Leading for results

The way we do business

Development Services Department

Strategic Business Plan

Effective Date: July 1, 2022

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 for code enforcement and construction inspection services, if not addressed, will have a negative impact on customer and resident satisfaction.

Strategies

- The Code Enforcement Line of Business will monitor its inspection assignment priorities to ensure a timely response.
- The Code Enforcement Line of Business will increase public engagement and education to residents and property owners to improve customer experience.
- 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 2025, Animal Welfare will provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter pets.

Issue 3: Development Process Support

Without increased support to implement and maintain process enhancements, the growing number of applications and the ongoing need to have effective and efficient inter and intra-departmental coordination in the development process will continue to cause delays in processing development applications and the issuance of construction permits, licenses, and certificates of occupancy.

Strategies

- The Development Center Line of Business 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 work with other departments that are involved in the private development process to improve efficiencies.
- The Development Center Line of Business will pursue new technologies to improve efficiencies.

Strategic Results

By 2024, the Development Center Line of Business 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 one working day of request.
- At least 70% of phone calls will be answered within two minutes.

Issue 4: Animal Welfare Services

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

Strategies

- 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 and animal intakes/surrenders received.
- The Animal Welfare Line of Business will pursue technology enhancements to improve efficiencies.

- 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 animals and increase pet adoptions and placements.

Strategic Results

By 2025, 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.
- Provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter animals.

The way we do business

Accomplishments

Animal Welfare Line of Business

- Cooperation with 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.

- Coordinated with Pet Placement Partners such as the Central Oklahoma Humane Society. We transferred animals to over 100 organizations to be adopted through their programs.

- Maintained a live release rate of 86%. This is the highest non-COVID rate in the organization's history.

- Provided over 41,986 free spay/neuter services to Oklahoma City pet owners since the program inception.

- Processed nearly 6,794 community cats through the community cat program since its inception in 2017.

Code Enforcement Line of Business

- Encouraged Code Enforcement Inspector's to emphasize resident engagement in all work in the field, especially those with code violations on their property.

- Created a "meet resident" inspection. This inspection is used by staff when there is a face-to-face follow-up meeting with a resident. This tool assists with the increased resident engagement expectation given to Inspectors.

- Utilized a Business Intelligence Specialist to integrate business processes with new and existing technology to improve service levels for residents and customers.

- Attended seven (7) Neighborhood Association meetings with positive feedback.

- Attended and answered questions at the Ward 6 and Ward 7 Town Hall meetings.

- Attended the Career/Resource event at Douglas High School.

- Hired and trained one Code Inspector II and three Code Inspector I, and one part-time Equipment Technician positions.

- Hiring the additional Code Inspector II brought the Inspector II staff to four. This addition has allowed Code Enforcement to assign a representative to accompany the three contractors on all junk removal abatement work orders. In addition, this change has resulted in timelier and more efficient abatement due to the presence of an Inspector II monitoring work progress.

- Assigned a dedicated Code Inspector I position to process and research all unsecured, dilapidated, and abandoned cases. This streamlined the process for clerical staff by providing consistency and better work product due to one source of contact.

- Implemented a new SharePoint site which enabled all clerical staff to quickly access liens, lien releases, certifications, de-certifications, and additional housing documents in a centralized secure storage location.

The way we do business

Development Center Line of Business

- The Development Center issued 68,887 permits, 11,367 licenses, 214 Temporary Certificates of Occupancy, reviewed 538 medical marijuana certificates of compliance, completed 131,014 inspections, completed more than 1,200 research requests, and received 152,000 phone calls.

- Added additional online permitting and payment options for customer ease of access.

- Converted flood elevation files to electronic files to speed up the review process.

- Scanned PUDS, SPUDS, and mobile home subdivision plans so they are now available electronically.

- Provided in-house training for national certifications and state licenses which have mandatory continuing education requirements for inspectors and plan reviewers. The instruction was performed by our management staff, which has also promoted consistency in code interpretation throughout the division.

- Permits and Licensing has consistently issued construction related permits within one working day of request - 100% of the time.

- The Construction Inspections Section continues to complete 70% of inspections within one day of when they were requested.

