



# Development Services Department

## Strategic Business Plan

Effective Date: July 1, 2020

### **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.

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## 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 resident 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 2024, Development Services will provide effective code enforcement services as evidenced by achieving at least 42% resident 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 resident 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 2023, Animal Welfare will provide improved services and coordination as evidenced by achieving at least an 90% 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 electronic plan review with Accela automated development process tracking system to decrease processing and review time for development applications.

#### Strategic Results

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

- At least 98% of applicants proposing a new preliminary plat will receive a development application decision within 60 days of submission.
- At least 98% of applicants will receive a rezoning development application decision within 120 days of application submission.

### Issue 4: Development Process Technology Support

Ongoing inter and intra-departmental coordination in the development process without increased support to implement and maintain technology enhancements 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 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.
- The Development Services Department will pursue the utilization of a Business Intelligence Specialist to integrate business processes with new and existing technology to improve service levels for residents and customers.

#### Strategic Results

By 2023, the Development Services Department will improve the timeliness of reviews and inspections, and customer service, as follows:

- Complete 80% of initial review of commercial new construction plans within 15 working days of submission.
- Complete 80% of initial review of commercial remodel plans within 10 working days of submission.
- Complete 90% of construction inspections within 1 working day of request.
- At least 70% of phone calls will be answered within 2 minutes.

### **Issue 5: Animal Welfare Field Services**

The growing demand for animal field services and programs to help residents be responsible pet owners, if not addressed, will result in, increased response times, an inability to respond to requests for service, lower resident satisfaction, and continued challenges with animal field 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 field calls received.
- Animal Welfare Line of Business will pursue new technologies to improve efficiencies.

#### **Strategic Result**

By 2024, 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 60% of the time.

## Accomplishments

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

- The cooperation between the Animal Welfare Line of Business and community partners has resulted in 19,080 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.
- Animal Welfare worked with Pet Placement Partners such as the Central Oklahoma Humane Society. We transfer animals to over 100 organizations to be adopted through their programs.
- Achieved live release rate of 86%. This is the highest in the organization's history.
- Animal Welfare has provided over 37,863 free spay/neuter services to Oklahoma City pet owners since the program inception.
- Over the last 5 years we have assisted nearly 5,000 Oklahoma City residents with pet food through our Pet Food Bank Program.
- Received Service Enterprise certification through the Best Friends Animal Society and Points of Light for dedication to excellence in volunteer engagement.
- Worked with Municipal Counselor's office to amend ordinance to address the length of time animals being held for court cases. This reduced the overall length of stay in the shelter significantly for these animals.

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

- Implemented performing second inspections and inspections following extensions are to be performed on the scheduled date.
- Implemented a supervisory approval requirement for more than two extensions on an inspection.
- Worked with procurement and expanded our pool of contractors, which has resulted in contractors achieving timelier performance results.
- Improved efficiency for awarding securing contracts by three days.
- Established a Property Maintenance Compliance follow-up inspection.
- Revised our Quality Control Program launched on July 1, 2020
- Staff attended nine (9) Neighborhood Association meetings with positive feedback.
- Maintained a high level of service to citizens in the community throughout the COVID-19 pandemic.
- Transitioned Vacant/Abandoned building billing services from Access Database to the Accela application and moved to paperless recordkeeping

- Coordinated and provided sign removal training for citizens of participating Neighborhood Associations
- Entered into Sign Removal Agreements contracts for the 19 participating Neighborhood Associations were obtained via personal service. All contracts were signed and notarized.
- Coordinated and tracked the removal of over 40,000 illegal signs.
- Developed a Resource Sheet for residents of the City to assist in abating Code Enforcement nuisances.

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

- The Development Center issued 60,608 permits, 15,520 licenses, 232 Temporary Certificates of Occupancy, completed 111,411 inspections, 870 research requests and 91,000 phone calls.
- All services continued without interruption and accommodations during the COVID shutdown, going from 35,000 walk-in customers annually to closed customer service counters.
- Tested and implemented electronic plan review.
- Medical Marijuana Certificate of Compliance procedures were created and implemented.
- Current building life safety codes were adopted and put into effect.
- Thousands of new and existing hard copy files have been scanned reducing research time when reviewing plans.
- A program was initiated to address thousands of abandoned plans that were reviewed in the past where permits were not issued.
- Flood elevation files were converted to electronic files so the Code Technicians can review with a touch of the computer key at their desks; and
- PUDS and SPUDS were scanned and are now available electronically.
- 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.
- 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 86% of inspections within one day of when they were requested.
- New software was implemented in Permits and Licensing that moved licensing issuance and renewal to online capability.



- Thousands of new and existing hard copy files have been scanned reducing research time when reviewing plans.
- The International Code Council’s Major Jurisdiction Committee published two Development Center policies as “Best Practices.”
- Participated in the Oklahoma City Home and Garden Show to raise public awareness concerning the purpose of the Development Center and construction codes.

**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 350 zoning and subdivision applications.
- Tested and implemented electronic plan review.
- Continued to provide staff support for the Planning Commission, Board of Adjustment and City Council.



