Development Services Department

Strategic Business Plan

Effective Date: July 1, 2015

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 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.

Strategic Result

- By 2019, 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 2020, Animal Welfare will provide improved services and coordination as evidenced by achieving at least a 75% 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 2018, Development Services customers will experience a more timely and efficient development review process as evidenced by:

- At least 70% of applicants proposing a new preliminary plat will receive a development application decision within 60 days of submission.

- At least 85% 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.

Strategic Results

By 2020, the Development Services department will improve the timeliness of reviews and inspections, as follows:

- Complete 100% of initial review of commercial new construction plans within 15 working days of submission.
- Complete 100% of initial review of commercial remodel plans within ten working days of submission.
- Complete 90% of construction inspections within one working day of request.

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.

Strategic Result

By 2020, 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 increased adoptions and transfers, an increase in community outreach programs, an improved public image and increases in foster homes and volunteers.

- Live release rate has increased by 11% over the last three years.

- Animal Welfare has provided 16,892 free spay/neuter services to Oklahoma City pet owners since the program inception.

Code Enforcement Line of Business

- The Nuisance Abatement Program has maintained the percentage of code violations resolved voluntarily over the past year.

- Implementation of the Abandoned Building Program has resulted in an increase of 4,548 property maintenance notifications issued.

Development Center Line of Business

- The Plan Review Program has maintained a 99% success rate for two years by reviewing commercial new construction within 15 days and remodel plan reviews within ten days.

- The Construction Inspections Program has improved by 28% over the last two years and met the new target of 90% of inspections completed within one day of the request for the last year.

- The Permits & Licensing Program has issued construction permits within one day 100% of the time for the last five years.

- The Permits & Licensing Program has created a Food Truck Court Ordinance and amended the Vehicle Food Sales Ordinance to enhance special event participation by Food Truck licensees.

- The Permits & Licensing Program has established a baseline program for public education and information.

Subdivision & Zoning Line of Business

- The Subdivision & Zoning Program has met its target by delivering rezoning decisions within 120 days 85% of the time for the last three years.

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.

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

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:	Trace Lyons
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

- 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 bite cases worked
	# of animal impoundments made
	# of Animal Welfare Priority one call responses provided
	# of Animal Welfare Priority two call responses provided
	# of Animal Welfare Priority three call responses provided
	# of Animal Welfare service call responses provided
	# of cruelty cases worked
	# of dangerous animal cases worked

	# of injured animals impounded
Demands	# of animal welfare service calls received
Efficiencies	$ Expenditure per animal welfare service call provided

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.

Program Manager:	Jon Gary
Program Budget:	$1,912,818 (FY16)

Program Services:

- Animal Adoption
- Animal Intakes
  - Stray Drop Offs
  - Owner Surrenders
- Animal Reclaims
- Animal Transfers
- Dead Animal Disposals

- General Animal Care Services
- Long-term Animal Care and Special Care Services
- Lost & Found Postings
- Tags
- Temporary Disaster Housing
- Wildlife Intakes & Transfers

Family of Measures	
Results	🔑 **% of live releases**
	Average length of stay
Outputs	# of live animals sheltered
	# of live releases
Demands	# of animal intakes logged
Efficiencies	$ Expenditure per 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
- Community Cats
- Community Pet Spay/Neuter
- 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**
	% of animals adopted at outreach events
Outputs	# of adoption outreach events
	# of animal adoptions resulting from an outreach event
	# of animals in foster care
	# of community cats transferred
	# of foster homes
	# of pet food bank customers served
	# of spay/neuters performed
	# of volunteer hours
	# of volunteers
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. Binu Thevatheril
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

- 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 animals euthanized
	% of live animals logged treated for illness or injury
Outputs	# of animals spayed/neutered
	# of animals treated for illness or injury
	# of euthanasias performed
Demands	# of live animals logged
Efficiencies	$ Expenditure per animal served

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

   % 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
- Council Agenda Items
- Court Appearances
- 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
	% of property maintenance inspections where citations are issued
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
Demands	# of abandoned property complaints reviewed
	# of property maintenance complaints received
Efficiencies	$ expenditure per notice issued

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
Efficiencies	$ expenditure per inspection completed

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:

- Billings
- Citations
- Contracted Abatements
- Court Appearances
- Dilapidated & Unsecured Notifications
- Hearings
- Illegal Sign Removals
- Nuisance Notifications
- Public Education Services
- Telephone Inquiry Responses

Family of Measures	
Results	🔑 **% of code violations resolved voluntarily**
	Average # of days from inspection to contractor work order issued for weeds/grass and junk/debris complaints
	% of citizens satisfied with code enforcement
	% of total properties with abatement action
	% 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
Efficiencies	$ expenditure per abatement action completed

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

Plan Review

🔑 % 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:	Jane Ward

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
- Public Education Services
- Special Events Support Services
- Utility Service Disconnect Notices

Family of Measures	
Results	⚷ **% of construction related inspections completed within one working day of request**
	% of quality control reviews that do not require correction
Outputs	# of construction related inspections completed
	# of quality control reviews completed
Demands	The demand is reflected in the target output
Efficiencies	$ expenditure per construction related inspection 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:	$1,314,246 (FY16)

Program Services:

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

Family of Measures	
Results	🔑 **% of construction permits issued within one working day of request**
Outputs	# of construction permits issued
	# of inspection requests entered
	# of licenses and residential sale permits issued
Demands	The demand is reflected in the target output
Efficiencies	$ expenditure per permit and license issued

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
- 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
- Paving Cut Permits
- Pool Permit Reviews
- Pre-Development Meetings
- 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 ten 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

Demands	The demand is reflected in the target output
Efficiencies	$ Expenditure per plan 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
- Commission/Board/Council Actions
- 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	🔑 **% of applicants that receive a rezoning development application decision within 120 days of application submission**
	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
Demands	The demand is reflected in the target output
Efficiencies	$ expenditure per zoning and subdivision application processed