- Implemented new software in Permits and Licensing which provides the capability to issue licensing and renewals online.

- Participated in the Oklahoma City Home and Garden Show to raise public awareness concerning the purpose of the Development Center and construction codes.

- Improved and increased the live video inspection program, completing a total 9,155 video inspections which helped reduce the overall wait time for inspections and provided an additional service to our customers, usually with same day results.

- Elevator Inspections were added to Accela software and now inspectors can create and enter result inspections in the software.

- Attended the Metro Association of Building Officials (MABO) to work with local neighboring jurisdictions to promote consistency and the understanding of code language areawide.

- Transferred the authority to review Right of Way permits to Public Works to streamline the review process and improve customer interaction.

- Implemented and tested assembly line plan review and other procedural changes, where possible, to increase efficiency.

- Implemented weekly plan review training sessions to promote consistency and staff knowledge.

- Implemented new PE requirements based on a progressive points-based system rather than based solely on the number of plans worked in Plan Review.

- Implemented new quality control measures such as team training and group reviews for large projects in Plan Review.

- Issued an electronic procedure manual for the Business Licensing work section.

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

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.

Program Manager:	Rick Wickenkamp
Program Budget:	$2,863,527 (FY23)

Program Services:

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- 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
- Resident Responses
- 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 deceased animals.

Program Manager:	Jon Gary
Program Budget:	$1,566,299 (FY23)

Program Services:

- Animal Citations
  - Field Services Generated
  - Resident Complaint Generated
- Animal Impoundments
- Bite Investigations & Quarantines
- Community Cat Education
- Court Appearances
- Cruelty Investigations
- Dangerous and Menacing Dog Responses
- Deceased Animal Removal
- Disaster Responses
- Field Services Warnings
- 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, and reclaim services so residents can have affordable pet adoption opportunities and more animals can be saved.

Program Manager:	Jon Gary
Program Budget:	$2,099,411 (FY23)

Program Services:

- Animal Adoption
- Animal Intakes
  - Stray Drop Offs
  - Owner Surrenders
- Animal Reclaims
- Customer Consultations
- Deceased 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, animal placement outside of the shelter 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:	$306,774 (FY23)

Program Services:

- Adoption Outreach
- Animal Transfers
- Community Cats
- Community Pet Spay/Neuter
- Foster Placements
- Free Dog Houses
- Free Pet ID Tags

- Media & Community Relations
- Pet Food Bank
- Public Education
- Volunteer Opportunities

Family of Measures	
Results	% of requested spay/neuter provided
Outputs	🔑 # of volunteer hours at the animal shelter
	# 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:	$1,275,543 (FY23)

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 to residents and the business community so they can experience an environment that is free of code violations.

Program Manager:	Sheridan Lowery
Program Budget:	$2,669,348 (FY23)

Program Services:

- Administrative Hearings
- After Hours/Weekend Inspections
- Code Enforcement Notices/Citations
- Complaint Response Inspections

- 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
Demands	# 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:	$943,103 (FY23)

Program Services:

- Abandoned Building Liens
- Billings
- Contracted Abatements
- Illegal Sign Removals
- Nuisance Notifications

- Public Education Services
- Telephone Inquiry Responses

Family of Measures	
Results	🔑 **% of code violations resolved voluntarily**
	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

Development Center Line of Business

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

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:	$4,462,182 (FY23)

Program Services:

- 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 Outreach and 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:	$1,529,871 (FY23)

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 Outreach and 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

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:	Scott Wise
Program Budget:	$1,844,678 (FY23)

Program Services:

- Building Board Appeals
- Building Code and Ordinance Drafts
- Building Code Commission Management
- Commercial Building Plan Reviews (New & Remodel)
- Fence Permits
- License Reviews
- Medical Marijuana Certificate of Compliance Reviews Oil and Gas Reviews

- Plan Review Hotline
- Pool Permits
- Pre-Development Meetings
- Public Outreach and Education Services
- Records Management Services
- Residential Plan Reviews
- Sign Permits
- Solar Permits
- Storm Shelter Permits

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 four working days 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