## Lines of Business and Programs

### Department Organization

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

- Executive Leadership Program

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

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

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

- 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 measure and strategic results 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 |
|------------------|-----------|


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|                 |                    |
|-----------------|--------------------|
| Program Budget: | \$2,825,906 (FY21) |
|-----------------|--------------------|

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**Program Services:**

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- Resident 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 measure and strategic results achieved |
|                    | % of performance evaluations completed by the review date   |

## 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

#### Field Services Program



% of Animal Welfare calls responded to within specified time frames

#### Animal Shelter Program



% of dog/cat live releases

#### Community Outreach Program



# of volunteer hours at the animal shelter

#### Veterinary Services Program




% of animals spayed/neutered

**Field Services Program** The purpose of the Field Services 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: | Jon Gary           |
| Program Budget:  | \$1,477,956 (FY21) |

Program Services:

- Animal Citations
  - Field Services Generated
  - Resident Complaint Generated
- Field Services Warnings
- Animal Impoundments
- Bite Investigations & Quarantines
- Cat Complaint Responses
- Court Appearances
- Cruelty Investigations
- Dangerous and Menacing 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            |  % of Animal Welfare calls responded to within specified time frames |
|                    | % 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   |

**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 residents can have affordable pet adoption opportunities and more animals can be saved.

Program Manager: Jaurita Becker

Program Budget: \$1,825,346 (FY21)

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

| Family of Measures |   |
|--------------------|---|
| Results            |  % of dog/cat live releases |
| Outputs            | # of all live animals sheltered   |
|                    | # of all live releases  |

**Community Outreach Program** The purpose of the Community Outreach Program is to provide education, opportunities for community engagement and support programs to residents, 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: Crystal Wise

Program Budget: \$314,141 (FY21)

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 volunteer hours at the animal shelter |
|         | # of animal adoptions resulting from an outreach event   |
|         | # of animals in foster care  |
|         | # of community cats transferred  |
|         | # of spay/neuters performed  |


**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: \$985,731 (FY21)

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  |



## 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

#### Code Inspections Program

 % of non-yard parking violations that are proactively identified

 % of total of first complaint-based inspections completed within four days

#### Nuisance Abatement Program

 % of code violations resolved voluntarily

## Code Inspections Program



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

Program Manager: Sheridan Lowery

Program Budget: \$1,864,301 (FY21)

### Program Services:

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

| Family of Measures |  |
|--------------------|--|
| Results            |  % of non-yard parking violations that are proactively identified             |
|                    |  % of total of first complaint-based inspections completed within four days |
|                    | % of total second inspections completed on the scheduled date  |
| Outputs            | Total # of inspections performed   |
|                    | # of complaints received   |

## 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 clean and safe neighborhoods.

Program Manager: Elaine Nelson-Lewis

Program Budget: \$613,614 (FY21)

Program Services:

- Billings
- Contracted Abatements
- 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 dilapidated complaints                  |
|                    | % of residents satisfied with code enforcement   |
|                    | Average # of days from official violation notification to contractor work order issued for unsecured complaints                    |
|                    | % of weeds/grass and junk/debris complaints abated within 45 days from date of complaint   |
| Outputs            | # of abatement actions completed   |
|                    | # of abatement notices issued  |
|                    | # of properties declared abandoned by City Council   |
| Demands            | # of violations identified for abatement   |
|                    | # of abatement actions requiring a competitive bid   |
|                    | # of abatement actions requiring a court order   |

## 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 permit-related phone calls answered within two 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 10 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: \$3,973,660 (FY21)

Program Services:

- Abandoned Building Liens
- Certificate of Appropriateness Inspections
- Certificate of Approval Inspections
- Certificate of Compliance Inspections
- Code Appeal Hearing Responses
- Code Citations & Notices
- Code Ordinance Drafts
- Construction Related Inspections
- Complaint Responses
- Contractor Meetings
- Council Agenda Items
- Electrical Plan Reviews
- Mechanical Plan Reviews
- Medical Marijuana Certificate of Compliance Inspections
- Oil and Gas Inspections
- Public Education Services
- Remote Video Inspections
- Special Events Support Services
- Telephone Inquiry Responses
- Utility Service Disconnect Notices

| Family of Measures |   |
|--------------------|---|
| Results            |  % of construction related inspections completed within one working day of request |
| Outputs            | # of construction related inspections completed   |

**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.


Program Manager: Vernetta Blair

Program Budget: \$1,359,332 (FY21)

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
- Special Event Support Services
- State Fee Collections
- Temporary Certificates of Occupancy
- Training Services (Accela)
- Utility Releases

Family of Measures

|         |   |
|---------|---|
| Results |  % of permit-related phone calls answered within two minutes |
| Outputs | # of construction permits issued  |
|         | # of business licenses issued   |
| Demands | # of permit-related 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:  | Mike Maenner   |
| Program Budget:   | \$1,658,708 (FY21)   |
| Program Services:   |  |
| <ul style="list-style-type: none"> <li>▪ Building Board Appeals</li> <li>▪ Certificate of Compliance Reviews (ABLE)</li> <li>▪ Code Ordinance Drafts (Building)</li> <li>▪ Commercial Building Plan Reviews (New &amp; Remodel)</li> <li>▪ Commercial Minimum Fee Plan Reviews</li> <li>▪ Driveway Permits</li> <li>▪ Fence Permit Reviews</li> <li>▪ License Reviews</li> <li>▪ Oil and Gas Reviews</li> </ul> | <ul style="list-style-type: none"> <li>▪ Pool Permit Reviews</li> <li>▪ Pre-Development Meetings</li> <li>▪ Records Management Services</li> <li>▪ Residential Plan Reviews</li> <li>▪ Sidewalk Permits</li> <li>▪ Sign Permits</li> <li>▪ Storm Shelter Permits</li> <li>▪ Medical Marijuana Certificate of Compliance Reviews</li> </ul> |

| 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     |
|                    | % 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   |

## 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: \$730,127 (FY21)

Program Services:

- Address Assignments
- 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  |