reviews that do not require correction  |
| Outputs | # of construction related inspections completed  |
|         | # of quality control reviews completed   |
|         | # of oil and gas inspections completed   |
| Demands | The demand is reflected in the target output   |

## Permits and Licensing Program

The purpose of the Permits and Licensing Program is to provide construction permits, inspection processing, and licenses to the development community, the public, and inspectors so they can conduct their construction or business related activities in a timely manner.

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Program Manager: Vernetta Blair

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Program Budget: \$1,314,246 (FY16)

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### Program Services:

- Building & Building-related Permits
  - Call Center Operations
  - Cashiering Services
  - Certificates of Completion
  - Certificates of Compliance
  - Certificates of Occupancy (C.O.)
  - Construction Inspection Requests
  - Elevator Inspection Invoicing
  - Licenses
  - Oil & Gas Permits
  - Public Education Services
  - Refunds
  - Research Record Requests
  - Special Event Support Services
  - State Fee Collections
  - Temporary Certificates of Occupancy
  - Training Services (Accela)
  - Utility Releases
- 

### Family of Measures

|         |  |
|---------|--|
| Results |  % of construction permits issued within one working day of request |
|         |  % of phone calls answered within 4 minutes                         |
| Outputs | # of construction permits issued   |
|         | # of licenses and residential sale permits issued  |
| Demands | # of phone calls received  |
|         | # of walk in customers assisted  |

## Plan Review Program

The purpose of the Plan Review Program is to provide construction plan review to the development community and the public so they can develop and build code-compliant structures in a timely manner.

Program Manager: Jeff Heinze

Program Budget: \$1,802,374 (FY16)

### Program Services:

- Bore Permits
- Building Board Appeals
- Certificate of Compliance Reviews (ABLE)
- Code Ordinance Drafts (Building)
- Commercial Building Plan Reviews (New & Remodel)
- Commercial Minimum Fee Plan Reviews
- Driveway Permits
- Fence Permit Reviews
- Flood Plain Activity Permits
- License Reviews
- Oil and Gas Reviews
- Paving Cut Permits
- Pool Permit Reviews
- Pre-Development Meetings
- Records Management Services
- Residential Plan Reviews
- Revocable Permits
- Sewer Tap Permits
- Sidewalk Permits
- Sign Permits
- Storm Shelter Permits
- Utility Plans

### Family of Measures

|         |   |
|---------|---|
| Results | % of commercial new construction plans initial code review completed within 15 working days         |
|         | % of commercial remodel construction plans initial code review completed within 10 working days     |
|         | Average # of working days in the permit process for City permit review                              |
|         | Average # of working days in the permit process for developer response                              |
|         | % of commercial permits issued within three months  |
|         | % of development community surveyed responding as satisfied with the plan review process            |
|         | % of single family residential new construction plans reviewed within one working day of submission |
|         |   |
| Outputs | # of one and two family residential new construction plans reviewed                                 |
|         | # of commercial new construction plans reviewed   |



|  |   |
|--|---|
|  | # of commercial remodel construction plans reviewed |
|  | # of oil and gas applications reviewed              |

## Subdivision and Zoning Line of Business

The purpose of the Subdivision and Zoning Line of Business is to provide development and policy formulation, and code administration services to policy makers, residents, development interests, and community groups so they can make informed decisions to manage growth and development and receive timely development code decisions and enforcement.

### Programs and Key Measures

#### Subdivision and Zoning Program

-  % of applicants that receive a rezoning development application decision within 120 days of application submission

## ***Subdivision and Zoning Program***

The purpose of the Subdivision and Zoning Program is to process development applications and provide consultation to developers, applicants, and residents so they can receive timely zoning and subdivision approvals and information.


Program Manager: JJ Chambless

Program Budget: \$927,330 (FY16)

### Program Services:

- Address Assignments
- Alcoholic Beverage License Compliance Letters
- Case Maps
- Board of Adjustment
- City Council Land Use Decisions
- Court Appearances
- Deed Approvals
- Development Application Consultation
- Development Plan Reviews
- Planning Commission Recommendations
- PlanOKC Interpretations
- Staff Reports
- Zoning and Subdivision Map Updates
- Zoning Ordinance Amendments
- Zoning Verifications/Licenses

### Family of Measures

|         |   |
|---------|---|
| Results |  <b>% of applicants that receive a rezoning development application decision within 120 days of application submission</b> |
|         | Average # of days for applicants proposing a new subdivision to receive a development application decision  |
|         | % of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission   |
| Outputs | # of zoning and subdivision applications processed  |